

Greater Dandenong Annual Report 2014–15



our vision

Our Vision

Greater Dandenong is a safe and vibrant city of opportunity for all – to visit, work, live and play.

Our Key Strategic Objectives

People

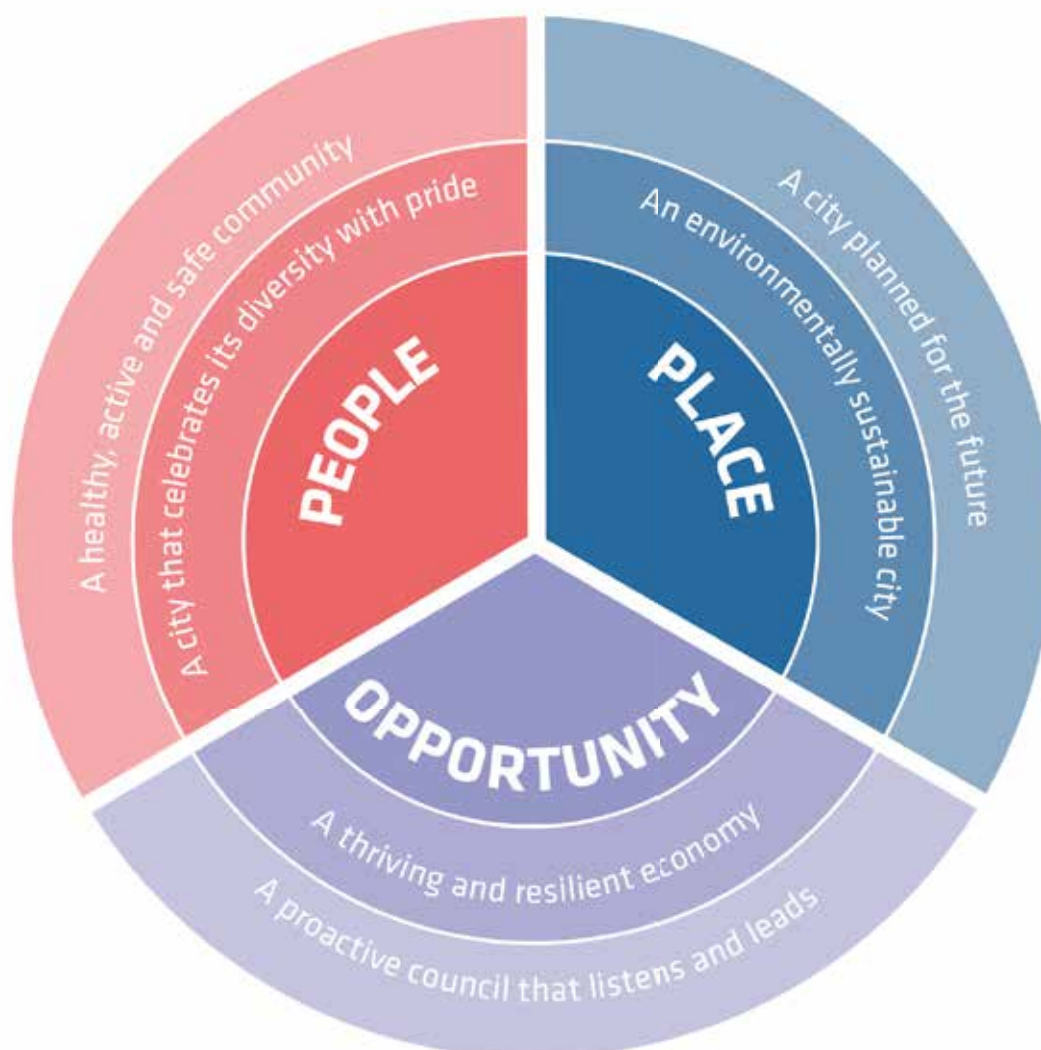
- A healthy, active and safe community
- A city that celebrates its diversity with pride

Place

- An environmentally sustainable city
- A city planned for the future

Opportunity

- A thriving and resilient economy
- A proactive council that listens and leads



Our Great City



Great Place

- Recognised as the capital of Melbourne's south-east
- Outstanding new library facility and civic space in central Dandenong
- Victoria's manufacturing heartland and home to 12,500 businesses
- Playground and picnic areas upgraded across the city
- Boasting 197 parks with 616 hectares of open space, 25 sports reserves and 17 bushland areas covering approximately 42 hectares
- Revitalisation of activity centres – Dandenong, Springvale and Noble Park
- Quality infrastructure including 670km of local roads and 60km of bike and footpaths

Great People

- Over 150,000 residents
- People from over 150 different birthplaces
- Nearly two-thirds of residents were born overseas
- Two-thirds of residents speak languages other than English
- An active and committed volunteer community

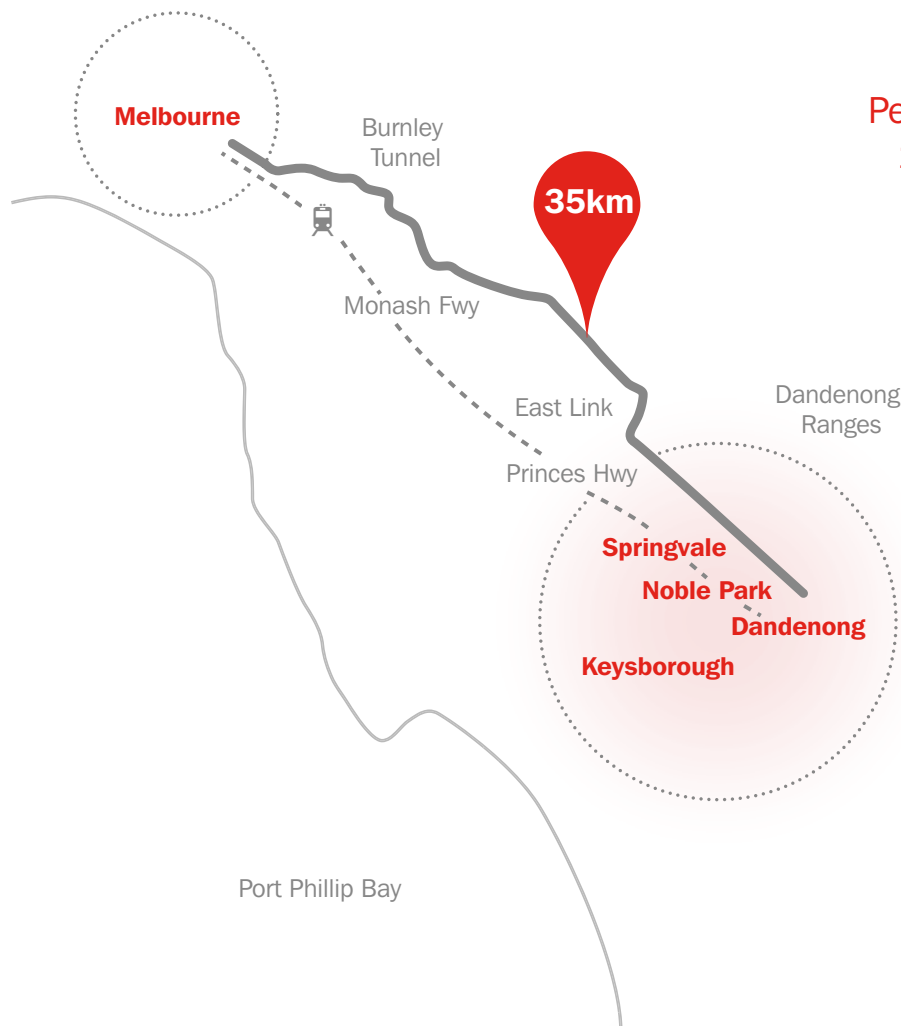
Great Times

- State-of-the-art cultural facilities including the multi-million dollar Drum Theatre
- Arts events and festivals held monthly
- Dandenong's new Harmony Square and Urban Screen evolving as a key community venue
- Over 150 active sports clubs
- Over 400 local community groups and service clubs
- Indoor and outdoor swimming pools
- Victoria's largest Lunar New Year festival

Great Shops

- The iconic Dandenong Market
- Little India and Afghan Bazaar cultural precincts
- Modern shopping complexes at Dandenong and Keysborough
- Wide variety of cultural cuisine and fresh produce
- Extensive range of factory outlets
- Showcase of cuisines from around the world

our city



People from over
150 different
birthplaces

Our Great City



Snapshot of Greater Dandenong

Geography and Population

Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east, approximately 35km from Melbourne's CBD. Around 150,000 people live in Greater Dandenong.

Cultural and Language Diversity

Greater Dandenong is the most culturally diverse locality in Victoria, with over half of its population born overseas, from 150 different birthplaces. Major birthplaces include Vietnam, Cambodia, Sri Lanka, India, China, Italy, Greece, Bosnia, Afghanistan, New Zealand and Britain.

The number of overseas-born residents in Greater Dandenong has risen steadily in recent years, growing by 14,000, or nearly a fifth, in the five years to 2011. Each year, a further 2000 recently-arrived migrants settle in Greater Dandenong, the highest rate of settlement in any Victorian municipality. One-third of these settlers are refugees, largely from Afghanistan, Sri Lanka, Iran, Burma and Pakistan.

The cultural diversity of this city is reflected in its wide range of religious faiths, which include Buddhism, adhered to by 18 per cent of residents, Islam 11 per cent, Hinduism 4 per cent and Christianity 50 per cent.

Nearly two-thirds of the residents of Greater Dandenong speak languages other than English – the largest proportion in Victoria and twice the metropolitan level. Among the more widely-spoken languages in this community are Vietnamese, Khmer, Chinese, Greek, Punjabi and Sinhalese. One in seven residents however has limited fluency in spoken English – four times the metropolitan level.



Masala Football Club, based in Noble Park North, is a local club dedicated to diversity and bringing new players to Australian Rules Football.

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Message from the Mayor



Greater Dandenong is a city built on acceptance and inclusion, and we are proud of our projects and initiatives.

Message from the Mayor

Building on the strengths of our rich and diverse community, Council continues to invest in the growth and development of a municipality recognised as the capital of Melbourne's south-east.

In the annual state-wide Local Government Community Satisfaction Survey, Greater Dandenong performed well above the state average in all areas. This is an outstanding achievement, and reflects our commitment to excellent customer service and continuous improvement.

Over the past year we have welcomed investment in key areas of sport and early childhood education. Nine kindergartens have been redeveloped, and some of our premier sports venues – including Noble Park Skate Park and Edinburgh Reserve – have undergone major upgrades and extensions.

We are proud to have received several prestigious awards including:

- ▶ Best in the State – Excellence in Family Day Care Awards
- ▶ Innovation in Facility Design Award for Noble Park Aquatic Centre
- ▶ Victorian Local Governance Award for the Youth Services Community Links Project
- ▶ 'Multicultural Australia – Strength in Diversity' Award (2014 National Award for Excellence in Local Government)

Our community enjoyed many events and festivals including the Family Sustainability Festival; Jamie's Ministry of Food Mobile Kitchen; Springvale Lunar New Year, Snow Fest, and the Pop-Up Springvale food event. We were also delighted to open the Springvale Asian Gateway – a spectacular landmark joint project for one of our key precincts.

Community consultation continues to be a priority, and is now enhanced by our collaboration with Our Say which seeks your views on Council projects and plans via online forums. Expressing your expectations, aspirations and ideas helps us to improve our services.

Keeping our city clean and safe is imperative, and we are committed to improving security, health and wellbeing. To remain vigilant and proactive, we have hosted forums on family violence and gambling, and implemented a graffiti prevention and removal management plan. We also successfully completed the 'Great Bin Swap' which replaced all garbage, recycling and green waste bins.

To advance the health of our environment, the Greater Dandenong Green Wedge Management Plan sets out the vision for the 'green wedge' around our city. This wedge provides spacious relief from surrounding urban development and supports a range of environmental and cultural activities.

Greater Dandenong's 2014–15 year concluded with the official naming of our civic centre's public space. 'Harmony Square' reflects the character of Greater Dandenong and importantly, its ability to embrace and nurture our diverse community.

Greater Dandenong is a city built on acceptance and inclusion, and we are proud of our projects and initiatives. They exemplify outcomes of sound planning and support a range of activities carefully located and designed to respect the important environmental, cultural heritage, water management, landscape, and amenity values and functions of the region.

A handwritten signature in black ink, reading 'S O'Reilly'.

Cr Sean O'Reilly
Mayor



Chief Executive Officer's Report



...the Greater Dandenong Civic Centre is everything Council planned it to be – it is welcoming, popular, a place of great interest and a valued community asset.

Chief Executive Officer's Report

Just over one year on from the opening of the most significant piece of civic infrastructure built in this City since 1888 – when the Dandenong Town Hall was opened – the Greater Dandenong Civic Centre is everything Council planned it to be – it is welcoming, popular, a place of great interest and a valued community asset.

The remarkable levels of attendance and participation experienced upon opening have continued throughout the 2014–15 year – community pride and satisfaction for the facility has grown and more people in the community are now regarding this facility as *'their own'*. The new Dandenong Library has experienced further growth in attendance and is now hosting some 22,000 visits per week (up from 7,000 visits per week on opening). The Civic Square – now named *Harmony Square* following an extensive process of community consultation – attracts increasing numbers of people to a wide variety of events across all days, nights and seasons.

It is worth repeating a statement made at this time last year, that *'this Centre – with its Library, state of the art community facilities, civic square, next generational screen, community meeting spaces and commercial rental opportunities – has exceeded all expectations'*. This remains the case.

Council has not wasted any time in shifting its focus to another, strategically important civic site/facility and in 2014–15, confirmed its commitment to deliver the *'Springvale Civic Centre Master Plan'*.

Adopted in the previous year, steps have now been taken toward the planning and implementation of this important Springvale Plan. A key implementation component – and hypothecated funding source for the Master Plan – was the sale of the former Springvale Council Depot, some two hectares of land on the edge of a vibrant and culturally diverse activity centre. De-commissioning of this site and preparation for its sale and re-development has taken a long, but necessary period of time and at 30 June, the site was under Tender. In 2015–16, the results of that land sale – and the anticipated benefits to the Greater Dandenong community and this site's development – will be reported. Elsewhere on this broader civic site, Council granted approval for the demolition of the former Council offices – retaining the Springvale Chamber and community meeting rooms for a Springvale customer service centre and meeting spaces – as a first step towards a significantly enhanced civic space. The community has long awaited the creation of more passive and accessible open space and this will emerge immediately from the demolition exercise.

The long advocated and awaited grade separation of road from rail at the Springvale Rail Station was completed by the State Government this year and improved safety and accessibility to the four quadrants of the activity centre were immediately apparent. In 2015–16 and the years ahead, the full potential of the Springvale activity centre will materialise off the back of this critical State investment.

Grade separations in numerous other locations have been on Council's advocacy agenda for a long period of time and Council welcomed the 2015 announcement that the State would grade separate the rail line from Corrigan, Heatherton and Chandler roads, among a first tranche of metropolitan wide crossings. Council is to be commended for its long, consistent and productive advocacy and has been rewarded for its efforts with this most welcome announcement.

But like all other things, challenges immediately arise – to be confronted and addressed in the collaborative way Council manages all such matters – with the design, form, appearance and impact of these separations being addressed in true partnership between Council and the relevant state delivery agencies.

The *'elephant in the chamber'* so to speak has to be *'rate capping'* and in 2014–15, Council began to think about the model and implications of a yet to be legislated commitment by the State, to *'cap'* a council's capacity to increase revenue from rates. *'Rate capping'* – if legislated – will commence in 2016–17 but consistent with the prudent approach to financial management to date, Council is already strategising to minimise impact on this city – its people and its infrastructure.



Dandenong's new Civic Square has been named Harmony Square to reflect the diversity and character of our city.

Council's Strategic Focus

In 2014–15, Council has demonstrably maintained its focus on:

- **Advocacy for better outcomes** – the referenced grade separations being principal among these – all of which will lead to lesser congestion and greater productivity for our business sector;
- **Securing partnerships in the delivery of community needs** – evidenced by stronger, ongoing relationships with State and Federal agencies in the support of disadvantaged people and newly arrived migrants and refugees;
- **Commitment to the progressive enhancement of community infrastructure** – with increasingly high levels of capital investment including essential investment in 'renewals' (looking after the infrastructure we already have); and,
- **Creating a sound and sustainable financial strategy** that ensures operational resourcing and capital investment that satisfy community expectations – Council is pushing toward a decade of financial sustainability as it records strong and responsible financial outcomes that reflect prudence and sound fiscal management by Council.

Capital Investment

\$38.77 million was expended on all projects in this year, of which \$18.12 million was dedicated to asset renewals. It is most important that a properly determined ratio of renewal and refurbishment to total project investment is maintained to ensure that previous infrastructure investments remain at standards that are serviceable and reflect favourably on the city. Council monitors this ratio very closely over time.

Sound Financial Management

Council's operating result was a surplus of \$48.66 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.

Council remains in a sound financial position – and has every intention of maintaining this position despite the economy, the projected impacts of rate capping, cost pressures and community expectations – and will be well placed to do so, provided it continues the sound and prudent approach that it has applied over a decade.

Chief Executive Officer's Report

Capital Improvements

As stated on the previous page, of the \$38.77 million spent on capital improvements during the year, \$18.12 million was on asset renewals with a further \$4.97 million on upgrading and expanding existing infrastructure assets.

The funding of basic infrastructure – roads, footpaths and drains – is always a challenge, but it is pleasing to report that in 2014–15, \$9.23 million was spent on this essential area. This significant investment continues to underpin the importance of Council's maintenance and protection of existing assets.

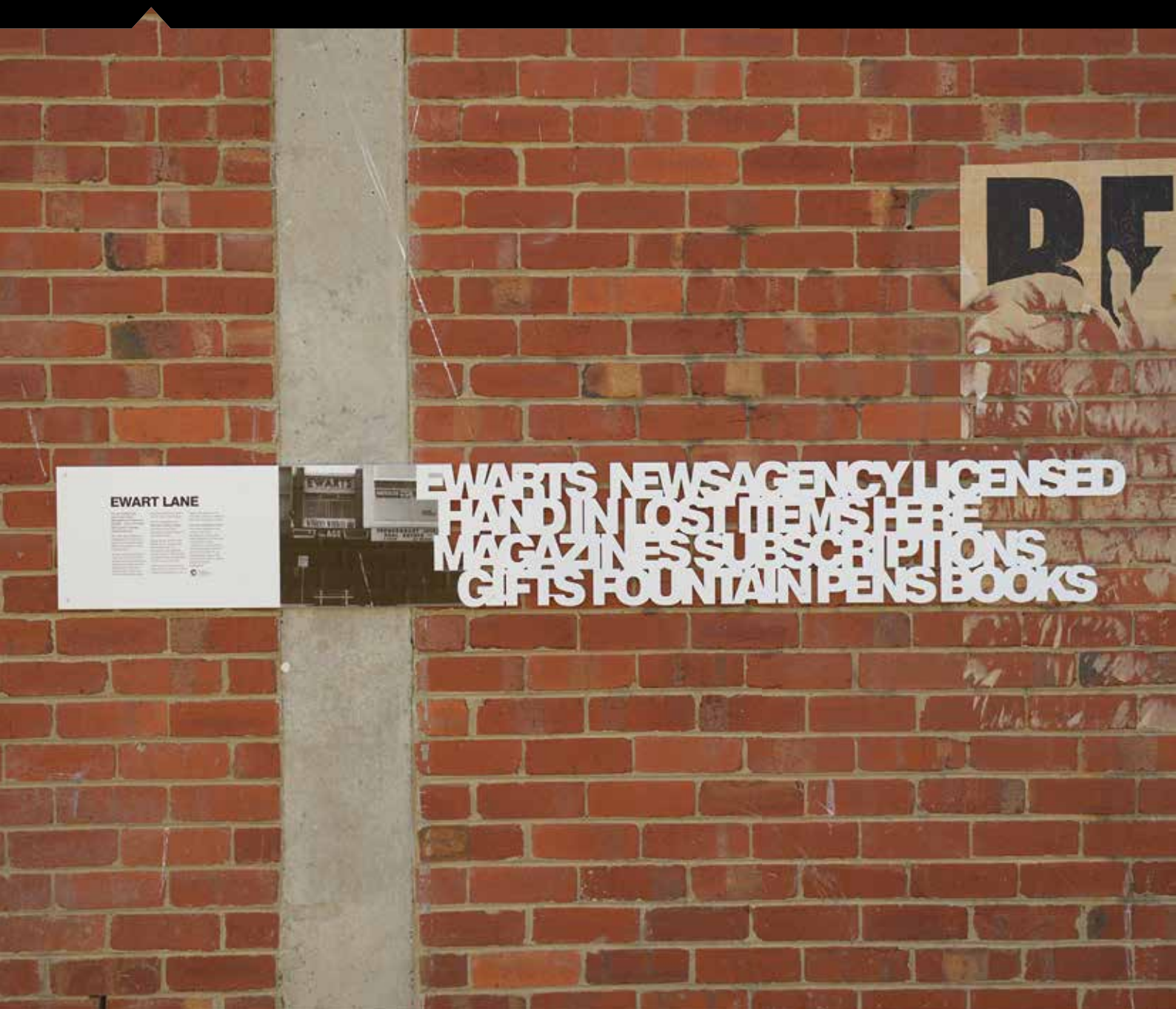
An extensive list of improvement projects was completed in 2014–15 and these are outlined elsewhere in this report – the list reflects another successful year of achievement. But with each successful year comes a new challenge – to meet if not exceed community expectations and on this basis, 2015–16 presents as yet another opportunity to serve the people and businesses of Greater Dandenong to the best of our corporate ability.

I thank Council for its ongoing leadership; strong stewardship in the protection of over \$1.6 billion in community assets; and, the many wonderful staff who remain committed to local government service within Greater Dandenong.

A handwritten signature in black ink, appearing to read 'John Bennie', with a stylized flourish at the end.

John Bennie PSM
Chief Executive Officer

Performance Highlights



Performance Highlights

A Healthy, Active and Safe Community

HIGHLIGHTS

- Library visits across 2014–15 included 1,212,611 physical visits; 470,656 website visits; and 30,823 visitors participated in library programs.
- Food safety inspections totalled 3,221 during 2014–15.
- Home and Community Care services comprising of home care, personal care, respite and home maintenance services saw 3,814 residents accessing the service.
- Youth Services engaged with 24,100 young people through a large range of programs focussed on leadership and innovation; health and wellbeing; and advocacy.
- 86 events were held in Harmony Square to encourage community engagement.
- Council's Litter Prevention campaign won the Litter Prevention Award at the Keep Australia Beautiful Sustainable City Awards in 2015.

Council's Litter Prevention campaign won the Litter Prevention Award at the Keep Australia Beautiful Sustainable City Awards in 2015.



Lily Litter and friends.

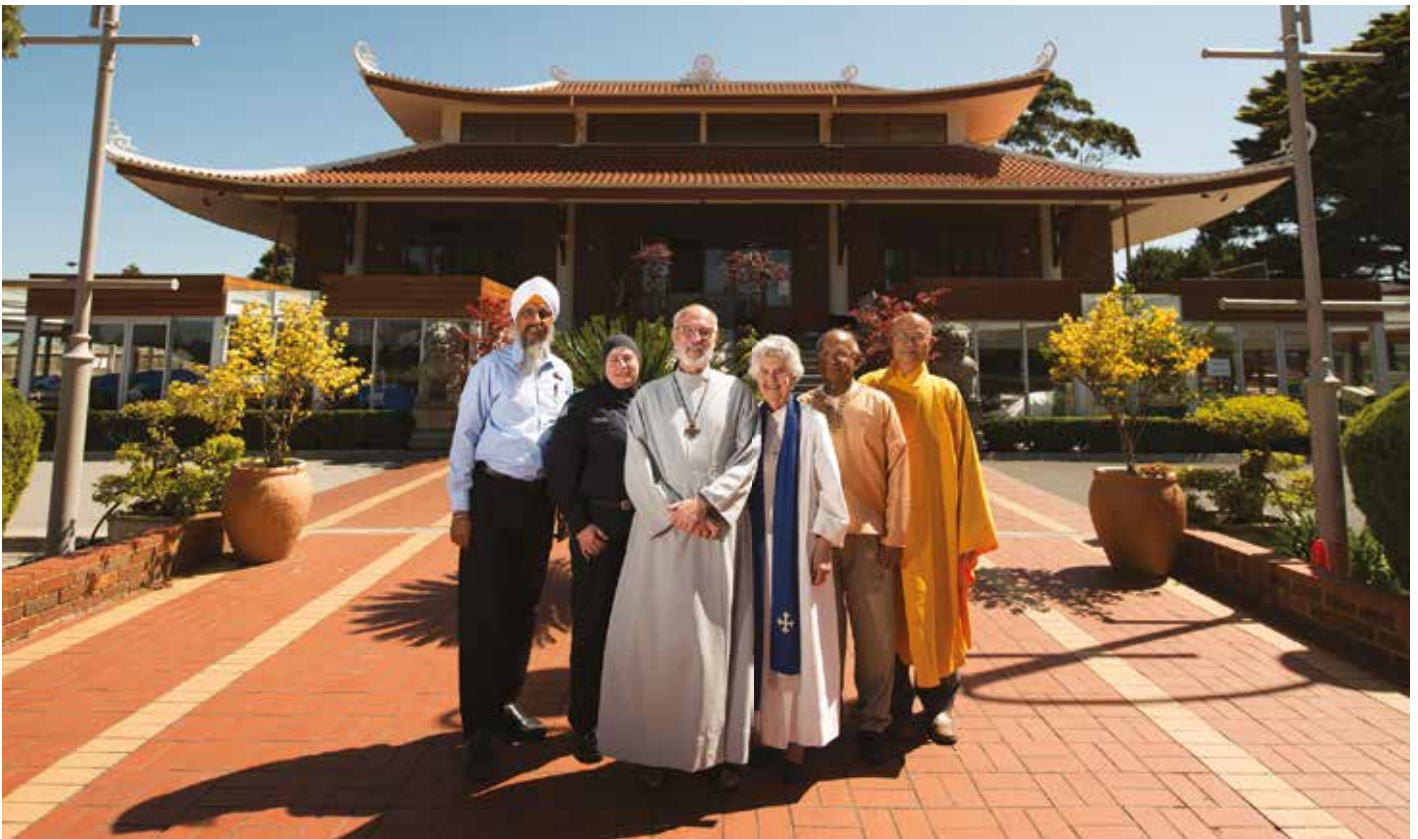
A City that Celebrates its Diversity with Pride

HIGHLIGHTS

- Council ran the following festivals during 2014–15, where community feedback was assessed as follows:
 - Snow Fest (80 per cent positive)
 - Little Day Out (93 per cent positive)
 - Australia Day (80 per cent positive)
 - Autumn Fest (76 per cent positive)
- Heritage Hill saw an increase of 12 per cent in attendance numbers from the 2013–14 figures.
- Multiple events were held as part of the Cultural Threads month-long celebration which encouraged community members to share stories, trade skills and interweave cultures.



Heritage Hill Artists' Residence Benga House.



The Interfaith Network is a group of diverse cultural and religious faiths, working in partnership with the City of Greater Dandenong to promote peace and harmony within the municipality.

Performance Highlights

An Environmentally Sustainable City

HIGHLIGHTS

- ▶ Council adopted the Green Wedge Management Plan in December 2014 which outlines the City of Greater Dandenong's strategy for the future of its section of the South East Green Wedge. The 20 year vision centres on the key themes of water, natural environment, land use, transport and access, and built form and heritage.
- ▶ During the year, to promote indigenous vegetation in our open spaces, 24,179 seedlings were planted.
- ▶ The 'Sustainability Festival' was held on Sunday 22 March at the Dandenong Market and incorporated the presentation of the inaugural Sustainability Awards to winners and finalists.
- ▶ Across the city in alignment with the Leafy Legacy tree planting scheme, 2,569 street trees were planted.
- ▶ The introduction of a trial recycling program at 12 local sports grounds also resulted in Council being nominated for a Keep Australia Beautiful Award in the Resource, Recovery and Waste Management Category.
- ▶ Funding was secured to commence the \$3 million energy-efficient light change over project across Greater Dandenong. The project is being undertaken as a joint project with the Australian Government to improve public safety and boost community confidence.
- ▶ Council completed the "Great Bin Swap" project to replace 138,000 bins across the city in an effort to reduce waste and boost recycling.

Council completed the Great Bin Swap project to replace 138,000 bins across the city in an effort to reduce waste and boost recycling.



A City Planned for the Future

HIGHLIGHTS

- Residential, commercial and industrial building investments, measured by value of building permits included residential permits to the value of \$298,540,508 and commercial/ industrial permits to the value of \$303,644,426. The combined value of permits for this financial year was \$602,184,934.
- Council invested \$38.77 million in capital works in 2014–15. This included the Afghan Bazaar Streetscape Enhancement Project (stage 2) which won its category (Community Assets and Infrastructure \$1.5m and under) in the LGPro Awards for Excellence in Local Government.
- Protection of Council assets via a proactive graffiti removal program resulted in an 'on time' average of 99.09 per cent over the year (from a ten day response service standard).
- Stage 2 of the Burden Park playground was completed adding a flying fox, multi-purpose tyre swing, new toilet facility and improved paths to the family-friendly park.



Award winning Afghan Bazaar streetscape enhancements.



Burden Park, Springvale

Performance Highlights

A Thriving and Resilient Economy

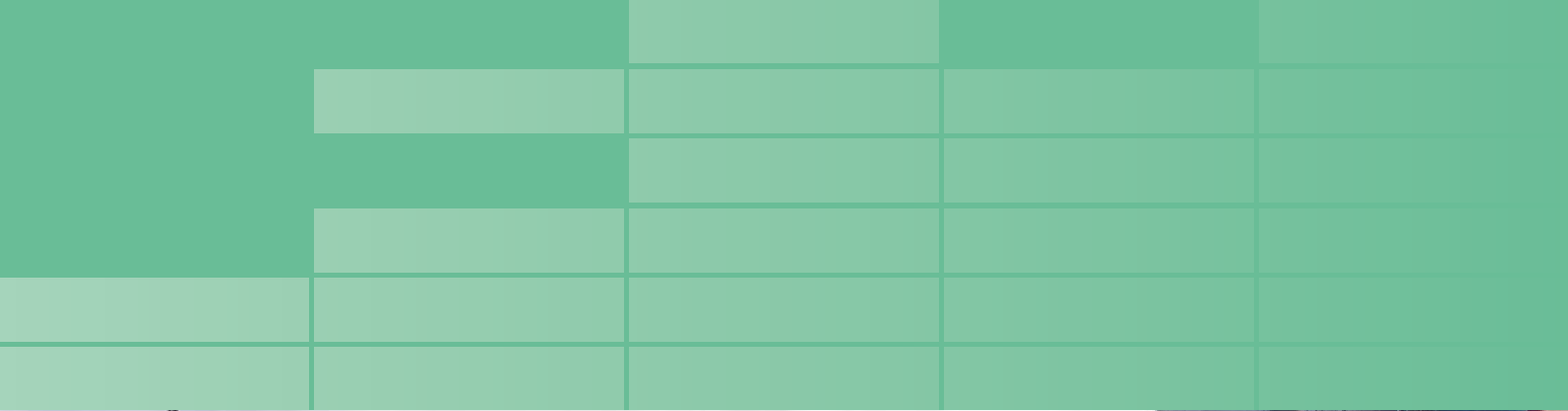


Celebrating manufacturing – Dandenong on Wheels.

HIGHLIGHTS

- ▶ Ongoing Revitalisation Projects for Noble Park has seen Stage 2 of the Douglas Street streetscape project completed. The Ross Reserve Skate Park is expected to be completed early in the next financial year.
- ▶ 80 networking activities were hosted to provide networks for local industry, promote best practice and innovation. Nine events and 21 other South Eastern Business Network (SEBN) activities were conducted.
- ▶ The City of Greater Dandenong Regional Food Strategy, Greater Dandenong Tourism Strategy, and associated action plans were implemented with a number of events held including Pop Up Springvale, 17 Food and Cultural Precinct tours, and participation in The Age Good Food Month and Melbourne Food and Wine Festival.
- ▶ A celebration of manufacturing in the area, *Dandenong on Wheels*, was held in April in partnership with the Committee for Dandenong and the South East Melbourne Manufacturers Alliance.

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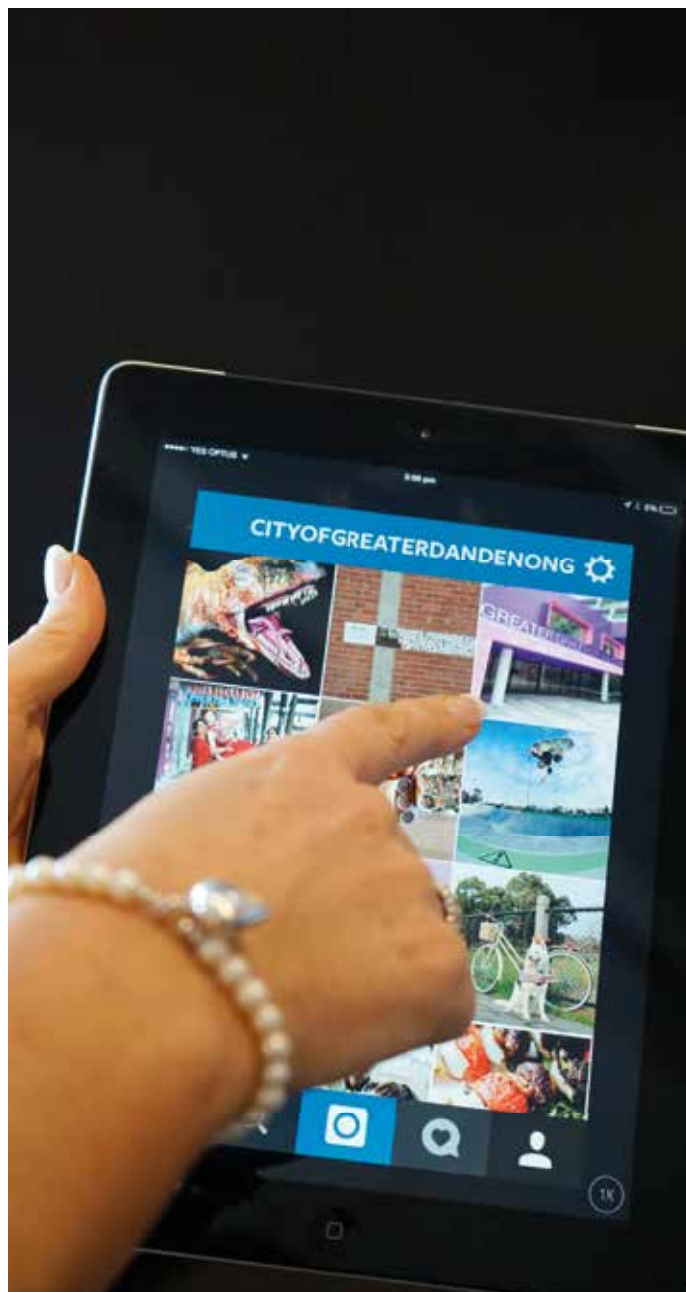
Performance Highlights

A Proactive Council that Listens and Leads

HIGHLIGHTS

- ▶ In the 2015 Community Satisfaction Survey the City of Greater Dandenong scored 76 for customer service (six points higher than the state-wide average of 70 and three points higher than the Melbourne Metro group average of 73).
- ▶ Online engagement through social media has continued to increase, with an increase in uptake on Greater Dandenong's official Facebook page of 138 per cent; official Twitter feed of 57 per cent; and 1492 followers gained on the official Instagram feed since it was established in July 2014.
- ▶ Customer Service staff managed 145,527 telephone enquiries – an increase of over 6 per cent on the previous year.
- ▶ Council's Long Term Financial Strategy was adopted by Council on 22 June 2015.

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Council uses social media platforms such as Instagram to connect with the community and keep them updated on news and events.

Corporate Governance



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
- establishing Council's Local Laws including:
 - Meeting Procedures
 - Municipal Amenity
 - Road Management and Asset Protection
 - Municipal Spaces

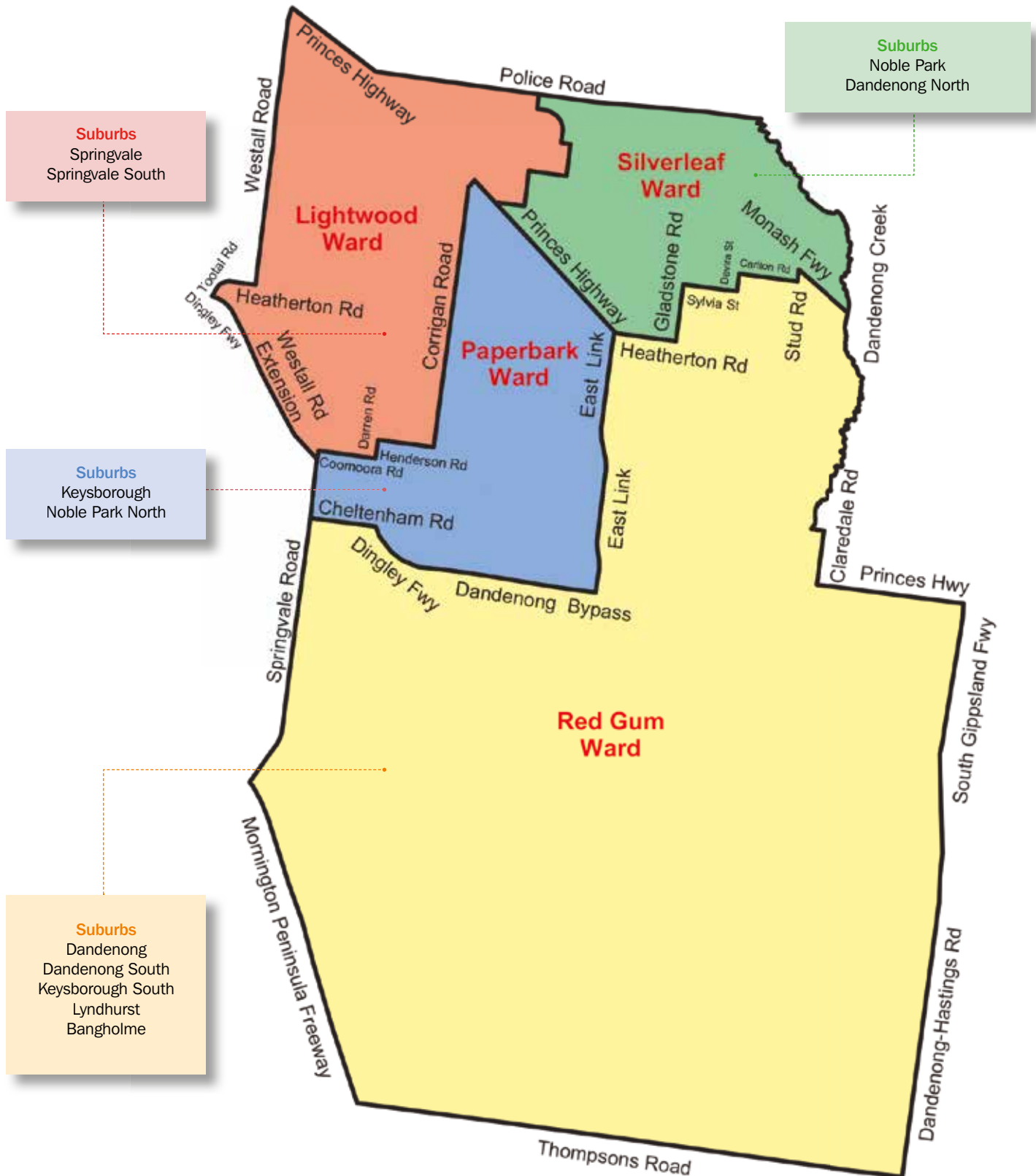
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Greater Dandenong Council was elected on 27 October 2012 and will retire in October 2016. The next Council elections are scheduled for October 2016.



Council's Dandenong Civic Centre.

your council



Corporate Governance

Your Councillors

LIGHTWOOD WARD

Suburbs: Springvale and Springvale South



Cr Youhorn Chea

- Term as a councillor: 1997–present
- Mayoral Terms: 2001–02, 2006–07, 2011–12

Cr Chea believes it is important for Council to maintain a strong focus on facilities for young people, job creation, increased community safety and providing assistance and support for low-income earners and the elderly.



Cr Sean O'Reilly

- Mayor – 6 November 2014–30 June 2015 (current)
- Term as a councillor: 2012–present
- Mayoral Term: 2014–15

In 2012, Sean received the highest vote in the municipality on his first attempt. Two years later he was elected Mayor. Sean is keen to promote a sense of community pride during his Mayoral term, as well as supporting projects that will further develop Greater Dandenong as a city which is a vibrant, connected and caring place for people to live and work.



Cr Loi Truong

- Term as a councillor: 2008–present

Cr Truong was motivated to stand for Council to advocate 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 migrants to integrate into the community. He also works hard to raise the profile of the many issues that face less privileged members of the community, such as the elderly and youth at risk.

PAPERBARK WARD

Suburbs: Keysborough and Noble Park North



Cr Roz Blades AM

- Term as a councillor: 1987–1994 (Springvale), 1997–present
- Mayoral Terms: 1992 (Springvale), 1998–99, 2010–11

Cr Blades was also a councillor and Mayor with the former Springvale Council from 1987 to 1994. She has always been an active participant in community programs and her greatest passion is people. Cr Blades is the longest serving councillor in the City of Greater Dandenong. In 2013, she received Queen's Birthday Honours as a Member of the Order of Australia.



Cr Peter Brown

- Term as a councillor: 1987–1994 (Springvale), 2003–present
- Mayoral Term: 2005–06

Having served as a councillor with the former City of Springvale for seven years, Cr Brown is motivated by a desire to improve the quality of life for residents in terms of care and management of the physical environment. Peter has spent most of his working life as a secondary school teacher including having taught for 14 years in the Noble Park and Springvale areas. Peter also has formal qualifications in law and accounting and uses his training in these fields to assist residents with the many issues they raise with him.



Cr Heang (Meng) Tak

- Term as a councillor: 2012–present

This is Cr Tak's first term as a councillor with Greater Dandenong. Being a councillor has given Cr Tak the opportunity to learn more about the community he lives in, and what issues are important to the residents of Greater Dandenong. His priorities as a councillor include low rates, aged care for migrant seniors, improving child care, library services, community safety and protecting open spaces.

RED GUM WARD

Suburbs: Dandenong, Dandenong South, Keysborough South, Lyndhurst and Bangholme



Cr Matthew Kirwan

- Term as a councillor: 2012–present

This is Cr Kirwan's first term as a councillor with Greater Dandenong. His priorities include improving neighbourhood appearance, community safety, better planning, supporting residents against overdevelopment, improving Council services for families, the aged and the disabled and lobbying for better infrastructure and services for the new estates in Keysborough.



Cr Angela Long

- Term as a councillor: 1997–2005 and 2008–present
- Mayoral Terms: 2000–01, 2012–13

Cr Long has lived in Greater Dandenong almost all her life and is committed to developing the city's future and addressing resident's needs, including the upgrade of Council facilities. Increasing positive perceptions of safety within the city and lobbying the State and Federal Governments to fund community services are also priorities for Cr Long. She is particularly interested in continuing her work with the Dandenong and District Aborigines Cooperative and ensuring Council continues to support all sectors of the community, particularly local youth. Cr Long is also involved in a number of charity organisations both within and outside the city.



Cr Jim Memeti

- Mayor – 1 July 2014–6 November 2014
- Term as a councillor: 2005–present
- Mayoral Term: 2009–10, 2013–14

Appointed as People of Australia Ambassador in 2013.

Cr Memeti works hard for everyone in Greater Dandenong and strives to improve the public perception of this municipality. He is a strong advocate of diversity and inclusion and believes it is important to work together with fellow councillors to achieve the best results for Greater Dandenong. Additionally, he is a strong supporter of local community groups and charities, and is extremely grateful for the contribution they continue to make to the city.

SILVERLEAF WARD

Suburbs: Noble Park and Dandenong North



Cr John Kelly

- Term as a councillor: 1991–1994 (Dandenong), 1997–present
- Mayoral Term: 2007–08

Cr Kelly was also a councillor with the former Dandenong Council from 1991 to 1994. He has lived in Dandenong all his life and is committed to ensuring the City of Greater Dandenong is open and transparent in its operations. Cr Kelly encourages increased community consultation in decision-making and makes every effort to ensure that people's views and concerns, regardless of their religion, politics or race, are respectfully heard.



Cr Maria Sampey

- Term as a councillor: 2000–present
- Mayoral Term: 2004–05

Cr Sampey joined Council in 2000 and is passionate about community care services, the retention of local parklands, and community safety. She has supported a number of initiatives during her term as a councillor including the review of the community care service model and development of a strategic service plan to guide Council's direction. She has also been involved in the implementation of a program designed to improve the accessibility of respite care for young people with intellectual disabilities, along with providing them greater opportunities to participate in social and recreational activities.

Corporate Governance



Your Council: (front row from left to right) Cr Peter Brown, Cr Maria Sampey, Mayor Sean O'Reilly, Cr Angela Long, Cr Roz Blades AM (back row from left to right) Cr Matthew Kirwan, Cr Youhorn Chea, Cr Loi Truong, Cr Heang Tak, Cr Jim Memeti, Cr John Kelly.

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.

Code of Conduct – Councillors

The City of Greater Dandenong's 'Code of Conduct – Councillors' sets out guidelines within which elected 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

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. All Council meetings are held in the Council Chamber at 225 Lonsdale Street, Dandenong unless otherwise notified.

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 2014–15, there were 22 ordinary meetings and one special meeting of Council.

Listed below are the number of meetings attended by individual councillors.

COUNCILLORS FROM 1 JULY 2014 – 30 JUNE 2015	ORDINARY MEETINGS	SPECIAL MEETINGS
Number of Meetings Held	22	1
Cr Roz Blades AM	18	1
Cr Peter Brown	22	1
Cr Youhorn Chea	21	1
Cr John Kelly	20	1
Cr Matthew Kirwan	21	1
Cr Angela Long	19	1
Cr Jim Memeti	16	1
Cr Sean O'Reilly	22	1
Cr Maria Sampey	14	1
Cr Heang Tak	20	1
Cr Loi Truong	17	1

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

During 2014–15, the average number of 'log-ins' per meeting to the live webcasts was 27 with 48 'log-ins' recorded as an average against each archived (non-live) webcast 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.

Councillor's Remuneration

Mayoral Allowance

1 July 2014 – 30 November 2014	\$87,884 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle
1 December 2014 – 30 June 2015	\$90,081 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle

Councillor's Allowance

1 July 2014 – 30 November 2014	\$27,514 (plus 9.50 per cent superannuation equivalent)
1 December 2014 – 30 June 2015	\$28,202 (plus 9.50 per cent superannuation equivalent)

Councillor Support, Reimbursement and Accountability Policy

The Councillor Support, Reimbursement and Accountability Policy allows for the administrative support required by councillors to undertake their role, for the fair reimbursement of costs associated with their role and for Mayor and councillors' attendance at Council meetings and briefing sessions to be published online, together with a register of councillor expenses.

Corporate Governance

Councillor Representation and Community Consultations

On 7 November 2013, 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. New appointments were made on 6 November 2014:

Community Organisations

ORGANISATION	PAST REPRESENTATIVES/LIAISONS 01/07/2014 – 06/11/2014	COUNCIL LIAISON(S) 06/11/2014 – 30/06/2015
Cyrene Centre [#]	Cr Roz Blades AM Alternate – Cr Maria Sampey	Cr Roz Blades AM Alternate – Cr Maria Sampey
Dandenong and District Historical Society	Cr John Kelly Cr Matthew Kirwan	Cr Matthew Kirwan
Dandenong Benevolent Society	Cr Angela Long Cr Jim Memeti	Cr Angela Long Cr Jim Memeti
Country Fire Authority	Cr Jim Memeti Cr Loi Truong	Cr Jim Memeti Cr Loi Truong
Dandenong Retail Traders Association	Cr Angela Long Cr Matthew Kirwan	Cr Angela Long Cr Matthew Kirwan
Noble Park Community Action Forum Inc.	Cr Roz Blades AM	Cr Roz Blades AM
Springvale and District Historical Society	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Heang Tak Cr Loi Truong
Springvale Benevolent Society	Cr Roz Blades AM Cr Youhorn Chea	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly Cr Loi Truong
Springvale Community Aid and Advice Bureau	Cr Youhorn Chea Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong	Cr Youhorn Chea Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong

community

Council Groups and Committees

ORGANISATION	PAST REPRESENTATIVE(S) 01/07/2014 – 06/11/2014	COUNCIL REPRESENTATIVE(S) 06/11/2014 – 30/06/2015
Aquatic Facilities Advisory Group	Cr John Kelly Cr Roz Blades AM	Cr Roz Blades AM Cr Angela Long
Audit Advisory Committee	Mayor of the Day Cr Angela Long	Mayor of the Day Cr Jim Memeti
CEO Employment Matters Committee	–	Mayor of the Day Cr Peter Brown Cr John Kelly Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti Cr Maria Sampey
Children & Family Partnership	Cr Roz Blades AM Cr Sean O'Reilly	Cr Roz Blades AM



Council has two great aquatic facilities at Noble Park Aquatic Centre and Dandenong Oasis.

Corporate Governance

ORGANISATION	PAST REPRESENTATIVE(S) 01/07/2014 – 06/11/2014	COUNCIL REPRESENTATIVE(S) 06/11/2014 – 30/06/2015
Community Safety Advisory Committee	Mayor of the Day Cr Roz Blades AM Cr Angela Long Cr Maria Sampey	Mayor of the Day Cr Roz Blades AM Cr Angela Long Cr Maria Sampey
Dandenong Market Pty Ltd [#]	Cr John Kelly Alternate – Cr Matthew Kirwan	Cr John Kelly <i>Refer note*</i>
Dandenong Stadium Advisory Board	Cr John Kelly	Cr Matthew Kirwan
Disability Advisory Group	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey
Disability Community Reference Group	Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey	Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey
Drum Advisory Committee	Cr John Kelly	Cr Peter Brown
Family Violence Advisory Committee	Cr Roz Blades AM Cr Angela Long Cr Heang Tak	Cr Roz Blades AM Cr Angela Long Cr Heang Tak
Greater Dandenong Interfaith Network	Cr Roz Blades AM Cr Youhorn Chea	Cr Roz Blades AM Cr Youhorn Chea
Health and Wellbeing Advisory Group	Cr Youhorn Chea	Cr Youhorn Chea Cr Matthew Kirwan Cr Maria Sampey
Historical Societies and Civic Collection Future Directions Working Group	Cr Roz Blades AM Cr Matthew Kirwan Cr Sean O'Reilly	Cr Roz Blades AM Cr Matthew Kirwan
Lyndale Community Reference Group	Cr Matthew Kirwan Cr Angela Long	Cr Matthew Kirwan
Positive Ageing Advisory Group	–	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey
Public Art Advisory Group	Cr Youhorn Chea	Cr Matthew Kirwan
Refugee and Asylum Seeker Communities Advisory Committee	–	Cr Roz Blades AM Cr Matthew Kirwan
Springers Leisure Centre Advisory Group [#]	Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Angela Long Alternate – Cr Matthew Kirwan
Taylors Road Landfill Community Reference Group	Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Angela Long Alternate – Cr Matthew Kirwan

ORGANISATION	PAST REPRESENTATIVE(S) 01/07/2014 – 06/11/2014	COUNCIL REPRESENTATIVE(S) 06/11/2014 – 30/06/2015
Young Leaders	Mayor of the Day Ambassador – Cr Matthew Kirwan Ambassador – Cr Heang Tak	Mayor of the Day Ambassador – Cr Matthew Kirwan Ambassador – Cr Heang Tak Ambassador – Cr Sean O'Reilly

denotes alternate councillor required when nominated councillor cannot attend a meeting.

Note * The DMPL Management Services Agreement does not specifically require an 'alternate' Council representative. Given that no nomination has been received for a role that had been previously filled, it is proposed that no alternate be determined and that Council's Representative seek a substitute or alternate if ever this is required.

Peak Industry Bodies

ORGANISATION	PAST REPRESENTATIVE(S)/LIAISONS 01/07/2014 – 06/11/2014	COUNCIL REPRESENTATIVE(S) 06/11/2014 – 30/06/2015
Municipal Association of Victoria (MAV)	Cr Maria Sampey Alternate – Cr Youhorn Chea	Cr Peter Brown Alternate – Matthew Kirwan
Victorian Local Governance Association (VLGA)	Cr Youhorn Chea Alternate – Cr Heang Tak	Cr Youhorn Chea Alternate – Cr Heang Tak

Regional Organisations and Committees

ORGANISATION	PAST REPRESENTATIVE(S)/LIAISONS 01/07/2014 – 06/11/2014	COUNCIL REPRESENTATIVE(S) 06/11/2014 – 30/06/2015
Eastern Region Group of Councils (Mayor and CEO)	Mayor of the Day CEO	Mayor of the Day CEO
Eastern Transport Coalition# (previously ERITG)	Cr Roz Blades AM	Cr Roz Blades AM Alternate – Cr Matthew Kirwan
Inter Council Aboriginal Consultative Committee	Cr Angela Long	Cr Angela Long
Local Governments'/Metropolitan Waste Management Forum#	Cr John Kelly Alternate – Cr Matthew Kirwan	Cr John Kelly Alternate – Cr Matthew Kirwan
Roadsafe Committee – Outer South East Inc	Cr Angela Long	Cr Angela Long
South East Melbourne Group of Councils (Mayor and CEO)	Mayor of the Day CEO	Mayor of the Day CEO
South East Region Gas Company (SERGASCO)	Cr John Kelly	Cr John Kelly

Corporate Governance



Councillor Representatives

Council representatives participate as a member of these groups by representing Council's views and to inform Council of key issues related to these organisations/groups. They act as a reference point between the organisation/group and Council as a whole and provide advice to Council or the organisation/group when decisions or major policy matters are discussed. Councillor representatives are an essential or mandatory appointment where it is in Council's best interests to be engaged in, the organisation's constitution requires a councillor representative or a councillor or Council representative is a requirement of Council funding.

Councillor Liaison

Councillor Liaisons act as a liaison point between the organisation and Council as a whole and provide advice to Council or the organisation when decisions or relevant policy matters are discussed. Councillor Liaisons will generally keep informed about the work and functions of the organisation and support the role of the organisation in accordance with Council policy or direction. If a councillor chooses to stand as an office bearer of the organisation this is undertaken separately to the role of councillor liaison. It is not essential for Council to be involved in these groups – councillors are only involved when they have the interest and the time.

Advocacy

Council continued with its significant advocacy program to gain increased funding and levels of service for the city, as well as build and foster key relationships, from a number of external sources.

Some of the key advocacy groups and activities that staff and councillors have been involved in are listed below.

Regular liaison with the following groups:

- Australian Sports Commission
- Bicycle Victoria
- Committee for Dandenong
- Council Alliance for a Sustainable Built Environment (CASBE)
- Community Chef – shared Meals on Wheels service
- Dandenong Community Advice Bureau
- Eastern Group of Councils – group of ten eastern region councils
- Eastern Transport Coalition
- Eastern Treatment Plant Liaison Committee
- Federal Government Ministers and departments
- Melbourne Water
- Metropolitan Planning Authority (MPA)
- Metropolitan Waste Management Group (MWMG)
- Migrant Resource Centres
- Ministerial Advisory Committee on Public Libraries

advocacy



The removal of level crossings within the City of Greater Dandenong is a key priority for Council in its advocacy program. The Springvale station project is complete and additional projects have been approved by the State Government for delivery across Noble Park and Dandenong in coming years.

- Municipal Association of Victoria (MAV)
- National Broadband Network Company
- Options Victoria
- Parks Victoria
- Places Victoria (previously VicUrban)
- Port Phillip and Westernport Catchment Management Authority (PPWCMA)
- Regional Development Australia (RDA)
- Regional Management Forums
- South East Council's Climate Change Alliance (SECCCA)
- Service based industry network groups
- South East Healthy Communities Partnership
- South East Integrated Water Management Group
- South East Melbourne Manufacturers Alliance (SEMMA)
- 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 (SCAAB)
- State Government Ministers and departments
- Taylors Road Landfill Community Reference Group
- Vic Health
- Vic Roads
- Vic Sport
- Victorian Multicultural Commission
- Victoria Police
- Water Sensitive Cities – High Level Steering Committee

Corporate Governance



Tatterson Park, Keysborough

Projects

Key advocacy projects for 2014–15 include the following:

- influence over the introduction of rate capping to the Victorian local government sector
- planning and removal of three level crossings in Greater Dandenong
- new bus services in Keysborough South
- planning for a new primary school in the growth suburb of Keysborough South
- a shared funding commitment towards a new multipurpose sports and community facility at Tatterson Park
- blackspot funding across the city
- additional resourcing for local services assisting residents with material aid, affordability and vulnerability
- gambling reform aimed at reducing the impact on Greater Dandenong residents
- increased support and resources for initiatives to combat family violence and alcohol abuse
- increased funding for local education and employment opportunities
- funding for local initiatives to support the business, manufacturing and auto industry
- the allocation of a greater proportion of landfill levy funds from the State Government towards waste reduction and resource recovery programs
- planning and construction of a bridge over the Cranbourne rail line in Dandenong South
- a commitment for the earliest possible closure of the Lyndhurst landfill
- an integrated approach to water management across the municipality and the region
- additional funding for closed circuit television (CCTV) systems to target crime hotspots
- additional funding for sustainable street lighting upgrades
- joint funding towards the Princes Highway/Robinson Street signalisation project
- availability of High Speed Broadband to industry and households
- funding for the 'Sporting Clubs Recycling Infrastructure Upgrade Project' trial

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:

- 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
- effectiveness of the internal audit function
- the provision of an effective means of communication between the external auditor, internal audit, management and the Council.

Audit Advisory Committee

MEMBERS	
Ms Linda MacRae 1 July 2014 – 30 June 2015	Chair
Cr Jim Memeti 1 July 2014 – 6 November 2014	Mayoral Representative
Cr Sean O'Reilly 6 November 2014 – 30 June 2015	Mayoral Representative
Cr Angela Long 1 July 2014 – 6 November 2014	Council Representative
Cr Jim Memeti 6 November 2014 – 30 June 2015	Council Representative
Mr David Ashmore 1 July 2014 – 30 June 2015	External member
Mr Mick Ulbrick 1 July 2014 – 30 June 2015	External member
CEO	Non-voting
Director Corporate Services	Non-voting
Manager Financial Services	Non-voting

The Audit Advisory Committee met on four occasions during 2014–15.

Matters considered included:

- financial and performance statements for 2013–14
- the Auditor General's Audit Strategy for 2014–15
- Internal Audit Plan of Council for 2014–15
- the 2015–16 Budget
- Council's Long-Term Financial Strategy
- Council's Risk Management Strategy

Protected Disclosure Act 2012

The *Protected Disclosures Act 2012* encourages and facilitates the disclosure of improper conduct by employees, staff, officers or councillors. 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 protected disclosures and are fully documented on Council's internet and intranet sites. A printed copy can also be obtained on request from Council's service centres and libraries.

Protected Disclosure Coordinator:

Mick Jaensch – Director Corporate Services

Protected Disclosure Officers:

Anthony Camillo – Manager People and Procurement Services
 Lisa Roberts – Manager Governance and Commercial Property
 Matt Coughlan – Team Leader Risk Management and OHS

Number and types of disclosures made to Council as a public body	0
Number of disclosures referred to the Independent Broad-Based Anti-Corruption Commission (IBAC) for determination as to whether they were protected disclosures	0
Number and types of disclosed matters referred to the public body by IBAC for investigation	0
Number and types of disclosed matters referred by the public body to IBAC for investigation	0
Number of protected disclosures that were substantiated upon investigation, and the action taken on completion of the investigation	0

Corporate Governance



governance

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*.

Twenty-six new FOI requests were received during 2014–15.

The table below outlines the results of those requests.

	2014-15
Total number of requests	26
Access granted in full	7
Access granted in part	4
Other*	1
Access denied in full	1
Requests still under consideration	10
Number of internal reviews sought	0
Number of appeals lodged with VCAT	0
Number of requests transferred/withdrawn	3
Total charges collected	\$662.50

* Includes requests that are not finalised/proceeded with or documents were provided outside the Act



Governance staff ensure Council processes are open and transparent and comply with all relevant legislation.

Information Available for Inspection

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 via (03) 8571 1000.

Corporate Governance



Municipal Emergency Management

Council has a statutory obligation under the *Emergency Management Act 1986 and 2013* to plan for the best use of municipal resources in the prevention of, response to, and recovery from municipal emergencies. As a result of the State Government adopted recommendations arising from the Bushfire Royal Commission and specific reviews by the State Government, a number of changes are currently underway as to emergency management across the state.

These changes will take several years to come into effect and will result in progressive changes in the role of Council in relation to emergency management.

Council's Emergency Management Team has been working on implementing some of the known changes early. This includes restructuring committees and their focus, reviewing emergency plans, adopting new protocols in partnership with the control agencies such as Victoria Police, the CFA, SES and the Department of Health and Human Services, and taking the lead in building further collaboration with neighbouring municipalities and non-government agencies.

Council has a number of municipal emergency plans within the main or overarching Municipal Emergency Management Plan (MEMP) to respond appropriately to emergency situations. The aim of the MEMP is to ensure an effective and coordinated process for response and recovery, and to minimise the effects of emergency situations such as: storms and localised flooding, major motor vehicle accidents, toxic spills, bush fires, fire damage to private and commercial properties, heatwave and mass health issues. It also aims to enable the community to recover from emergency situations.

Key activities undertaken in 2014–15 were:

- ▶ Council's MEMP was audited by a panel of Emergency Service Organisations (SES, VICPOL and DHHS) and of the 24 audit questions council received a result of 18 best practice and 6 compliances
- ▶ Continued regular training for Council personnel in emergency management, and relief centre operation across all business units
- ▶ Worked with Melbourne Water in undertaking flood mapping as well as increasing the flood levy around Willow Lodge Caravan Park
- ▶ Updated the Municipal Fire Prevention Plan (MFPP) which is currently the only municipal fire prevention plan adopted and signed off across the state
- ▶ Began development of heatwave prevention education material with the Department of Health and Human Services Health Team
- ▶ Participated in a multi-agency emergency management exercise to observe other practices and to enhance knowledge and capability
- ▶ Held regular meetings with the Relief and Recovery Planning Committee involving key non-government agencies that would assist Council and the community in the event of an emergency situation
- ▶ Represented Council and Southern Metropolitan municipalities on numerous metropolitan council working groups in developing standard protocols and procedures for a common operating platform to assist communities.

Governance and Management Checklist

Governance and Management Items	Assessment
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation Date of adoption: 14/10/13
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of adoption: 14/10/13
3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act Date of adoption: 22/06/15
4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 130 of the Act Date of adoption: 22/06/15
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation Dates of adoption: Asset Management Policy – 14/06/11 Fixed Asset Policy – 24/06/13 Asset Management Strategy – 31/05/08 Roads – 31/07/10 Stormwater Drainage – 31/07/10 Building and Facilities – 31/07/10 Open Space – in progress Road Management Plan – 31/10/12
6. Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation Date of adoption: 23/06/14
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of adoption: 27/01/15
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of adoption: 27/01/15
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 07/10/14
10. Procurement policy (policy under section 186a of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act</i> Date of approval: 12/05/14
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date of adoption: 01/03/13
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation Date of adoption: 15/10/13
13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of adoption: 27/01/15
14. Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act Date of establishment: 08/07/96
15. Internal audit (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date of engagement of current provider: 01/10/09

Corporate Governance

Governance and Management Items	Assessment
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation Date of adoption: 01/07/14
17. Council plan reporting (report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports prepared and presented Date of reports: 10/11/14 09/02/15 11/05/15
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 1378(1) of the Act Date statements presented: 10/11/14 09/02/15 11/05/15
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimization strategies)	Reports prepared and presented Date of reports: 02/09/14 27/11/14 13/03/15
20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented Date of reports: 10/11/14 – Council (Q1 performance) 09/02/15 – Council (Q2 performance) 13/03/15 – Audit Advisory Committee (LGPRF) 16/03/15 – Council Briefing Session (LGPRF) 11/05/15 – Council (Q3 performance)
21. Annual report (annual report under sections 131,132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 234 of the Act Date statements presented: 13/10/14
22. Councillor Code of Conduct (Code under section 76c of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with section 76c of the Act Date of review: 14/10/13
23. Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act Date of review: 01/10/14
24. Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 24/06/13

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



John Bennie
Chief Executive Officer
14 September 2015



Cr Sean O'Reilly
Mayor
14 September 2015

Our Organisation



Our Organisation

Council



Chief Executive Officer
John Bennie PSM



Corporate Services Directorate

Director – Mick Jaensch

- Media and Communications
- Customer Service and Civic Facilities
- Information Management Services
- Financial Services
- Governance and Commercial Property
- People and Procurement Services



Engineering Services Directorate

Director – Julie Reid

- City Improvement
- Infrastructure Services
- Strategic Transportation Planning



Community Services Directorate

Director – Mark Doubleday

- Community Care
- Community Arts, Culture and Libraries
- Community Development, Facilities and Recreation
- Community Wellbeing



City Planning, Design and Amenities Directorate

Director – Jody Bosman

- Building Services
- Planning and Design
- Regulatory Services



Greater Dandenong Business Group

Group Manager – Paul Kearsley

- Activity Centre Revitalisation
- Economic Development
- South East Business Networks



An estimated 700 people attended Dandenong's 'Walk against Family Violence' on Friday 28 November 2014, to commemorate White Ribbon Day.

Our Staff

Council achievements for this financial year are:

- Finalised the Organisational Development Strategy
- Implemented the "Go One Better" continuous improvement program
- Finalised and distributed the ninth edition of the Staff Code of Conduct
- Implemented a network of Family Violence Contact Officers to assist in providing support to staff experiencing family violence
- Implemented major mental health education and awareness program for managers, team leaders and employees
- Continued to roll out initiatives to strengthen Council's REACH program.

Employee Engagement Survey

Council conducted its bi-annual employee engagement survey in March 2015 with a pleasing participation rate of approximately 65 per cent. The results of the survey can be compared against previous years and provide evidence based data in regard to employee engagement and satisfaction. Council enjoys high levels of employee engagement in comparison to similar organisations against which our data can be benchmarked. During the coming 12 months, Council will review the 2015 results and identify projects and initiatives which focus on further developing career progression and reward and recognition initiatives.

Enterprise Agreements

The Greater Dandenong City Council Enterprise Agreement 2012 reached its nominal expiry date on 30 June 2015. In preparation for the next agreement, Council's bargaining representatives which include management, staff and union representatives commenced negotiations in February 2015. Once negotiations have concluded staff will be provided with an opportunity to vote on the proposed new agreement.

Industrial Matters

Three new industrial relations matters were lodged with the Fair Work Commission (two by the Australian Services Union and one by a recruitment applicant). In addition there were two existing matters carried over from the previous period in relation to the application of the 2012 Enterprise Bargaining Agreement relating to hours of work and additional hours for part time employees. Two of the five matters remained in progress at the conclusion of 2014–15.

Our Organisation

GREATER DANDENONG AN ORGANISATION OF EXCEPTIONAL CHARACTER



- We **respect** and care about our community, each other and ourselves.
- We act with **integrity** at all times and in all matters.
- We take time to **listen** to and seek to understand the other point of view.
- We strive to understand and respect the **diversity** of our community and our workplace.
- We understand **our role** in the community and **respect** the responsibility that comes with it.



- We **listen** to our community and respond.
- We **work together** with our community and each other, to achieve the best outcome.
- We have the **confidence** to **challenge** the status quo, to reach for better outcomes.
- We are **action-oriented** in identifying and responding to new challenges.



- We are **proud** of our city, our community and our achievements.
- We spend our time and effort on **solutions** rather than looking for someone to blame.
- We take **responsibility** for our actions.



- We **care** about getting the best outcomes.
- We constantly ask: What's the **future** and **what's possible**?
- We have the **courage** to try new ideas.
- We strive for **excellence** in everything we do.



- We tell the **truth**, even when we know people may not want to hear it.
- We form our opinions and give advice from sound, **evidence based** research.
- We act with humility and apply the **highest standards** of ethical behavior to everything we do.



opportunity

Staff Giving Scheme

Council employees continue to elect to make regular donations to agencies within the municipality under the Staff Giving Scheme. Eight organisations have benefited from this ongoing program which is administered via Payroll. The Staff Giving Committee also reviewed ways in which Council can continue to increase staff participation in this program. 2014–15 staff giving by Council was \$23,251.

Work Experience, Placements and Traineeships

During 2014–15 Council provided 32 students with placement opportunities, representing a 14 per cent increase on the previous year. Organisational Development has continued to develop various resources to support the engagement of students and work placements for those living in the municipality. Council staff have also participated in programs involving mentoring of members of the community who are experiencing long term unemployment as well as providing opportunities for local high school students to participate in mock job application processes.

Employee, Leadership and Management Development

Council remains committed to the development of current and upcoming leaders within the organisation. It blends formal training and development opportunities with on-the-job experiences via secondments and acting in other roles.

This includes participation in the Inter-Council Leadership Challenge organised by the Local Government Managers of Australia and management development programs including the Rotary Achievers Program and the LGPro Ignite, Mastering Management, Emerging Leaders and Executive Leadership programs. Internal programs including time management, recruitment and behavioural interviewing skills, presentation skills and conducting effective performance reviews were also offered.

Of particular focus in 2014–15 was the roll out of a mental health awareness program to all staff. This program was delivered by a mental health expert and was designed to support staff to better understand mental health and its impacts. This program was complemented by the promotion and usage of the Council Employee Assistance Program which also supports employee wellbeing in the workplace.

In 2014-15 Council staff continued to participate in the Staff Giving Scheme, donating \$23,251 to local agencies.



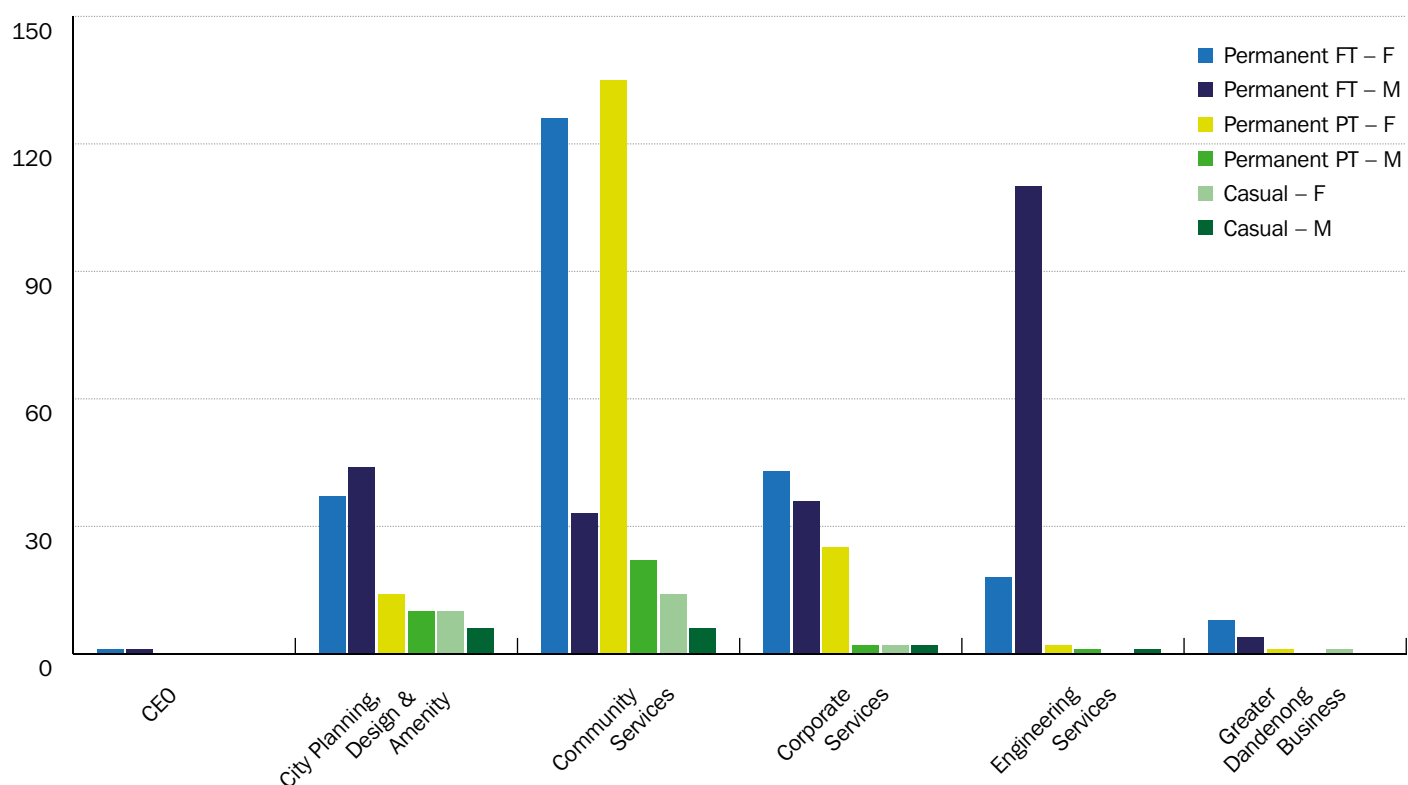
Our Organisation

Service Milestones

25 staff achieved service milestones for reaching 10, 20, 30 and 40 years service and received recognition for their achievement and contribution to Council.

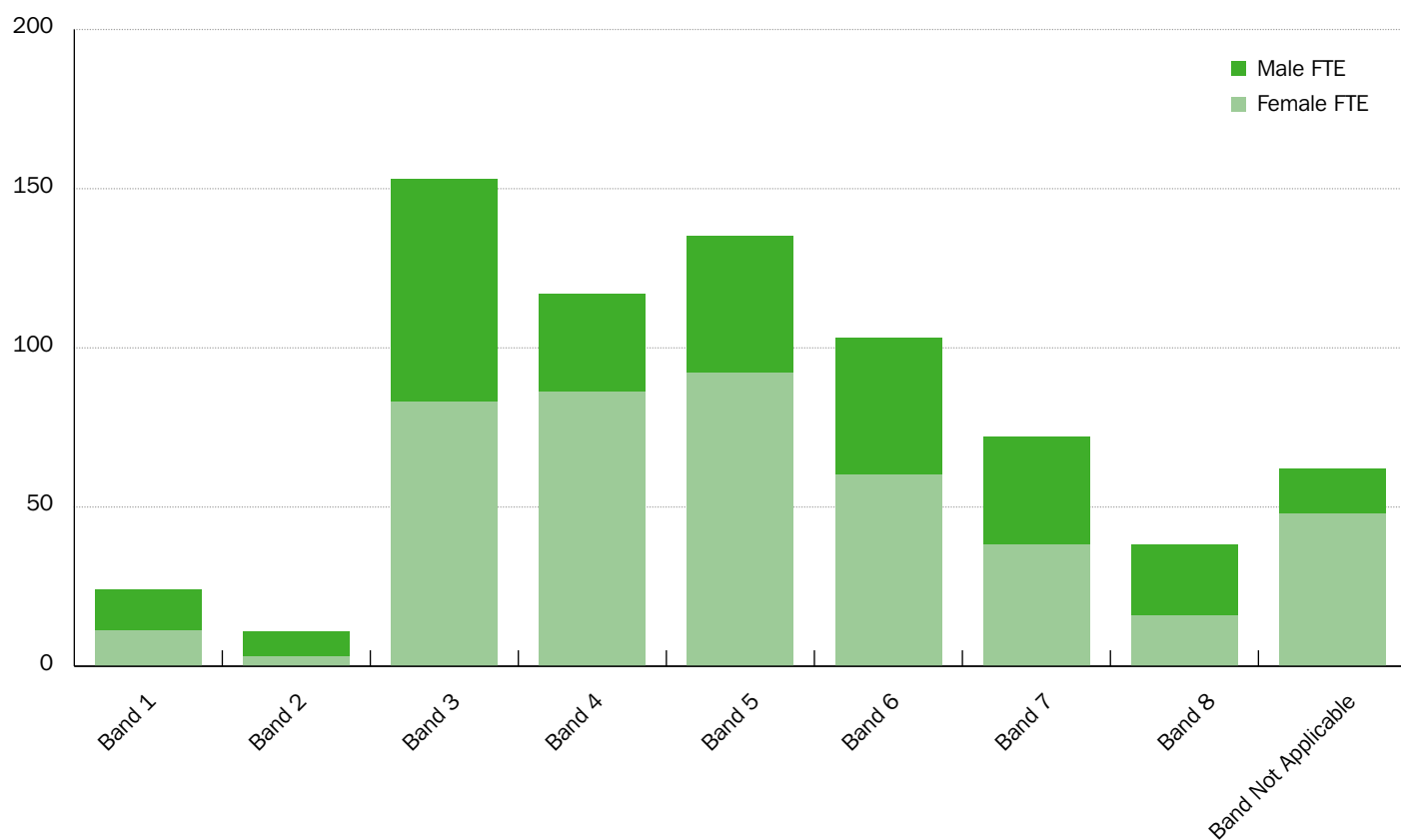
Council Staff

Employment Type/ Gender	CEO	City Planning, Design & Amen	Community Services	Corporate Services	Engineering Services	Greater Dandenong Business	TOTAL FTE
Permanent FT – F	1	37	126	43	18	8	233
Permanent FT – M	1	44	33	36	110	4	228
Permanent PT – F		14	135	25	2	1	177
Permanent PT – M		10	22	2	1		35
Casual – F		10	14	2		1	27
Casual – M		6	6	2	1		15
Total	2	121	336	110	132	14	715



Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	11	13	24
Band 2	3	8	11
Band 3	83	70	153
Band 4	86	31	117
Band 5	92	43	135
Band 6	60	43	103
Band 7	38	34	72
Band 8	16	22	38
Band Not Applicable	48	14	62
Total*	437	278	715

**This includes temporary and contract staff*



Our Organisation

Equal Employment Opportunity (EEO)

Council continued to support and uphold Equal Employment Opportunity (EEO) principles and practices.

This included the following initiatives:

Training

- ▶ Induction awareness training, 72 staff participated in EEO training workshops (including the Human Rights Charter) and 43 staff attended Cultural Awareness training.
- ▶ Appointment and training of 2 new EEO representatives at a Council worksite.

Family Violence Prevention Initiatives

Council is committed to the prevention of family violence both within the community and for any staff who may be experiencing this themselves. Following the inclusion of a Family Violence leave clause in Council's 2012 Enterprise Agreement, Council has implemented a number of initiatives designed at providing support to those at risk. During 2014–15 Council appointed eight staff to the voluntary role of Family Violence Contact Officers. Specific training was provided to the officers to enable them to provide support and referral to appropriate services. Council is currently in the process of seeking White Ribbon Workplace Accreditation which will further strengthen Council's commitment to reducing the incidence of violence against women and children.

Code of Conduct Review and Roll Out

Council completed a thorough review of its Code of Conduct for employees (a document now in its ninth edition since it was first published in 1994). The latest review of the Code provides staff with information in relation to identifying and effectively managing any conflicts of interest along with updated information in regard to the impacts of technology. All staff were personally provided with a copy of the new Code of Conduct by their manager or supervisor.

2014–17 Organisational Development Strategic Plan

Council's Strategic People Plan was redeveloped and finalised providing a roadmap for our people initiatives over the coming one, three and five year periods. Initiatives focus on areas including cultural change, engagement, wellbeing, attraction and retention and leadership development.

Review of the Staff Reward and Recognition Program

Council's Reward and Recognition scheme has been in operation since 2003 as a means of recognising and thanking individuals and teams who perform above and beyond the requirements of their role. During the year a project team undertook a review of the program activities and tools and identified a number of improvements. The results of this included:

- ▶ a revised Reward and Recognition framework;
- ▶ establishment of a Reward and Recognition Committee;
- ▶ inclusion of Council's values (REACH principles);
- ▶ promotion of everyday and immediate reward and recognition; and
- ▶ alternative ways of rewarding and recognising employees within Council

Complaints and Grievances

Complaints and grievance numbers remained relatively consistent with the previous year. There were three complaints received by Council which required investigation and all have since been satisfactorily resolved.

The Year Ahead

- ▶ Finalisation of the 2015 Enterprise Agreement negotiations followed by implementation of agreed outcomes arising from the negotiations.
- ▶ Supporting the organisation during a period of change as Council works through the implications associated with the proposed State Government policy of rate capping.
- ▶ Implementation of the initiatives arising from the Organisational Development Strategic Plan.
- ▶ Integration of Council's bullying prevention and equal opportunity policies along with supporting resources which facilitate fast and effective resolution of workplace issues.
- ▶ Further integration of the Prevention of Violence Against Women initiatives and support of White Ribbon Day in November 2015 along with seeking White Ribbon workplace accreditation.
- ▶ Ongoing implementation of the "Go One Better" continuous improvement program across the organisation.

Absenteeism

Of the 1,013.5 days lost in 2014–15, 33 per cent of those days (339 days) relate to two claims for anxiety, and 26 per cent of those days (261 days) relate to one School Crossing Supervisor injured in 2013.

Absence due to illness increased from 2.68 per cent of available working hours in 2012–13, to 2.75 per cent in 2013–14 and 3.35 per cent in 2014–15.

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 and CPR, Fire Warden emergency management, back care and manual handling. Mental health was a specific focus during the year and training was offered to all managers, team leaders and staff.

Health and Safety Management System

Council's Health and Safety System aims to be compliant to the Australian and New Zealand Standard (AS/NZ 4801:2001). External compliance audits are periodically undertaken in accordance with Council's auditing program and annual workplace inspections of all business units are conducted and reported on periodically. Council will be striving toward certifying its OHS Management system in 2016.

New systems and programs are implemented to increase health and safety monitoring through online contractor induction programs (IPRO-live) and tracking reported workplace incidents and hazards through Quicksafe. The automation of the Quicksafe system has improved the efficiency of reporting both incidents and hazards in the workplace.

Health and Wellbeing

Council has managed to sustain and improve the participation in its health and wellbeing program FLARE (Flourishing, Lively, Active, Restored Employees). Staff attended a range of programs including cooking demonstrations, fitness exercise classes, lifestyle programs and actively participated in the annual volleyball competition and mini Olympics. Council has also increased its involvement in the Global Corporate Challenge (GCC) to 168 participants. Participants were required to record their accumulated steps each day. The goal of participants is to average 10,000 steps per day. The GCC is one of the world's largest corporate health programs 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 the entire organisation.

Achievements

Council was acknowledged under recognition point two of the Healthy Together Achievement Program for workplaces for its work in relation to mental health. There are also 28 other businesses across this municipality working in the same way. A program of activities has been developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing and assistance for staff with preventative measures in regards to smoking and alcohol.

As a result of the relocation of workplaces to the new Civic Centre in central Dandenong, significant work was undertaken to identify and mitigate the security issues associated with the occupation of the new building.

A mitigation plan to address the issues associated with staff that were working in isolation was also developed.

The Year Ahead

Goals for 2015–16 include:

- Implement, update and maintain an audit schedule to ensure business unit compliance with Australian Standard (AS 4801:2001)
- Development of specific OHS objectives and targets to ensure compliance
- Development of a critical incident management procedure
- Update and maintain an annual workplace inspection program across all Council business units
- Review the effectiveness of the SAFESTART program in Engineering Services
- Deliver a positive OHS cultural change program in conjunction with lessons learnt from the SAFESTART program
- Develop an OHS strategy implementation plan in conjunction with the new Organisational Development Strategy
- Continue to monitor and identify improvements to the management of work-related injury and return to work processes, with a focus on early intervention and preventative services
- Strive to achieve the final recognition points of the Healthy Together Victoria Workplace achievement program.

Our Organisation

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 minimum whole of lifecycle cost.

Council has an Asset Planning Unit, a Business Improvements and Asset Systems Support Team and an Asset Management Project Team that oversees the development of asset management policy and strategy, implementation, monitoring and the continuous improvement of asset management projects. These are supported by an asset management system and processes. Council also participates in the Municipal Association of Victoria's (MAV) STEP program and uses the National Asset Management Assessment Framework to conduct moderated self-assessments and identify improvements.

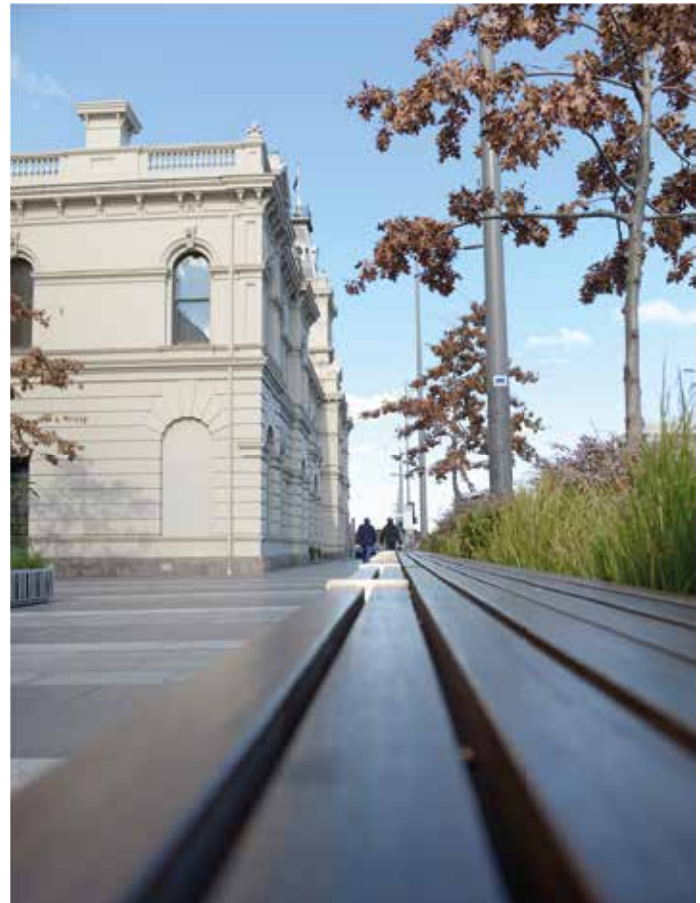
Council has an Asset Management Strategy which forms a major component of Council's Corporate Risk Management Framework for the strategic and operational management of infrastructure assets. A Road Management Plan (RMP) has been adopted by Council in terms of the *Road Management Act 2004* and defines levels of service delivery for roads. A draft Drainage Management Plan has also been developed in a similar format to the Road Management Plan.

Planning

Asset Management Plans for Roads (including paths and bridges), drainage, facilities and buildings have been developed. Those plans are currently under review to accommodate enhanced service planning and financial sustainability considerations. Asset Management Plans for Open Space will also be developed and implemented. A reviewed timetable is in place to ensure that these Asset Management Plans remain current and relevant.

Information

Council is consolidating all asset information into a corporate register to enable life cycle asset management. A sustainable data capture and condition assessment program has been implemented to meet asset management requirements. This system will also be supported by a Works Management System which will capture all works and maintenance completed on our assets.



Council is committed to providing community assets and facilities in a cost-effective manner.

Knowledge

Complete life cycle asset information is captured within the Asset Management Plans and 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 practice, defined service levels and minimum 'whole of life cycle' costs.

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 and predictive modelling processes to enhance delivery of life cycle asset management.

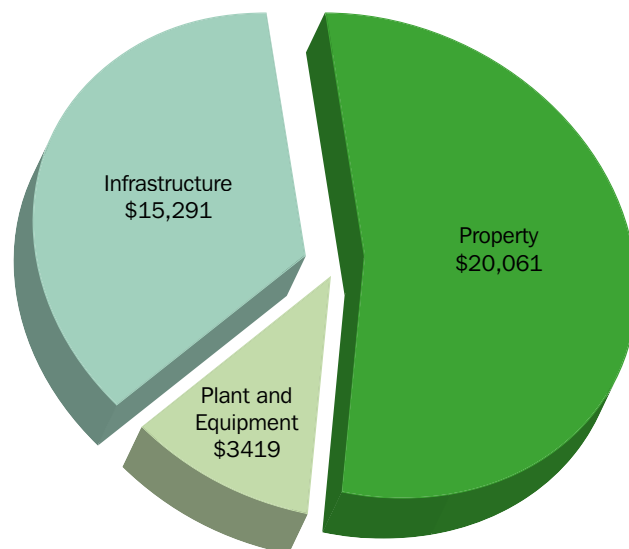
Partnerships have been established with universities, research organisations and industry to work towards best practice in asset management.

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, artworks and library books. It consists of programs driven by Council's asset management plans, major projects (such as the old Dandenong and Springvale Civic Precinct redevelopments) 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, the greater majority of projects are planned, designed and delivered by 30 June each year. In 2014–15 Council invested \$38.77 million in capital expenditure across a variety of asset types as shown in the chart:

2014–15 City Improvement Expenditure



Tatterson Park, Keysborough

Our Organisation

City Improvement Project Highlights

GROUP	PROJECT NAME
Facilities	<p>Alan Carter Pavilion redevelopment</p> <p>Three new early learning facilities at Dandenong, Dandenong West and Springvale Rise primary schools</p> <p>The Dandenong Civic Centre – National finalist in Property Council of Australia Awards for Innovation and Excellence in category of Best Public Building</p> <p>Springvale Asian Gateway</p> <p>Springvale Civic Precinct – commencement of Masterplan implementation.</p>
Open Space	<p>Springvale Major Activity Centre – Sandown road streetscape</p> <p>Douglas Street Noble Park streetscape upgrade</p> <p>Perry Road Shared User Path</p> <p>Afghan Bazaar streetscape enhancement project (stage 2). This project won its category (Community Assets and Infrastructure \$1.5m and under) in the LGPro Awards for Excellence in Local Government</p> <p>Ross Reserve Skate Park Noble Park</p>
Roads	<p>Commencement of the street lighting bulk replacement under the Energy Efficiency Program (CEEP)</p> <p>Road resurfacing/rehabilitation and Major Patching Program (part funded by Commonwealth Government Roads to Recovery funding)</p> <p>Local Area Traffic Management Program</p> <p>Commencement of the Abbots Road duplication and bridge works</p>
Drainage and Stormwater	<p>Major stormwater works – pipe replacement and relining program and stormwater pit cover replacement program</p>
Plant, Fleet and Equipment	<p>Parking management equipment replacement</p> <p>Plant, fleet and equipment group includes the ongoing replacement program for Council's heavy plant (trucks, sweepers etc.) and motor vehicle fleet. It further includes the ongoing renewal of library book stock and information technology equipment</p>

excellence



Our Organisation

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 the unit's 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 1989*.

There are two main components of the Service Improvement Process:

- corporate planning framework which incorporates annual business planning and service reviews
- continuous improvement initiatives which are coordinated through People and Procurement Services.

The following Best Value principles provide the foundation for these components:

- 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 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 2013–17 and several other high-level strategies and plans such as the Community Wellbeing Plan 2013–17. The Council Plan is supplemented by department business plans.

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 and service profiles. 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, provide refinements at the service level.

Performance Measurement and Reporting

In 2014–15 Council regularly monitored its performance via Quarterly Performance Reports, which covered the financial and performance targets outlined in the Council Plan and Annual Budget.

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.

Local Government Performance Reporting Framework (LGPRF)

The Victorian Government introduced a new performance reporting framework in 2014–15 to ensure that all councils are measuring and reporting on their performance in a consistent way. The LGPRF is mandatory for all councils as part of the planning and reporting cycle. Council reported regularly in 2014–15 against the prescribed indicators.

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



Continuous Improvement

Historically Council has employed a 'Lean' and 'Six Sigma' improvement methodology and applied this to major business processes however in 2014–15 a new program was implemented which focussed on small step improvements identified by individual business units. Six Teams from across council participated in a pilot process of the new continuous improvement program titled 'Go One Better'.

For the year ahead, a launch of the continuous improvement program will be undertaken including an expanded scope of activities reviewed under this initiative, improved reporting and engagement of key stakeholders and increasing internal capability on improvement efforts across the organisation both at a corporate and a 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 (03) 8571 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 Community Satisfaction Survey is coordinated annually by the Department of Transport, Planning and Local Infrastructure on behalf of Victorian Councils.

The City of Greater Dandenong once again participated in the survey in 2015. The results achieved indicated that there are very high levels of community satisfaction with Council's services, with scores higher than the state-wide averages across all key areas measured.

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

Our Organisation

Risk Management

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

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 major or catastrophic losses only. Council carries a high deductible (policy excess) for all classes of insurance and has thus established itself 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, 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.

Council is a member of the Municipal Association of Victoria (MAV) Insurance – Liability Mutual Insurance Scheme (LMI) in line with most other Victorian and Tasmanian councils. Our general insurance program remains with the Council's existing broker, AON Risk Services.

Strategies

Council has a Risk Management Policy and Strategy which have been reviewed to focus on better integration between the planning and risk functions. The strategy and policy were renewed to reflect the changed culture on risk. A risk management procedure was also developed to be utilised across the organisation.

Council has established a Risk Financing Strategy whereby monies are set aside annually, in a contingency fund, to be used in the event of a 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 and the Executive Management Team. These risks are monitored periodically to ensure that effective controls are maintained and to ensure there is adequate mitigation of risk. Emerging risks are identified during these reviews.

Business Continuity

The Business Continuity Plan ensures 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'.

Fraud Risk Management

Council has established a Fraud and Corruption Policy and Control Plan which addresses the issues associated with the prevention of fraud. The policy controls in respect of fraud risk management were extensively reviewed during 2014–15 to ensure alignment with the new requirements of the *Protected Disclosure Act 2012* and new emerging issues impacting on local government.

Memberships

Council supports the activities of the Local Government Professionals (LGPro) – Special Interest Group for Risk and acknowledges the Risk Management Institution of Australasia (RMIA) and the Risk Management Society (RIMS Australasia).

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. It also participates in the MAV Insurance (LMI) best practice forums.

Council has a Risk Management Policy and Strategy which have been reviewed to focus on better integration between the planning and risk functions.

Community Relations



Community Relations

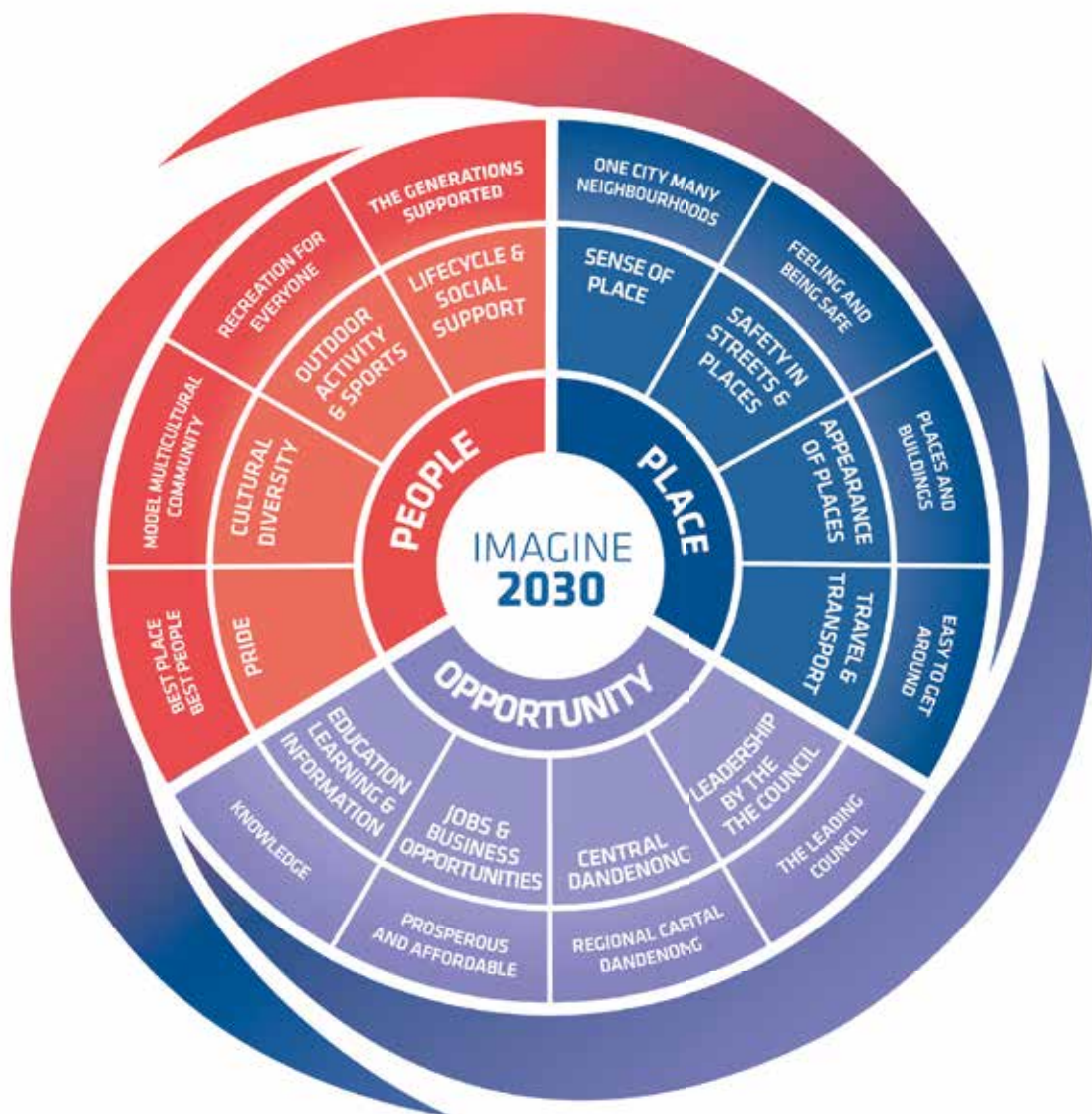
Community Plan – Imagine 2030

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 informs the planning stages of the Council Plan, and other plans such as the Community Wellbeing Plan.

Council adopted a new Community Engagement Policy in October 2013 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 several opportunities throughout the year to participate in consultation and Council actively seeks the community's input.

In 2012 Council undertook community consultation to again assess the community's priorities. The findings from this consultation informed the development of the current Council Plan 2013–2017.



engage



Community Relations

Health and Wellbeing in Our Community

The City of Greater Dandenong Community Wellbeing Plan was developed for the period 2013–17.

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 fulfil these and contribute to improved public health and wellbeing outcomes for residents in the municipality.

During the 2014–15 financial year, the implementation of the Community Wellbeing Plan 2013–17 has included ongoing activities of the Health and Wellbeing Advisory Committee to encourage collaborative planning with local health and community service agencies.

The responsibilities of the Health and Wellbeing Advisory Committee include:

- Contribute to the development, implementation and review of the Community Wellbeing Plan
- Provide strategic leadership for Healthy Together Greater Dandenong and other related initiatives
- Investigate opportunities for collaboration to address the priority and key strategic areas of the Community Wellbeing Plan
- Identify service and planning opportunities to enhance health and wellbeing outcomes
- Develop strategic partnerships in the health and wellbeing sector strengthening advocacy efforts for improved or new services.

All of these activities will culminate in the implementation of the Community Wellbeing Plan and demonstrate Council's commitment to improving the health and wellbeing of all residents.

The Community Wellbeing Plan 2013–17 is available on Council's website www.greaterdandenong.com

State of the Environment Report

The City of Greater Dandenong's 2013–17 Council Plan identifies six key strategic objectives. These include "*an environmentally sustainable city*" and "*a city planned for the future*".

One of the strategies that guides Council's actions over time to realise its key strategic objectives is the *2010 Environmental Sustainability Strategy*. This strategy, which is currently being reviewed, identifies goals and objectives across a number of environment related themes. Council's progress towards these goals and objectives are reported through an annual State of the Environment Report.

State of the Environment Reports are a management tool that collates and analyses data to enable an evaluation of environmental conditions and trends. This information is then utilised to revise policies and procedures, with the overall objective of improving the state of the environment. This transparent reporting process illustrates the City of Greater Dandenong's commitment to maintaining the health of the natural environment, reducing ecological impact and building a sustainable future for residents.

Council's annual State of the Environment Reports currently focus primarily on the themes of biodiversity, water, waste, sustainable transport and climate change.

Through initiatives such as those identified in its State of the Environment Reports, Council aims:

- to improve biodiversity and the health of ecosystems throughout the municipality
- for a sustainable approach to the management and use of water resources
- for an integrated method of waste management across the municipality
- for the provision of safe integrated sustainable municipal transport system
- to reduce greenhouse gas emissions and increase the resilience to the impacts of climate change across the municipality.



Disability Action Plan

The review process for the Disability Action Plan and the Disability Policy commenced in 2015. The review is focusing on extensive community consultation including service providers, community members and staff through face to face and online methods. The Disability Advisory Committee (DAC) and a Disability Community Reference Group (DCRG) have been formed to review these documents and advise council of the direction for the future. Both the DAC and DCRG have independent representatives from the community, including service providers, local residents, councillor representatives and staff.

Information

The *Access & Inclusion* enews is distributed monthly to around 300 local people with disabilities and community organisations. The newsletter provides information on services, events and issues relevant to members interested in disability and encourages participation in consultative opportunities.

Consultation

Consultations focused on:

- disabled toilets
- employment issues
- Council's Liberty Swing and accessible care toilet and change room
- understanding and use of Master Locksmiths Access Key (MLAK)
- use of the recharge scheme
- Council events including Walkfest and International Day of People with a Disability
- street safety
- parking
- Council programs, activities and community facilities.

These consultations occurred with community members, staff and service providers through community events and focus groups and feedback is also invited through the e-newsletters. Extensive consultation is also occurring through the Disability Action Plan review.

Community Relations



Employment

Council continued silver membership status with the Australian Network on Disability. Outcomes of this membership include a second internship opportunity for a person with a disability and the adoption of *Reasonable Adjustment Guidelines*. Council has also participated in a number of forums and networks addressing employment issues for people with a disability and work has commenced with the Economic Development Unit to encourage local employers to employ people with disabilities.

Buildings

Promotion of the accessibility of the built environment occurred through the broadcasting of videos on the big screen and in customer service focusing on the disability toilet and change room, the Liberty Swing and use of the MLAK. Council's *Engineering Design Manual and Standard Drawings* were revised to incorporate the regulatory requirements for people with disabilities.

Several council facilities including Edinburgh Reserve, Springers and the Gloria Pyke Netball Complex have undergone improvements to facilities to allow increased use by people with a disability.

Technology

Portable hearing augmentation equipment has continued to be used to assist Community Care staff to communicate. Use of the National Relay Service and hearing loop technology has been made available throughout the new council building with staff training sessions in the use of this equipment being provided.

Review of the Recharge Scheme has been undertaken to determine level of use. The eight locations around the municipality are utilised allowing people using electric scooters and wheelchairs to recharge them on site.

Training

New staff disability awareness training utilising videos, class based and practical experiential methods has been developed. Continued implementation of the *YouMeUs* online training module in Council's leisure facilities (Springers, Noble Park Aquatic Centre and Oasis) has occurred. A *YouMeUs* module has been developed to focus on neighbourhood houses and customer service.

The leadership program for local women with disabilities has been completed. This program assists them to be leaders in their community, bringing together diverse backgrounds to share experiences and solutions to problems of social disadvantage. A program focusing on CALD disability awareness was also implemented.

Community Funding Program



Community Funding Program



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 and August. Eligibility and assessment criteria are set out in the guidelines for the program.

Healthy Living Program Brokerage Funding

Healthy Living Program Brokerage Funding was offered during 2014–15 to support projects that encourage healthy eating and physical activity.

Funding was made available for these projects by Healthy Together Greater Dandenong, a joint initiative of the City of Greater Dandenong and the Victorian State Government.

Sponsorships Program

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

Community Partnerships Funding Program

Council provides Community Partnerships Funding 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.

Community Response Grants Program

The Community Response Grants Program is open both to groups and individual residents of the City of Greater Dandenong:

Not-for-profit community groups can apply for up to \$1000 for projects, programs, or activities that will benefit residents of the City of Greater Dandenong.

Individual residents can apply for 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.

Eligibility and assessment criteria are listed in the guidelines attached to the application form. The program is open year-round with no specific closing date.

Community Support Grants Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
AA Combined Groups at Palm Plaza	To provide a meeting room for four AA groups	\$11,404
AARDO (Afghan Australian Rehabilitation and Development Organisation)	Increasing active participation of Greater Dandenong residents in community life	\$5,525
Advocacy for Oromia Association in Victoria Australia	Oromo mothers post natal day celebration	\$1,500
Afghan Australian Association of Victoria	Community organisation support, holding events such as national days, Eid festivals, independence days	\$2,000
Afghan Australian Philanthropic Association	Afghan New Year Festival	\$1,500
Africa Day Australia	Africa's Got Talent	\$5,000
African Communities Foundation Australia	My Voice Through Photography – A leadership / educational program for African-Australian Women	\$3,000
Al-Emaan Muslim Women's Support Group	Let's Get Physical	\$1,000
Arabic Women Seniors Group	Get Fit Get Ready for Life	\$1,000
Association of Australian Students from Afghanistan	Nawroz Festival	\$4,500
Association of Australian Students from Afghanistan	Social and Cultural Awareness Event	\$2,000
Asylum Seeker Resource Centre	Pathways to employment for asylum seekers	\$15,000
Aus Audio Visual Arts Association	Free medical seminar and free distribution of prescription glasses for needies of the community	\$1,200
Aus Pacific	Host Pacific Seniors Information Day 2015	\$2,000
Aus Pacific	Pacific Community Responsible Gambling Awareness Project 2014	\$3,530
Australia Ceylon Fellowship	Website	\$1,500
Australia Friendship Chess Tournament	Chess tournaments	\$2,000
Australian Hazara Women's Friendship Network	Family Law and Relationships Education Day	\$2,337
Avocare Ltd	Meet the Employer – Migrant Forum	\$6,100
Bangladesh Cultural Group	Multicultural Family Connect Day	\$1,600
Baraka Education and Tutoring Services	Leaders of Today	\$4,000
Bengali Association of Victoria	Multicultural Spring Festival	\$2,500
Blind Sports Victoria	Walking with willpower in Greater Dandenong	\$3,400
Burmese Women's Alliance	Improving women's health and wellbeing through information sessions and healthy cooking	\$3,412
Cambodian Association of Victoria	Talented Cambodian Singers 2014	\$1,797
Cambodian Association of Victoria	Youth sport and recreational activities	\$3,224
Cambodian Association of Victoria	Supported disadvantaged Cambodian/Australian women's group	\$1,619
Cambodian Association of Victoria	CECAV Positive Ageing	\$1,495
Child and Family Care Network	Bike safety	\$579
Circolo Pensionati Italiani Di Oakleigh E Clayton (Italian Pensioners Club Of Oakleigh And Clayton)	Regular social and recreational activities for Italian and ethnic groups	\$1,000
Country Women's Association - Dandenong Branch	Funding to cover costs of hire of Palm Plaza mall meeting room	\$3,451
Cultural Infusion Ltd	Intercultural Citizenship Ambassador Program	\$4,000

Community Funding Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Dandenong City Soccer Club	Labour Day Festival	\$1,200
Dandenong Community Advisory Bureau	Christmas lunch for homeless and alone 2014	\$1,000
Dandenong Cranbourne RSL Sub-Branch	St Johns College Dandenong – Sons of ANZAC Meet the Heroes	\$5,000
Dandenong Eid Festival	Dandenong Eid-al-Adha Festival	\$4,000
Dandenong Low Vision Group	Encouraging the health and wellbeing of blind and vision impaired residents in the City of Greater Dandenong	\$2,725
Dandenong Neighbourhood House	Plane and simple	\$10,000
Dandenong South Primary School	English language classes for mums	\$6,560
Dandenong West Primary School Community Hub	Dandenong West Community Festival / Harmony Week Celebration	\$5,630
Dandenong West Primary School Community Hub	Strategic program to assist pre-schoolers transition to school, incorporating music therapy	\$3,450
Eastern Regions Mental Health Association	Me and My Health Art Project for Afghan Women with a Mental Health Focus	\$1,200
El Hokamaa Senior Citizens	Weekly social gathering of senior citizens	\$1,000
Ethnic Chinese Happy Age Association of Victoria	Social dancing for elderly people	\$1,000
Friends of Refugees	On the Move gardening project	\$2,000
Friends of Refugees	Asylum Seeker and Refugee Children Education Support	\$2,000
Friends of Refugees	Asylum Seeker and Refugee Women's Support Group	\$2,000
Fusion Theatre	High Frequency: An Inclusive Community Theatre Project	\$10,000
Greater Dandenong Environment Group	Community education and engagement	\$500
Greater Dandenong PND Support Group	Butterfly Mums	\$4,334
Hazara Australian Community Association of Victoria	Afghan New Year (Nawroz) Celebration	\$1,000
Hazara Australian Community Association of Victoria	Ramadan Eid Festival	\$1,000
Hazara Australian Community Association of Victoria	Ramadan Eid Celebration	\$1,000
Helping Hoops	Helping Hoops Dandenong	\$5,000
Judo Victoria	Solidarity in Sport Unites All Nations and Communities	\$3,200
Keysborough Community Children's Centre	Library Learning and Literacy Bus	\$500
Las Iluminadas	Tuesday Lunch Club – Social inclusion activity for spanish-speaking seniors	\$500
Lopit Community Association of Australia	The Lopit dance training for young children stage two	\$1,750
Magwi Development Agency Australia Victoria Branch	Acholi Language	\$1,300
Magwi Development Agency Australia Victoria Branch	Community Relations Day	\$1,000
Mamaland Hope for Future Foundation	Seniors swimming program	\$1,000
Masala Football Club	Australian Football Clinics for Children from CALD Communities	\$1,000
Mihindu Childrens Foundation and Cultural Centre	Variety concert and art exhibition to celebrate International Children's Day	\$1,000
Noble Park Community Action Forum	Community awareness, education and community building activities	\$1,300
Noble Park Community Centre	Celebrating eating healthy foods from around the world	\$2,500

participate

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Noble Park Community Centre	Noble Park Community Art Show	\$2,000
Oromo Association in Victoria Australia (OAVA)	A Celebration of Oromo Irreechaa (Thanksgiving) festival with other communities in Victoria	\$2,500
P4T	Community Against Housing Poverty	\$4,000
Polish Community Council of Victoria	Women's support and friendship group	\$1,000
River Jiang Arts	2014 Mid-Autumn Moon Festival	\$1,400
Rosewood Downs Primary School	Rosewood Downs community garden planting day	\$1,560
Serbian Community Association of Australia	Recreational and fitness program for serbian women	\$1,000
Serbian Community Association of Australia	Empowering migrant women	\$2,600
Shakti Migrant & Refugee Women's Support Group Melbourne	Culture is No Excuse for Abuse: empowering local migrant ethnic women and youth to speak out on violence in South-East Melbourne	\$1,600
Shamama Association of Australia	Documentary photography workshop	\$2,000
Shamama Association of Australia	Youth soccer tournament	\$2,700
South Eastern Melbourne Vietnamese Associations Council (SEMVAC)	Computer classes (Essential Computer) for the general public	\$3,000
Southern Ethnic Advisory & Advocacy Council	Act Up – Stamp Out Racism	\$7,500
Southern Ethnic Advisory & Advocacy Council	SEAAC Participation, Information, and Engagement Program	\$1,250
Southern Migrant & Refugee Centre	Afghan Women's Empowerment Project	\$3,000
Special Olympics Victoria - Dandenong Valley	Participation in Access for All Abilities basketball competition	\$8,910
Special Olympics Victoria - Dandenong Valley	Annual Special Olympics Basketball Regional Games	\$1,792
Springvale Learning and Activities Centre	Guiding Leadership Opportunities for Women (GLOW)	\$4,000
Springvale Mandarin Network	Mothers Day & Dragon Boat Festival Celebration of 2015	\$2,000
Springvale Mandarin Network	Multicultural Ping-Pong gathering	\$4,000
Springvale Multicultural Men's Shed	Opening Doors – Springvale Multicultural Men's Shed	\$6,110
Springvale Neighbourhood House	Celebrating Our Diversity with Fashion, Song, Dance, Craft & Food	\$2,500
Springvale Neighbourhood House	Volunteer Run EAL Refugee Classes	\$1,500
Springvale Rise Primary School	Active children and families program	\$2,240
Sri Lankan Dance Academy of Victoria	Gamana Elements – An Adventure for the Imagination and the Soul and Above All a Revelation	\$2,500
The Association of Hazaras in Victoria	Afghan volleyball tournament	\$1,500
The Association of Hazaras in Victoria	The Afghan Asylum Seekers Empowerment Project	\$5,500
The Association of Hazaras in Victoria	End of Ramadan celebration	\$1,000
The Big Issue in Australia Limited	Dandenong street soccer program	\$3,500
The Druze Community Charity of Victoria	Healthy living cooking program	\$1,000
The Friends of Rowan Park Club	The Inaugural Commemorative Poppy Day Peace Concert	\$4,500
The Russian Senior Citizens Club in Dandenong	Administration, exercise classes, and transport for seniors club	\$1,000
The Song Room	Tuned in for Life!	\$7,000

Community Funding Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
The Spirit of Enterprise History Project	The Enterprise Trail – The Next Stage	\$3,350
Twitch Women's Sewing Collective	Twitch women's clothing group showcase	\$4,000
U3A Dandenong	Arts and Crafts Show	\$1,000
Ventana Hispana (Spanish Window)	Ways to avoid isolation	\$1,000
Victoria Tamil Senior Citizens Benevolent Society, Australia	Program of meetings for Tamil senior citizens in south east	\$1,672
Victorian Immigrant and Refugee Women's Coalition	Governance training and mentoring program for CALD women's groups in Greater Dandenong	\$7,500
Victorian Multi Ethnic Slavic Welfare Association	Stay Active, Be Healthy Project for Isolated Slavic Women	\$1,000
Victorian Tamil Cultural Association	Thai Thirunal Thamilar Thirunal Festival and Tamil New Year Festival	\$1,500
Vietnamese Freedom Day Club	Running of the Vietnamese Freedom Day Club	\$600
Vietnamese Performing Arts Centre	Ballroom dance classes and parties on friday nights	\$1,000
Willow Lodge Village Residents' Association	Pilot program of 2 Morning Melodies Sessions plus luncheon	\$1,000
Women's Federation for World Peace, Victoria	Bridge of Peace celebration at The Castle in Hemmings Park	\$1,000
Women's Health in the South East	Women's wellbeing group	\$2,570
Women's Health in the South East	Local women visiting local women	\$2,100
TOTAL	112 applications	\$317,776

Healthy Living Program Brokerage Funding

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Dandenong & District Aborigines Cooperative	No Shame – Koori Health & Culture Program	\$9,500
Dandenong & District Aborigines Cooperative	Koori Health Champions Program	\$12,750
Dandenong Neighbourhood House	Diversity Community Kitchen	\$20,000
Nasir Community Association	Nasir Youth Group	\$6,100
Springvale Rise Primary School	Springvale Rise Community Healthy Living Project: Healthy Hub Program	\$14,000
St Mary's Primary School	Building health champions and parent capacity in schools	\$20,000
TOTAL	6 applications	\$82,350

Sponsorships Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Chand Raat Eid Festival (CREF) Incorporated	Chand Raat Eid Festival (CREF) 2014	\$5,000
Dandenong Agricultural & Pastoral Society	Dandenong Show 2014	\$15,000
Dandenong Basketball Association	Dandenong Rangers Women's National Basketball League (WNBL) Season	\$30,000
Dandenong Thunder	Dandenong Thunder NPL Club Sponsorship	\$8,000
Dandenong Women's Cricket Club	Lion Cubs DWCC Junior Development Program	\$8,000
Greater Dandenong Chamber of Commerce	Dandenong Carols by Candlelight	\$15,000
Latin American Friendship Fonda la Clinica of Victoria	Chilean Latin American September Festival 2014	\$10,000
Lions Club of Noble Park Keysborough	Summer Community Festival	\$20,000
Melbourne Racing Club	City of Greater Dandenong Race Day	\$17,000
Rotary Club of Dandenong	Cinema Under the Stars with Family Fun Day and Fun Run	\$7,000
Victoria Over 60 Cricket Association	National Championships – Senior Cricket Australia	\$10,000
Vietnamese Community in Australia - Victoria Chapter	Vietnamese Tet Festival – 2015	\$10,000
Windmill Theatre Company	Production of Guys and Dolls	\$15,000
TOTAL	13 applications	\$170,000



Dandenong Show 2014

Community Funding Program

Community Partnerships Funding Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Dandenong Community Advisory Bureau	Operational support	\$155,814
Springvale Community Aid & Advice Bureau	Operational support	\$243,072
Dandenong Neighbourhood House	Operational support	\$66,331
Keysborough Learning Centre	Operational support	\$70,062
Noble Park Community Centre	Operational support	\$37,938
Springvale Learning and Activities Centre	Operational support	\$37,938
Springvale Neighbourhood House	Operational support	\$64,908
Wellsprings for Women	Operational support	\$100,327
Dandenong & District Benevolent Society	Operational support	\$36,917
Springvale Benevolent Society	Operational support	\$17,157
St Vincent De Paul Society	Operational support	\$17,157
St. Joseph's Catholic Church Springvale	Operational support	\$9,643
We Care Community Services	Operational support	\$18,082
Cornerstone Contact Centre	Operational support	\$18,082
Concern Australia Welfare	Operational support	\$19,652
Cambodian Association of Victoria	Operational support	\$20,600
City of Greater Dandenong Band	Operational support	\$21,309
Dandenong & District Historical Society	Operational support	\$7,500
Springvale & District Historical Society	Operational support	\$6,500
Interfaith Network of the City of Greater Dandenong	Operational support	\$83,051
TOTAL	20 applications	\$1,052,040



City of Greater Dandenong Band

Community Response Grants Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Aaliyah Corles	2015 Australian Wushu Games	\$750
AARDO (Afghan Australian Rehabilitation and Development Organisation)	Information session for newly arrived Afghans	\$750
Afghan Australian Development Organisation (AADO)	Celebrate Eid-ul-Fitr	\$600
Afghan-Australian Initiative	Iftar Celebration	\$640
Alyssa Maggio	Attend National Aerobics Championships on the Gold Coast	\$449
Association of Ukrainians in Victoria	Annual Ukrainian Cultural Day	\$600
Australia Melbourne Sibo Friendship Group	Social and recreational activities for Chinese seniors	\$750
Australian Vietnamese Women's Association	Energy Expo at Springvale Town Hall	\$1,000
Brighton Life Saving Club	Water Safety Training for CALD Communities	\$1,000
Brigidine Association	Purchase of stationery and provision of interpreting services	\$750
Burden Park Tennis Club	Purchase of defibrillator	\$750
Burmese Muslim Organisation Incorporated	Community BBQ at Burden Park	\$600
Cambodian Association of Victoria	30th Anniversary Celebration	\$1,000
Casey Tamil Manram	Tamil Thaipongal Festival	\$600
Casey Tamil Manram	Exercise program for Tamil seniors	\$400
Ceylonese Welfare Organisation	Mid-year luncheon for Sri Lankan seniors	\$1,000
Chanh Dao Buddhist Youth Association	Hall hire for regular meetings	\$500
Chanh Dao Parents and Friends Community Support Association	Monthly meetings	\$500
Chinese Folk Dance Group	Purchase of equipment	\$600
Claudia Rose Jenkinson	Study at the Joffrey Ballet School in New York	\$750
Country Women's Association - Noble Park Branch	Members excursion to a place of interest	\$300
Cultural Group Art 22	Rehearsal space for New Theatre Company	\$750
Cultural Yoga Project	Yoga retreats for Asylum Seekers and Refugees	\$600
Cyril Dharmawardana Foundation	Fundraising event at Menzies Hall	\$600
Dandenong & District Orchid Club	City of Greater Dandenong Orchid Show	\$1,000
Dandenong Cranbourne RSL Sub-Branch	Family Christmas party at the Dandenong RSL	\$600
Dandenong Ministers Fellowship	Annual Day of Thanksgiving Breakfast	\$1,000
Denise Pilién	National Youth Championships	\$500
Doi Bong Da Lao Tuong	Soccer ground booking fee	\$500
Eastern Districts Polish Association (Melbourne)	Upgrading computer systems	\$250
El Hokamaa Senior Citizens	Excursion to Grants Picnic Ground	\$300
ERMHA	Social and recreational activities for SRS residents	\$500
Fusion Theatre	Performance by Rawcus Theatre	\$300
Gemma Proy	Indoor Netball Federation Australia Super Nationals	\$750
Greater Dandenong Environment Group	Purchase pull up banner	\$204

Community Funding Program



Locals participate in a game of XiangQi at the Springvale Shopping Centre.

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Greek Community of Springvale and Districts Limited	Father's Day excursion	\$510
Greek Senior Citizens St Athanasios Parish of Springvale	End of year function for Greek seniors	\$1,000
Greg Sturrock	2015 International Ice Hockey World Championships	\$500
Harrisfield Primary School	Artwork packs	\$445
Harry Kolio Mao	Australian Little Athletics Championships	\$450
Hispano American School of Springvale	Puppetry Performance by Carousel Theatre	\$300
Huong Que	Venue hire for dance troupe rehearsals	\$500
Ignite Sport Dance Life	Volunteer training workshop	\$925
Italian Elderly Citizen Club Noble Park	End of year function for Italian seniors	\$600
Italian Elderly Citizen Club Noble Park	Mother's Day function for Italian seniors	\$400
Italo-Spanish Club	30th Anniversary celebrations	\$600
Jalle Community Association in Victoria	Celebration for the South Sudanese community	\$600
Kud "Mladi Biseri"	Purchase uniforms	\$500
Kynan Wilcox	Participate in National Baseball Championships	\$500
Lamezia Terme Club of Dandenong	Celebrating three community events	\$600
Las Iluminadas	Transport for isolated seniors	\$480

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Maalek Bobakraad	2015 Australian Wushu Games	\$480
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija	Macedonian National Day celebration	\$800
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija	Celebrate International Women's Day	\$200
Magwi Development Agency Australia Victoria Branch	Cultural cooking training session	\$500
Mandolin Music Group	Mandolin Music Group	\$500
Mihindu Children's Foundation & Cultural Centre	Sinhala & Tamil New Year celebrations	\$600
Mitchell Wilcox	Participate in National Baseball Championships	\$500
Murle Community Association in Victoria Australia	Two celebrations for the South Sudanese community	\$600
Napoli Family Dandenong	Celebration of 25th Anniversary	\$1,000
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon – Dandenong Branch	Annual BBQ for Italian seniors	\$1,000
Noble Park Community Centre	City of Greater Dandenong Encouragement Awards	\$300
Noble Park Football Club Juniors	Participation for all	\$750
Noble Park North Multicultural Elderly Citizens Club	Club anniversary	\$300
Noble Park North Multicultural Elderly Citizens Club	Excursion to Geelong	\$445
North Dandenong Junior Football Club	Football skills and team building clinics	\$1,000
Ramblers Community Walking Group	Excursion to the Tulip Farm	\$750
Sathya Sai Organisation of Australia	Venue hire for regular service activities	\$750
Shadi Corles	2015 Australian Wushu Games	\$320
Southern Dance Festival	Southern Dance Festival	\$1,000
Springvale Ballroom Dancing Club	Weekly ballroom dancing classes	\$640
Springvale Community Garden	Purchase a new lawn mower	\$500
Springvale Garden Club	Purchase a digital projector for information presentations	\$510
Springvale Indochinese Ethnic School Parent Association	Awards ceremony, Moon Festival and sports activities	\$1,000
Springvale Indochinese Mutual Assistance Association (SICMAA)	Exhibition to celebrate 40 years settlement by the Vietnamese community	\$600
Springvale Mandarin Network	Community events for Chinese seniors	\$600
Springvale Monash Legal Service	Volunteer appreciation event	\$300
Springvale Multi-cultural Senior Dancing Club	Refreshments for Chinese dancing classes	\$750
Springvale United Soccer Club	Registration fees and ground hire fees	\$1,000
Sri Lanka German Technical Training Institute Old Boys Association Australia	Sinhala & Tamil New Year celebration	\$1,000
Stand Up: Jewish Commitment to a Better World Ltd	Skills training in sewing and dressmaking	\$1,000
Tamil Senior Citizens Fellowship (Vic)	Printing quarterly newsletter	\$500
Tauala Hunt	Compete at the Rugby Nationals	\$320
The Cyrene Centre	Sausage sizzle	\$1,000
The Tamil Competition, Victoria	The Tamil Competition National Awards Ceremony	\$445
Tri Thien Hue Mutual Assistance Association	Lunar New Year Celebration	\$600
Tri Thien Hue Mutual Assistance Association	Lantern Festival	\$400

Community Funding Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Tyrone Fonua	Participation in the Melbourne Rebels Junior Gold Cup Squad	\$500
Ukrainian Elderly People's Club, Noble Park	Christmas break-up dinner for Ukrainian seniors	\$410
Victorian School of Languages – Polish Faculty Parents Committee	Student awards ceremony	\$320
Vietnamese Australian Senior Association of Victoria (VASA – VIC)	Family Violence Prevention Forum	\$600
White Star Dandenong Soccer Club	Weekly soccer program during Summer 2015	\$500
Willow Lodge Bowls Club	Greater Dandenong Champion of Champions Bowling Tournament	\$300
Women's Health in the South East	International Women's Day celebration	\$600
Xinjiang Chinese Association of Australia	Social and recreational activities for Chinese seniors	\$750
Yasar Zomorodi	2015 Australian Wushu Games	\$480
Yooralla	123 Magic Emotion Coaching Program	\$500
ZimVic Sports Club	ZimPride Interstate Soccer tournament	\$750
TOTAL	98 applications	\$59,723

The grand total amount allocated through all community funding programs in the 2014–15 financial year was \$1,681,889.

All community funding amounts are exclusive of GST.

Service Summaries – A Year in Review



Service Summaries – A Year in Review



Dandenong Market hosted the Family Sustainability Festival and inaugural Sustainability Awards.

City Planning Design and Amenity – Building Services

Building Services strives to maintain standards of amenity, habitation and safety in buildings through powers vested on the Municipal Building Surveyor under the *Building Act 1993*.

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

- Building compliance improved through education and enforcement including 19 prosecutions undertaken, 190 building notices and 298 orders issued on non-compliant building work
- 3658 resident requests for information by solicitors and building surveyors answered within required timelines
- 1807 privately issued building permits recorded on Council's systems
- 774 report and consent applications assessed, including 184 siting consents and 107 build over easement consents
- 44 Essential Safety Measures inspections carried out resulting in safer buildings.



City Planning, Design and Amenity – Planning and Design

Planning and Design provides both Statutory Planning and Strategic, Design & Sustainability Planning services for the city. This includes the assessment of planning and subdivision applications, future land use strategy, urban design and sustainability assessment as well as policy development for these areas, and all legislative matters relating to the Greater Dandenong Planning Scheme.

Achievements

- The Green Wedge Management Plan, a new Housing Strategy and Planning Scheme Amendment C182: Residential Zones Review were adopted by Council
- Determined over 900 complex planning applications and improved the average determination time for all categories of statutory planning applications
- The Family Sustainability Festival and inaugural Sustainability Awards were held at Dandenong Market and consultation was conducted with the community on a new Sustainability Strategy
- Won a Melbourne Design Award for way-finding signage in the city.

City Planning, Design and Amenity – Regulatory Services

Regulatory Services provides compliance, education and enforcement functions related to Environmental Health, Animal Management, Fire Prevention, Local Laws, Parking Management, School Crossing Supervision and Planning Compliance. This department directly impacts on Council's vision of creating and maintaining a city of high quality amenity for all residents and visitors to the city.

The department also manages Council's Immunisation service, the Safe City CCTV system, all of Council's public parking facilities across the municipality and the Civic Safety Officer service at Council's Dandenong office.

Residential Amenity administration provides direct services to customers both internal and external, as well as offering general administrative support to the other teams within the department.

Achievements

- The Planning Compliance team, in partnership with other departments was successful in securing a grant to develop a monitoring and enforcement tool to assist in improving water quality in the natural watercourses flowing through the municipality
- Local Laws and Litter Prevention staff worked closely with other council departments to develop a Roadside Litter campaign which won an award at the 2015 Keep Australia Beautiful Awards (Victorian branch)
- The Immunisation Service received praise from the Department of Health and Human Services in relation to a refugee and asylum seeker program it is operating. The program delivered immunisation to over 300 refugees and asylum seekers across the year
- The Public Health Unit assisted over 100 new food businesses to open in the municipality
- The Parking Management team rolled out 65 new parking ticket machines in central Dandenong, which offer customers more ease of use as well as several different payment options, making parking even more simple and convenient.

Service Summaries – A Year in Review



Community Services – Community Care

The department focuses on developing and supporting a range of initiatives and services to support older people and people with a disability, to remain fit and active and to live independently in the community for as long as they are able to do so. Community Care is an integrated client support service and provides Home and Community Care (HACC) home based services, community aged care packages, extended aged care in the home packages, the National Respite for Carers Program and food services (Meals on Wheels). In addition are community support services providing specialised community transport, centre based planned activity groups and seniors clubs and groups. The Quality and Access business unit includes Metro Access Disability Inclusion and disability planning including community development.

Achievements

- A review of the specialised community transport program was undertaken with the implementation of a number of recommendations
- Commenced participation in a Commonwealth My Aged Care Demonstration Project for screening, assessment and referral to services
- Contributed to employment and traineeship opportunities through membership of the Australian Network on Disability and undertook a successful three month disability internship
- Contributed to the design and implementation of the accessible care facility in the new Dandenong municipal building
- City of Yarra commenced utilising our Food Services Distribution Centre for the management of their Meals on Wheels product.



libraries



Dandenong Civic Centre Library



Community Services – Community Arts, Culture and Library Services

The Community Arts, Culture and Library Services Department has a key focus on programs and services that enhance participation in arts, heritage, culture and community learning through libraries.

Library services are delivered in a variety of locations and methods including through Dandenong and Springvale library branches, outreach programs and services, home delivery, bulk loans of materials to institutions and through the website.

Arts and Cultural Development focuses on public art, festivals and events, plaques, memorials and interpretive signage, civic collections and local history and cultural venues including Heritage Hill and Walker Street Gallery.

Drum Theatre hosts year round performances from touring professional productions, local theatrical performances and community presentations. It also provides a range of meeting and function rooms for use by community and local business.

The Department also focuses on future planning and strategy in relation to cultural facilities and libraries and the enhancement of cultural awareness and identity.

Achievements

► Arts and Cultural Development:

- Shared Historical Archive facility developed at Hammond Road, Dandenong to jointly hold all historical items for the municipality, developed in partnership with Springvale and District Historical Society, Dandenong and District Historical Society and the Enterprise Group. This is coupled with the rollout of a digitisation project to electronically capture and share historical documents, images and other memorabilia with the wider community through a web-based program.
- Increase in attendances and satisfaction at major Council festivals: Springvale Snow Fest doubled attendances in its second year from 10,000 to 20,000 and was runner up for a national award as Best New Event 2014. Attendance at the Australia Day Festival increased by 20 per cent to 10,000 attendees. The Little Day Out – for BIG Imaginations received

the highest satisfaction ratings of any previous event, with over 93 per cent high satisfaction rating.

- The Anzac Centenary was commemorated with the Poppies for Peace project in Harmony Square and the rollout of a series of permanent interpretive trail markers across the City.
- The Hive Artists Network was launched and now has more than 180 members and received more than 1400 page views on Facebook.

► Drum Theatre:

- Drum Theatre launched a new membership program, 'Friends of Drum Theatre' attracting 643 members in 2014, a 25 per cent growth over the previous membership program.
- Use of the venue by new hirers grew 88 per cent in the 2014 calendar year.
- Very high user satisfaction rating of 95.5 per cent from users of function and meeting rooms.
- Expansion of range of business partners and sponsors to include Bank of Melbourne, Dandenong Leader, Dandenong Plaza, M+K Lawyers, ChefsScene and Burbank.

► Libraries:

- There were 1.213 million visits to Dandenong and Springvale libraries. Overall there was an increase of 25 per cent in Library visits compared to the previous year. This was mainly due to the popularity of the new Dandenong Library.
- The Libraries' web presence was revamped with the launch of "The Vault." "The Vault" provides access to all of the Libraries' online resources including journals, ebooks, online learning tools and business resources such as industry reports. Usage of the Libraries' web pages increased by 71 per cent with 470,656 hits compared with 275,967 hits during the previous year.
- The Libraries deliver a range of programs as part outreach. Library programs are delivered to all age groups and are designed to enhance literacy, skills and social connections. Attendances remained steady with 30,823 people attending programs in 2014–15, an increase of 4 per cent compared to the previous year.

Service Summaries – A Year in Review

Community Services – Community Development, Facilities and Recreation

The Community Development, Facilities and Recreation Department engages with the diverse communities of the City of Greater Dandenong to strategically advocate, plan and deliver practical outcomes that reflect community values. The aim of the department is to:

- build active, healthy and connected communities
- provide a safe and harmonious community where residents feel included and respected
- enable residents to contribute to the provision of well planned, accessible, affordable and sustainable facilities
- encourage residents to actively participate in community development, sport and recreation activities.

The Department comprises fields of social planning, community funding, volunteer services, community development, indigenous and diverse communities, health and wellbeing, leisure planning, sport development, recreation development, leisure centre management, community property management and a range of multi-purpose community facilities.

Achievements:

- Completion of major infrastructure improvements including the Shepley Keith Miller Pavilion extension and renovation, Greaves Reserve cricket nets, Edinburgh Reserve Pavilion and oval floodlights, public safety infrastructure works at Menzies Avenue Park and ongoing works for the extension of central Dandenong CCTV
- Several successful grant applications totalling \$5.8 million from State and Federal government across infrastructure, community development and activation programs
- Development of key policy and strategic directions including the Walking Strategy, Activate – Sport and Recreation Strategy, A Safe and Harmonious Greater Dandenong – Community Safety Plan, Asylum Seeker Action Plan, Electronic Gaming Machine Policy and Community Response Grants Policy
- Winner of the Father Bob McGuire environment award for the Garden Renewal Asylum Seeker Program, Award finalist for Excellence in Local Government corporate and community planning from Local Government Professionals Network for the Community Wellbeing Plan
- Community funding of \$1.6 million granted from Council to the City of Greater Dandenong community for a range of programs, events and initiatives through the Community Partnership, Sponsorship, Community Support and Community Response grants programs

- Introduced new initiatives including establishment of the Volunteer Resource Service in Central Dandenong, commenced Social Cohesion Program, partnered with Rotary for the inaugural Tirhatuan Park Twilight Fun Run (150 participants), the Lyndale Garage Sale as part of the National Garage Sale Trail and the Dunearn Road Community Clean Up Day as part of the Graffiti Prevention Program
- Led the Joint Statement in Support of Asylum Seekers Living in the Community across 20 local government councils to advocate for federal support for asylum seekers, in addition Council endorsed the Asylum seeker Action Plan and established the Asylum Seeker Advisory Committee with key partners
- Led the community engagement for the future use of Clow Street Council office and the former Dandenong library with subsequent commencement of relocation into the offices of key community partner agencies
- Coordinated Harmony Square activations (600 attendees) for the AFL Grand Final, Australian Tennis Open, International World Cricket Cup together with a range of programs at sporting locations including Girls Sport Expo (140 participants), walk to school activities (4 schools)
- Engaged with 29,300 students from primary and secondary schools and 41,840 workers in workplaces in health and wellbeing activities and promotions. In addition promoted and supported the Jamie's Ministry of Food initiative with 550 people enrolled for cooking classes.

development



City of Greater Dandenong Young Leaders, Rohullah Rahimi and Carroll-Jade Doran. The Young Leaders Program provides an opportunity for 16–25 year olds to increase their participation in the economic, social, cultural and business aspects of their community.

Community Services – Community Wellbeing

The department focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families in the city. This includes Youth and Family Services, Maternal and Child Health and Parenting (enhanced and universal Maternal and Child Health), Children's Services, Family Day Care, Kindergarten and Child Care Committee support, Playgroups, Preschool Field Officer Program, Best Start and Early Years Projects.

Achievements

- Greater Dandenong became a Child Friendly City utilising UNICEF's Child Friendly Cities framework and the Victorian Local Government Associations Child Friendly Cities Charter
- Youth and Family Services developed the 'Not in My Name' film and hosted two state wide forums with Youth Affairs Council and Victorian Multi Cultural Commission on social cohesion
- Youth employment and training initiatives, including the Mentors breakfast, employment sessions, jobs clubs and work readiness program 'skilled up' were held
- Young leaders and Youth Think Tank projects on youth volunteering, family violence and negative impacts of excessive drug and alcohol use
- Maternal Child Health implemented The Right@Home and Bridging the Gap projects to enhance services for families from the antenatal period until two years of age and to improve the referral pathways between hospitals and refugee and asylum seeker families
- The Healthy Deadly Kids event was held to encourage Aboriginal and Torres Strait Islander families to enrol at kindergarten and playgroups
- The building of three New Early Learning Facilities on Primary School sites commenced and extension works at Dandenong South and Dandenong North kindergartens were completed
- Greater Dandenong Family Day Care was the recipient of the Victorian Educator of the Year Award in the Family Day Care Australia Awards.

Service Summaries – A Year in Review



The multi-million dollar Mosaic apartment development facilitated by Council.

Greater Dandenong Business Group – Activity Centre Revitalisation

The Activity Centre Revitalisation unit leads and co-ordinates the revitalisation of the Dandenong, Springvale and Noble Park activity centres through the stewardship of property development, infrastructure planning, stakeholder engagement and place making.

Achievements

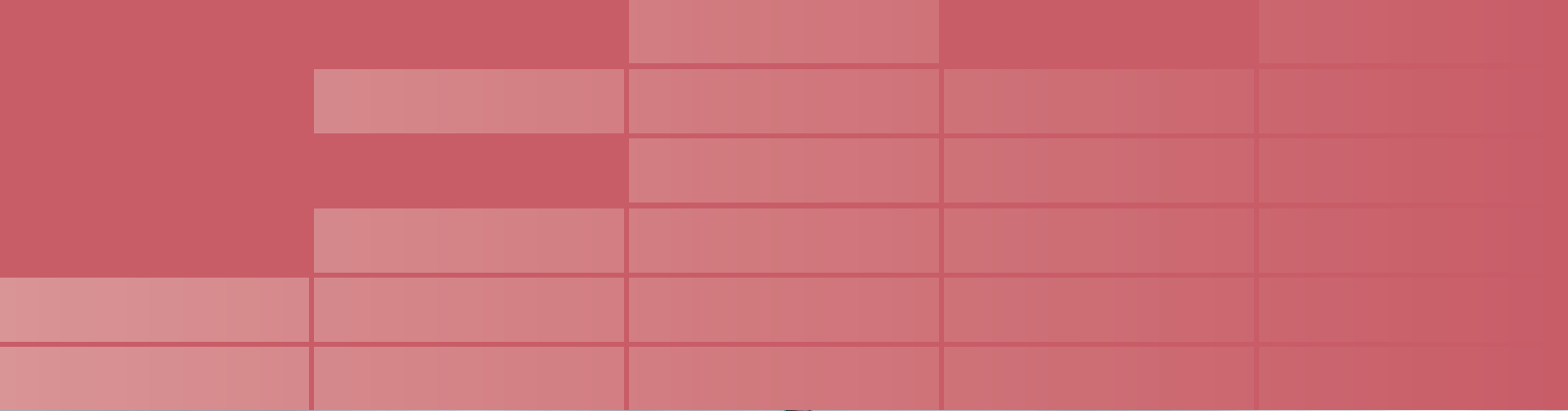
- ▶ Facilitated the completion of the \$85 million Mosaic apartment development (235 apartments by Burbank) at Metro Village 3175 estate
- ▶ Partnership role in the commencement of construction for the new \$25 million Quest serviced apartment development, the nearing completion of the \$85 million Australian Taxation Office and the announcement of the sale of land for a new \$12 million Salvation Army headquarters within the seven hectares Places Victoria acquisition precinct in central Dandenong
- ▶ Facilitated the tender process for the sale of the Springvale Depot site with an outcome pending a Council decision in July 2015
- ▶ Facilitated strategic property acquisition in central Dandenong including VicTrack land at Metro Village, Site 1B at Civic Precinct and 18 Stuart Street at the Dandenong Market Precinct
- ▶ Delivered the Activity Centres Revitalisation 'Place Making' program including the installation of award winning interpretive signage in Dandenong and Springvale; programming of the July 2015 Nocturnal winter arts event; preparation of a "draft" Activity Centres Place Making Framework for Dandenong, Springvale and Noble Park; community consultation process to achieve the preferred name for Harmony Square; and continued improvements to the Afghan Bazaar cultural precinct streetscape works including business identification signage pilot and two industry awards.

Greater Dandenong Business Group – 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

- ▶ The Stakeholder business magazine was published on a quarterly basis and distributed to over 6,000 local businesses. It included good news stories, key business issues, opportunities for growth, statistical information, project updates and a calendar of business events
- ▶ The cultural and food precincts, tours and events were promoted through a number of marketing initiatives, including Where Magazine (35,000 distribution to Melbourne and Metro 4 and 5 star accommodation facilities on a monthly basis), Victoria's Cultural Guide (annual) and Prime TV advertising in Gippsland. Additionally, a revised Great Bites brochure promoting eateries in the three major activity centres has been updated
- ▶ The City of Greater Dandenong Regional Food Strategy, and Greater Dandenong Tourism Strategy, and associated action plans were developed with significant community stakeholder input
- ▶ The GrEATER Dandenong food branding was launched, and applied to various existing and new marketing collateral. To further entrench Greater Dandenong's reputation as a food and cultural experience destination, promotional activities included hosting a media fam (tour), resulting in free and extensive media coverage in a major metropolitan newspaper
- ▶ Focussed mentoring programs were provided to 10 cultural food retail businesses through the StreetLife program, as well as for another 10 local retail businesses, and also eight Social Enterprises to complement the continuing Social Enterprise support program, increasing the resilience of each of those sectors
- ▶ An Investment prospectus was developed to promote the advantages of doing business from Greater Dandenong
- ▶ The Business Grants program was conducted to encourage start ups, business growth (from home based to commercial), and business relocations (into Greater Dandenong) in an effort to boost economic activity and jobs creation within Greater Dandenong.



Service Summaries – A Year in Review



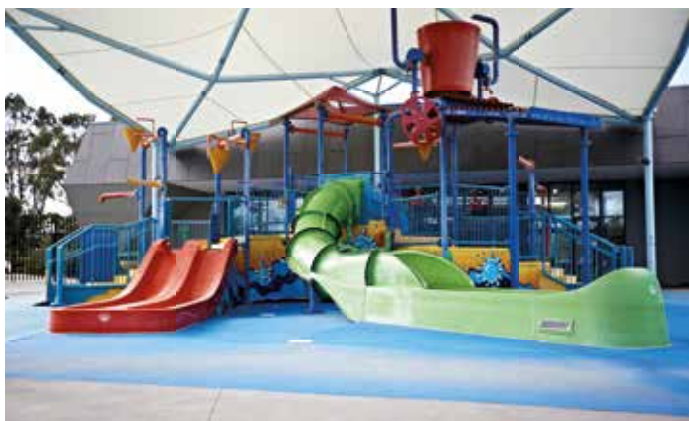
Greater Dandenong Business Group – South East Business Networks

Through its unique network model, South East Business Networks (SEBN) brings people and companies together, providing practical and relevant support that will strengthen manufacturing knowledge and capability; support and strengthen the role of women in business; delivering business sustainability and employment opportunities that contribute to the economic and social wellbeing of the region.

Achievements

- Significant environment and economic improvements by 14 participating companies in our resource reduction program with Sustainability Victoria. Additional scope and structure provided to the ASPIRE project as a result of exposure to local manufacturers.
- Local manufacturers exposed to Afghan and Chinese trade opportunities through CGD delegations.
- Stimulated manufacturers to access and implement a diversity of new technologies, processes and business models to better position them for the future.
- Contributed to the growth and development of local young leaders, strengthening their ability to adopt more senior / responsible roles within their organisations.
- In partnership with key agencies, developed and proved a 'pre-employment' model for 'at risk' and CALD jobseekers; delivered exposure to careers and job opportunities for long-term unemployed/disadvantaged women.
- Through SEBN Women in Business, inspired local business women to develop their own networks of mutual support for the benefit of the broader community.
- Broadened the opportunities for young people to better understand the world of work and gain exposure to local business and industry through our shared service agreement with South East Local Learning and Employment Network (SELLEN).
- Significant increase of business representation in Workplace Health & Safety activities enhanced through the collaboration between SEBN and Healthy Together.

projects



Noble Park Aquatic Centre is one of a large number of Council owned assets.

Engineering Services – City Improvement

This unit incorporates the Project Delivery Team, which is responsible for project managing and delivering Council's Capital Works program associated with its roads, drains, facilities and open spaces, and the Building Maintenance Team which organises and carries out repair and maintenance activities to council owned buildings.

Achievements

- Federal Government funded Roads to Recovery local road rehabilitation program was 100 per cent completed in budget and on time, and 100 per cent of the Road Renewal Program (crack sealing, major patching and resurfacing and rehabilitation) was completed to budget and deadline.
- Nation Building Black Spot projects were completed on time.
- Building Maintenance successfully implemented and completed the annual Maintenance Program across Council owned buildings, and for customer service requests (merits), Building Maintenance again exceeded the 90 per cent standard.
- Achieved 100 per cent compliance in Essential Safety Measures (i.e. occupancy permits, maintenance determinations and certificates of final inspections) for all Council owned buildings.
- Achieved a zero injury incident rate.

Engineering Services – Infrastructure Planning

The Infrastructure Planning Department is responsible for the long term planning of Council's transport and infrastructure network. The department also actively advocates to other government bodies and organisations the needs of the Greater Dandenong community aiming to ensure that plans for infrastructure assets and transport/drainage services under their control are integrated with Council's future plans for the city. In addition, the unit coordinates the provision of infrastructure assets by developers and other parties, with Council's future long term plans for its infrastructure assets.

Achievements

- Upgrade of public lighting through innovation and use of sustainable lighting. Secured \$1,549,307 of funding under Round 2 of the Community Energy Efficiency Program – Light Up Dandenong, for the replacement of 5,130 mercury vapour lights with energy efficient LED lights.
- Completed the design for the final alignment of Glasscocks Road and Taylors Road in Dandenong South as part of the Lyndhurst Development Contributions Plan project.
- Bridge renewal program from the Department of Infrastructure and Regional Development. Secured \$1,140,000 of funding for the joint project of the Bridge duplication – Abbots Road, Dandenong South. Works are scheduled to be completed by 2017.
- Regional leadership on transport issues – developing a strategic approach to transport issues in the south east region.
- Completed the Greater Dandenong Flood Management Plan, in conjunction with Melbourne Water and the State Emergency Services. Provision of advice to developers and consultants in relation to flood risk assessment for town planning and building permit applications. As a result of Oldham Lane and Thomas Street flood mitigation study, drainage improvement construction works are planned.
- In collaboration with Melbourne Water, the Mile Creek catchment flood mapping study has been completed. A further Flood Mapping Study is planned for Soden/ Pillar Road area. The implementation of developer funded drainage schemes are ongoing.

Service Summaries – A Year in Review



The City's 197 parks are used for a wide variety of social and recreational activities.

Engineering Services – 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 asset life, functionality and safety 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 also responsible for the approval of engineering plans for new developments and the issue of asset protection, civil works and vehicle crossing permits.

Achievements

- ▶ Successful roll out of the 'Great Bin Swap' that saw the change-over of approximately 138,000 waste and recycling bins across the municipality, resulting in a 'Commendation' from Keep Australia Beautiful in their 2015 Sustainable City Awards. A new proactive program for removal of graffiti from private property and Council assets was also implemented and has resulted in 46 per cent more graffiti being removed at 31 per cent less cost than the previous financial year.
- ▶ Development and implementation of a number of new systems and processes to improve service delivery across the department including Conquest 3, AusFleet 8, significant upgrades to Intramaps and a major re-build of the Asset Protection permit process. Fleet Services completed an audit of all plant and

equipment, rationalised core manufacturers and suppliers, and implemented new stores procedures for 'bulk consumables' and other key items. The development and implementation of a new Works Management System to be adopted by most operational business units is also now well underway.

- ▶ Supporting developers, builders and property owners throughout the municipality through the administration of 1,008 asset protection permits, 269 civil works permits, 294 vehicle crossing permits, 213 Statements of Compliance, 486 planning permit referrals and 979 drainage information requests. Approval and construction supervision of 16 new subdivision developments (ten residential and six industrial developments) resulting in the creation of 350 new lots (287 residential and 63 industrial lots).
- ▶ Introduction of a footpath grinding program and alignment of drainage CCTV and cleaning programs to achieve significant cost savings.
- ▶ Asylum seeker project at Roth Hetherington Botanic Gardens, winning the Father Bob Maguire Foundation Environment Award and a 'Commendation' from Keep Australia Beautiful in their 2015 Sustainable City Awards. Elsewhere throughout the municipality, more than 2400 street trees, 5000 garden plants and 28,000 indigenous seedlings were planted to improve the appearance of the city.

Corporate Services – Media and Communications

The Media and Communications unit is responsible for all media management, marketing and communications campaigns and activities, web content and intranet management, and print shop services. It is also responsible for the corporate planning and reporting functions including the Community Plan, Council Plan, Local Government Performance Reporting Framework, Annual Report and the quarterly organisational performance reports to Council.

Key activities include the preparation and distribution of monthly editions of 'The City' magazine; media releases, responses and briefings; design, publication and approval of all corporate brochures and key communications; various public relations activities and campaigns; management of council's website, intranet, social media platforms and online consultation; production of a weekly staff newsletter; preparation of mayoral speeches; and the supply of internal printing services.

Achievements

- ▶ Won the Government Communications Australia 'Best Digital Media' Award for the civic square's Urban Screen, further enhancing its credibility as a premier feature for the community to interact with and enjoy
- ▶ Coordinated the development and implementation of key branding and community information campaigns, including the Food Strategy branding, the Work. Shop. Play. initiative, Child Friendly City branding, Community Safety Plan, Drum Theatre materials, Children's Festival, State Election advocacy document and the ANZAC commemoration windows
- ▶ Managed the development and implementation of Council's new online community engagement tool, Our Say, and coordinated consultation campaigns for projects including the Environment Plan, Keysborough South Community Hub, Arts and Cultural Heritage Strategy, Digital Strategy and Youth programs
- ▶ Prepared the organisation for the implementation across the sector of the new Local Government Performance Reporting Framework (LGPRF) and participated in an Internal Audit to ensure compliance
- ▶ Improved online engagement through social media, with an increase in uptake on Greater Dandenong's official Facebook page of 138 per cent; official Twitter feed of 57 per cent; and 1492 followers now on the official Instagram feed since it was established in July 2014.

In the 2015 Community Satisfaction Survey, the City of Greater Dandenong scored an impressive 76 for customer service.

Corporate Services – Customer Service and Civic Facilities

The Customer Service Unit is responsible for the corporate call centre and four face to face customer service centres, and is the 'first point of contact' with 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 for a range of clientele.

Achievements

- ▶ Customer service staff responded to 145,528 calls to the call centre and answered 84.48 per cent of those within 20 seconds; this represents an increase of 5.8 per cent in calls compared to 2013–14
- ▶ In the 2015 Community Satisfaction Survey, the City of Greater Dandenong scored an impressive 76 for customer service, this positive result was six points higher than the statewide average and three points higher than the Melbourne Metro group average to which we are compared
- ▶ The Civic Facilities team provided a service to over 200,000 guests from over 2000 bookings, including a number of civic receptions to recognise community events, milestones and organisations
- ▶ A new brochure for Civic Facilities was created and printed for distribution in all customer service centres
- ▶ On-going liaison with management about the future plans/ refurbishment of the Springvale Town Hall and Springvale office site, which will see major re-development of that site in future years.

Service Summaries – A Year in Review



Council continued to adapt to the technology needs of the community in 2014–15 by introducing public WiFi and providing online community engagement forums for key Council projects.

Corporate Services – 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 Records Management unit is responsible for capturing incoming correspondence into Council's Electronic Document Management System, reducing offsite holdings by transferring permanent records to the Public Records Office of Victoria (PROV) and the legal disposal of temporary records via secure destruction.

Achievements

- ▶ An Information Technology Strategic Plan 2014–18 has been developed to guide Council's investment in information technology, provide a clear direction that is aligned with business needs and contribute to improved efficiency of service delivery

- ▶ Work on the development of a Digital Strategy has almost been completed. Based on consultation with residents and the business community the Digital Strategy aims at identifying new projects and services to leverage and adapt to changes in technology to provide the best possible services to our resident and business community
- ▶ Public WiFi services have been implemented to provide free Internet access to patrons of the Dandenong and Springvale libraries and visitors at a range of Council sites, including the Dandenong Civic Centre and Harmony Square, Paddy O'Donoghue Centre, Springvale Town Hall, Drum Theatre and YStop youth centre
- ▶ New backup and storage infrastructure has been implemented to remove outdated tape technology and provide sufficient storage space for Council's rapidly growing databases
- ▶ The Records Management unit focused on reviewing the records management needs and compliance issues of the various business units across council as well as digitising historical hardcopy records. Other achievements include the transfer of permanent records to PROV and the destruction of old archives that are past their retention date according to PROV rules.

Corporate Services – Financial Services

Financial Management exists to enable Council to comply with statutory requirements, provide strategic financial direction, and undertake essential business processes and support the organisation with financial assistance and advice. The service provided by the Financial Management unit essentially supports the external service provision of other units.

Property Revenue includes the administration of rates and valuation services. It is responsible for the issue of rates notices, supplementary rates, preparation and issue of pension remissions and ensures an accurate and up-to-date property database is maintained. Valuation services include the preparation of general revaluation every two years and supplementary valuations including administering of objections.

Achievements

- Completed mid-year review of the 2014–15 Budget recognising changed circumstances underlying the adopted budget
- Council's Long Term Financial Strategy was updated for the period 2015–16 to 2019–20 to form the basis of the Budget for 2015–16, and Council's Annual Budget for 2015–16 was adopted by Council on 22 June 2015
- 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
- Production of the 2014–15 Annual Financial Statements including the receipt of an unqualified audit opinion from the Victorian Auditor-General
- Council's rating valuation system was replaced with the web enabled Valuation Management System Online 2020 to manage municipal valuations.

Public WiFi services have been implemented to provide free Internet access to patrons of the Dandenong and Springvale libraries and visitors at a range of Council sites...



Mayor's Family Fun Day 2014

Corporate Services – 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 election 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 Border Protection, 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

- Management of the Mayor's annual event for the Greater Dandenong community
- Successful implementation of legislative compliance management software across the organisation for *Local Government Act 1989*
- Successful implementation of new webcasting systems within the new Civic Centre
- Implemented leasing database management software and various procedures related to commercial property function.

Service Summaries – A Year in Review



Corporate Services – People and Procurement Services

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

- Occupational Health and Safety
- Management of Workcover 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
- Continuous Improvement Initiatives

Achievements

- Developed and implemented the ninth edition of the Staff Code of Conduct following extensive consultation
- Of particular focus in 2014–15 was the roll out of a mental health awareness program to all staff. This program was delivered by a mental health expert and was designed to support staff to better understand mental health and its impacts. This program was complemented by the promotion and usage of the Council Employee Assistance Program which also supports employee wellbeing in the workplace
- During 2014–15 Council provided 32 students with placement opportunities, representing a 14 per cent increase on the previous year
- Council was acknowledged under recognition point 2 of the Healthy Together Achievement Program for workplaces for its work in relation to Mental Health. There are also 28 other businesses across this municipality working in the same way. A program of activities has been developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing and assistance for staff with preventative measures in regards to smoking and alcohol
- Council's water monitoring program identified 28 leaks during the financial year using the Utility Tracker and live monitoring system. Reduced daily usage at these sites from 165,856 litres per day to 5,277 litres per day. Leakage checks are carried out on 23 meters on a daily basis and any issues identified are investigated and repaired
- Implementation of new ETendering Systems and Contract Register through Cordell
- Participation in the new MAV Strategic Procurement Development program LEAP.

Performance



Performance

Meeting Our Strategic Objectives

The Council Plan 2013–17 sets Council's strategic direction and community vision for the municipality.

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

- A healthy, active and safe community
- A city that celebrates its diversity with pride
- An environmentally sustainable city
- A city planned for the future
- A thriving and resilient economy
- A proactive Council that listens and leads.

Strategic Objective 1: A Healthy, Active and Safe Community

The following table reviews Council's performance against the strategic indicators of the Council Plan 2013–17.

Status 2014–15

✓ Achieved ✗ Not Achieved

PRIORITIES	ACTIONS	2014-15
1.1 Promote healthy lifestyles	1.1.1 Develop and implement the Community Wellbeing Plan 2013–17	✓
1.2 Promote physical activity, leisure and recreation	1.2.1 Develop and implement the Recreation Strategy	✓
	1.2.2 Coordinate seasonal sport and recreation facilities allocations	✓
	1.2.3 Promote increased participation in sports and recreation across the city – conduct various community events and activities (eg. Family fun and sports days; sports forums; walking and cycling events)	✓
1.3 Community participation and lifelong learning	1.3.1 Implement the Library Strategy 2012–16	✓
	1.3.3 Increase participation in the library services through increased web presence and access; and visiting programs and participation	✓
	1.3.4 Promote volunteering in the City through engagement, training and recognition of volunteers in Council and community	✓
	1.3.5 Facilitate community development activities that promote community participation, leadership and support for local community groups	✓
	1.3.6 Implement the Community Funding Program to provide resources for local community activities	✓
1.4 Provide community facilities to promote community participation	1.4.1 Provide high quality library facilities – construction of the Dandenong Library and redevelopment of the Springvale Library	✓
	1.4.2 Continue to progress scoping and redevelopment of multi-use community facilities to meet current and future needs	✓

strategy

PRIORITIES	ACTIONS	2014-15
1.5 Ensure public health standards are maintained	1.5.1 Provide immunisation services to children to prevent disease	✓
	1.5.2 Maintain and promote food safety in local cafes and restaurants	✓
	1.5.3 Implement and monitor Asset Management Plans for maintaining essential services and infrastructure maintenance – stormwater and drainage	✓
1.6 Improve safety in public spaces and improve perceptions of safety in Greater Dandenong	1.6.1 Implement the Community Safety Plan 2011–14	✓
	1.6.3 Implement CCTV projects across the city	✓
	1.6.4 Monitor and report perceptions of safety in the community	✓
1.8 Provide support for families and children	1.8.1 Review and implement the Municipal Early Years Plan (Develop Children's Plan 2015–19)	✓
	1.8.2 Provide social support and activities for young children and their parents/carers through the Playgroup Development Program	✓
	1.8.4 Provide Maternal and Child Health Services and increase the participation rates for key ages and stages checks	✓
1.9 Engagement and support for young people	1.9.1 Implement the Youth Strategy	✓
1.10 Inclusion and support for the health and wellbeing of older people	1.10.1 Implement Ageing is about Living: Strategic Directions to facilitate the health and wellbeing of older people in Greater Dandenong 2012–15	✓
	1.10.2 Provide direct services for older people through the Integrated Community Care model – implementing a client centred approach that promotes independence and collaborative service planning	✓

Major initiatives as funded in the 2014–15 Budget:

INITIATIVES	PROGRESS
Implement ACTIVATE – Sport and Recreation Strategy	The Recreation Strategy 'Activate' was adopted by Council in December 2014. Implementation included the Sports Fest event, Twilight Fun Run, Girls Expo and a range of activities in Harmony Square. The Lawn Bowls/Croquet Plan, Tennis Plan, Table Tennis Plan, and Walking Strategy have been drafted.
Masterplan for Community Hub in Keysborough	Consultation and community engagement has been undertaken with the community and service providers. Preliminary scoping for the proposed building components and functionality of the Community Hub has occurred and discussions with stakeholders are continuing. Land options are being considered with advocacy to the Department of Education and Training, the Minister for Education and local MPs for the provision of a Government Primary School and for co-location of a Community Hub.

Performance

Local Government Performance Reporting Framework (LGPRF)

The following table provides the results of the LGPRF prescribed service performance indicators and measures including explanations.

SERVICE INDICATOR/MEASURE	RESULT	COMMENTS
Libraries		
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.8	
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	95.28%	Council has a high usage rate of its libraries and strives to keep the collection at a high level of currency to meet the needs of its community.
Service cost <i>Cost of library service</i> [Direct cost to Council of the library service / Number of visits]	\$4.60	
Aquatic Facilities		
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.5	Council undertakes a high range of inspections in order to comply with health standards.
Health and Safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	5	Council experienced five incidents in 2014–15 which required notification. This number is expected to be lower in 2015–16.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$2.62	The results indicate a higher than average cost with a large factor being the costs associated with replacement of the ageing equipment and machinery at the Dandenong Oasis. The Noble Park Aquatic Centre is classified as an indoor facility but has an outdoor pool which increases operating costs and results in decreased revenue during the winter period.
Service cost <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$0	Council has no “outdoor only” aquatic facilities

SERVICE INDICATOR/MEASURE	RESULT	COMMENTS
Animal Management		
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.12	
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	36.41%	Over 80% of cats impounded in this municipality are either wild, feral or un-owned, such animals have very low likelihood of being reclaimed. Cats make up 55-60% of all animals impounded and therefore have a negative impact on return rate, with less than 5% being reclaimed. By contrast, over 75% of dogs are re-claimed.
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$48.85	
Food Safety		
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.61	
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	146%	Greater Dandenong has a high number of new business start ups and/or transfers of business ownerships each year. Many of these new business owners are novices in the food industry or new migrants, unfamiliar with Australian food standards. This necessitates more regular inspections to ensure proprietors understand and meet their obligations.
Service Cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$525.87	

Performance

SERVICE INDICATOR/MEASURE	RESULT	COMMENTS
Home and Community Care		
<p>Service standard</p> <p><i>Compliance with Community Care Common Standards</i></p> <p>[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100</p>	88.89%	Home and community care services operate under a set of service quality standards covering effective management, appropriate service delivery and rights and responsibilities for clients. Council strives for the highest possible response to these standards.
Maternal and Child Health (MCH)		
<p>Satisfaction</p> <p><i>Participation in first MCH visit</i></p> <p>[Number of first MCH home visits / Number of birth notifications received] x100</p>	106.32%	
<p>Service Standard</p> <p><i>Infant enrolments in the MCH service</i></p> <p>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</p>	100%	

2. A City that Celebrates its Diversity with Pride

The following table reviews Council's performance against the strategic indicators of the Council Plan 2013–17.

PRIORITIES	ACTIONS	STATUS 2014-15
2.1 Promote access and equity to all of Council's services and across the city	2.1.1 Implement the Disability Action Plan and report bi-annually on the outcomes for each objective of the Disability Action Plan	✓
	2.1.2 Develop and implement a Cultural Diversity Strategy <i>The Diversity, Access & Equity Policy, currently in draft form, will replace the Cultural Diversity Strategy. Cultural diversity principles are included in all Council Plans and strategies eg. Community Safety Plan</i>	X
	2.1.4 Ongoing implementation and review of the Indigenous Policy as a platform to review Council's service provision <i>The commencement of an Engagement Officer in November 2014 has strengthened Council's relationships with communities and Council continues active involvement with the Inter Council Aboriginal Consultative Committee. The development of an Aboriginal Plan is a priority in 2016.</i>	X
2.3 Promote community celebration and showcase the cultural diversity of the city	2.3.1 Implement the Festivals and Events Plan 2012–15	✓
2.4 Promote arts, culture and heritage across the city	2.4.2 Develop and implement a Cultural Development Strategy	✓
	2.4.3 Promote increased engagement with heritage in the city in collaboration with relevant stakeholders	✓
	2.4.4 Develop a future direction for the civic collection	✓

Major initiatives as funded in the 2014–15 Budget:

INITIATIVES	PROGRESS
Disability Action Plan Review	The Disability Action Plan review commenced in 2014–15 and will be finalised in the 2015–16 year.
Arts and Cultural Development Strategy	The draft Arts and Cultural Heritage Strategy will be presented to Council in September. Following this, a community feedback process will be undertaken and the Strategy formally adopted early 2016.

Performance

3. An Environmentally Sustainable City

The following table reviews Council's performance against the strategic indicators of the Council Plan 2013–17.

PRIORITIES	ACTIONS	STATUS 2014-15
3.1 Create a greener city	3.1.1 Develop and implement the Green Wedge Management Plan	✓
	3.1.2 Implement the Leafy Legacy tree planting strategy – increase the number of street trees across the city	✓
	3.1.3 Promote Indigenous vegetation in our open spaces	✓
3.2 Respond to climate change and promote sustainable options to achieve real change within the community	3.2.1 Implement Stage 1 and develop Stage 2 of the Environmental Sustainability Strategy and produce a State of the Environment Report annually	✓
	3.2.3 Encourage a sustainable approach to the management of our water resources through the Integrated Water Management Plan	✓
3.3 Best practice waste management and promotion of recycling	3.3.1 Develop the Waste and Litter Strategy	✓
	3.3.2 Conduct Community and School Waste Education Programs	✓
	3.3.3 Increase recycling to reduce residential waste sent to landfill	✓
3.4 Sustainable transport options	3.4.1 Implement the Bicycle Shared Paths Network Plan to increase options for walking and cycling in the city	✓
	3.4.2 Review and implement the Integrated Transport Strategy for improved transport options	✓
3.5 Maintain parks and reserves – promote recreation in the natural environment and promote conservation	3.5.2 Implement the Open Space Strategy to increase and manage open space across the city	✓
	3.5.3 Upgrades to council's parks and reserves in line with masterplans	✓

Major initiatives as funded in the 2014–15 Budget:

INITIATIVES	PROGRESS
Green Wedge Management Plan	The Green Wedge Management Plan was adopted in December 2014.
Revise the Environmental Sustainability Strategy 2015	After extensive internal and external consultation, the new 2030 Sustainability Strategy will cover 10 themes, adding the themes of Buildings, Pollution, Food, Community and Economy, to the five existing themes covered in the 2010 Environmental Sustainability Strategy and the Annual State of the Environment Report. The Draft 2030 Sustainability Strategy is scheduled to be circulated for public exhibition in early 2016.

Local Government Performance Reporting Framework

The following table provides the results of the LGPRF prescribed service performance indicators and measures including explanations.

SERVICE INDICATOR/MEASURE	RESULT	COMMENTS
Waste Collection		
<p>Satisfaction</p> <p><i>Kerbside bin collection requests</i></p> <p>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</p>	227.22	During 2014–15 the City of Greater Dandenong embarked on a major project, “The Great Bin Swap”, which involved the withdrawal and replacement of the 3 residential bins.
<p>Service standard</p> <p><i>Kerbside collection bins missed</i></p> <p>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</p>	20.91	During this period as the roll out progressed the number of requests for missed bins and missed collections escalated. 2014–15 will see the performance figures return to normal levels. This was an anticipated effect of the changeover program and managed to keep request levels as low as possible.
<p>Service cost</p> <p><i>Cost of kerbside garbage bin collection service</i></p> <p>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</p>	\$105.41	
<p>Service cost</p> <p><i>Cost of kerbside recyclables collection service</i></p> <p>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</p>	\$21.22	

Performance

4. A City Planned for the Future

The following table reviews Council's performance against the strategic indicators of the Council Plan 2013–17.

PRIORITIES	ACTIONS	STATUS 2014-15
4.1 Best practice urban design and development, and activation to create livable neighbourhoods and workplaces	4.1.1 Implement the Greater Dandenong Planning Scheme to achieve a balance of residential, retail and industrial development across the city	✓
	4.1.2 Develop the Municipal Housing Strategy	✓
	4.1.4 Advocate for environmentally Sustainable Design and 'whole of life' design standards in the Victoria Planning Provisions	✓
4.3 Plan for population growth and demographic change	4.3.1 Monitor and report demographic changes and trends to inform service delivery and all planning processes	✓
	4.3.3 Provide high quality infrastructure for children and young families through implementation of the Early Years Infrastructure Plan	✓
4.4 Management of local roads, traffic and parking	4.4.2 Monitor and report community satisfaction with local streets and footpaths	✓
4.6 Advocate for improved transport options within the city and regionally to improve access to our city	4.6.1 Review and implement the Integrated Transport Strategy	✓
	4.6.2 Advocate for regional transport infrastructure	✓
	4.6.3 Advocate for improved public transport in our city	✓
	4.6.4 Maintain active membership of the Eastern Transport Coalition and the South East Integrated Transport Group	✓
4.8 Create a clean and attractive city we can all be proud of	4.8.1 Maintain clean streets and public places – Cleaning Services – street sweeping; Council's kerbside recycling and waste; and shopping centres	✓
	4.8.2 Adopt a proactive approach to the prevention of graffiti across the city; and maintain a high service standard for prompt removal of graffiti from public places	✓
	4.8.3 Develop the Waste and Litter Strategy; ongoing activities of the Litter Action Task Force	✓

Major initiatives as funded in the 2014–15 Budget:

INITIATIVES	PROGRESS
Completion of the Residential Zones Control Project	At the 22 June 2015 Council Meeting, Council resolved to commence the statutory process for Planning Scheme Amendment C182 – Residential Zones Review. This involves seeking authorisation from the Minister for Planning to prepare the amendment to the Greater Dandenong Planning Scheme, exhibiting the amendment in accordance with the <i>Planning and Environment Act 1987</i> , and reporting to Council on the submissions received and proposed next steps.
Greater Dandenong Housing Strategy	Council adopted the Housing Strategy on 8 December 2014.
Review of the Springvale Structure Plan	<p>Stage 1 of the Structure Plan review was completed in December 2014 and recommended that the plan be divided into three key themes:</p> <ul style="list-style-type: none"> • land use, built form and urban structure • access and movement • economic development <p>Consultation on the revised Activity Centre Structure Plan will be undertaken in the 2015–16 financial year.</p>

Local Government Performance Reporting Framework

The following table provides the results of the LGPRF prescribed service performance indicators and measures including explanations.

SERVICE INDICATOR/MEASURE	RESULT	COMMENTS
Statutory Planning		
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	146	
Service standard <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	45.04%	
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,860.17	
Roads		
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	43.1	
Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	82.95%	CGD's renewal intervention level (Pavement Condition Index) is optimised to achieve minimum sealed roads whole of life cycle renewal cost.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$0	No reconstruction of sealed local roads was undertaken in 2014–15.
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$22.00	

Performance

5. A Thriving and Resilient Economy

The following table reviews Council's performance against the strategic indicators of the Council Plan 2013–17.

PRIORITIES	ACTIONS	STATUS 2014-15
5.4 Consolidate Dandenong as the regional capital	5.4.1 Showcase the revitalised central activity district in collaboration with stakeholders including the Committee for Dandenong	✓
5.5 Revitalise Springvale activity centre	5.5.1 Leverage the Grade Separation Project as a springboard for economic development	✓
5.6 Revitalise Noble Park activity centre	5.6.1 Scope revitalisation projects for Noble Park and implement staged works	✓
5.7 Support a strong retail sector and Neighbourhood Activity Centres	5.7.1 Create opportunities for greater choice and opportunity in the retail sector <i>A review of the planning and policy context, identification and preliminary assessment of the local shopping areas has been undertaken which will inform the future development of a Neighbourhood Activity Centre strategy and local policy in early 2015–16.</i>	✓
5.8 Promote tourism and visitation to the city	5.8.1 Develop a Tourism Strategy for the city	✓
5.9 Capacity building for economic development, to create stronger and more competitive businesses	5.9.1 Provide networks for local industry through South East Business Networks – promoting best practice and innovation across the sector	✓
5.11 Promote a resilient economy and foster wellbeing	5.11.3 Provide support for and promote local social enterprises	✓
	5.11.4 Facilitate the development and implementation of the City of Greater Dandenong Charitable Fund <i>The proposed Charitable Fund has been presented to Council. Approval to proceed to its establishment is subject to endorsement of a Council Report in early 2015–16.</i>	✗

Major initiatives as funded in the 2014–15 Budget:

INITIATIVES	PROGRESS
Tourism Strategy	The Tourism Strategy was completed in 2014. An extensive list of action plan items is to be implemented over the next four years.
Stage two of the Thomas Street upgrade	This project was delayed due to the timing of electrical under-grounding works which have now been completed. The streetscape works are now underway and expected to be completed in late 2015.
Business delegation to Xuzhou in partnership with South East Melbourne Manufacturers Alliance (SEMMA)	A business delegation of Council, SEMMA, and business representatives travelled to China to attend the 17th Trade and Investment Fair including a number of business and factory visits. The visit highlighted further opportunities for local businesses to trade with China.
Implementation of the Regional Food Strategy	The Regional Food Strategy was implemented in 2015 and aims to maximise the future economic and community benefits embedded in the local and regional food system.

6. A Proactive Council that Listens and Leads

The following table reviews Council's performance against the strategic indicators of the Council Plan 2013–17.

PRIORITIES	ACTIONS	STATUS 2014-15
6.1 Enhance the ways we communicate with our residents and stakeholders and increase Council's web presence	6.1.3 Increase social media activity for communication and engagement, across several platforms	✓
6.5 Sound organisational management promoting best practice, continuous improvement and innovation	6.5.1 Utilise proven information management options and solutions for an efficient and effective organisation, and an increasingly mobile workforce	✓
	6.5.2 Ensure best quality practice through performance monitoring and reporting	✓
6.6 An organisation of excellence for streamlined service delivery	6.6.2 Monitor community satisfaction with Council's services through participation in the Community Satisfaction Survey and regular client feedback surveys conducted across service delivery areas	✓
	6.6.3 Community Services' client and user satisfaction advice regularly sourced and monitored	✓
6.7 Proactive and responsive customer service function across Council	6.7.1 Ensure customer service is timely and efficient; and accessible across our city	✓
6.8 Greater Dandenong as employer of choice	6.8.1 Utilise the Organisational Development Strategy to promote a positive workplace culture based on respect	✓

Major initiatives as funded in the 2014–15 Budget:

INITIATIVES	PROGRESS
On-line collaborative technology tool	The Our Say tool was launched in 2014 and has been used for a number of community online consultations. These include the Environment Strategy, Youth programs, Walking Strategy, Arts and Cultural Heritage Strategy, and the Keysborough South Community Hub.
Maximise utilisation of the Big Screen in the Dandenong Civic Square	During 2014–15: <ul style="list-style-type: none"> • 808 pieces of external media were compiled / curated • 247 pieces of content were produced in-house for use on the screen • 74 events with a screen element were successfully delivered

Performance

Local Government Performance Reporting Framework

The following table provides the results of the LGPRF prescribed service performance indicators and measures including explanations.

SERVICE INDICATOR/MEASURE	RESULT	COMMENTS
Governance		
<p>Transparency</p> <p><i>Council decisions made at meetings closed to the public</i></p> <p>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of councillors] x100</p>	1.65%	
<p>Consultation and engagement</p> <p><i>Satisfaction with community consultation and engagement</i></p> <p>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</p>	61	Increase of 4 points from 2014
<p>Attendance</p> <p><i>Councillor attendance at council meetings</i></p> <p>[The sum of the number of councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of councillors elected at the last Council general election)] x100</p>	82.64%	
<p>Service cost</p> <p><i>Cost of governance</i></p> <p>[Direct cost of the governance service / Number of councillors elected at the last Council general election]</p>	\$54,384.27	

Performance Statement



Performance Statement

Description of Municipality

The City of Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east, approximately 35km from the central business district. Greater Dandenong has a population of over 150,000 people and is the most multicultural municipality in Victoria, with residents from over 150 different birthplaces. This adds a wealth of diversity to the city through a range of cultural experiences. The city has a vibrant economy in both the retail and manufacturing sectors and is renowned as the manufacturing hub of Victoria. The wholesale trade, health care, and retail trade sectors also provide a significant proportion of employment opportunities.

Greater Dandenong has a population of over 150,000 people and is the most multicultural municipality in Victoria, with residents from over 150 different birthplaces.



Community members proudly displaying the hand-knitted Welcome Mat, created as part of the Greater Dandenong Cultural Threads textiles celebration.

The following prescribed indicators and measures have been prepared for the first time in 2014–15 and as a result, comparative information is not available. Where applicable, commentary on material variations has been provided to identify key messages about Council's performance for 2014–15 only.

Sustainable Capacity Indicators

For the year ended 30 June 2015

INDICATOR/MEASURE	2015	MATERIAL VARIATIONS
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$870.85	
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$248.00	Council received 50 per cent or \$5.37 million of its 2015–16 Victoria Grants Commission funding in advance in June 2015. This grant is Council's major operating grant.
Population <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,078.60	Council's level of expenditure is closely related to the revenue Council receives. The City of Greater Dandenong has a higher level of grant funding than other metropolitan Council's and therefore is likely to have higher expenditure per head.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$5,962.70	Council is committed through its capital works program in maintaining its existing assets and meeting the asset renewal challenges.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	223.16	
Disadvantage Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	1	Council's residential population has the lowest socio-economic disadvantage score in the metropolitan area.

Service Performance Indicators

For the year ended 30 June 2015

SERVICE INDICATOR/MEASURE	2015	MATERIAL VARIATIONS – COMMENTS
Governance Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	62	
Statutory Planning Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50%	
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	67	

Performance Statement

SERVICE INDICATOR/MEASURE	2015	MATERIAL VARIATIONS – COMMENTS
Libraries Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	35.06%	
Waste Collection Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	45.08%	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.32	
Animal Management Health and Safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	20	
Food Safety Health and Safety <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	90.91%	
Home and Community Care Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100 Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	19.67% 15.95%	
Maternal and Child Health Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	79.57% 79.22%	

Financial Performance Indicators

For the year ended 30 June 2015

DIMENSION/INDICATOR/MEASURE	RESULTS 2015	FORECASTS				MATERIAL VARIATIONS
		2016	2017	2018	2019	
Efficiency Revenue Level <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$864.48	\$893.08	\$910.37	\$928.09	\$946.22	With a high differential rate for industrial and commercial properties, Council has sought to maintain a lower average residential rate. Expenditure per assessment is linked to revenue per assessment. With a higher than average level of grant funding due to the nature of the Greater Dandenong community, this ratio is likely to be higher than average for this Council.
Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,608.62	\$2,711.55	\$2,749.46	\$2,759.77	\$2,789.76	
Workforce turnover <i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	7.69%	10.01%	13.00%	10.01%	10.01%	
Liquidity Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	172.67%	136.93%	146.59%	161.17%	159.56%	At 30 June 2015, Council received 50 per cent or \$5.37 million of its 2015–16 Victoria Grants Commission allocation in advance, carried forward unexpended operating grants of \$2.78 million and carried forward capital projects of \$6.64 million.
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	65.57%	63.88%	72.54%	84.62%	88.44%	

Performance Statement

DIMENSION/INDICATOR/MEASURE	RESULTS 2015	FORECASTS				MATERIAL VARIATIONS
		2016	2017	2018	2019	
Obligations						
Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	62.61%	60.88%	63.32%	70.06%	66.82%	
Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	56.80%	49.11%	44.86%	48.67%	51.87%	Council has utilised loan borrowings to fund major investment in new facilities within Greater Dandenong. No further borrowings are scheduled until 2017–18. Council's debt ratios have remained within prudential limits.
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	12.16%	7.12%	5.56%	5.15%	5.54%	
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	48.18%	39.81%	34.61%	38.81%	38.80%	
Operating position						
Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	4.25%	4.94%	7.51%	6.80%	7.83%	

DIMENSION/INDICATOR/MEASURE	RESULTS 2015	FORECASTS				MATERIAL VARIATIONS
		2016	2017	2018	2019	
Stability Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	65.25%	66.50%	65.64%	67.87%	68.38%	Council has significant concerns in respect of the validity of this indicator. All Council's substantially need to raise a similar amount of rates per assessment to function and provide services. Council's like Greater Dandenong, with a lower than average valuation, will be adversely affected by this ratio.
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.35%	0.37%	0.39%	0.40%	0.41%	



Performance Statement

Certification of the Performance Statement

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



Michelle Hansen
Principal Accounting Officer
14 September 2015

In our opinion, the accompanying performance statement of the City of Greater Dandenong for the year ended 30 June 2015 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

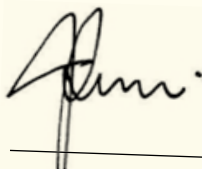
We have been authorized by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Sean O'Reilly
Mayor
14 September 2015



Cr Jim Memeti
Councillor
14 September 2015



John Bennie PSM
Chief Executive Officer
14 September 2015



Victorian Auditor-General's Office

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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 2015 of the City of Greater Dandenong which comprises the statement, the related notes and the certification of 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* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from 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. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about 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.

Auditing in the Public Interest

Performance Statement

Independent Auditor's Report (continued)

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.

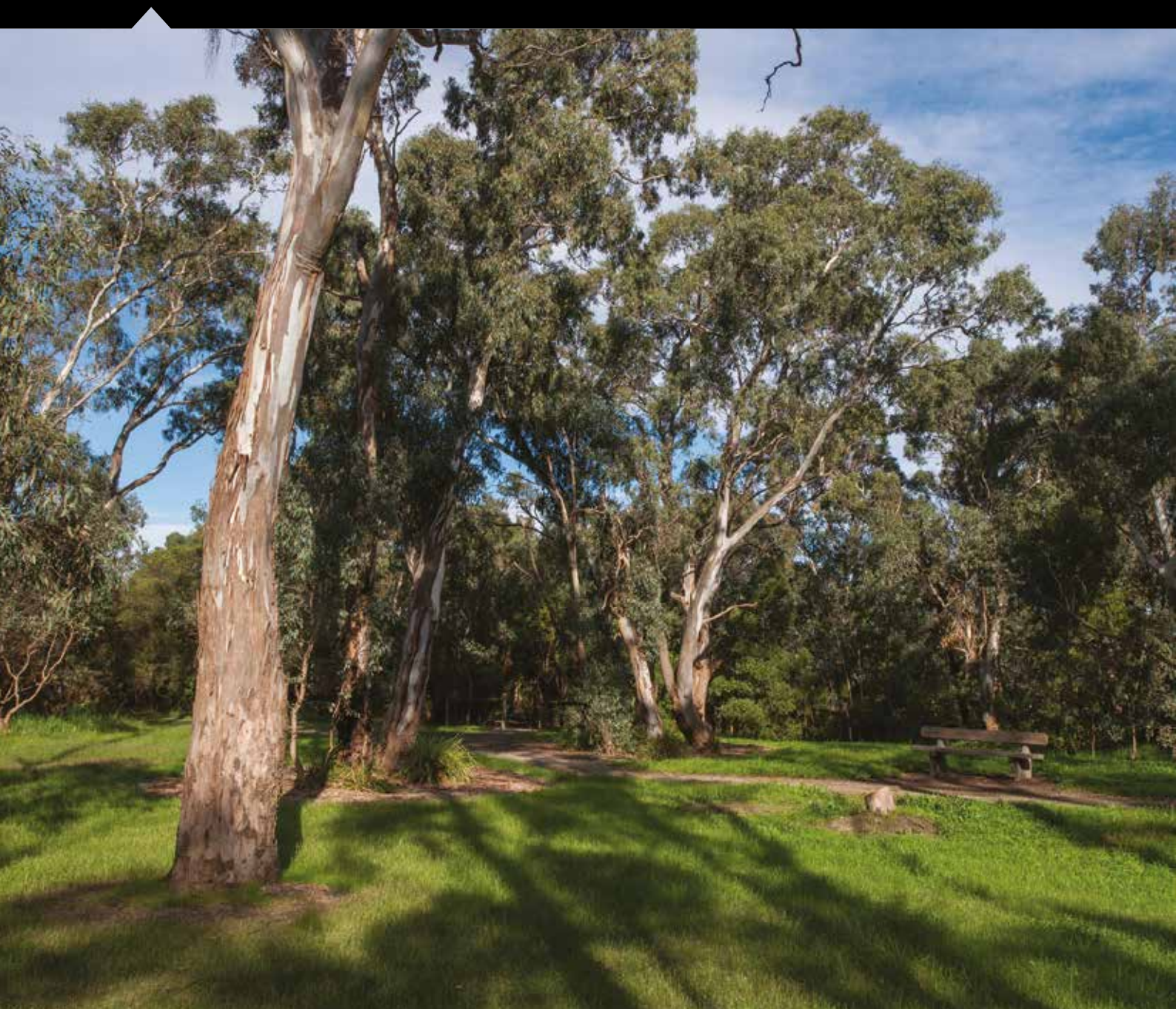
Auditor's Opinion

In my opinion, the performance statement of the City of Greater Dandenong in respect of the 30 June 2015 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
16 September 2015


R John Doyle M.Acc FCA
Auditor-General

Financial Overview



Financial Overview

Understanding the Financial Report

Financial 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 2014–15 financial year.

The financial statements comprise of consolidated financial statements of Council and those entities over which Council has the power to govern the financial and operating policies so as to obtain the benefits from their activities. For 2014–15 this represents the consolidated performance of the Council and Dandenong Market Pty Ltd. Council's financial statements have been prepared in accordance with the Local Government Model Financial Report as required by the *Local Government (Planning and Reporting) Regulations 2014*.

Council's 2014–15 Comprehensive Income Statement highlights that Council achieved a surplus for the financial year of \$48.66 million (\$54.54 million in 2013–14). 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.

It should be kept in mind that the surplus for the year is not a cash based result but remains an accounting surplus which includes capital grants and capital contributions, but excludes net asset revaluation increments.

Finally a review of Council's asset valuations led to a revaluation increment of \$74.41 million in the value of Council's infrastructure assets (roads and drains) leading to a Comprehensive Income Statement surplus outcome of \$123.06 million.

Comprehensive Income Statement

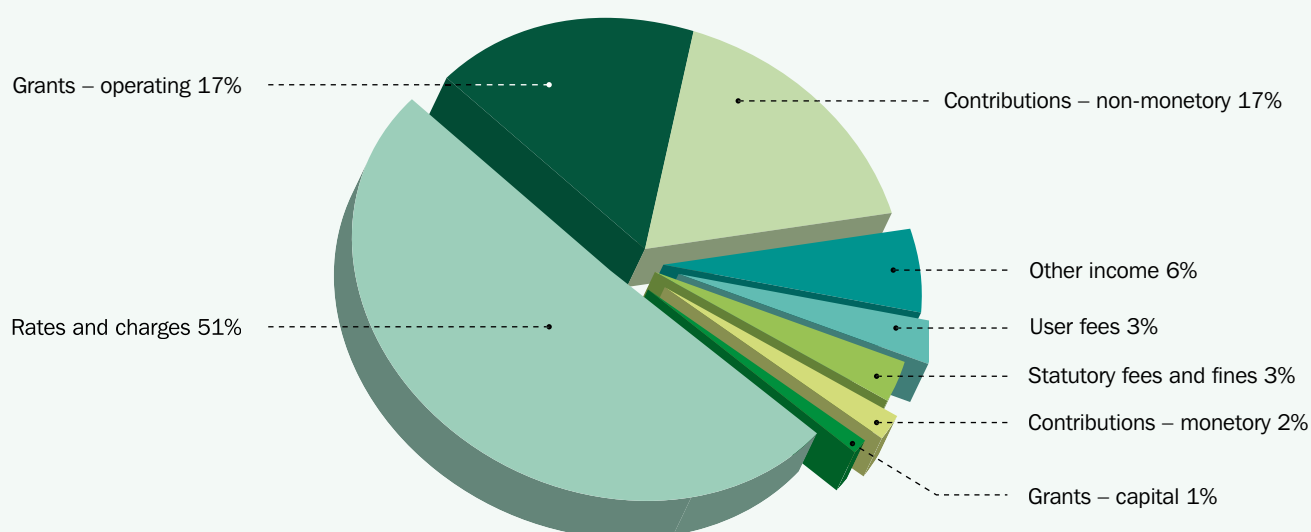
This Statement shows:

- ▶ The sources of Council's revenue under various income headings.
- ▶ The expenses incurred in running the Council during the year. These expenses relate only to the operations' and do not include the cost associated with capital purchases or the building of assets. While capital purchase costs are not included in the expenses there is an item for 'Depreciation'. This value is the value of the assets 'used up' during the year.

Income

Council's operating income for 2014–15 was \$213.65 million (\$212.72 million in 2013–14) including rates and charges income (\$110.74 million), fees and charges (\$12.58 million), operating grants (\$37.54 million), capital grants (\$2.44 million), monetary contributions (\$3.13 million), contributions of non-monetary assets, mainly from subdivision activity (\$36.62 million) and other income (\$13.61 million). The breakdown of operating income by major categories (excluding net loss on Property, infrastructure, plant and equipment) is depicted in the graph below:

Operating income



Rate and charges income (including waste collection charges) – general rate income 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 income for the year was in line with budget expectations. Refer note 3 of Financial Report for further details on rate income.

Fees, charges and fines – income from these sources were \$12.58 million for the year (\$12.74 million in 2013–14). The major sources of income are:

Statutory fees and fines	\$5.66 million
Parking fees	\$2.71 million
Aged care services	\$1.15 million

Grants operating – operational grant income comprises a general purpose grant of \$16.15 million (which includes \$2.07 million for local roads), and tied grants of \$21.39 million which were essentially for community care and community wellbeing services.

Grants capital – capital grants received were \$2.44 million. These grants are mainly non-recurrent in nature essentially for the purposes of funding the capital works program and are expended on these services in addition to the funds allocated by Council from other sources of revenue. (Refer Note 6 of Financial Report).

Contributions monetary and non-monetary – contributions monetary (cash) of \$3.13 million received were mainly for public open space development. Capital non-monetary contributions of \$36.62 million were mainly from “gifted” assets from developer activity.

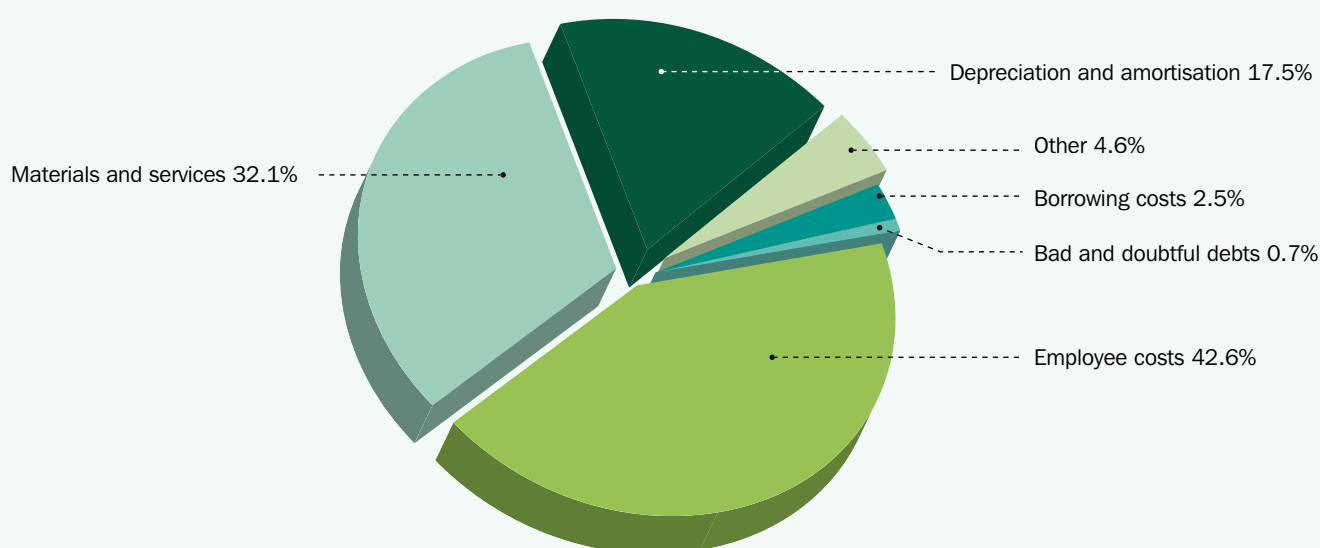
Other income (\$13.61 million) – this item of income essentially relates to fees for provision of valuation data to State Revenue Office, interest received on investments and other sundry income.

Expenditure

Total operating expenditure for 2014–15 including depreciation was \$164.99 million (\$158.18 million in 2013–14).

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

Operating expenditure



Financial Overview

Employee costs (\$70.26 million) – employee and labour costs including salary-oncosts such as WorkCover premium, provision for employee entitlements and Council's superannuation contributions on behalf of employees.

Materials and services (\$52.88 million) – included in this category are the following major costs relating to:

Contract payments	\$28.01 million
Office administration	\$6.03 million
Other materials and services	\$4.02 million
Consultants and professional services	\$4.00 million
Utilities	\$3.83 million
Building and general maintenance	\$2.73 million
Information technology	\$1.85 million

Bad and doubtful debts – (\$1.09 million) – mainly relates to new provisions recognised during the year for parking fine debtors (\$806,000) and other debtors (\$289,000).

Depreciation and amortisation (\$28.95 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.

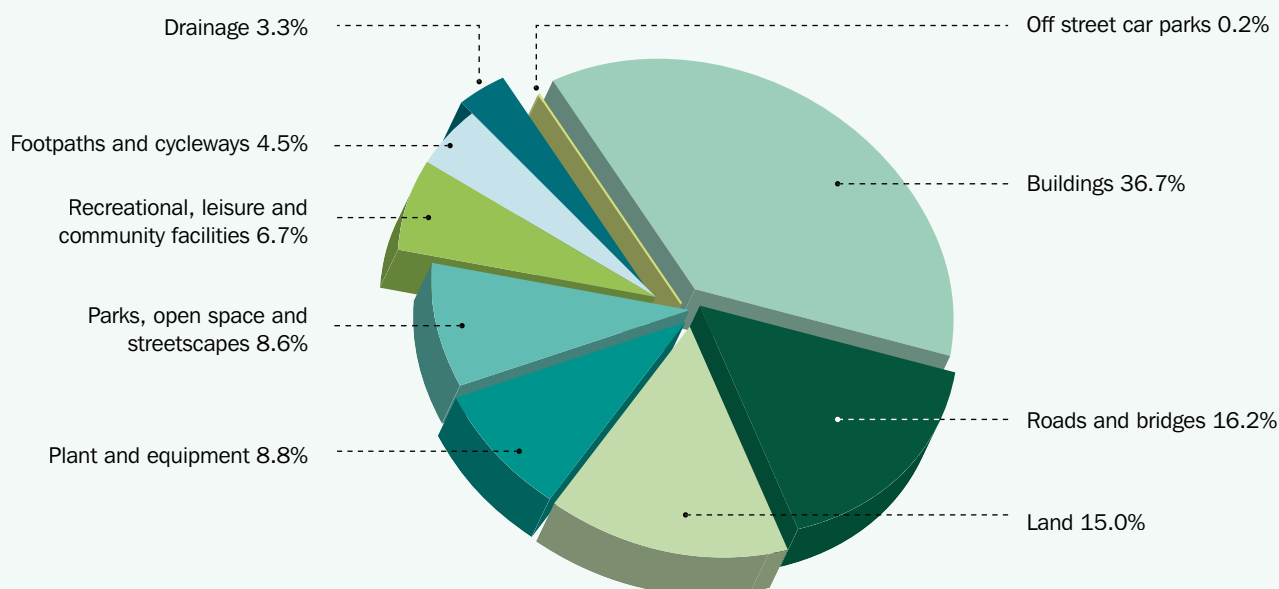
Borrowing costs (\$4.14 million) – represents interest on Council's long term borrowings.

Capital Expenditure (as per the Statement of Capital Works)

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

Council spent \$38.77 million on capital expenditure during the year. This comprises expansion (\$236,000) upgrade (\$4.73 million), renewal (\$18.12 million) and new assets (\$15.68 million).

Capital expenditure



Balance Sheet

The Balance Sheet discloses Council's net worth and clearly defines what the Council owns as assets and what it owes as liabilities. Assets and liabilities are further separated into current and non-current categories. Current assets or current liabilities are those which will fall due in the next 12 months, or cannot be deferred for greater than 12 months.

Net assets or total equity represents Council's accumulated net worth and includes many infrastructure and community assets such as buildings, land, parks, roads and drains.

The components of the Balance Sheet include:

Current and non-current assets

- Cash and cash equivalents includes cash and investments, i.e. cash held in the bank and in petty cash and the market value of Council's investments.
- Trade and other receivables are monies owed to Council by Ratepayers and others.
- Non-current assets held for sale contains land and buildings which are in the market or under contract for sale.
- Other assets are prepayments of next year's expenses and monies owed to Council, other than from trading, that is not yet received.
- Other financial assets refer to shares held by Council.
- Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.

Current and non-current liabilities

- Trade and other payables is the value to which Council owes money as at 30 June.
- Trust funds and deposits represent monies held in trust by Council.
- Provisions include leave entitlements.
- Income received in advance represents payments received for works or services yet to be done.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June.

Total equity

This always equals net assets. It is made up of the following components:

- Accumulated surplus: this is the value of the Council, other than the asset revaluation reserve and other reserves that has been accumulated over time.
- Reserves: this includes Asset revaluation reserve and other reserves. Asset revaluation reserve is the value by which the purchase cost of assets has changed over the years and arises as assets are revalued to their replacement cost from time to time. Other reserves include both statutory reserves and discretionary reserves. The statutory reserves apply where funds are gained from the application of legislative requirements to contribute – and where expenditure of the funds is not entirely discretionary (i.e. the funds need to be used for certain expenditure only). These funds are held for future expenditure.

Council's financial position improved by \$123.06 million during the year, made up of a surplus of \$48.66 million and an asset revaluation increment of \$74.41 million. The difference between the assets and liabilities amounting to \$1.66 billion is the net worth of the Council to its ratepayers and community (\$1.54 billion in 2014).

Council's borrowing at 30 June 2015 was \$65.97 million, which is 59.57% of rate revenue (Government prudential limit is 80%). Loan repayments of \$21.92 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 assets (what Council owns) comprise:

	\$M	%
<u>Assets:</u>		
Land	792.75	44.50
Roads and bridges	305.62	17.16
Drainage	238.88	13.40
Buildings (including leasehold improvements)	209.83	11.78
Footpaths and cycleways	55.24	3.10
Works in progress	23.26	1.31
Recreational, leisure and community facilities	16.98	0.95
Parks, open space and streetscapes	15.73	0.88
Plant and equipment	13.24	0.74
Off street car parks	12.75	0.72
Cash and other assets	96.14	5.40
Other non-current assets	0.56	0.03
Non-current assets classified as held for sale	0.50	0.03
	1,781.48	100.00

Financial Overview

Council's liabilities (what Council owes) comprise:

	\$M	%
Long-term borrowing	65.97	55.64
Trust funds and deposits	20.46	17.26
Employee entitlements	16.39	13.82
Creditors	15.75	13.28
	118.57	100.00

Statement of changes in equity

During the course of the year the value of total equity, as set out in the Balance Sheet, changes. This Statement shows the values of such changes and how these changes arose. The main reasons for a change in equity stem from:

- The surplus for the year is the value that income exceeded operating costs as described in the Comprehensive Income Statement.
- Net asset revaluation increment reflects the change in the replacement value of assets.
- Transfer of monies to or from Council's reserves shows the money withdrawn from reserves and used during the year, or placed into reserves for future use.

Cash Flow Statement

The Cash Flow Statement summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Australian Accounting Standard and needs some care in analysis. It excludes non-cash expenses such as depreciation but includes payments in relation to capital works projects, proceeds from assets sales and movements in cash that Council may hold as a result of holding trust deposits. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis and the Cash Flow Statement is based on the timing of cash receipts and payments.

Council's cash arises from, and is used in, three main areas:

Cash flows from operating activities

All cash received into Council's bank account from ratepayers and others who owed money to Council.

- Receipts include the interest earnings from Council's cash investments and movement in trust deposits taken. It does not include the costs associated with the sale of assets.
- Payments include all cash paid by Council from its bank account to staff, creditors and other persons. Also includes movement in trust monies repaid. It does not include the costs associated with the creation of assets.

Cash flows from investing activities

Cash flow from investing activities shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets, cash received from the sale of these assets and the movement in term deposits between short term (up to 90 days) and longer term. For the purpose of the Cash Flow Statement, and in accordance with accounting policy, only term deposits with terms of less than 90 days are treated as cash on hand.

Cash flows from financing activities

Cash flows from financing activities include proceeds from borrowing, the repayment of loans, and finance costs (interest on borrowings).

During the 2014-15 financial year Council repaid \$9.23 million of its long term debt which included the repayment of \$4.90 million of loan borrowings on an interim loan facility arrangement and Local Government Funding Vehicle (LGFV) commenced.

The bottom line of the Statement of Cash Flows represents cash at the end of the financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

Note: – The above financial report summary does not form part of the statutory reporting and hence is 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. Commentary must be read in conjunction with the Financial Report.

Annual Financial Report

For the year ended 30 June 2015



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Comprehensive Income Statement

For the year ended 30 June 2015

	Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Income			
Rates and charges	3	110,740	102,686
Statutory fees and fines	4	5,659	5,783
User fees	5	6,926	6,954
Grants – operating	6	37,541	25,761
Grants – capital	6	2,441	9,153
Contributions – monetary	7	3,128	2,054
Contributions – non-monetary	7	36,617	51,182
Other income	9	13,606	11,841
Net loss on disposal of property, infrastructure, plant and equipment	8	(3,009)	(2,691)
Total income		213,649	212,723
Expenses			
Employee costs	10	(70,264)	(66,381)
Materials and services	11	(52,880)	(52,255)
Bad and doubtful debts	12	(1,095)	(804)
Depreciation and amortisation	13	(28,947)	(26,538)
Borrowing costs	14	(4,139)	(4,236)
Other expenses	15	(7,668)	(7,966)
Total expenses		(164,993)	(158,180)
Surplus for the year		48,656	54,543
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	27(a)	74,406	83,396
Total comprehensive result		123,062	137,939

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

Balance Sheet

As at 30 June 2015

	Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	79,127	66,983
Trade and other receivables	17	13,943	15,003
Non-current assets classified as held for sale	19	–	243
Other assets	20	3,071	1,710
Total current assets		96,141	83,939
Non-current assets			
Trade and other receivables	17	326	319
Other financial assets	18	230	230
Property, infrastructure, plant and equipment	21	1,684,299	1,563,181
Non-current assets classified as held for sale	19	490	3,455
Total non-current assets		1,685,345	1,567,185
Total assets		1,781,486	1,651,124
Liabilities			
Current liabilities			
Trade and other payables	22	15,746	18,562
Trust funds and deposits	23	19,418	13,219
Provisions	24	15,178	14,817
Interest-bearing loans and borrowings	25	4,359	9,230
Other interest-bearing liabilities	26	1,117	–
Total current liabilities		55,818	55,828
Non-current liabilities			
Trust funds and deposits	23	1,039	599
Provisions	24	1,217	714
Interest-bearing loans and borrowings	25	58,059	57,518
Other interest-bearing liabilities	26	2,439	–
Total non-current liabilities		62,754	58,831
Total liabilities		118,572	114,659
Net assets		1,662,914	1,536,465
Equity			
Accumulated surplus		724,287	675,643
Reserves	27	938,627	860,822
Total equity		1,662,914	1,536,465

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

Annual Financial Report

For the year ended 30 June 2015

Statement of Changes in Equity

For the year ended 30 June 2015

			Consolidated		
		Total	Accumulated	Revaluation	Other
	Note	\$'000	Surplus	Reserve	Reserves
			\$'000	\$'000	\$'000
2015					
Balance at beginning of the financial year		1,536,465	675,643	836,989	23,833
Adjustment directly to equity	37	3,387	3,387	–	–
Adjusted balance at beginning of the financial year		1,539,852	679,030	836,989	23,833
Surplus for the year		48,656	48,656	–	–
Net asset revaluation increment	27(a)	74,406	–	74,406	–
Transfers to other reserves	27(b)	–	(7,914)	–	7,914
Transfers from other reserves	27(b)	–	4,515	–	(4,515)
Balance at end of the financial year		1,662,914	724,287	911,395	27,232

			Consolidated		
		Total	Accumulated	Revaluation	Other
		\$'000	Surplus	Reserve	Reserves
			\$'000	\$'000	\$'000
2014					
Balance at beginning of the financial year		1,395,237	619,699	753,593	21,945
Adjustment directly to equity	37	3,289	3,289	–	–
Adjusted balance at beginning of the financial year		1,398,526	622,988	753,593	21,945
Surplus for the year		54,543	54,543	–	–
Net asset revaluation increment	27(a)	83,396	–	83,396	–
Transfers to other reserves	27(b)	–	(7,753)	–	7,753
Transfers from other reserves	27(b)	–	5,865	–	(5,865)
Balance at end of the financial year		1,536,465	675,643	836,989	23,833

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2015

	Note	Consolidated 2015 Inflows/ (Outflows) \$'000	Consolidated 2014 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		109,984	101,747
Statutory fees and fines		4,513	4,927
User fees		7,278	8,605
Grants – operating		38,399	27,140
Grants – capital		2,334	8,915
Contributions – monetary		3,066	2,062
Interest received		2,669	3,444
Trust funds and deposits taken		34,645	34,995
Other receipts		11,822	8,884
Net GST refund		7,407	10,276
Employee costs		(70,945)	(65,485)
Employee costs – superannuation liability		–	(4,847)
Materials and services		(59,565)	(59,826)
Trust funds and deposits repaid		(25,807)	(33,196)
Other payments		(8,432)	(8,459)
Net cash provided by operating activities	28	57,368	39,182
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(37,291)	(62,655)
Proceeds from sale of property held for resale	8	–	1,419
Proceeds from sale of property, infrastructure, plant and equipment (net of selling costs)	8	534	393
Proceeds from sale of investments		–	39,546
Net cash used in investing activities		(36,757)	(21,297)
Cash flows from financing activities			
Finance costs		(4,137)	(4,254)
Proceeds from borrowings (includes refinancing)		4,900	4,900
Repayment of borrowings (includes refinancing)		(9,230)	(4,039)
Net cash used in financing activities		(8,467)	(3,393)
Net increase in cash and cash equivalents		12,144	14,492
Cash and cash equivalents at the beginning of the financial year		66,983	52,491
Cash and cash equivalents at the end of the financial year	29	79,127	66,983
Financing arrangements	30		
Restrictions on cash assets	16		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Annual Financial Report

For the year ended 30 June 2015

Statement of Capital Works

For the year ended 30 June 2015

	Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Property			
Land		5,825	–
Total land		5,825	–
Buildings		14,152	44,007
Leasehold improvements		84	–
Total buildings		14,236	44,007
Total property		20,061	44,007
Plant and equipment			
Plant, machinery and equipment		2,030	2,618
Fixtures, fittings and furniture		123	79
Computers and telecommunications		268	370
Library books		998	1,125
Total plant and equipment		3,419	4,192
Infrastructure			
Roads		6,202	6,082
Bridges		48	128
Footpaths and cycleways		1,756	1,517
Drainage		1,272	910
Parks, open space and streetscapes		3,335	2,715
Off street car parks		87	74
Recreational, leisure and community facilities		2,591	1,715
Total infrastructure		15,291	13,141
Total capital works expenditure		38,771	61,340
Represented by:			
New asset expenditure		15,684	39,646
Asset renewal expenditure		18,119	14,668
Asset expansion expenditure		236	–
Asset upgrade expenditure		4,732	7,026
Total capital works expenditure		38,771	61,340

The above Statement of Capital Works 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 office is located at 225 Lonsdale Street, Dandenong, 3175.

Statement of compliance

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

Note 1 Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings and infrastructure (refer to note 1 (j)).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (k)).
- the determination of employee provisions (refer to note 1 (p)).

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

(b) Change in accounting policies and restatement of items in the financial statements due to reclassification

Restatement of comparatives in the financial statements

In order to comply with the Local Government Model Financial Report (LGMFR), there has been a number of changes to 2013–14 comparatives. The following financial statements and accompanying notes have been amended to reflect reclassifications:

- Comprehensive Income Statement and notes 4, 5, 9, 10, 11 and 15.
- Balance Sheet and notes 17, 20, 21, 22 and 23.
- Statement of Cash Flows and note 28 (reconciliation from cash flows to operating activities).
- Contract commitments (note 31).

During the 2014–15 financial year a number of changes have also been made to the categories that asset classes are disclosed in to comply with the LGMFR (refer to note 21 for further details).

(c) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2015, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

Entities consolidated into Council include:

- Dandenong Market Pty Ltd

Refer note 38 for a reconciliation between Council, Dandenong Market Pty Ltd and consolidated for the 2014–15 financial year.

Annual Financial Report

For the year ended 30 June 2015

Note 1 Significant accounting policies (continued)

(d) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

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

User fees

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

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants are recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant is disclosed in note 6. The note also discloses the amount of unused grants from prior years that were expended on Council's operations during the current year.

Contributions

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

Sale of property, infrastructure, plant and equipment

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

Interest

Interest is recognised as it is earned.

Other income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

(e) Fair value measurement

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

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

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

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

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

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

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

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

(f) Cash and cash equivalents

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

(g) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(h) Other financial assets

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

Note 1 Significant accounting policies (continued)

(i) Non-current assets classified as held for sale

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

(j) Recognition and measurement of property, infrastructure, plant and equipment

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the 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 includes all materials used in construction, direct labour, borrowing costs incurred during construction and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in note 1(k) have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than land under roads, leasehold improvements, recreational, leisure and community facilities, parks, open space and streetscapes and plant and equipment are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arm's length transaction. Subsequent to the initial recognition of assets, non current physical assets (other than the asset classes detailed directly above) are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at note 21 'Property, infrastructure, plant and equipment'.

In addition, Council undertakes a formal revaluation of land, buildings and infrastructure assets on a regular basis ranging from two to five years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense, in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

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.

(k) Depreciation and amortisation of property, infrastructure, plant and equipment

All asset classes except land, land under roads and art works, having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

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

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

From 1 July 2014 the useful life of outdoor pools (a subset of the Recreational, leisure and community facilities asset class) was changed from 100 years to 50 years. The financial impact of this change in accounting policy for the 2014–15 year was an increase in depreciation expense and a reduction in the written down value of assets of \$37,604.

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For the year ended 30 June 2015

Note 1 Significant accounting policies (continued)

(k) Depreciation and amortisation of property, infrastructure, plant and equipment (continued)

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

	Depreciation period (years)	Threshold limit \$'000
<i>Property</i>		
<i>Land</i>		
Land	N/A	–
Land improvements	N/A	N/A
<i>Buildings</i>		
Buildings		
Long life	100	10
Short life	50	10
Building improvements	N/A	N/A
Leasehold improvements	Lease term	–
<i>Plant and equipment</i>		
Plant, machinery and equipment	5	2
Fixtures, fittings and furniture	6–15	2
Computers and telecommunications	3–5	2
Library books	5	–
<i>Infrastructure</i>		
<i>Roads</i>		
Seal	12–20	20
Substructure	100	20
Kerb and channel	15–80	5
Local area traffic management (LATM) devices	5–30	5
Bridges	20–100	5
Footpaths and cycleways	10–50	1
<i>Drainage</i>		
New pipes and pits	50–100	–
Existing pipes and pits	50–100	5
<i>Recreational, leisure and community facilities</i>		
Recreational equipment and facilities, electronic screens and scoreboards and playgrounds	10–20	2
Sportsgrounds, grass (turf), courts, hardstand and other ground surfaces	10–20	10
Outdoor pools	*50	10
Minor structures (sporting, shade structures and retaining walls), irrigation, sportsfield drainage, controllers, sensors, water tanks/pumps	10–20	5
<i>Parks, open space and streetscapes</i>		
Open space furniture, fencing, bollards, gates, wetlands, retarding/detention basins, water sensitive urban devices (WSUDs) and swales	10–20	5
Public art	N/A	2
Signs, parking meters, ticket machines and equipment	10–20	2
Lighting, passive grass/surface, horticultural plantings and gardens, natural bush and vegetation	10–20	10
Off street car parks	20–100	5

*Useful life changed to 50 years from 1 July 2014 (2013–14 – 100 years).

Note 1 Significant accounting policies (continued)

(l) Repairs and maintenance

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

(m) 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 asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(n) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 23). 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.

(o) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in the net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest-bearing liabilities. The Council determines the classification of its interest-bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to

determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(p) Employee costs and benefits

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

Wages, salaries and annual leave

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

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

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability – unconditional LSL is disclosed as a current liability even when the Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value – component that is not expected to be wholly settled within 12 months.
- nominal value – component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability – conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(q) Leases

Operating leases

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

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease.

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Note 1 Significant accounting policies (continued)

(r) 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 Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(s) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet are disclosed at note 33 'Contingent liabilities and contingent assets'.

(t) 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 (refer note 33).

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

(u) Pending accounting standards

Certain new Australian Accounting Standards (AAS's) have been issued that are not mandatory for the 30 June 2015 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(v) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statements may not equate due to rounding.

Note 2 Budget comparison

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

The budget figures detailed below are those adopted by Council on 23 June 2014. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning 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.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

a) Income and expenditure

	Consolidated Actual 2015 \$'000	Council Actual 2015 \$'000	Council Budget 2015 \$'000	Council Variance 2015 \$'000 <i>Fav (Unfav)</i>	Ref
Income					
Rates and charges	110,740	110,834	109,498	1,336	(a)
Statutory fees and fines	5,659	5,659	5,701	(42)	
User fees	6,926	6,926	7,512	(586)	
Grants – operating	37,541	37,541	31,370	6,171	(b)
Grants – capital	2,441	2,441	3,463	(1,022)	(c)
Contributions – monetary	3,128	3,128	815	2,313	(d)
Contributions – non-monetary	36,617	36,617	18,000	18,617	(e)
Other income	13,606	9,798	7,180	2,618	(f)
Net loss on disposal of property, infrastructure, plant and equipment	(3,009)	(3,009)	940	(3,949)	(g)
Total income	213,649	209,935	184,479	25,456	
Expenses					
Employee costs	(70,264)	(69,551)	(70,400)	849	
Materials and services	(52,880)	(49,988)	(48,248)	(1,740)	(h)
Bad and doubtful debts	(1,095)	(1,098)	(818)	(280)	(i)
Depreciation and amortisation	(28,947)	(28,938)	(27,508)	(1,430)	(j)
Borrowing costs	(4,139)	(4,139)	(4,280)	141	
Other expenses	(7,668)	(7,556)	(7,493)	(63)	
Total expenses	(164,993)	(161,270)	(158,747)	(2,523)	
Surplus for the year	48,656	48,665	25,732	27,979	

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Note 2 Budget comparison (continued)

a) Income and expenditure

Explanation of material variations

Ref	Item	Explanation
(a)	Rates and charges	Greater than anticipated supplementary valuations mainly resulting from the industrial and residential development south of Cheltenham Road, Keysborough.
(b)	Grants – operating	50% or \$5.37 million of the 2015–16 Victoria Grants Commission funding allocation was distributed early to Council in June 2015, causing actual grant income to be higher than the budget in the current year.
(c)	Grants – capital	Department of Education and Early Childhood and Development Early Learning Facilities funding was budgeted for in 2014–15, however payment was received early in June 2014 (\$1.95 million).
(d)	Contributions – monetary	As a result of a higher than anticipated level of economic activity, Council received higher than budgeted open space contributions from developers of \$1.94 million during 2014–15. These contributions are restricted in their use and are transferred to reserves at the end of the financial year and are set aside for open space projects. The timing of receipt and amount of open space contributions are difficult to predict.
(e)	Contributions – non-monetary	These contributions represent assets that are transferred to Council's ownership from developers upon completion of subdivisions. A greater number of subdivisions were completed and finalised during 2014–15. The timing of these asset transfers is outside of Council's control and difficult to predict. This item is a non-cash accounting entry.
(f)	Other income	Other income is higher than budget due to: <ul style="list-style-type: none"> – interest on investments \$294,000. – interest on rate arrears \$276,000. – recycling and sorting income of \$820,000 due to a change in the contract arrangement of Council's waste collection and receipt of recyclables. The previous contract provided for the collection, processing and disposal. The current contract now has two components undertaken by separate contractors. As a result, the income from the recycling of materials is accounted for separately. – carbon tax reimbursement of \$541,000. The refund amount was calculated based on the carbon tax paid by the City of Greater Dandenong to SITA Australia Pty Ltd over the previous two years when depositing waste at landfill. The refund was remitted to the City of Greater Dandenong due to the repeal of the carbon tax legislation. This was transferred to reserves for future environmental costs at the former Spring Valley landfill site.
(g)	Net loss on disposal of property, infrastructure, plant and equipment	A total of \$4.37 million relating mainly to the replacement of infrastructure assets (\$2.02 million) and the disposal/write off of property assets (\$2.35 million) including the demolition of the former Dandenong Library and Springvale Municipal Offices.
(h)	Materials and services	The unfavourable variance is due mainly to the expensing of works in progress that are unable to be capitalised because the asset capitalisation criteria was not met as it was operating in nature, related to non-Council owned assets or was below the capitalisation threshold. This item was not included in the budget. Additionally, the classification of recyclable recoveries was changed subsequent to the budget due to a change in contract arrangement of Council's waste collection and recyclables. This is now accounted for as recoveries income instead of a negative expense. Refer also Note (f) other income.
(i)	Bad and doubtful debts	Bad debts written off during 2014–15 were higher than expected as a result of a greater value of infringements deemed no longer collectible by the Infringements Court, due to various reasons such as defendant deceased, executed – time served, order unenforceable, no goods to seize and invalid penalty.
(j)	Depreciation and amortisation	Unfavourable variance due to higher than expected gifted and not previously recognised assets in roads (\$8.99 million) and footpaths and cycleways (\$2.36 million). In addition, this year buildings experienced a full year of depreciation on the significant Municipal Building project (over \$65 million) and the revaluation conducted as at 1 January 2014.

Note 2 Budget comparison (continued)

b) Capital works

	Consolidated Actual 2015 \$'000	Council Actual 2015 \$'000	Council Budget 2015 \$'000	Council Variance 2015 \$'000 <i>Fav (Unfav)</i>	Ref
Property					
Land	5,825	5,825	–	(5,825)	(k)
Total land	5,825	5,825	–	(5,825)	
Buildings	14,152	14,152	12,020	(2,132)	(l)
Heritage buildings	–	–	100	100	(m)
Leasehold improvements	84	84	–	(84)	(n)
Total buildings	14,236	14,236	12,120	(2,116)	
Total property	20,061	20,061	12,120	(7,941)	
Plant and equipment					
Plant, machinery and equipment	2,030	2,030	3,060	1,030	(o)
Fixtures, fittings and furniture	123	123	200	77	(p)
Computers and telecommunications	268	268	178	(90)	(q)
Library books	998	998	1,000	2	
Total plant and equipment	3,419	3,419	4,438	1,019	
Infrastructure					
Roads	6,202	6,202	3,972	(2,230)	(r)
Bridges	48	48	–	(48)	(s)
Footpaths and cycleways	1,756	1,756	1,810	54	
Drainage	1,272	1,272	1,235	(37)	
Parks, open space and streetscapes	3,335	3,335	2,650	(685)	(t)
Off street car parks	87	87	57	(30)	(u)
Other infrastructure	–	–	2,259	2,259	(v)
Recreational, leisure and community facilities	2,591	2,591	1,797	(794)	(w)
Waste management	–	–	82	82	(x)
Total infrastructure	15,291	15,291	13,862	(1,429)	
Total capital works expenditure	38,771	38,771	30,420	(8,351)	
Represented by:					
New asset expenditure	15,684	15,684	7,840	(7,844)	(y)
Asset renewal expenditure	18,119	18,119	17,399	(720)	
Asset expansion expenditure	236	236	541	305	(z)
Asset upgrade expenditure	4,732	4,732	4,640	(92)	
Total capital works expenditure	38,771	38,771	30,420	(8,351)	

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Note 2 Budget comparison (continued)

b) Capital works (continued)

Explanation of material variations

Ref	Item	Explanation
(k)	Land	During the financial year Council resolved to purchase three properties, 18 Stuart Street, Dandenong (\$1.02 million), Site 1B Civic Precinct (\$900,000) and Victrack and Places Victoria land in the Dandenong Railway Precinct (\$4.00 million) which will be paid by instalments over the next three financial years. These strategic property acquisitions have been funded from Council's reserves.
(l)	Buildings	Capital expenditure on buildings was higher than the Original Budget due to a number of building projects that were carried over from the 2013–14 financial year. These include the Springvale Asian Gateway project (\$817,000), Shepley Oval (\$932,000), CCTV implementation (\$296,000) and Dandenong South Kindergarten (\$368,000).
(m)	Heritage buildings	Heritage storage facility and archive project was delayed. Works to commence in 2015–16, therefore, this project has been carried over to the 2015–16 year.
(n)	Leasehold improvements	Leasehold improvements are budgeted under the buildings category however actual spend occurred against leasehold improvements (buildings).
(o)	Plant, machinery and equipment	Favourable variance due to the parking meter replacement program classified under plant, machinery and equipment in the budget, however, actual expenditure was allocated against parks, open space and streetscapes.
(p)	Fixtures, fittings and furniture	The lower than budgeted result is due to expenditure relating to Drum Theatre improvements (\$136,000) being carried forward to the 2015–16 year due to delays with planning and heritage approvals.
(r)	Roads	The higher than budgeted result is due to the following: <ul style="list-style-type: none"> – Blackspot funding received during the financial year to complete blackspot projects (\$204,000). – Street lighting installation and replacement project (\$897,000) of which funds were carried forward from the 2013–14 financial year. – Road related projects that were transferred from operating due to meeting the asset capitalisation criteria (\$301,000)
(s)	Bridges	Variance due to costs budgeted in operating expenditure that were transferred to capital expenditure as the asset recognition criteria was met (Glasscocks Road bridge and Brady Road bridge).
(t)	Parks, open space and streetscapes	Higher than budgeted expenditure due mainly to the Springvale Asian Gateway project which was budgeted under buildings, however actual expenditure was allocated to parks, open space and streetscapes.
(u)	Off street car parks	Higher than expected expenditure due to Springvalley Reserve car park project which was approved as part of the Mid-Year Budget.
(v)	Other infrastructure	The lower than budgeted result is primarily due to the unsuccessful receipt of funding for Princes Highway and Robinson Street intersection project (\$430,000). This project is now expected to be completed in 2015–16. Expenditure associated with the Street lighting installation and replacement project was also lower than expected (\$960,000) due to delays with energy authority approval of light emitting diodes (LED) lights.
(w)	Recreational, leisure and community facilities	Unfavourable variance against the Original Budget is due to the Ross Reserve masterplan project budget being carried over from 2013–14 and a further two projects being approved as part of the Mid-Year Budget review (Hemmings Park playground shade structure \$95,000 and Tirhatuan Park exercise course \$102,000).

Note 2 Budget comparison (continued)**b) Capital works (continued)****Explanation of material variations**

Ref	Item	Explanation
(x)	Waste management	Favourable variance due to public litter bin renewal project being budgeted in Waste Management however the actual spending (\$81,000) associated with this project was allocated to parks, open space and streetscapes.
(y)	New asset expenditure	New asset expenditure is higher than budget due to the three strategic property acquisitions mentioned in note (k) above.
(z)	Asset expansion expenditure	The lower than budgeted result is due to a portion of the drainage program being budgeted in expansion (\$166,000) however, actual expenditure has been allocated to renewal, new or upgrade expenditure. Additionally, savings in the parking management equipment project of \$139,000 contributed to this favourable variance.

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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 2014–15 was \$32.25 billion (\$30.81 billion in 2013–14).

	Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Residential		44,942	42,111
Commercial		10,429	9,793
Industrial		38,051	35,110
Farm		461	400
Cultural and recreational		325	280
Waste management charge – residential		13,418	13,246
Supplementary rates and rates adjustment		2,176	963
Maintenance levy		938	783
Total rates and charges		110,740	102,686

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2014 and the valuation first applied to the rating period commencing 1 July 2014.

Note 4 Statutory fees and fines

Infringements and costs	3,110	3,295
Court recoveries	715	876
Building and town planning fees	1,412	1,293
Land information certificates	92	84
Permits	330	235
Total statutory fees and fines	5,659	5,783

Note 5 User fees

Aged and health services	1,149	1,162
Child care/children's programs	360	308
Parking	2,708	2,562
Registration and other permits	1,136	793
Other fees and charges	1,573	2,129
Total user fees	6,926	6,954

Note 6 Grants

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	22,626	15,799
State funded grants	16,396	18,382
Other grants	960	733
Total grants	39,982	34,914

Note 6 Grants (continued)

Operating grants

Recurrent – Commonwealth Government

Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Victoria Grants Commission*	16,150	5,416
Family day care	4,063	3,894
General home care	1,134	820
Community development	–	55

Recurrent – State Government

Aged care	9,617	9,160
Maternal and child health	1,926	1,644
Community health	1,156	1,156
School crossing supervisors	186	235
Libraries	873	852
Family and children services	691	776
Community education	54	56
Emergency management	13	13
Community wellbeing	80	54
Community development	115	61
Other	75	104

Recurrent – other

	273	141
--	-----	-----

Total recurrent operating grants

36,406 24,437

*50% or \$5.37 million of Victoria Grants Commission funding for 2015–16 was distributed early to Council in June 2015.

Non-recurrent – Commonwealth Government

Community health	–	136
Other	17	34

Non-recurrent – State Government

Community wellbeing	183	311
Community development	120	–
Family and children	50	65
Emergency management	40	40
Waste management	–	62
Economic development	–	35
Sports and recreation	14	–
Other	24	49

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Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Note 6 Grants (continued)		
<i>Non-recurrent – other</i>		
Right @ Home	266	301
Libraries	65	65
Family and children services	139	172
Environmental planning	118	34
Community wellbeing	–	20
Economic development	50	–
Maternal and child health	19	–
Other	30	–
Total non-recurrent operating grants	1,135	1,324
Total operating grants	37,541	25,761
Capital grants		
<i>Recurrent – Commonwealth Government</i>		
Roads to recovery	674	651
<i>Recurrent – State Government</i>		
Community care	–	50
Cultural facilities	45	45
Other	52	–
Total recurrent capital grants	771	746
<i>Non-recurrent – Commonwealth Government</i>		
Buildings	–	4,200
Community Energy Efficiency Program	538	542
Community safety	50	50
Other	–	1
<i>Non-recurrent – State Government</i>		
Education and early childhood development	–	2,550
Cultural activity centre	18	312
Buildings	–	125
Community safety	250	150
Sports and recreation	426	349
Local Government Energy Efficiency Program	–	58
Roads	341	70
Other	47	–
Total non-recurrent capital grants	1,670	8,407
Total capital grants	2,441	9,153
Conditions on grants		
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:	8,244	3,884
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:	5,015	9,237
Net increase (decrease) in restricted assets resulting from grant revenues for the year	3,229	(5,353)

		Consolidated 2015 \$'000	Consolidated 2014 \$'000
Note 7 Contributions			
	Note		
Monetary		3,128	2,054
Non-monetary		36,617	51,182
Total contributions		39,745	53,236
<i>Contributions of non-monetary assets were received in relation to the following asset classes:</i>			
Land		25,668	39,171
Buildings		287	51
Infrastructure		10,662	11,960
Total contributions – non-monetary		36,617	51,182
Note 8 Net gain (loss) on disposal of property, infrastructure, plant and equipment			
<i>Net gain on sale of inventory property*</i>			
Proceeds of sale (Council share of 25.47%)		1,327	1,419
Less carrying amount of assets sold		(368)	(377)
		959	1,042
<i>Net gain on sale of property, infrastructure, plant and equipment</i>			
Proceeds of sale		534	401
Plus selling costs recoveries		–	10
Less selling costs		–	(18)
Less carrying amount of assets sold		(132)	(322)
		402	71
<i>Net loss on write off/replacement of property, infrastructure, plant and equipment</i>			
Property		(2,350)	(234)
Infrastructure		(2,016)	(3,494)
Plant and equipment		(4)	(76)
		(4,370)	(3,804)
Net loss on disposal of property, infrastructure, plant and equipment		(3,009)	(2,691)
*Council has an agreement with Places Victoria 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 with Council's share being 25.47%.			
Note 9 Other income			
Interest on investments		2,100	2,342
Interest on rates		617	500
Interest – other		8	27
Dandenong Market rental		4,895	4,662
Property rental		974	853
Other rent		1,255	1,284
Other		3,757	2,173
Total other income		13,606	11,841

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		Consolidated 2015 \$'000	Consolidated 2014 \$'000
Note 10 a) Employee costs	Note		
Wages and salaries		54,254	52,023
WorkCover		1,361	1,245
Casual staff		1,583	1,632
Superannuation		5,182	4,723
Long service leave on-cost		1,822	1,474
Fringe benefits tax		648	645
Other		5,414	4,639
Total employee costs		70,264	66,381
b) Superannuation			
Council made contributions to the following funds:			
Defined benefit plan			
Employer contribution to Local Authorities Superannuation Fund (Vision Super)		541	545
		541	545
Accumulation funds			
Employer contribution to Local Authorities Superannuation Fund (Vision Super)		3,448	3,157
Employer contribution – other funds		1,358	1,022
		4,806	4,179
Employer contributions payable at reporting date (Dandenong Market Pty Ltd)		9	6

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

Accumulation

The Fund's accumulation categories, Vision My Super/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2015, this was 9.5% required under Superannuation Guarantee legislation (for 2013–14, this was 9.25%)).

Defined Benefit

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

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

There were no loans issued from or to the above schemes as at 30 June 2015.

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2016 is estimated to be \$556,000.

		Consolidated 2015 \$'000	Consolidated 2014 \$'000
Note 11 Materials and services			
	Note		
Materials and services		4,024	3,975
Contract payments		28,013	24,835
Building maintenance		1,004	1,289
General maintenance		1,732	2,539
Works in progress (unable to be capitalised)		1,454	2,456
Utilities		3,828	4,036
Office administration		6,033	5,702
Information technology		1,854	1,662
Insurance		938	1,064
Consultants and professional services		4,000	4,697
Total materials and services		52,880	52,255
Note 12 Bad and doubtful debts			
Parking fine debtors		806	650
Other debtors		289	154
Total bad and doubtful debts		1,095	804
Note 13 Depreciation and amortisation			
Property		5,888	5,199
Plant and equipment		4,045	3,681
Infrastructure		19,014	17,658
Total depreciation and amortisation		28,947	26,538
<i>Refer to note 21 for a more detailed breakdown of depreciation and amortisation charges.</i>			
Note 14 Borrowing costs			
Interest – borrowings		4,133	4,223
Interest – other		6	13
Total borrowing costs		4,139	4,236
Note 15 Other expenses			
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals		78	74
Auditors' remuneration – internal		160	98
Audit – other		2	6
Councillors' allowances		406	393
Operating lease/rentals		922	904
Other expenses		909	1,724
Community grants and contributions		5,191	4,767
Total other expenses		7,668	7,966

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		Consolidated 2015 \$'000	Consolidated 2014 \$'000
Note 16 Cash and cash equivalents			
	Note		
Cash on hand		8,266	7,446
Cash at bank		6,755	5,694
Term deposits		64,106	53,843
Total cash and cash equivalents	29	79,127	66,983
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
– Trust funds and deposits	23	20,457	13,818
Total restricted funds		20,457	13,818
Total unrestricted cash and cash equivalents		58,670	53,165
Intended allocations*			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Trust funds and deposits	23	20,457	13,818
Employee provisions	24	16,395	15,531
Council funded development contribution plan reserve		11,306	9,645
Public open space reserve		7,296	5,494
Major projects reserve		5,512	6,752
Insurance reserve		423	423
Re-vegetation reserves		576	514
Keysborough South maintenance levy		945	785
Spring Valley landfill rehabilitation		761	220
Local Government Funding Vehicle		223	–
Springvale Activity Parking Precinct reserve		190	–
Cash held to fund carried forward operational projects		7,851	3,898
Cash held to fund carried forward capital works		6,639	6,364
Total funds subject to intended allocations		78,574	63,444

*Users of the financial report should refer to note 27(b) for details of funds held in reserve and note 31 for details of existing Council commitments.

Note 17 Trade and other receivables**Current**

Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Rates debtors	6,033	5,297
Parking infringement debtors	4,565	4,958
Provision for doubtful debts – parking infringements	(1,351)	(1,561)
Net GST receivable	1,588	1,244
Other debtors	3,444	5,635
Provision for doubtful debts – general debtors	(336)	(570)
Total current trade and other receivables	13,943	15,003

Non-current

Narre Warren landfill – financial contribution	253	246
Other debtors – refundable deposit	73	73
Total non-current trade and other receivables	326	319
Total trade and other receivables	14,269	15,322

a) Ageing of receivables

At balance date other debtors representing financial assets with balances outstanding beyond Council's terms of trade 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 (current and non-recurrent) excluding provisions for doubtful debts was:

Current (not yet due)	664	470
Past due by up to 30 days	864	418
Past due between 31 and 180 days	869	2,796
Past due between 181 and 365 days	383	1,056
Past due by more than 1 year	989	1,214
Total trade and other receivables	3,769	5,954

Note: The above ageing of debtors excludes rate debtors, parking infringement debtors and GST receivable.

b) Movement in provisions for doubtful debts

Balance at the beginning of the year	2,131	2,544
New provisions recognised during the year	1,095	804
Amounts already provided for and written off as uncollectible	(1,536)	(1,217)
Amounts provided for but recovered during the year	(3)	–
Balance at end of year	1,687	2,131

Note 18 Other financial assets**Non-current**

Financial assets held for sale		
Unlisted shares – Regional Kitchen Pty Ltd – at cost	230	230
Total non-current other financial assets	230	230
Total other financial assets	230	230

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		Consolidated 2015 \$'000	Consolidated 2014 \$'000
Note 19 Non-current assets classified as held for sale			
	Note		
Non-current assets classified as held for sale – current		–	243
Non-current assets classified as held for sale – non-current		490	3,455
Total non-current assets classified as held for sale		490	3,698
Non-current assets classified as held for sale represents the value of Metro 3175 properties held for sale.			
Note 20 Other assets			
Prepayments		473	382
Accrued income		2,598	1,328
Total other assets		3,071	1,710

Note 21 Property, infrastructure, plant and equipment

PROPERTY

	Land – specialised	Land – non-specialised	Total land	Buildings – specialised	Buildings – non-specialised	Leasehold improvements	Total buildings	Work in progress	Consolidated TOTAL PROPERTY
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 July 2014									
At cost	30,762	–	30,762	–	–	1,333	1,333	6,719	38,814
At fair value*	542,572	186,640	729,212	24,859	311,324	–	336,183	–	1,065,395
Accumulated depreciation*	–	–	–	(4,212)	(122,733)	(584)	(127,529)	–	(127,529)
	573,334	186,640	759,974	20,647	188,591	749	209,987	6,719	976,680
Movements in fair value/cost									
Acquisition of assets at cost	4,378	–	4,378	–	–	84	84	11,581	16,043
Acquisition of assets at fair value	20,680	6,435	27,115	168	2,861	–	3,029	–	30,144
Fair value/cost of assets disposed	–	(1,559)	(1,559)	–	(10,931)	(1)	(10,932)	(849)	(13,340)
Transfers in (out)	–	2,841	2,841	–	3,588	–	3,588	(4,387)	2,042
	25,058	7,717	32,775	168	(4,482)	83	(4,231)	6,345	34,889
Movements in accumulated depreciation									
Depreciation and amortisation	–	–	–	(377)	(5,304)	(207)	(5,888)	–	(5,888)
Accumulated depreciation of acquisitions	–	–	–	–	(171)	–	(171)	–	(171)
Accumulated depreciation of disposals	–	–	–	–	10,141	–	10,141	–	10,141
Transfer (in) out	–	–	–	–	(4)	–	(4)	–	(4)
	–	–	–	(377)	4,662	(207)	4,078	–	4,078
Closing balance at 30 June 2015									
At cost	35,140	–	35,140	–	–	1,416	1,416	13,064	49,620
At fair value	563,252	194,357	757,609	25,027	306,842	–	331,869	–	1,089,478
Accumulated depreciation	–	–	–	(4,589)	(118,071)	(791)	(123,451)	–	(123,451)
	598,392	194,357	792,749	20,438	188,771	625	209,834	13,064	1,015,647

*The opening at fair value and accumulated depreciation balances include equity adjustments relating to:

- 2013–14 of \$122,000 (fair value) and \$26,000 (accumulated depreciation)
- 2014–15 of \$430,000 (fair value).

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Note 21 Property, infrastructure, plant and equipment (continued)

PLANT AND EQUIPMENT						Consolidated
	Plant, machinery and equipment	Fixtures, fittings and furniture	Computers and telecomms	Library books	Work in progress	TOTAL PLANT AND EQUIPMENT
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 July 2014						
At cost	15,023	8,443	7,099	17,322	389	48,276
Accumulated depreciation	(9,141)	(5,115)	(5,595)	(14,381)	-	(34,232)
	5,882	3,328	1,504	2,941	389	14,044
Movements in cost						
Acquisition of assets at cost	2,019	64	264	997	75	3,419
Cost of assets disposed	(1,669)	(22)	(1,478)	-	(41)	(3,210)
Transfers in (out)	-	45	347	25	(348)	69
	350	87	(867)	1,022	(314)	278
Movements in accumulated depreciation						
Depreciation and amortisation	(1,860)	(710)	(527)	(948)	-	(4,045)
Accumulated depreciation of disposals	1,543	15	1,475	-	-	3,033
	(317)	(695)	948	(948)	-	(1,012)
Closing balance at 30 June 2015						
At cost	15,373	8,530	6,232	18,344	75	48,554
Accumulated depreciation	(9,458)	(5,810)	(4,647)	(15,329)	-	(35,244)
	5,915	2,720	1,585	3,015	75	13,310

Note 21 Property, infrastructure, plant and equipment (continued)

INFRASTRUCTURE

Consolidated

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community facilities	Parks, open space and streetscapes	Off street car parks	Work in progress	TOTAL INFRASTRUCTURE	GRAND TOTAL PROPERTY, PLANT & EQUIP, INFRASTRUCTURE
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 July 2014										
At cost	–	–	–	–	29,718	39,240	–	6,972	75,930	163,020
At fair value	442,856	54,288	93,501	208,386	–	–	17,444	–	816,475	1,881,870
Accumulated depreciation	(170,502)	(13,664)	(17,879)	(72,369)	(12,670)	(24,582)	(4,895)	–	(316,561)	(478,322)
	272,354	40,624	75,622	136,017	17,048	14,658	12,549	6,972	575,844	1,566,568
Movements in fair value/cost										
Acquisition of assets at cost	–	–	–	–	288	1,809	–	–	2,097	21,559
Acquisition of assets at fair value	8,621	48	2,185	5,043	–	–	17	8,248	24,162	54,306
Revaluation increments (decrements)	(8,149)	–	(25,114)	154,835	–	–	(721)	–	120,851	120,851
Fair value/cost of assets disposed	(1,361)	(200)	(441)	(1,193)	(158)	(229)	(1)	(564)	(4,147)	(20,697)
Transfers in (out)	(790)	157	1,114	857	930	1,111	1,876	(4,525)	730	2,841
	(1,679)	5	(22,256)	159,542	1,060	2,691	1,171	3,159	143,693	178,860
Movements in accumulated depreciation										
Depreciation and amortisation	(10,475)	(677)	(2,276)	(2,086)	(1,267)	(1,848)	(385)	–	(19,014)	(28,947)
Accumulated depreciation of acquisitions	(2)	–	(1)	(303)	–	–	–	–	(306)	(477)
Accumulated depreciation of disposals	445	100	106	555	133	227	1	–	1,567	14,741
Revaluation (increments) decrements	4,177	–	4,046	(54,839)	–	–	171	–	(46,445)	(46,445)
Transfers (in) out	756	–	–	–	3	–	(756)	–	3	(1)
	(5,099)	(577)	1,875	(56,673)	(1,131)	(1,621)	(969)	–	(64,195)	(61,129)
Closing balance at 30 June 2015										
At cost	–	–	–	–	30,778	41,931	–	10,131	82,840	181,014
At fair value	441,177	54,293	71,245	367,928	–	–	18,615	–	953,258	2,042,736
Accumulated depreciation	(175,601)	(14,241)	(16,004)	(129,042)	(13,801)	(26,203)	(5,864)	–	(380,756)	(539,451)
	265,576	40,052	55,241	238,886	16,977	15,728	12,751	10,131	655,342	1,684,299

*The opening at fair value and accumulated depreciation balances include equity adjustments relating to:

– 2013–14 of \$3.61 million (fair value) and \$416,000 (accumulated depreciation)

– 2014–15 of \$2.97 million (fair value) and \$12,000 (accumulated depreciation)

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Note 21 Property, infrastructure, plant and equipment (continued)

Valuation of land and buildings

A valuation of land and buildings at 1 January 2014 was undertaken by qualified independent valuers, ProVal (Victoria) Pty Ltd. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

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

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

Land under roads is valued at cost based on Council valuation for acquisitions after 30 June 2008. Deemed cost valuations have been undertaken using site values adjusted for englobo (undeveloped and/or unserved) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement. The acquisitions for the year include new assets from subdivision activity.

Details of the written down value of Council's land and buildings and information about the fair value hierarchy as at 30 June 2015 are as follows:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Land*	–	194,357	563,252
Buildings	–	188,771	20,438
Total written down value	–	383,128	583,690

*Land at fair value excludes land under roads which are valued at cost.

Valuation of infrastructure

Valuation of infrastructure assets at fair value (except parks, open space and streetscapes and recreational, leisure and community facilities which are valued at cost, and bridges which are independently valued) has been determined in accordance with a Council valuation. The fair value of infrastructure is valued using the depreciated replacement cost method. This cost represents the replacement cost of the asset after applying depreciation rates on a useful life basis.

The valuation of bridges at 30 June 2013 was undertaken by qualified independent valuers, Pitt and Sherry.

Details of the written down value of Council's infrastructure and information about the fair value hierarchy as at 30 June 2015 are as follows:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Roads	–	–	265,575
Bridges	–	–	40,052
Footpaths and cycleways	–	–	55,241
Drainage	–	–	238,886
Off street car parks	–	–	12,751
Total written down value	–	–	612,505

<u>Asset class</u>	<u>Revaluation date</u>	<u>Valued by</u>
Roads	30 June 2015	Council valuation
Bridges	30 June 2013	Independent valuation
Footpaths and cycleways	30 June 2015	Council valuation
Drainage	30 June 2015	Council valuation
Off street car parks	30 June 2015	Council valuation

Note 21 Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restrictions of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$10 and \$3,400 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and range from \$290 to \$48,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Land under roads	35,139	30,761
Parks and reserves	413,601	413,601
Floodway	6,530	6,530
Public use	19,750	19,750
Industrial	22,664	18,444
Other	100,708	256,688
Total specialised land	598,392	745,774

Note 22 Trade and other payables

Trade payables	12,651	13,434
Net GST payable	3	—
Accrued expenses	3,092	5,128
Total trade and other payables	15,746	18,562

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Note 23 Trust funds and deposits

Current

	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Fire services levy	1,436	178
Road deposits	1,269	990
Landscape deposits	1,044	1,742
Open space contributions	586	2,539
Development contribution plans (DCP)	14,164	6,999
Other refundable deposits*	919	771
Total current trust funds and deposits	19,418	13,219

Non-current

Other refundable deposits*	1,039	599
Total non-current trust funds and deposits	1,039	599

*Purpose and nature of items

Refundable deposits – Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Services Property Levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Note 24 Provisions

	Annual leave \$'000	Long service leave \$'000	Other \$'000	Total \$'000
2015				
Balance at beginning of the financial year	5,811	9,252	468	15,531
Additional provisions	5,039	1,820	68	6,927
Amounts used	(4,984)	(1,240)	(71)	(6,295)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	2	230	–	232
Balance at the end of the financial year	5,868	10,062	465	16,395
2014				
Balance at beginning of the financial year	5,663	8,468	459	14,590
Additional provisions	4,885	1,478	176	6,539
Amounts used	(4,737)	(725)	(167)	(5,629)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	–	31	–	31
Balance at the end of the financial year	5,811	9,252	468	15,531

Note 24 Provisions (continued)

Employee provisions

Current provisions expected to be wholly settled within 12 months

	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Annual leave	5,683	5,496
Long service leave	729	615
Other	465	468
	6,877	6,579

Current provisions expected to be wholly settled after 12 months

Annual leave	185	315
Long service leave	8,116	7,923
	8,301	8,238

Total current provisions	15,178	14,817
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Non-current

Long service leave	1,217	714
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Total non-current provisions	1,217	714
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Aggregate carrying amount of employee benefits:

Current	15,178	14,817
Non-current	1,217	714
Total aggregate carrying amount of employee provisions	16,395	15,531

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

Weighted average increase in employee costs	3.40%	3.50%
Average discount rates	2.48%	3.10%
Average settlement period long service leave (years)	7	7
Average settlement period annual leave (days)	260	260

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	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Note 25 Interest-bearing loans and borrowings		
Current		
Borrowings – secured	4,359	9,230
	4,359	9,230
Non-current		
Borrowings – secured	58,059	57,518
	58,059	57,518
Total interest-bearing loans and borrowings	62,418	66,748
Borrowings are secured over the general rates of Council as per section 141 of the Local Government Act 1989.		
a) The maturity profile for Council's borrowings is:		
Not later than one year	4,359	9,230
Later than one year and not later than five years	17,088	13,747
Later than five years	40,971	43,771
	62,418	66,748
b) Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	4,359	9,230
Non-current	58,059	57,518
	62,418	66,748
Note 26 Other interest-bearing liabilities		
Current		
Land purchase – interest-bearing	1,117	–
	1,117	–
Non-current		
Land purchase – interest-bearing	2,439	–
	2,439	–
Aggregate carrying amount of other interest-bearing liabilities		
Current	1,117	–
Non-current	2,439	–
	3,556	–

Council entered into an agreement with Victrack and Places Victoria to purchase land parcels in the Dandenong Railway Precinct. The purchase price was established by the Valuer General Victoria, Council paid a 10% deposit in 2014–15 with the balance to be paid in equal instalments over the next three years with the final instalment due in June 2018. The property is security in respect to the unpaid price.

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed \$'000	Impairment loss credited against previous increments \$'000	Balance at end of reporting period \$'000
Note 27 Reserves					
(a) Asset revaluation reserves					
2015					
Property					
Land	507,839	–	–	–	507,839
Buildings	9,515	–	–	–	9,515
	517,354	–	–	–	517,354
Infrastructure					
Roads	192,948	(3,971)	–	–	188,977
Bridges	16,568	–	–	–	16,568
Footpaths and cycleways	36,169	(21,068)	–	–	15,101
Drainage	70,329	99,995	–	–	170,324
Off street car parks	3,621	(550)	–	–	3,071
	319,635	74,406	–	–	394,041
Total asset revaluation reserves	836,989	74,406	–	–	911,395
2014					
Property					
Land	421,235	86,604	–	–	507,839
Buildings	12,692	(3,177)	–	–	9,515
	433,927	83,427	–	–	517,354
Infrastructure					
Roads	192,948	–	–	–	192,948
Bridges	16,599	–	–	(31)	16,568
Footpaths and cycleways	36,169	–	–	–	36,169
Drainage	70,329	–	–	–	70,329
Off street car parks	3,621	–	–	–	3,621
	319,666	–	–	(31)	319,635
Total asset revaluation reserves	753,593	83,427	–	(31)	836,989

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(j).

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	Balance at beginning of reporting period \$'000	Transfer to accumulated surplus \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
Note 27 Reserves (continued)				
(b) Other reserves				
2015				
Insurance reserve	423	–	–	423
Re-vegetation reserves	514	–	62	576
Public open space reserve	5,494	(934)	2,736	7,296
Keysborough South maintenance levy	785	(777)	937	945
Major projects reserve	6,752	(2,665)	1,425	5,512
Council funded development contribution reserve	9,645	(139)	1,800	11,306
Spring Valley landfill rehabilitation	220	–	541	761
Springvale Activity Parking Precinct	–	–	190	190
Local Government Funding Vehicle	–	–	223	223
Total other reserves	23,833	(4,515)	7,914	27,232
2014				
Insurance reserve	1,016	(657)	64	423
Re-vegetation reserves	624	(160)	50	514
Public open space reserve	4,950	(1,334)	1,878	5,494
Keysborough South maintenance levy	496	(494)	783	785
Major projects reserve	3,020	–	3,732	6,752
Municipal Buildings Project reserve	2,925	(2,925)	–	–
Council funded development contribution reserve	8,559	(160)	1,246	9,645
Dandenong Market	135	(135)	–	–
Spring Valley landfill rehabilitation	220	–	–	220
Total other reserves	21,945	(5,865)	7,753	23,833

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 reserves

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

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 Somerfield 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 (discontinued in 2013–14)

This reserve was set aside for the construction of the Municipal Building and Community Complex.

Council funded development contributions reserve

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

Note 27 Reserves (continued)

Nature and purpose of other reserves (continued):

Dandenong Market (discontinued in 2013–14)

This reserve comprised outflows in 2012–13 for establishment costs of the Dandenong Market Pty Ltd Board and marketing costs.

Spring Valley rehabilitation reserve

The purpose of this reserve is to rehabilitate the Spring Valley landfill site at Clarke Road, Springvale South.

Springvale Activity Centre parking and development reserve

The purpose of the reserve is to fund development in the Springvale Activity Centre.

Local Government Funding Vehicle

The purpose of this reserve is to partly provide for the \$4.90 million principal repayment required on maturity of the interest-only Local Government Funding Vehicle (LGFV) in 2019–20 and to provide future borrowing capacity for major infrastructure projects.

	Note	Consolidated 2015 \$'000	Consolidated 2014 \$'000
(c) Total reserves			
Asset revaluation reserve	27(a)	911,395	836,989
Other reserves	27(b)	27,232	23,833
Total reserves		938,627	860,822

Note 28 Reconciliation of cash flows from operating activities to surplus

Surplus for the year		48,656	54,543
Depreciation and amortisation	13	28,947	26,538
Loss on disposal of property, infrastructure, plant and equipment	8	3,009	2,691
Contributions of non-monetary assets	7	(36,617)	(51,182)
Works in progress unable to be capitalised (expensed)	11	1,454	2,456
Borrowing costs	14	4,139	4,236
Change in assets and liabilities			
Decrease in trade and other receivables	17	(1,082)	(14)
Increase in trust funds and deposits	23	8,838	1,799
Decrease in prepayments	20	(98)	(2)
Increase in trade and other payables	22	853	2,067
Decrease in superannuation liability		–	(4,847)
(Decrease) increase in employee provisions	24	(731)	897
Net cash provided by operating activities		57,368	39,182

Note 29 Reconciliation of cash and cash equivalents

Cash and cash equivalents	16	79,127	66,983
		79,127	66,983

Note 30 Financing arrangements

Interest-bearing loans and borrowings – secured	25	62,418	66,748
Interest-bearing liabilities – other (land purchase)	26	3,556	–
Used facilities		65,974	66,748
Bank overdraft		2,500	2,500
Unused facilities		2,500	2,500

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	Consolidated				
	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Note 31 Commitments					
The Council has entered into the following commitments:					
2015					
Works and services contracts					
Building maintenance services	4,193	3,682	3,324	–	11,199
Parking management	198	34	–	–	232
Animal management	121	41	–	–	162
Waste services	5,797	6,086	20,148	9,341	41,372
Works (roads and drains) services	1,088	413	133	–	1,634
Landfill maintenance services	3,443	–	–	–	3,443
Open space management	2,756	343	54	–	3,153
Leisure centres management services	1,131	1,036	–	–	2,167
Consultancies	432	63	–	–	495
Cleaning services	1,980	–	–	–	1,980
Other maintenance	225	7	2	–	234
Other contracts	2,843	582	1,249	2,239	6,913
Dandenong Market Pty Ltd	434	347	50	–	831
Total	24,641	12,634	24,960	11,580	73,815
Capital					
Buildings	534	–	–	–	534
Works (roads and drains)	500	200	133	–	833
Street furniture	112	55	18	–	185
Total	1,146	255	151	–	1,552
2014					
Works and services contracts					
Building maintenance services	2,550	2,213	4,615	–	9,378
Parking management	119	20	–	–	139
Animal management	106	36	–	–	142
Waste services	5,751	5,913	18,823	6,655	37,142
Works (roads and drains) services	547	547	18	–	1,112
Landfill maintenance services	4,172	–	–	–	4,172
Open space management	3,675	476	–	–	4,151
Leisure centres management services	433	–	–	–	433
Consultancies	402	45	–	–	447
Cleaning services	1,511	1,091	–	–	2,602
Other maintenance	369	206	–	–	575
Other contracts	3,964	1,682	2,028	2,646	10,320
Dandenong Market Pty Ltd	78	–	–	–	78
Total	23,677	12,229	25,484	9,301	70,691
Capital					
Buildings	2,792	–	–	–	2,792
Works (roads and drains)	38	–	–	–	38
Street furniture	92	–	–	–	92
Total	2,922	–	–	–	2,922

Note 32 Operating leases

(a) Operating lease commitments

	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Not later than one year	241	301
Later than one year and not later than five years	273	397
	514	698

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	1,290	1,026
Later than one year and not later than five years	4,338	2,904
Later than five years	1,308	1,839
	6,936	5,769

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.

Note 33 Contingent liabilities and contingent assets

Contingent liabilities

Defined benefit superannuation scheme

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund (refer note 10). As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Funding arrangements

The 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.

The Fund's latest actuarial investigation was held as at 30 June 2014 and it was determined that the vested benefit index (VBI) of the defined benefit category of which (Employer name) is a contributing employer was 103.4%. To determine the VBI, the fund Actuary used the following long-term assumptions:

- Net investment returns 7.5% pa
- Salary information 4.25% pa
- Price inflation (CPI) 2.75% pa

Vision Super has advised that the estimated VBI at quarter ended 30 June 2015 was 105.8%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the actuarial investigation determined the defined benefit category was in a satisfactory financial position and that no change was necessary to the defined benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 30 June 2014, the Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2015, this rate was 9.5% of members' salaries. This rate will increase in line with any increase to the Superannuation Guarantee (SG) contribution rate.

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

Funding calls

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

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

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

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Note 33 Contingent liabilities and contingent assets (continued)

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

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

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

Latest actuarial investigation surplus amounts

The Fund's latest actuarial investigation as at 30 June 2014 identified the following in the defined benefit category of which the Council is a contributing employer:

A VBI surplus of \$77.1 million; and

A total service liability surplus of \$236 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2014.

The total service liability surplus means that the current value of the assets in the Fund's defined benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

The Council was notified of the results of the actuarial investigation during January 2015.

Guarantees for loans to other entities

The Council has agreed to guarantee a bank loan taken out by the Dandenong Basketball Association (DBA). The original loan (and maximum extent of possible Council exposure) was \$2 million. At balance date the amount outstanding balance is \$280,000 (\$380,000 as at 30 June 2014).

The Commonwealth Bank of Australia (Council's banker) 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. The release of the guarantee is subject to certain conditions. At balance date Council is contingently liable for \$744,000 (\$1.24 million as at 30 June 2014). A guarantee to the value of \$490,000 was cancelled on 29 July 2014.

The Council is a guarantor on a bank loan taken out by the Noble Park Football Social Club Ltd. The original loan (and maximum extent of possible Council exposure) was \$650,000. At balance date the amount outstanding balance is \$195,011 (\$550,000 as at 30 June 2014).

The Council is also a guarantor on a bank loan taken out by the Keysborough Bowls Club Inc. The original loan (and maximum extent of possible Council exposure) was \$150,000. At balance date the amount outstanding balance is \$69,579.

Legal actions

Council is presently involved in a number of confidential legal matters, which are being conducted through Council's solicitors. The estimated potential financial effect of these matters may be up to \$287,000 (\$310,000 as at 30 June 2014).

Development Contribution Plans (DCP)

Council has three sites that are subject to formal development contribution plans, two are in Keysborough and one in Lyndhurst. All three sites are covered by a DCP.

A DCP provides the framework for the provision and funding of infrastructure to facilitate the set development area and the purpose of a DCP is to provide a "fair distribution of costs for works and services, including roads, traffic management and community facilities to all the proper servicing in the area".

New development in each of the areas is required to meet its share of the total cost of delivering the required infrastructure works – as measured by its projected share of usage – through development contributions collected under the DCP's. The balance of works not covered by development contributions have been agreed to be funded by Council. The total value of these works is estimated to be around \$19.5 million.

Contingent assets

Development Contribution Plans (DCP)

Under the two DCPs noted previously, developers construct infrastructure assets which are vested with Council when Council issues a Statement of Compliance. These assets are brought to account as revenue (Contributions – Non Monetary Assets) and capitalised. At reporting date, developers had commenced construction of assets that will eventually be transferred to the Council subject to Council issuing a Statement of Compliance. Council cannot reliably measure the value of the assets involved prior to completion and the timing of recognition.

Note 34 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's 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.

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 relevant state government department 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:

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. We have exposure to credit risk on some financial assets included in the 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.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of Council's contingent liabilities are disclosed in note 33.

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

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in note 33, and is deemed insignificant based on prior periods' data and current assessment of risk.

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Note 34 Financial instruments (continued)

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 25.

e) Fair value

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

Fair value hierarchy

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

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

– A parallel shift of +1 and -2% in market interest rates (AUD) from year-end rates of 2.00%.

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

Note 35 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors

Councillor Roz Blades AM
Councillor Peter Brown
Councillor Youhorn Chea
Councillor John Kelly
Councillor Matthew Kirwan
Councillor Angela Long
Councillor Jim Memeti – (Mayor 07/11/13 to 06/11/14)
Councillor Sean O'Reilly – (Mayor 06/11/14 to current)
Councillor Maria Sampey
Councillor Heang Tak
Councillor Loi Truong

Chief Executive Officer

John Bennie PSM

Dandenong Market Board Members

Ms Julie Busch
Mr Christopher Smith
Mr Franz Madlener
Mr Ian Gauder (Retired 31/10/14)
Mr Tom Mollenkopf (Appointed 25/08/14)
Mr Tim Cockayne (Appointed 27/01/15)

Note 35 Related party transactions (continued)

(ii) Remuneration of Responsible Persons

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

	Consolidated 2015 No.	Consolidated 2014 No.
\$1 – \$9,999	2	–
\$10,000 – \$19,999	3	4
\$20,000 – \$29,999	1	10
\$30,000 – \$39,999	9	–
\$50,000 – \$59,999	–	1
\$60,000 – \$69,999	1	–
\$70,000 – \$79,999	1	1
\$350,000 – \$359,999	–	1
\$370,000 – \$379,999	1	–
Total	18	17
	\$'000	\$'000
Total remuneration for the reporting year, for Responsible Persons included above, amounted to:		
Council	831	767
Dandenong Market Pty Ltd	103	110
	934	877

(iii) Senior Officers remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$136,000

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

Income range:

< \$135,999	2	3
\$136,000 – \$139,999	4	4
\$140,000 – \$149,999	4	2
\$150,000 – \$159,999	5	8
\$160,000 – \$169,999	3	3
\$170,000 – \$179,999	6	3
\$180,000 – \$189,999	2	1
\$210,000 – \$219,999	–	1
\$220,000 – \$229,999	1	1
\$230,000 – \$239,999	2	2
\$240,000 – \$249,999	3	2
	32	30
	\$'000	\$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to:	5,123	4,988

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Note 35 Related party transactions (continued)

(iv) Responsible persons retirement benefits

No retirement benefits were made by the Council to a Responsible Person during 2014–15 (2013–14 \$nil).

(v) Loans to Responsible Persons

No loans were made, guaranteed or secured by the Council to a Responsible Person during 2014–15 (2013–14 \$nil).

(vi) Transactions with Responsible Persons

No transactions were entered into by the Council with Responsible Persons outside the normal course of Council business, other than remuneration and reimbursement of expenses during 2014–15 (2013–14 nil).

Councillor Memeti has a financial interest in a stall at Dandenong Market. The financial arrangements are at arms length based on commercial terms. A number of Responsible Persons have minority shareholdings in public companies, which have dealings with the Council from time to time.

Responsible persons include 6 individuals who held the position of Director in Dandenong Market Pty Ltd (DMPL) during 2014–15.

Note 36 Events occurring after balance date

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

Note 37 Adjustments directly to equity

In the 2014–15 financial year, it was identified that Council had received ownership and control of assets (found and gifted assets) prior to the current financial year. The majority of the assets (\$3.39 million in 2014–15 and \$1.57 million in 2013–14) related to gifted infrastructure assets by developers of new subdivisions. These adjustments to equity are detailed below by net written down value and occurred in the 2014–15 financial year, but were adjusted against opening equity and assets of the following years:

	Consolidated 2015 \$'000	Consolidated 2014 \$'000
Property		
Land under roads	430	–
Buildings	–	96
Infrastructure		
Roads	2,542	1,755
Footpaths and cycleways	329	802
Off street car parks	86	636
	3,387	3,289

Note 38 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts

Dandenong Market Pty Ltd is a wholly owned subsidiary of Greater Dandenong City Council. Dandenong Market Pty Ltd manages the Dandenong Market on the terms set out in a management service agreement dated 30 November 2012 between Dandenong Market Pty Ltd and Greater Dandenong City Council. The management service agreement runs concurrently with the Lease Agreement (50 years) and provides for annual agreement extensions at Council's discretion. An extension has been exercised by Council up to 30 June 2016. The following Comprehensive Income Statement, Balance Sheet and Statement of Cash Flows has been provided to show the individual financial positions of the Council and The Dandenong Market Pty Ltd and consolidated accounts for the 2014–15 financial year. These financial statements should be read in conjunction with the accompanying notes in the financial report.

Comprehensive Income Statement

For the year ended 30 June 2015

	Council \$'000	DMPL \$'000	Consolidation Adjustment \$'000	Consolidated Accounts \$'000
Income				
Rates and charges	110,834	–	(94)	110,740
Statutory fees and fines	5,659	–	–	5,659
User fees	6,926	–	–	6,926
Grants – operating	37,541	–	–	37,541
Grants – capital	2,441	–	–	2,441
Contributions – monetary	3,128	–	–	3,128
Contributions – non-monetary	36,617	–	–	36,617
Other income	9,798	5,185	(1,377)	13,606
Net loss on disposal of property, infrastructure, plant and equipment	(3,009)	–	–	(3,009)
Total income	209,935	5,185	(1,471)	213,649
Expenses				
Employee costs	(69,551)	(751)	38	(70,264)
Materials and services	(49,988)	(3,073)	181	(52,880)
Bad and doubtful debts	(1,098)	3	–	(1,095)
Depreciation and amortisation	(28,938)	(9)	–	(28,947)
Borrowing costs	(4,139)	–	–	(4,139)
Other expenses	(7,556)	(1,364)	1,252	(7,668)
Total expenses	(161,270)	(5,194)	1,471	(164,993)
Net surplus for the year	48,665	(9)	–	48,656
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment	74,406	–	–	74,406
Total comprehensive result	123,071	(9)	–	123,062

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Note 38 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (continued)

Balance Sheet

As at 30 June 2015

	Council \$'000	DMPL \$'000	Consolidation Adjustment \$'000	Consolidated Accounts \$'000
Assets				
Current assets				
Cash and cash equivalents	78,846	281	–	79,127
Trade and other receivables	13,737	206	–	13,943
Non-current assets classified as held for sale	–	–	–	–
Other assets	3,036	96	(61)	3,071
Total current assets	95,619	583	(61)	96,141
Non-current assets				
Trade and other receivables	326	–	–	326
Other financial assets	230	–	–	230
Property, infrastructure, plant and equipment	1,684,280	19	–	1,684,299
Non-current assets classified as held for sale	490	–	–	490
Total non-current assets	1,685,326	19	–	1,685,345
Total assets	1,780,945	602	(61)	1,781,486
Liabilities				
Current liabilities				
Trade and other payables	15,335	472	(61)	15,746
Trust funds and deposits	19,418	–	–	19,418
Provisions	15,147	31	–	15,178
Interest-bearing loans and borrowings	4,359	–	–	4,359
Other interest-bearing liabilities	1,117	–	–	1,117
Total current liabilities	55,376	503	(61)	55,818
Non-current liabilities				
Trust funds and deposits	1,024	15	–	1,039
Provisions	1,211	6	–	1,217
Interest-bearing loans and borrowings	58,059	–	–	58,059
Other interest-bearing liabilities	2,439	–	–	2,439
Total non-current liabilities	62,733	21	–	62,754
Total liabilities	118,109	524	(61)	118,572
Net assets	1,662,836	78	–	1,662,914
Equity				
Accumulated surplus	724,209	78	–	724,287
Reserves	938,627	–	–	938,627
Total equity	1,662,836	78	–	1,662,914

Note 38 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (continued)

Statement of Cash Flows

For the year ended 30 June 2015

	Council \$'000	DMPL \$'000	Consolidation Adjustment \$'000	Consolidated Accounts \$'000
Cash flows from operating activities				
Rates and charges	110,078	–	(94)	109,984
Statutory fees and fines	4,513	–	–	4,513
User fees	7,278	–	–	7,278
Grants – operating	38,399	–	–	38,399
Grants – capital	2,334	–	–	2,334
Contributions – monetary	3,066	–	–	3,066
Interest received	2,651	18	–	2,669
Trust funds and deposits taken	34,645	–	–	34,645
Other receipts	7,776	5,536	(1,490)	11,822
Net GST refund	7,513	(106)	–	7,407
Employee costs	(70,245)	(767)	67	(70,945)
Materials and services	(56,458)	(4,736)	1,629	(59,565)
Trust funds and deposits repaid	(25,803)	(4)	–	(25,807)
Other payments	(8,320)	–	(112)	(8,432)
Net cash provided by (used in) operating activities	57,427	(59)	–	57,368
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(37,291)	–	–	(37,291)
Proceeds from sale of property held for resale	–	–	–	–
Proceeds from sale of property, infrastructure, plant and equipment (net of selling costs)	534	–	–	534
Proceeds from sale of investments	–	–	–	–
Net cash used in investing activities	(36,757)	–	–	(36,757)
Cash flows from financing activities				
Finance costs	(4,137)	–	–	(4,137)
Proceeds from borrowings (refinance)	4,900	–	–	4,900
Repayment of borrowings (including refinancing)	(9,230)	–	–	(9,230)
Net cash used in financing activities	(8,467)	–	–	(8,467)
Net increase (decrease) in cash and cash equivalents	12,203	(59)	–	12,144
Cash and cash equivalents at the beginning of the financial year	66,643	340	–	66,983
Cash and cash equivalents at the end of the financial year	78,846	281	–	79,127

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Certification of the Financial Statements

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



Michelle Hansen CPA
Principal Accounting Officer
Date: 14 September 2015

In our opinion the accompanying Financial Statements present fairly the financial transactions of the City of Greater Dandenong for the year ended 30 June 2015 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.

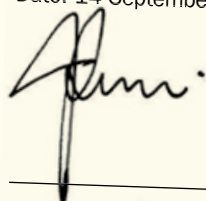
We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulation 2014 on 14 September 2015 to certify the Financial Statements in their final form.



Sean O'Reilly
Mayor
Date: 14 September 2015



Jim Memeti
Councillor
Date: 14 September 2015



John Bennie PSM
Chief Executive Officer
Date: 14 September 2015



Victorian Auditor-General's Office

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Greater Dandenong

The Financial Report

The accompanying financial report for the year ended 30 June 2015 of the City of Greater Dandenong which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements has been audited.

The Councillors' Responsibility for the Financial Report

The Councillors of the City of Greater Dandenong are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting 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 report that is 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 report 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 about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, 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 report 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 and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

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

Independent Auditor's Report (continued)

Independence

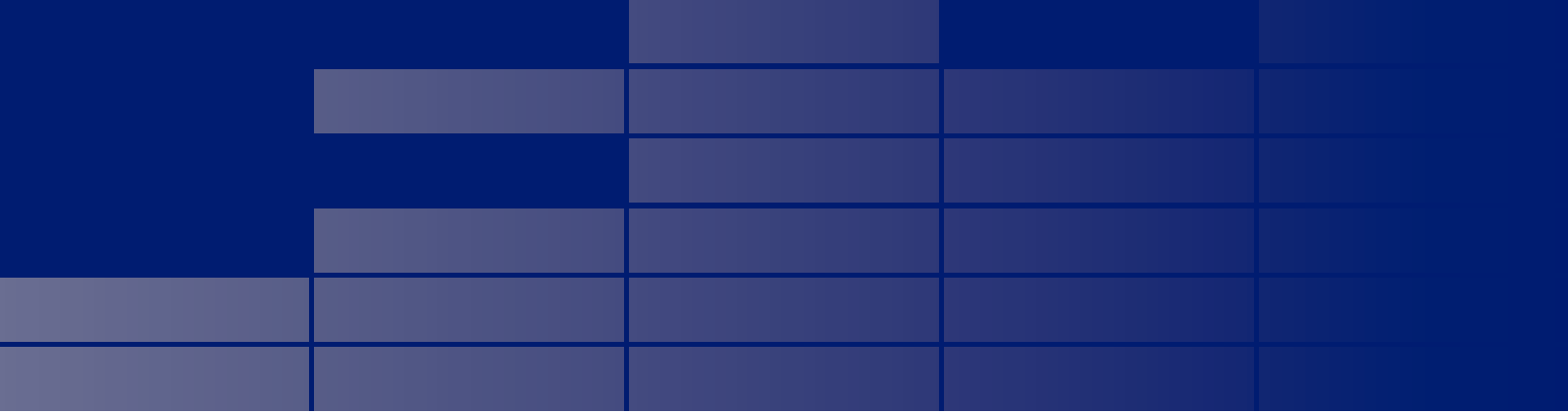
The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with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

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the City of Greater Dandenong as at 30 June 2015 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*.

MELBOURNE
16 September 2015


Per John Doyle M.Acc FCA
Auditor-General



Customer Service Centre locations

Dandenong Civic Centre

Level 2, 225 Lonsdale Street, Dandenong (Melway 91A F5)
Hours of operation: 8.30am - 5pm Monday to Friday

Springvale

397-405 Springvale Road, Springvale (Melway 79 K11)
Hours of operation: 8.30am - 5pm Monday to Friday

Parkmore

Shop A7
Parkmore Shopping Centre, Cheltenham Road, Keysborough (Melway 89 E9)
Hours of operation: 9am - 5pm Monday to Friday, 9am - 1pm Saturday

Paddy O'Donoghue Centre

18-32 Buckley Street, Noble Park (Melway 89 E2)
Hours of operation: 9am - 5pm Monday to Friday

Please note: cash payments not accepted at this centre



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