



>GREAT PLACE

- Dynamic and diverse city
- Recognised as 'Melbourne's 2nd City'
- Victoria's manufacturing heartland
- Home to 7,000 businesses
- 170 parks & reserves
- Home to Sandown International Raceway
- Multi-million dollar performing arts centre opening 2005
- Land area of 129.5 square kilometres



>GREAT PEOPLE

- 125,000 residents
- People from 151 nations
- Half our residents born overseas
- 70,000 people employed locally
- 150 local community groups and service clubs
- An active and committed volunteer community
- National women's basketball champion team



>GREAT SHOPS

- A thriving and bustling Dandenong Market
- Modern shopping complexes at Dandenong & Keysborough
- Wide variety of fresh produce, seafood and meat
- Over 50 Asian restaurants & specialty supermarkets
- Extensive range of factory outlets
- Monthly Springvale craft market



>GREAT TIMES

- Festivals held monthly
- Sandown Racing – cars, horses and greyhounds
- Scenic bike paths stretching from Jells Park to Carrum beach
- 200 active sports clubs
- Indoor & outdoor swimming pools
- Largest basketball stadium in the southern hemisphere
- Victoria's largest Lunar New Year festival





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OUR VISION

>A GREAT CITY IN WHICH TO LIVE AND WORK WITH
GREAT PEOPLE FOR NEIGHBOURS AND FRIENDS WHERE:

- People from all cultures and walks of life are welcomed and involved.
- All residents are proud of their city.
- Plans are in place for a dynamic sustainable future.
- Achievements are recognised and celebrated.
- Environmental, economic, social and civic well-being is a reality.

OUR MISSION

>TO ACHIEVE THE VISION FOR GREATER DANDENONG
THROUGH EFFECTIVE LEADERSHIP, GOOD GOVERNANCE
AND THE DELIVERY OF HIGH QUALITY SERVICES.

In achieving the mission the council will:

- Provide people focused customer services.
- Be responsive to local needs.
- Plan for a better future.
- Give strong expression to local identity.
- Be democratic, effective and efficient.
- Be highly accountable for its actions.
- Advocate in the interests of the whole community.
- Ensure the continued economic development of the city.
- Improve the health and well-being of the community.
- Improve the quality of the city's environment.
- Manage the city's assets in a sustainable manner.
- Provide a safe city.
- Work constructively towards common goals held with the Commonwealth and State Governments.
- Be both a good corporate citizen and a good employer.



THE COUNCIL

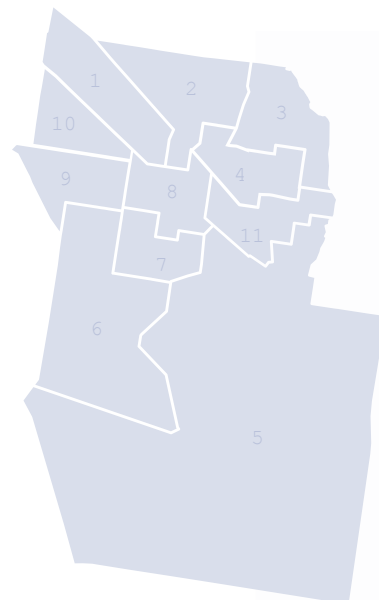


The City of Greater Dandenong's 11 councillors are elected as representatives of all residents and ratepayers within the city.

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
- enforcement of local laws

Greater Dandenong Council was elected on 14 March, 2003 and will retire in November, 2005.



Ward Boundaries

- | | |
|---------------------|-----------------------|
| 1 Springvale North | 7 Keysborough |
| 2 Noble Park North | 8 Noble Park |
| 3 Dandenong North | 9 Springvale South |
| 4 Lyndale | 10 Springvale Central |
| 5 Dandenong | 11 Cleeland |
| 6 Keysborough South | |



>CLEELAND

Cr. Paul Donovan
Phone: 0408 251 926

Cr Paul Donovan joined the Greater Dandenong Council in 1997 and served as mayor in 2002-2003.

Cr Donovan is committed to improving his local area and to the continued growth of Greater Dandenong.



>DANDENONG NORTH

Cr. John Kelly
Phone: 0418 350 743

Cr Kelly has served as a councillor for more than 12 years and is committed to ensuring the Greater Dandenong Council is open and transparent in its operations with increased community consultation in decision-making.



>DANDENONG

Cr. David Kelly
Phone: 0417 307 455

A former mayor of the City of Dandenong and councillor for nine years, Cr Kelly was elected to the City of Greater Dandenong in 2003. Cr Kelly enjoys working for the good of the entire community as well as delivering facilities that residents can use and enjoy.



>KEYSBOROUGH

Cr. Roz Blades
Phone: 0417 053 612

Cr Blades served as Mayor of the former City of Springvale in 1992 and was elected Mayor of Greater Dandenong in 1998. Currently serving her fourth term on Council, Cr Blades has always been an active participant in community programs and her greatest passion is people.

**>KEYSBOROUGH SOUTH**

Cr. Peter Brown
Phone: 0408 138 939

Cr Brown was elected to the City of Greater Dandenong in 2003 following seven years as a councillor with the City of Springvale. He is motivated by a desire to improve the quality of life for residents in terms of care and management of the physical environment. The future sustainable development of Keysborough South, balancing residential needs and protection of the natural environment will represent one of the most significant challenges for the next council.

**>LYNDALE**

Cr. Angela Long
Phone: 0408 251 910

Elected to the City of Greater Dandenong in 1997 and serving as mayor in 2000-2001 Cr Long has years of community involvement behind her. Cr Long continues to work with the community to achieve better outcomes for the city and is committed to future development.

**>NOBLE PARK**

Cr. Kevin Walsh
Phone: 0438 800 034

Driven by a desire to serve his community, Cr Walsh was elected in 2000. His goal is to see the revitalisation of the Noble Park precinct within a vibrant Greater Dandenong as well as urban renewal and maintaining value for money for ratepayers.

**>NOBLE PARK NORTH**

Cr. Maria Sampey
Mayor, November 2004 - current
Phone: 0438 800 027

A perseverance to achieve positive results and the ability to listen to residents resulted in Cr Sampey joining the council in 2000. She is passionate about ensuring local parkland is retained and upgraded to be more user-friendly for families and youths.

**>SPRINGVALE CENTRAL**

Cr. Youhorn Chea
Phone: 0417 320 645

Cr Chea has been a councillor since 1997 and was mayor of the city in 2001-2002. He believes it is important for the council to maintain a strong focus on facilities for young people, job creation and increased community safety.

**>SPRINGVALE NORTH**

Cr. Naim Melhem
Phone: 0407 451 916

A councillor for the former City of Springvale, Cr Melhem has served as a councillor of Greater Dandenong since 1997 and was mayor during 1999-2000. He is the Council representative on the EastLink Freeway Committee and the board of directors of the Municipal Association of Victoria. He has an extensive history of involvement with local community organisations.

**>SPRINGVALE SOUTH**

Cr. Clare O'Neil
Mayor, March 2004 - Nov 2004
Phone: 0400 599 342

Cr O'Neil was elected to the Council in 2003 and became Mayor in March 2004. Cr O'Neil brings a deep passion for the city's vibrancy and growth to her role as a councillor.

>COUNCILLOR'S OFFICE

Tel: 9239 5230
Fax: 9239 5369



MESSAGE FROM THE MAYOR

The City of Greater Dandenong has experienced a truly formative year, building a strong foundation for future growth. The results detailed in this Annual Report reflect the strength of our achievements – at the centre of which, are key partner relations. It is the combined efforts of our residents, diverse community organisations, businesses and government allies that are drawing together the resources of our community to create a vibrant, prosperous city of regional significance.



Major Projects

For the second consecutive year, council has backed its commitment to growth through record spending on its city improvement program (CIP). It has pledged \$36.9 million to complete major projects started in the past year. This includes the redevelopment of the Dandenong Town Hall into a performing arts centre; the upgrade of the Dandenong Market; refurbishment of Dandenong Basketball Stadium to house Victoria's state volleyball centre; a new Community Services Centre and Aged Care facility at Noble Park, named after Paddy O'Donoghue; the development of the Metro 3175 inner city residential estate; the conversion of Armytage Hall to a premier youth music venue known as The Castle, and adjoining Hemmings Park youth precinct including a skate park and BMX tracks; the development of Tatterson Park, which will eventually include sports fields, walking tracks, education facilities and family health services.

Economic

With council driving change through its on-the-ground city improvements, confidence in the region has surged immensely in the past year and Greater Dandenong is now recognised as Melbourne's preferred industrial development zone. Building commission figures also showed the city is among the fastest 10 growing municipalities in terms of building activity. To support ongoing growth, council has worked closely with partners VicUrban to deliver Metro 3175 – a 1400-dwelling inner city residential development. We've supported Theiss John Holland to begin initial works on the \$1.2 billion EastLink road project. With our transit city partners – the



Dandenong Development Board – we've prepared a Retail Revitalisation Strategy and other key regional growth plans. An umbrella Economic Development Strategy for the city is also nearing completion, and moves to join forces with a private sector partner to deliver more efficient services are underway. Together these projects, plans and partnerships are forming the cornerstone to our city as an emerging regional power.

Community

A \$3 million commitment was made to Home and Community Care Services, which returned to council in the past year. Work began on our new youth precinct at Hemmings Park, which will house council's successful Muso network and provide a skate park and BMX tracks. The Paddy O'Donoghue community services centre at Noble Park is now under construction. It will include a child care centre, maternal and child health centre and senior citizens centre. Council funded a weekend bus service to help residents access major facilities across the city. We also invested \$1.6million back into the community as part of Victoria's largest Community Grants scheme. To consolidate and grow our investment in the city's people, we have also pledged more than \$18 million to older people, families, young people and arts and libraries in the coming year.

Environment

The city's largest tree planting effort marked the beginning of major redevelopments at Tattersson Park. Two litter traps were installed next to Stud Road, marking the beginning of a \$3 million redevelopment masterplan, which will convert the Greater Dandenong wetlands into a high quality recreational and educational destination. A new park opened in Lonsdale Street in central Dandenong and plans have been laid for parkland in central Springvale. An Open Spaces strategy, which aims to consolidate parklands and create better connectivity between the city's amenity is also underway. A new state-of-the-art council operation centre, which uses passive heating and water recycling technology, was built in the past year – providing an

excellent environmental precedent for other council buildings in terms of energy efficiency. Along with developing amenity and our human resources, council remains committed to positive environmental outcomes, in line with its triple bottom line objectives.

I feel privileged to be mayor at such a turning point in Greater Dandenong's history. The results in our annual report are the outcome of the dedicated efforts of staff, councillors, residents and all of our strategic partners. The past year's accomplishments lay the bedrock for even greater things to come and are something to be truly proud of.

Cr Maria Sampey
Mayor



CEO'S OVERVIEW



The City of Greater Dandenong is Victoria's premier transit city and this year we have moved steadily closer to cementing that vision. As the economic hub of the south east region, Greater Dandenong is set for significant growth over the next 20 years. The state government is continuing to back the city's evolution, with a further \$52 million investment in the latest state budget.

The council has thrown its weight behind this vision with a commitment to invest more than \$36.9 million in capital works improvements in the city for the second year running. Together, we can ensure that Greater Dandenong is a thriving community, a preferred residential address and a much sought after business location.

Highlights

There have been a number of milestones reached in the past financial year that have seen us make significant progress. The council adopted over \$370 million worth of building approvals, leading the way for economic development in the city. This far exceeded our initial target of \$220 million for the financial year. The city is now among the top 10 council areas in terms of building activity and part of Melbourne's fastest suburban growth corridor. Together with our Retail Revitalisation strategy and Economic Development strategy, we are well placed to build on the great strides forward we have taken in the last twelve months.

Our Capital Improvement Program is on track, with work beginning on several important projects such as the \$13 million Drum Theatre at the Dandenong Town Hall. This

project is now nearing completion, with performances already booked for the theatre's first season due to begin in February 2006. The theatre will be a catalyst for revitalisation in the city centre and is one of the council's great successes for the year.

Work has also begun on a \$5.8 million community centre at Noble Park, cementing our commitment to improving services to older people, youth, families and children. Our 'Connected Seniors Program', implemented late last year, is already working to alleviate social isolation amongst our older residents. Youth are high on our list of priorities, with our successful youth leadership program delivering opportunities to the business leaders of tomorrow.

We have also taken great strides in community safety, with nearly 96 per cent of our residents telling us they feel safe in their homes during the day and 90 per cent during the evening, exceeding our expectations. Our community education and graffiti removal and prevention programs have contributed significantly to this, with council receiving 1,116 requests to remove graffiti.

We have made significant progress in the environment with the adoption of the Environmental Strategy. The strategy focuses on promoting the environmental impact



on residents' quality of life and the benefits of an improved environment on the city's economic vitality. This follows the planting of 20,000 seedlings throughout the city. More than 1,160 residents have been involved in tree planting this year, almost double our target of 600. Combined with the adoption of the Green Office program, council is leading the way in planning for a sustainable and environmentally friendly future. Waste to landfill was reduced, with an average of 4.9 kilograms of domestic recycling recovered per household per week in the municipality.

The council continued to advocate for improved transport options for residents, introducing a pilot Weekend Bus Service.

The results from the annual community satisfaction survey also ranked Greater Dandenong at the top of its local government group in the areas of advocacy, community engagement, enforcement, and town planning and policy. Statistically, the council remained largely consistent with last year's efforts, despite it being a year of major change.

Financial Performance

Despite these significant capital projects, the council achieved an operating surplus of \$5.21 million for 2004-2005. Cash held at year-end was \$3.7 million and council has maintained a healthy financial position.

Our five year Financial Plan is also structured to ensure that services to the community are maintained at least to the standard that they are now, whilst giving it the capacity and flexibility to create infrastructure improvements that assist in enhancing the lifestyle of the community.

Future Challenges

The council is looking towards the future with the investigation of a Strategic Service Partnership (SSP). The SSP will join the council with a private sector partner to deliver council services. The model will deliver high quality services and efficiencies and attract business from outside the city to grow Greater Dandenong both geographically and financially.

Our challenge as we head into these truly exciting waters will be to continue to build on our past successes and continue to foster the partnerships we have built between the councillors, our community and staff.

On behalf of the Executive team, I would like to take this opportunity to thank the councillors, staff and the community who have assisted in achieving the results of the past twelve months. In the next twelve months, these partnerships will become even more important.

Carl Wulff
Chief Executive Officer



PERFORMANCE AT A GLANCE

ECONOMIC
WELLBEING

HIGHLIGHTS

- Community Satisfaction with the performance of council's town planning policies and approvals was 68% in the Local Government Annual Community Satisfaction Survey.
- New investment in residential, commercial and industrial properties as measured through building approvals reached \$375M.
- 5 Central Dandenong improvement plans are currently active.

CHALLENGES

- Reducing the average decision making timeframe for delegated planning approvals.
- Community Satisfaction with local roads and footpaths fell to 62%.

FUTURE DIRECTION

- The Springvale Structure Plan will be exhibited prior to submission to council for adoption.
- A draft Economic Development Strategy including a Strategic Employment Framework has been developed and is anticipated that it will be adopted within the coming year.
- Destination Dandenong – Central Dandenong Structure Plan will be submitted to council for adoption.
- More opportunities for automated and on-line information for rates and parking fines will be provided.

More Info on Page 14

SOCIAL
WELLBEING

HIGHLIGHTS

- "The Time of Your Life" Youth Strategy programs implemented including research into youth needs, Youth Leadership Program and improving drug and graffiti prevention programs.
- Municipal Families with Children Strategy adopted.
- Community Satisfaction with Health & Human Services was 73% in the Local Government Annual Community Satisfaction Survey.
- Residents perception of safety in their homes during the day rose to 96% and at night were 90% indicating that council's safety promotion activities are positively influencing perceptions of crime.
- Community satisfaction levels with library services were recorded at 99%.
- Over 4,000 people visited the libraries.

CHALLENGES

- Demand for services for the aged continue to be high.

FUTURE DIRECTION

- Establish an Integrated Youth Services Centre at Hemmings Park.
- Complete Noble Park Community Service Centre construction.
- Officially open the Drum Theatre at the Dandenong Town Hall.

More Info on Page 16



PERFORMANCE AT A GLANCE

ENVIRONMENTAL WELLBEING	CIVIC WELLBEING
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Shopfront Improvement Scheme was successfully run with 30 agreements reached to improve local shopfronts. • Environmental Improvement Strategy prepared and adopted. • 1,160 residents participated in tree planting events. • 20,000 seedlings were planted throughout the city. • Domestic recyclables rose to 4.91kg per household per week. 	<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Community Satisfaction with council's role in advocacy was 66%. • Many Best Value improvement plans were identified including traineeship opportunities, talking technology in the libraries, re-branding of community newsletters and reducing paper usage. • Youth Participatory Leadership Program developed and conducted.
<p>CHALLENGES</p> <ul style="list-style-type: none"> • Average kilograms of domestic waste to landfill per household per week remains high at 10.61 kg. 	<p>CHALLENGES</p> <ul style="list-style-type: none"> • Community Satisfaction with customer contact fell to 72%.
<p>FUTURE DIRECTION</p> <ul style="list-style-type: none"> • Over 800 street trees will be planted throughout the city. • Over 18,000 seedlings are expected to be planted over the next twelve months. 	<p>FUTURE DIRECTION</p> <ul style="list-style-type: none"> • Remaining service reviews to be completed within the year. • Council election to be held in November 2005.
More Info on Page 20	More Info on Page 22



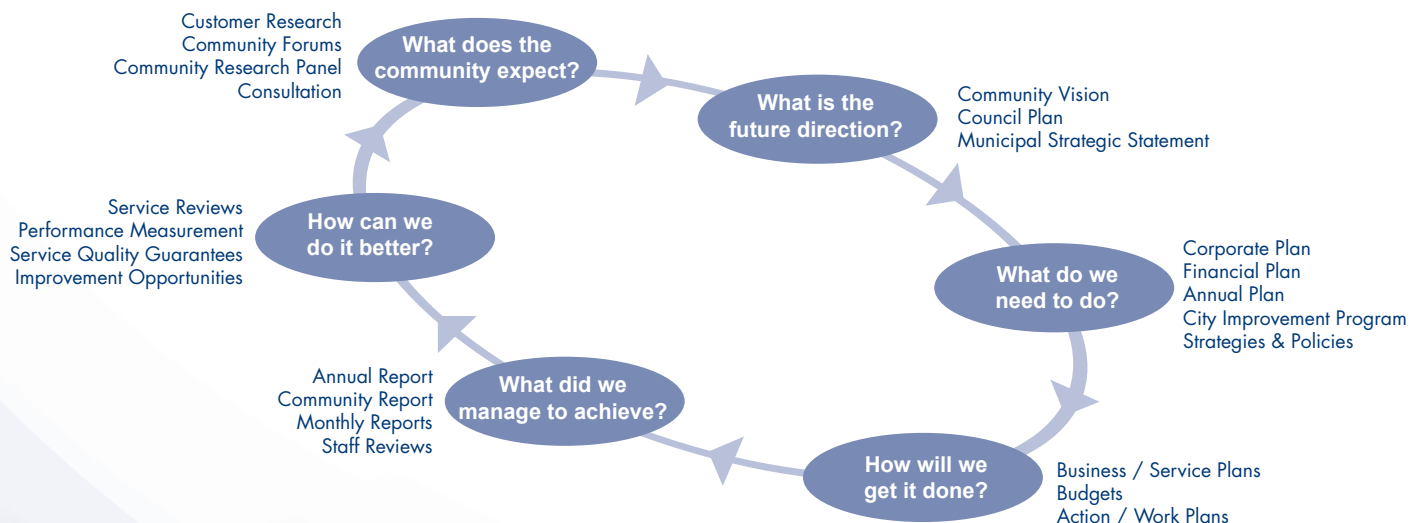
PERFORMANCE STATEMENT

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

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

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

Since 1997-1998, there has been a requirement for councils to adopt an annual plan as part of its corporate planning cycle and as from 1998-1999 to include in its annual report a statement of performance against the targets set in the annual plan.





ANNUAL MEASURES & TARGETS

>ECONOMIC WELLBEING

Strategic Objective: we will effectively manage the resources and assets of the city, promote thoughtful development, encourage the growth of business and diversified employment opportunities, actively encourage infrastructure investment to support the council's social, cultural, environmental and civic plans and achieve continuing economic growth.

Strategic Goal: Broad-based sustainable economic development that attracts new business, retains existing business and generates employment, income and social opportunities for all residents.

Strategic Indicators	
Community satisfaction with the overall performance of the council in encouraging economic development as measured through the Local Government Sector Annual Community Satisfaction Survey Target 2004-2005: 64%	Target not achieved. The results of the 2005 Annual Community Satisfaction Survey for Local Government show that the City of Greater Dandenong has achieved a result of 62%.
City of Greater Dandenong Economic Growth Index Target 2004-2005: \$5.04 billion	This indicator did not provide an adequate or accurate reflection of the economic wellbeing of Greater Dandenong. Therefore the indicator was removed in April 2005 and replaced with "New investment in residential, commercial and industrial properties as measured by building approvals".
Labour force participation rates for all age segments increased Target 2004-2005: 15-24 year olds 61% Target 2004-2005: 25-44 year olds 74% Target 2004-2005: 45-54 year olds 77%	This indicator did not provide an adequate or accurate reflection of the economic wellbeing of Greater Dandenong. Therefore the indicator was removed in April 2005 and replaced with "New investment in residential, commercial and industrial properties as measured by building approvals".
New investment in residential, commercial and industrial properties as measured by building approvals Target 2004-2005: \$220 million	Target achieved. \$375,737,397 worth of building approvals during 2004-2005.
Strategic Activities	
Economic Development Strategy adopted by 30 June 2005	Target not achieved. A draft Economic Development Strategy was approved by the Executive on 31 May and sent to councillors on 8 June.
Employment Strategy adopted and published by 30 June 2005	Target not achieved. A Strategic Employment Framework was presented to the Executive on 28 June.



ANNUAL MEASURES & TARGETS

>ECONOMIC WELLBEING

Strategic Goal: Retail, commercial and residential service precincts of the city continually developed with a focus on achieving Transit City outcomes for Central Dandenong.

Strategic Indicators	
Number of businesses operating in Central Dandenong	Target achieved.
Target 2004-2005: 844	A 'Retail and Commercial Occupancy Review' conducted in January identified 916 retail and commercial businesses operating in Central Dandenong.
Strategic Activities	
Central Dandenong improvement plans developed and action plan prepared by 30 June 2005	<p>Target achieved.</p> <p>Currently there are 5 active improvement plans:</p> <ul style="list-style-type: none"> • Comprehensive Development zone forwarded to the Minister for gazettal. • Market redevelopment Stage 1 planning application approved by Council on 28 February 2005. • Construction of the Dandenong Town Hall redevelopment. • Metro 3175 Stage 1 works began in May 2005. • Vision statement, "Destination Dandenong" published.





>SOCIAL WELLBEING

Strategic Objective: we will strengthen community and other strategic partnerships to develop a resilient, welcoming and safe city supported by an appropriate range of services that meet the needs of our increasingly robust and diversified population.

Strategic Goal: Strategic Goal: The community's general health and wellbeing improved through public health programs, health awareness campaigns and food safety education.

Strategic Indicators	
Community satisfaction with the overall performance of the council's health and human services as measured through the Local Government Sector Annual Community Satisfaction Survey	Target achieved. The results of the 2005 Annual Community Satisfaction Survey for Local Government show that the City of Greater Dandenong has achieved a result of 73%.
Target 2004-2005: 73%	
Strategic Activities	
Municipal Families with Children Strategy developed and adopted by 31 December 2004	Target not achieved. The Municipal Families with Children Strategy was adopted by council on 15 March.
Youth Strategy 2004-2005 program implemented by 30 June 2005	Target not achieved. The following programs from the Youth Strategy "The Time of Your Life" have been implemented: <ul style="list-style-type: none"> • Research into youth needs • Improve access to youth services • Establishing a Youth Precinct in Hemmings Park • Support a youth led committee to organise music events • Published a youth magazine QM • Published a Y-links directory • Developed a Youth Leadership program • Delivered value for money school holiday programs • Partnered with other council departments to improve drug and graffiti prevention and health programs • Promote Road Safety awareness



ANNUAL MEASURES & TARGETS

>SOCIAL WELLBEING

Strategic Activities

Strategy for Increased Aged Care Packages developed and implemented by 30 September 2004

Target not achieved.

Two submissions were prepared and submitted, one for additional general community aged care packages and one for Non English Speaking Background (NESB) specific packages, to the Department of Health and Ageing on 17 September. These submissions were unsuccessful.

Strategic Goal: Leisure opportunities increased, participation encouraged and improved quality of life promoted through effective planning and use of the city's parklands, gardens, sport and recreational facilities, bushland and open space corridors.

Strategic Indicators

Community satisfaction with the overall performance of the council's recreation facilities as measured through the Local Government Sector Annual Community Satisfaction Survey

Target 2004-2005: 73%

Target achieved.

The results of the 2005 Annual Community Satisfaction Survey for Local Government show that the City of Greater Dandenong has achieved a result of 74%.

Strategic Activities

Leisure Strategy reviewed and adopted by 30 June 2005

Target not achieved.

The Leisure Strategy was reviewed in June and those objectives and actions that have been achieved to date and those which have ongoing commitment have been reported. Also identified are additional actions not contained in the original strategy.



>SOCIAL WELLBEING

Strategic Goal: The impact of anti-social and criminal activities, including use of illegal drugs, vandalism, graffiti, property crimes and family violence is reduced through community education and participation opportunities, graffiti removal and prevention programs, increased police resources and home safety information.

Strategic Indicators

Proportion of residents who consider there is less crime in the local area now compared to 5 years ago as measured through the Perceptions of Local Safety Survey

Target 2004-2005: 18%

Target achieved.

Results from the May 2004 survey received by Greater Dandenong in October 2004 show that the proportion of residents that consider there is less crime in the local area now compared to five years ago is 24%.

Strategic Activities

Municipal Drugs and Community Safety Strategy adopted by 30 September 2004

Target not achieved.

The Safe City Framework 2004-2008 - a strategy for an integrated response to Drug and Community Safety issues was adopted by council on 13 December 2004.





ANNUAL MEASURES & TARGETS

>SOCIAL WELLBEING

Strategic Goal: The visual appearance and usefulness of public spaces, leisure areas, footpaths, sporting facilities, bicycle networks, street furniture and lighting improved in our city through timely management, maintenance and renewal programs.

Strategic Indicators

Community perception of the appearance of public areas as measured through the Local Government Sector Annual Community Satisfaction Survey	Target not achieved.
Target 2004-2005: 67%	The results of the 2005 Annual Community Satisfaction Survey for Local Government show that the City of Greater Dandenong has achieved a result of 66%.

Strategic Activities

Digital graffiti database compatible with Victoria Police developed by 30 June 2005	Target achieved. The City of Greater Dandenong is forwarding the monthly graffiti removal statistics to be uploaded to the Victoria Police database, as the systems are compatible.
Street cleansing cycle published in 2nd City News, 2nd City News In Brief and www.greaterdandenong.com twice yearly by 30 June 2005	Target not achieved. The program was advertised in the November edition of 2nd City News. Sweeping dates for the respective areas for the next 12 months were mailed out to residents during October 2004.



>ENVIRONMENTAL WELLBEING

Strategic Objective: we will act locally to improve air and water quality, to reduce litter, to reduce waste, to reduce water and energy consumption, to enhance the city's natural and built living environment and provide leadership to the community in improving sustainability.

Strategic Goal: The environment of our city improved through promotion of increased tree planting, emission controls, energy efficiency, public transport alternatives, community education and actions to achieve a more sustainable future.

Strategic Indicators	
Number of seedlings planted	Target achieved.
Target 2004-2005: 12,000	20,000 seedlings have been planted at various sites throughout the city.
Strategic Activities	
Environmental Improvement Strategy prepared and adopted by 30 June 2005	Target achieved.
	The Environmental Strategy was adopted by Council on 27 June.





ANNUAL MEASURES & TARGETS

>ENVIRONMENTAL WELLBEING

Strategic Goal: Waste to landfill and littering reduced through education programs, improved waste management technology and enforcement.

Strategic Indicators	
Average kilograms of domestic waste to landfill per household per week	Target not achieved.
Target 2004-2005: 9.86 kilograms	Average kilograms of domestic waste to landfill per household was 10.61 kg per week.
Average kilograms of domestic recyclables recovered per household per week	Target achieved.
Target 2004-2005: 4.6 kilograms	Average kilograms of domestic recycling recovered was 4.91 kilograms per household per week.
Average kilograms of green waste collected per household per week	Target not achieved.
Target 2004-2005: 4.69 kilograms	Average kilograms of green waste collected per household per week was 2.50kg.
Strategic Activities	
Household guide to waste reduction and recycling prepared and published by 30 June 2005	Target not achieved.
	This project has been deferred until a Waste Education Officer is appointed in 2005-2006.
Litter education kit prepared and published by 30 June 2005	Target not achieved.
	A litter education kit to address dumped rubbish at multi unit developments is being prepared.



>CIVIC WELLBEING

Strategic Objective: we will encourage effective public participation in the life of the city by publishing and distributing information on the overall activities of the city, by creating opportunities for the community to contribute to decision making on matters that affect the long term sustainability of the city and actively engage the community in celebrating achievement, participating in civic affairs and being involved in community life.

Strategic Goal: Plans that guide the future direction of the city are developed, maintained and regularly reported on using feedback from the community, responsible management of finances, allocation of resources and open and accountable good governance practices.

Strategic Indicators	
Community satisfaction with the council's advocacy and community representation of local issues as measured through the Local Government Sector Annual Community Satisfaction Survey Target 2004-2005: 69%	Target achieved. The results of the 2005 Annual Community Satisfaction Survey for Local Government show that the City of Greater Dandenong has achieved a result of 69%.
Community satisfaction with the overall performance of the council in engaging the community in decision making on key local issues as measured through the Local Government Sector Annual Community Satisfaction Survey. Target 2004-2005: 67%	Target not achieved. The results of the 2005 Annual Community Satisfaction Survey for Local Government show that the City of Greater Dandenong has achieved a result of 66%.
Strategic Activities	
Annual Report for 2003-2004 prepared, adopted and published by 30 September 2004	Target achieved. The Annual Report was adopted by Council on 6 September and sent to the Minister on 28 September.
Council Plan for period 2005-2009 prepared, adopted and published by 30 June 2005	Target achieved. The Council Plan was adopted by Council on 20 June and sent to the Minister on 28 June.
Community Plan for 2005-2006 prepared, adopted and published as part of the Council Plan by 30 June 2005	Target achieved. The Community Plan for 2005-2006 has been renamed and adopted by Council on 20 June as the Corporate Plan 2005-2006. The Corporate Plan was sent to the Minister on 28 June.



ANNUAL MEASURES & TARGETS

>CIVIC WELLBEING

Strategic Activities	
Financial Plan for period 2005-2009 prepared and adopted by 30 June 2005	<p>Target achieved.</p> <p>The five year Financial Plan was adopted by Council on 20 June and sent to the Minister on 28 June.</p>
Financial Plan for period 2005-2006 prepared and adopted by 30 June 2005	<p>Target achieved.</p> <p>The Financial Plan was adopted by Council on 20 June and sent to the Minister on 28 June.</p>

Strategic Goal: Mechanisms for resident participation in decision-making, policy development and governance expanded and maintained.

Strategic Indicators	
<p>Number of residents accessing web-cast council meetings</p> <p>Target 2004-2005: 6,300</p>	<p>Target not achieved.</p> <p>The number of residents accessing webcast council meetings is unobtainable. 588 people accessed live web-cast council meetings and 2,944 people accessed archived webcast council meetings.</p>
Strategic Activities	
Consultation Register established and maintained by 30 September 2004	<p>Target achieved.</p> <p>Consultation registers for planning and research consultation are used to record the number of participants.</p>



>CIVIC WELLBEING

Strategic Goal: Four yearly elections conducted in a manner that maximises voter involvement and which supports well informed candidates.

Strategic Indicators	
Voter turnout at election	Not applicable.
Target 2004-2005: No Election	Next election to be held 26 November.
Strategic Activities	
Candidate information kit prepared and completed by 30 June 2005	Target not achieved. A candidate information kit is being developed in conjunction with the Municipal Association of Victoria.
Contract to hold elections in November 2005 advertised and let by 30 June 2005	Target achieved. Contract advertised and let by Council on 14 June.





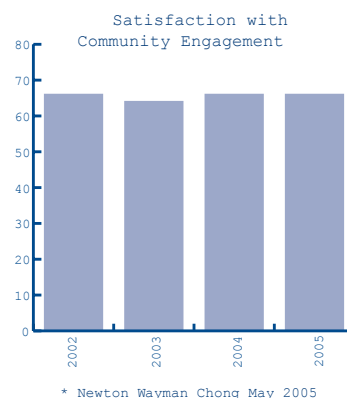
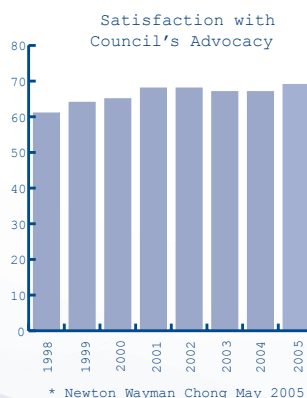
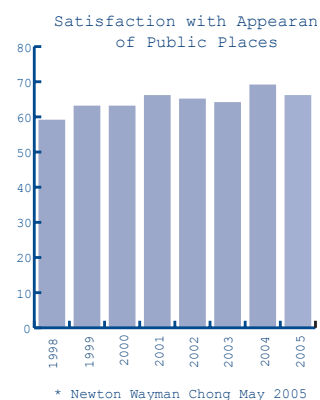
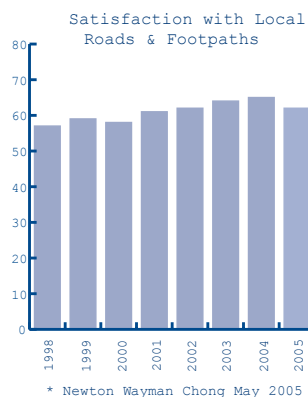
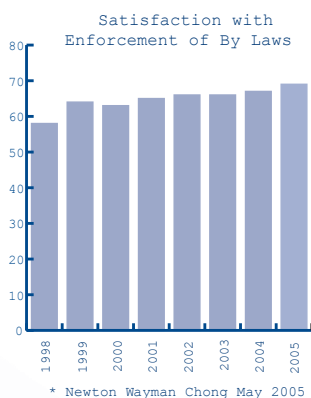
COMMUNITY SATISFACTION

Results of the state-wide Local Government Annual Community Satisfaction Survey were released in May 2005. Overall community satisfaction with the performance of council was 68, two points lower than the 2003-2004 result of 70.

These results showed some significant increases in the areas of Advocacy, Enforcement of Local Laws and Community Engagement. A comparison of our results

with those of other outer suburban councils shows that in the areas of Enforcement of Local Laws and Community Engagement, Greater Dandenong achieved the highest result of all councils in this group.

Key improvement areas include Customer Contact, Local Roads and Appearance of Public Places. These areas will continue to remain a focus over the coming years.





	2005	Target	Variance
Performance of Council	68	69	-1%
Local Roads and Footpaths	62	65	-3%
Health and Human Services	73	73	-
Recreational Facilities	74	73	1%
Appearance of Public Areas	66	67	-1%
Traffic Management and Parking Facilities	62	64	-2%
Waste Management	78	77	1%
Enforcement of By Laws	69	68	1%
Economic Development	62	64	-2%
Town Planning Policy and Approvals	68	68	-
Performance in Key Service Areas	68	68	-
Customer Contact	72	78	-6%
Advocacy & Community Representation on Key Local Issues	69	69	-
Community Engagement	66	67	-



PROGRESS AGAINST FINANCIAL TARGETS

Outputs	Note	Measures	Actual 2003- 2004	Actual 2004- 2005	Target 2004- 2005	Difference
Rates Management		Total rates and charges declared (\$000's)	\$47,686	\$52,100	\$52,100	-
		Average rates and charges (per assessment)	\$889	\$967	\$967	-
		Rates and charges (per capita)	\$365	\$392	\$392	-
		Rates and charges (% of CIV)	0.46%	0.36%	0.36%	-
		Average residential rates and charges per assessment	\$602	\$639	\$631	\$8
Dependence on Rates and Grants		Rates and charges (% of total recurrent revenue)	48.66%	52.64%	57.42%	(4.78%)
		Financial assistance grants (per capita)	\$45.84	\$45.67	\$46.04	(\$0.37)
Achieve Financial Plans	1	% achievement of budgeted operating surplus (actual against original budget)	1221%	376.72%	100%	276.72%
	2	% achievement of capital expenditure program	58%	80.37%	100%	(19.63%)
Financial Health	1	Operating surplus/(deficit) (% of total recurrent revenue)	60.4%	11.7%	3.4%	8.3%
		% change in net assets from previous year	8.2%	1.5%	0.4%	1.1%
		Debt servicing costs as % of rates and charges revenue	2.4%	2.0%	5.9%	(3.9%)
		Working capital ratio (current assets/current liabs.)	1.73	0.71	1.44	0.73
	1	Operating result per assessment	\$1,108	\$213	\$57	\$156
Capital Expenditure	2	Ratio of capital expenditure to total depreciation	0.88	1.58	2.10	(0.52)
	2	Average capital expenditure (per assessment)	\$261	\$466	\$643	(\$177)
Infrastructure Renewal	3	Ratio of current spending on renewal to the long term AAAC.	0.38	0.16	1.69	(1.53)
Infrastructure Renewal & Maintenance	3	Ratio of current spending on renewal plus maintenance to the long term AAAC plus maintenance.	0.40	0.19	1.58	(1.39)
Debt Management		Rates, fees and charges outstanding at 30 June 2004.	3.69%	8.54%	9.48%	(0.94%)
	4	Average liabilities per assessment	\$488	\$615	\$560	(\$55)
Operating Costs	5	% change in net operating expenditure (from 30 June 2003)	4.59%	12.04%	9.39%	2.65%
	5	Average operating expenditure per assessment	\$1,551	\$1,720	\$1,628	\$92
	5	Operating expenditure per capita	\$636	\$696	\$675	\$21
	5	% Change in operating expenditure per capita	4.59%	12.04%	9.39%	2.65%



NOTES - COMMENTS ON SIGNIFICANT VARIANCES

1. The operating result for the year 2004-2005 includes an unbudgeted increase in the value of council's infrastructure assets of \$6.0M and gifted assets through subdivision activity of \$8.6M, partly offset by increased expenditure (see note 5).
2. The budgeted capital expenditure program for 2004-2005 was \$34.6M used in determining the target. The actual capital expenditure for the year was \$25.1M. There was a delay in the commencement of works on some of the planned major capital works in 2004-2005 which caused this variance.
3. At the time of setting the target capital expenditure a rough estimate was made in relation to amounts to be spent on maintenance and renewals. The actuals were less than estimated.
4. Total liabilities at June 2005 year was more than budget (target) due to an increase in creditors for major capital works that were committed at year end and trust funds for land sale deposits received at year end.
5. The total expenditure for 2004-2005 excludes depreciation and cost of assets sold. The increased expenditure essentially represents redundancy payments, refunds of developer contributions, higher than expected costs associated with collection and disposal of waste, increased costs in the maintenance of council parks and gardens and increased maintenance obligations that council undertook for roads and drains under the new Road Management Bill.





CERTIFICATION

In our opinion the accompanying Performance Statement of the City of Greater Dandenong in respect of the 2004-2005 financial year, is presented fairly and in accordance with the Local Government Act 1989.

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

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

Cr. Maria Sampey
Mayor

Cr. Kevin Walsh RFD

Carl Wulff
Chief Executive Officer

Dated: 12 September 2005
Location: Springvale



AUDITOR GENERAL VICTORIA

INDEPENDENT AUDIT REPORT

Greater Dandenong City Council

To the Councillors

Scope

The Performance Statement

The accompanying performance statement for the year ended 30 June 2005 of Greater Dandenong City Council consists of the statement, the related notes and the supporting declaration.

Councillors' Responsibility

The Councillors of Greater Dandenong City Council are responsible for the preparation and presentation of the performance statement and the information it contains.

Audit Approach

As required by the *Local Government Act* 1989, an independent audit has been carried out in order to express an opinion on the performance statement. The audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the performance statement is free of material misstatement.

The audit procedures included:

- examining information on a test basis to provide evidence supporting the amounts and disclosures in the statement
- obtaining written confirmation regarding the material representations made in conjunction with the audit
- reviewing the overall presentation of information in the statement.

These procedures, which did not extend to an assessment of the relevance or the appropriateness of the performance measures contained within the statement, have been undertaken to form an opinion as to whether, in all material respects, the performance statement is presented fairly in accordance with the *Local Government Act* 1989.

The audit opinion expressed in this report has been formed on the above basis.

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 are to be exercised. The Auditor-General and his staff and delegates comply with all applicable independence requirements of the Australian accounting profession.

Audit Opinion

In my opinion, the performance statement of Greater Dandenong City Council in respect of the 30 June 2005 financial year is presented fairly in accordance with the *Local Government Act* 1989.

MELBOURNE
19 September 2005


JW CAMERON
Auditor-General

Victorian Auditor-General's Office Level 34, 140 William Street, Melbourne Victoria 3000
Telephone (03) 8601 7000 Facsimile (03) 8601 7010 Email comments@audit.vic.gov.au Website www.audit.vic.gov.au

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Auditing in the Public Interest

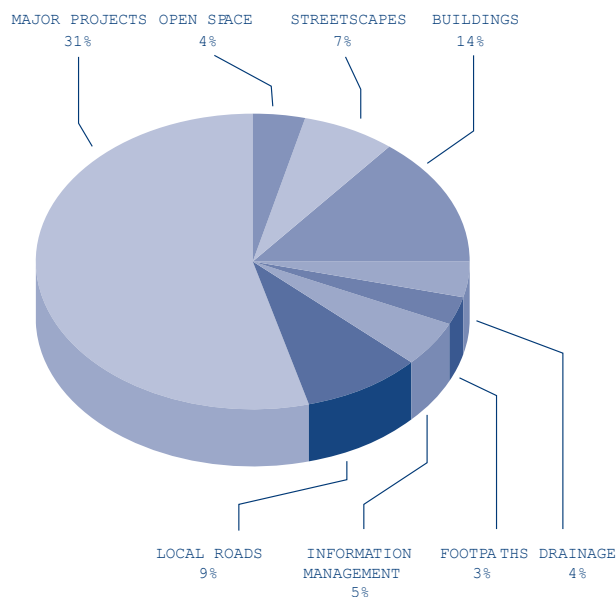


CITY IMPROVEMENT PROGRAM

The City Improvement Program has been established to plan, program and manage the city's public assets including roads, drains, buildings, parks, open spaces, playgrounds, footpaths, and bike paths. Once a year, we invite the community to put forward proposals for public works that they consider will benefit the Greater Dandenong community. The yearly City Improvement Program budget is determined within the city's annual budget formulation process and the size of this budget depends on funding ability and other responsibilities. Once approved, projects are planned, designed and delivered by 30 June.

The council continued towards its commitment to spending more than \$65 million on capital works over a five year period with a further \$23.35 million being spent in 2004-2005. The amount spent on capital works was below the budgeted expenditure of \$25.32 million due to a number of projects not being completed by 30 June.

All projects not completed in 2004-2005 will be completed in 2005-2006.





Major Projects	
Total	\$12,771,209
Buildings	
Improvements	\$2,550,798
Major Maintenance	\$611,994
Total	\$3,162,792
Drainage	
New Construction	\$447,943
Rehabilitation	\$416,919
Total	\$864,862
Footpaths	
New Construction	\$6,931
Rehabilitation	\$656,880
Total	\$663,811
Local Roads	
New Construction	\$260,169
Rehabilitation	\$562,403
Resurfacing	\$373,943
Roadside Furniture & Lighting	\$77,722
Traffic Management & Parking	\$874,435
Total	\$2,148,672
Streetscapes	
Rehabilitation	\$1,636,793
Total	\$1,636,793
Open Space	
Parks	\$481,502
Sports Reserves	\$273,231
Bike Paths	\$16,616
Playgrounds	\$231,470
Total	\$1,002,819
Knowledge Management	
Library Services	\$598,467
Computer Equipment & Data Capture	\$498,751
Total	\$1,097,218
Capital Expenditure Total (including external funding)	\$23,348,176

Major projects included the continuing redevelopment of the Dandenong Town Hall and the Noble Park Community Services Centre, it also included the Operations Centre relocation and development and the Tatterson Park development.

Buildings works included renovations and safety improvements at the Dandenong Oasis and the Noble Park Swim & Skate Centre. Sports pavilion kitchens were upgraded to Health Department standards at four locations. Disabled access was improved at various locations and maintenance works were undertaken at Dandenong Basketball Stadium.

Drainage works included minor drainage works at various locations, drainage improvements at Fintonia Road, Noble Park and a litter trap was installed at Dandenong Wetlands.

Footpath works included the construction of a footpath to connect existing paths near Ross Reserve and a city wide footpath renewal program, based on customer requests and condition audits.

Local roads work included the reconstruction, rehabilitation and resurfacing of roads throughout the city. Traffic management devices were installed municipal-wide and signage was upgraded to Australian Standards.

Streetscape works included street tree planting, decorative paving and landscaping and a rubbish bin upgrade program. Other works included the shop front improvement scheme and a public art in central Dandenong.

Open space works included tree planting, playgrounds and equipment installed at various reserves across the city and gravel bike paths resurfaced at various locations. Also various improvement works were undertaken at several sporting ovals including the upgrade of tennis courts at one location. Dog off leash areas were also introduced at various reserves.

Knowledge management expenditure included the purchase of new library materials, a condition audit of council's roads, a printer replacement program and the records management scanning project.



COMMUNITY GRANTS AND DONATIONS PROGRAM

The Community Grants and Donations Program is an annual program that supports the community through the allocation of funds for programs, projects and activities.

Approximately \$1.6 million is distributed annually towards a range of activities for youth, families, festivals, leisure and recreation, aged and disability programs, arts activities and community and cultural development.

Successful applications aim to encourage community participation and promote wellbeing, and as such are aligned to council's corporate goals. In 2004-2005 the Community Grants and Donations Program comprised of four distinct funding programs.

For full details of the Community Grants program please refer to greaterdandenong.com.

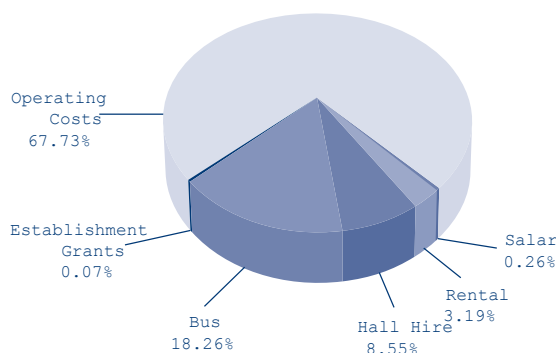
>GENERAL SUPPORT AND ESTABLISHMENT GRANTS

The bulk of the Community Grants and Donations Program – \$1,477,524 in 2004-2005 was in the area of General Support. This annual program was open between March and May 2004 and distributed funds to 180 applications from 218 applications received.

Purposes funded in the area of general support include operating costs (for example project costs, purchase of resources and running costs), salary costs, bus hire, hall hire, rental, and establishment grants.

Establishment Grants encourage applications from new and emerging groups via a specific grant that provides up to \$1,000 towards group establishment issues such as becoming incorporated, meeting room hire and stationary costs. 2004-2005 saw three new groups benefit from this grant to a total of \$3,000.

General Support and Establishment grants were made in 15 community categories. The table below shows the total amount funded in each category, how many applications this amount covered and the application success rate per category.



	Total amount funded	Number of applications funded	Application success rate
Community Services & Information	\$339,677	25	78%
Community Centres & Neighborhood Houses	\$259,427	15	94%
Older Persons Services	\$204,831	32	84%
Festivals	\$183,750	13	87%
Youth Services	\$110,500	12	50%
Material Aid	\$89,599	12	86%
Sponsorship	\$76,250	8	100%
Children and Family Services	\$60,284	16	84%
Health	\$47,734	10	100%
Arts	\$24,950	10	91%
Leisure Activities	\$24,556	14	82%
Disability Services	\$21,253	5	83%
Business	\$15,525	4	100%
Heritage	\$14,188	2	100%
Environment	\$5,000	2	100%
Total	\$1,477,524	180	



>COMMUNITY STRENGTHENING PROJECTS

The grant area of Community Strengthening Projects was introduced in 2002-2003 to support new programs with a “community building” outcome. The aim is to strengthen the capacity of community groups to participate in, and influence the growth and development of their community. Support is given to innovative projects that will not only enhance existing strengths and capabilities, but also work towards the long-term goal of improving the social, economic, and environmental circumstances of the wider local community.

In 2004-2005, 46 applications were received in this area and 20 projects were funded to the value of \$150,000. Types of projects funded include leadership and mentoring programs for young people, programs to tackle men’s health and issues of social isolation, workshops dealing with inter-generation difference amongst newly settled migrant groups and a peer support life skills program for people with multiple sclerosis.

>OCCASIONAL GRANTS

Occasional Grants for amounts up to \$1,000 are available to individuals and community organisations operating within the municipality. Occasional Grant applications are open throughout the year, providing council with the flexibility to respond to ad-hoc, changing circumstances amongst community groups or individuals.

Occasional Grant funding has enabled young Greater Dandenong residents to represent their state or Australia

at sporting events and community groups to conduct minor repairs at their facilities to address emergency situations.

The 2004-2005 Occasional Grant program received 168 applications, of which 132 were funded to a total value of \$53,220.





CORPORATE GOVERNANCE

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.

>COUNCIL'S ROLE

The City of Greater Dandenong's 11 councillors are elected 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
- enforcement of local laws

The Chief Executive Officer (CEO) is appointed by Council for the purposes of managing the daily business

of the organisation. The CEO may delegate to other council officers to enable the functions of council to be undertaken in an accountable, efficient and effective manner.

Council Meetings

Council conducts its business in open and publicly advertised meetings. In 2004-2005 there were 23 ordinary and three special meetings of Council. Listed below are the number of meetings attended by individual councillors.

	ORDINARY MEETINGS	SPECIAL MEETINGS
Number of Meetings Held	23	3
Cr. Roz Blades	23	3
Cr. Peter Brown	21	3
Cr. Youhorn Chea	21	3
Cr. Paul Donovan	21	3
Cr. David Kelly	22	2
Cr. John Kelly	21	3
Cr. Angela Long	18	3
Cr. Naim Melhem	22	3
Cr. Clare O'Neil	19	3
Cr. Maria Sampey	21	3
Cr. Kevin Walsh	20	3

Councillor Code of Conduct

The City of Greater Dandenong's Code of Conduct – Councillors sets out guidelines within which councillors and council representatives must operate. It outlines behaviours and actions, which will 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. No breaches were reported during 2004-2005.

Councillor Remuneration

The mayoral annual allowance for 2004-2005 was \$46,500 and the use of a fully maintained vehicle. The councillor annual allowance for 2004-2005 was \$15,000.

>E-GOVERNMENT

As part of Council's commitment to open and accountable government all ordinary and special meetings of Council are webcast on greaterdandenong.com. During 2004-2005 the average number of "log-ins" to the live webcast was 26, with 2,944 people accessing archived (non-live) webcast council meetings. The council has been pleased with the results and will continue to webcast meetings during 2005-2006. The City of Greater Dandenong is one of only three municipalities in Victoria to webcast Council meetings.

>COMMUNITY LEADERSHIP

Council conducted three major neighbourhood forums during 2004-2005. The purpose of each forum was to provide information and explanation to the community on significant projects that will impact their local area. The forums also provide an opportunity for the community to engage in discussions on issues of concern to them. A positive response from the community was reflected by the escalating levels of attendance. Councillors will continue to hold neighbourhood forums in 2005-2006.



Councillors

Back row from left to right: Cr John Kelly, Cr Paul Donovan, Cr Naim Melham, Cr Maria Sampey (Mayor), Cr David Kelly, Cr Peter Brown, Cr Kevin Walsh.

Front row from left to right: Cr Angela Long, Cr Roz Blades, Cr Clare O'Neil, Cr Youhorn Chea.



CORPORATE GOVERNANCE

>REPRESENTATION

Councillors have been appointed as representatives of the following organisations/committees that assist the council and the community in the provision of services to the people of Greater Dandenong:

Organisation	Councillors 1 July 2004 – 1 December 2004	Councillors 2 December 2004 – 30 June 2005
Advisory Committees		
Audit Committee	Cr. Kevin Walsh Cr. Clare O'Neil	Cr. Maria Sampey Cr. Kevin Walsh
Reference Groups		
Dandenong Basketball Stadium	Cr. John Kelly Cr. Roz Blades Cr. Angela Long Cr. David Kelly	Cr. Roz Blades Cr. Angela Long Cr. David Kelly
Oasis Reference Group	Cr. John Kelly Cr. Paul Donovan Cr. David Kelly Cr. Youhorn Chea	Cr. Angela Long Cr. David Kelly Cr. John Kelly*
Springers Reference Group	Cr. Roz Blades Cr. Peter Brown Cr. Youhorn Chea	Cr. Roz Blades Cr. Peter Brown Cr. Youhorn Chea
Other Councillor Representations		
Australian Local Government – Nuclear Free Zones and Toxic Industries Secretariat	Cr. Maria Sampey	Cr. Maria Sampey Cr. Naim Melhem*
Australian Sister Cities Association	Cr. Angela Long Cr. Roz Blades*	Cr. Angela Long
Community Advisory Group for the Mitcham/Frankston Freeway Project	Cr. Kevin Walsh	Cr. Clare O'Neil
Cyrene Centre - Board of Management	Cr. Roz Blades Cr. Kevin Walsh*	Cr. Roz Blades Cr. Kevin Walsh*
Dandenong Benevolent Society	Cr. Maria Sampey	Cr. Maria Sampey
Dandenong Community Advisory Bureau	Cr. David Kelly	Cr. David Kelly
Dandenong Day Nursery	Cr. Angela Long	Cr. Angela Long
Dandenong Development Board	Cr. Clare O'Neil	Cr. Maria Sampey
Dandenong Community Drug Action Forum	Cr. Angela Long	Cr. Angela Long
Dandenong Fire Brigade	Cr. David Kelly	Cr. David Kelly
Disability Reference Group (Disability Consultative Committee)	Cr. Maria Sampey Cr. Roz Blades*	Cr. Maria Sampey Cr. Roz Blades
Eastern Ring Road Steering Committee	Cr. Kevin Walsh	Cr. Kevin Walsh
Greater Dandenong Australia Day Committee	Cr. Clare O'Neil Cr. David Kelly	Cr. Maria Sampey Cr. David Kelly*
Greater Dandenong Children's Services Association	Cr. Roz Blades Cr. Maria Sampey*	Cr. Maria Sampey Cr. Roz Blades*
Greater Dandenong Interfaith Network	Cr. Maria Sampey Cr. Roz Blades Cr. Naim Melhem	Cr. Clare O'Neil



Organisation	Councillors 1 July 2004 – 1 December 2004	Councillors 2 December 2004 – 30 June 2005
Heritage Hill Advisory Committee	Cr. David Kelly	Cr. David Kelly
Inter-Council Aboriginal Consultative Committee – South East Region	Cr. Angela Long	Cr. Angela Long
International Council for Local Environmental Initiatives		Cr. Angela Long
Lyndale Secondary College Council	Cr. Maria Sampey	Cr. Maria Sampey
Melbourne 2030 – City of Greater Dandenong Spokesperson	Cr. Naim Melhem	Cr. Naim Melhem
Migrant Settlement Committee	Cr. Youhorn Chea	Cr. Youhorn Chea
Mills Reserve Hockey Group Incorporated Committee	Cr. Angela Long Cr. Paul Donovan*	Cr. Angela Long Cr. Paul Donovan*
Municipal Association of Victoria (MAV)	Cr. Clare O'Neil Cr. Youhorn Chea*	Cr. Clare O'Neil# Cr. Naim Melhem# Cr. Maria Sampey*
Municipal Association of Victoria – Strategic Environment Advisory Group	Cr. Naim Melhem	Cr. Clare O'Neil
Municipal Fire Prevention Committee	Cr. David Kelly Cr. Youhorn Chea*	Cr. David Kelly
Noble Park – Keysborough Drug Action Community Forum	Cr. Maria Sampey Cr. Kevin Walsh Cr. Roz Blades Cr. Youhorn Chea Cr. Peter Brown	Cr. Maria Sampey Cr. Kevin Walsh Cr. Roz Blades Cr. Peter Brown
Outer Eastern Integrated Transport Group	Cr. Kevin Walsh Cr. Clare O'Neil*	Cr. Kevin Walsh Cr. Clare O'Neil*
Public Art Reference Group	Cr. Naim Melhem Cr. Clare O'Neil	Cr. Naim Melhem Cr. Clare O'Neil*
Regional Housing Working Group – Southern Region	Cr. Naim Melhem	Cr. Naim Melhem Cr. Paul Donovan*
South East Alcohol and Drug Service (SEADS) Community Reference Group	Cr. Angela Long	Cr. Angela Long
South East Region Gas Company (SERGASCO)	Cr. John Kelly	Cr. John Kelly
South Eastern Region Migrant Resource Centre	Cr. David Kelly	Cr. Youhorn Chea
South Eastern Regional Waste Management Group	Cr. John Kelly	Cr. John Kelly
South Eastern Integrated Transport Group	Cr. Clare O'Neil	Cr. Clare O'Neil# Cr. Kevin Walsh#
Southern and Eastern Integrated Transport Authority	Cr. Kevin Walsh	Cr. Kevin Walsh
Springvale Benevolent Society	Cr. Clare O'Neil Cr. Youhorn Chea Cr. Roz Blades	Cr. Maria Sampey Cr. Youhorn Chea Cr. Roz Blades
Springvale Community Aid and Advice Bureau	Cr. Roz Blades	Cr. Roz Blades Cr. Youhorn Chea
Springvale Community Drug Action Forum	Cr. Clare O'Neil Cr. Naim Melhem Cr. Youhorn Chea	Cr. Clare O'Neil Cr. Youhorn Chea
Victorian Local Governance Association (VLGA)	Cr. Paul Donovan Cr. Roz Blades*	Cr. Peter Brown
Visy Cares Centre – Committee of Management	Cr. Clare O'Neil Cr. Paul Donovan	Cr. Clare O'Neil Cr. Paul Donovan*

Cr. Clare O'Neil to 9/5/05 and Cr. Naim Melhem from 10/5/05

* Alternative representative



CORPORATE GOVERNANCE

>AUDIT ADVISORY COMMITTEE

Members	
Mr Michael Said	Chair
Cr. Clare O'Neil to December 2004 Cr. Maria Sampey from December 2004	Council Representative
Cr. Kevin Walsh	Council Representative
Mr Eddie Creaney	External member
Mr Rob Wernli	External member
Mr Carl Wulff, CEO	Non-voting
Mr Jay Peries, Manager Finance	Non-voting
Mr Malcolm Baker, Director Development Services to January 2005	Non-voting
Mr Ross Hepburn, Director Corporate Services from January 2005	Non-voting

The audit committee met on four occasions during 2004-2005. Matters considered included:

- Appointment of Acumen Alliance to conduct Internal Audit Program
- The 2005-2006 Financial Plan
- The Internal Audit Plan of Council for 2004-2005
- The Auditor General's Performance Audit on the delivery of Home & Community Care Services in Local Government
- Risk Management Strategy of Council
- The Auditor General's Audit Strategy for 2004-2005
- The Australian Standards Best Practice guidelines for Local Government Audit Committees

Audit activities commenced or completed in 2005-2006 included:

- Review of Council's Corporate Purchase Card System – completed and recommendations actioned
- Waste Management operations at Bangholme – under review
- Procurement and Contract Management Procedures – completed and recommendations actioned
- Review of Financial Controls and Management reporting – completed and recommendations actioned
- Quarterly review of financial and performance reports to Council – ongoing





>LOCAL GOVERNMENT IMPROVEMENT INCENTIVE PROGRAM

Certification by Chief Executive Officer

Greater Dandenong City Council has complied with the requirements of the Local Government Improvement Incentive Program in respect of:

- National Competition Policy (in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002));
- Best Value (Ministerial Code of Reporting Best Value Principles) in accordance with the Ministerial Code of Reporting Best Value Principles; and
- Asset Management (Asset Management Reporting) in accordance with the Municipal Association of Victoria's (MAV) STEP program for the financial year 2003-2004 as set out below:

1. NATIONAL COMPETITION POLICY	
A. Trade Practices Compliance State whether the council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.	Greater Dandenong is compliant
B. Local Laws Compliance State whether the council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.	Greater Dandenong is compliant
C. Best Value Competitive Neutrality Compliance State whether the council is compliant or non-compliant for all significant businesses. If non-compliant, justify or cite actions to redress. (If Council has scheduled, but not yet completed Best Value reviews for all of its significant businesses, this does not in itself constitute non-compliance).	Greater Dandenong is compliant for all significant businesses
2. BEST VALUE	
Ministerial Code of Reporting Best Value Principles Compliance State whether the council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.	Greater Dandenong is compliant
3. COMMUNITY STRENGTHENING	
Asset Management Reporting Compliance State whether the council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.	Greater Dandenong is compliant

I certify that:

- this statement has been prepared in accordance with the 2003-2004 Local Government Improvement Incentive guidelines issued in February 2004 for reporting on the following three criteria: National Competition Policy in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002), Best Value (Best Value Principles Ministerial Code of Reporting) in accordance with the Ministerial Code of Reporting Best Value Principles, as published in the Victoria Government Gazette dated 30 November 2000; and Asset Management (Asset Management Reporting) in accordance with the MAV's STEP program; and
- this statement presents fairly the council's implementation of the National Competition Policy, Best Value Principles and Asset Management Plans.

Carl Wulff
Chief Executive Officer
September 2004



CORPORATE GOVERNANCE

>ASSET MANAGEMENT

The City of Greater Dandenong recognises the importance of and is committed to improving asset management information, knowledge and technology.

The council has established an asset management framework as well as systems and processes in accordance with best practice industry standards and has a five year improvement program. An Asset Management Project team was established to oversee the development of asset management policy and strategy, implementation, monitoring and the continuous improvement of asset management projects.

A basic Life Cycle Asset Management Plan for roads and roadside furniture, drainage, parks, reserves and sports grounds, buildings, paths (footpaths and bikepaths) and carparks has been developed and implemented.

An asset management practices gap analysis procedure has been implemented and is conducted annually to initiate and monitor the improvement program. The council has also joined the MAV STEP program to supplement this improvement program. An independent assessment of council's asset management capability exceeded the state target of the STEP Program in 2004-2005.

In 2003-2004 council successfully developed Advanced Life Cycle Asset Management Plans for roads and road related infrastructure to meet the requirements of the Road Management Act which came into effect on 1 July 2004. This complements the work done for paths (footpaths and bikepaths), which was completed in 2002-2003.

Asset Management Information

The council has consolidated all asset information into a corporate asset register to enable life cycle asset management. A sustainable asset data capture program has been implemented to meet asset management requirements.

Asset Management Knowledge

Applications are being developed to enhance asset management operational systems and decision-making.

Asset Management Technology

The council has successfully developed and implemented a template for data capture, record keeping and service delivery which will be used across the organisation. Greater Dandenong is reviewing the knowledge management technological infrastructure requirements needed to enhance delivery of life cycle asset management. Greater Dandenong collaborated with its Asset Management System provider (Conquest) to develop an asset inspection and maintenance management system that integrates seamlessly with the corporate asset database. This electronic system meets all the record keeping requirements of the Road Management Act.



>FREEDOM OF INFORMATION

Requests for access to information under the Freedom of Information Act should be lodged with the Freedom of Information Officer, PO Box 200, Dandenong, Victoria, 3175. Enquiries regarding the Freedom of Information Act can also be made by telephoning 9239 5280.

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Total number of requests	23	14	21	19	14
Access granted in full	7	0	3	0	0
Access granted in part	13	11	15	13	4
Other	2	3	3	3	5
Access denied in full	1	0	1	0	0
Requests still under consideration	0	0	0	3	5
Number of internal reviews sought	1	1	1	0	0
Number of appeals lodged with the Administrative Appeals Tribunal	0	0	0	0	0
Total charges collected	\$70	0	\$476.52	\$280	\$143.50

Information Available for Inspection

- Details of current salaries and allowances fixed for the councillors.
- Details of senior officers' gross salaries, allowances and other benefits for the current financial year and two previous financial years.
- Details of overseas or interstate travel (with the exception of interstate travel to a neighbouring municipality undertaken in an official capacity) for councillors or any member of council staff in the previous 12 months.
- Names of council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted.
- Agenda for 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.
- A list of all major committees established by the council and the purpose for which each committee was established.
- A list of all major committees established by the council which were abolished or ceased to function during the financial year.
- Minutes of meetings of special council committees established under Section 86 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 89 of the Act.

- Application for enrolment on the voters' roll under Section 12 and 13 of the Local Government Act 1989 for the immediate past roll and the next roll being prepared.
- Register of delegations kept under Section 87 of the Local Government Act 1989.
- Register of delegations kept under Section 88 of the Local Government Act 1989.
- Register of delegations kept under Section 98 of the Local Government Act 1989.
- Submissions received under Section 223 of the Local Government Act 1989 during the previous 12 months.
- Agreement to establish regional corporations under Section 197 of the Local Government Act 1989.
- Guarantees given by a Council under Section 197 of the Local Government Act 1989.
- Register of authorised officers appointed under Section 224 of the Local Government Act 1989.
- Council and councillors are required to register their pecuniary interests. The Governance department holds a register of these.

To inspect any of the above information, please contact the Governance unit on 9239 5309.



CORPORATE GOVERNANCE

>RISK MANAGEMENT

The City of Greater Dandenong maintains an effective risk management program to ensure that its exposure to operational, legal, material, contractual and financial risks is minimised. The council complies with its obligations under the Local Government Act 1989 and manages risk management practices, principles and procedures in accordance with the Australian Standard AS/NZS 4360:2004 which addresses the process of risk identification, risk control, risk evaluation, risk treatment and risk financing.

Insurance

The council has in place an insurance program whereby an insurance company is called upon for catastrophic losses only. The council carries a high deductible (policy excess) for all classes of insurance and is thus a 'self-insurer' for all claims, other than major losses. This has proved to be cost effective in an environment of a hardening insurance market and escalating premiums.

For the second consecutive year there were no major property claims. Public liability claims against the council

continue to be a concern however recent tort reform has proven to be beneficial bringing about a slight reduction in the number of claims against Council. The council continues to take a position wherein such claims are vigorously contested.

Strategies

In consultation with LOGOV Risk Management Services, the council has implemented a Strategic Asset Management Program® that supports our risk management philosophy. This program establishes standards and service levels that enhance council's 'self-insurance' philosophy.

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

Council is an active Corporate Member of the Risk Management Institution of Australasia (RMIA).

>MUNICIPAL EMERGENCY MANAGEMENT

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

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

The City of Greater Dandenong's Emergency Management Plan was reviewed by the State Emergency Service and other key stakeholders in 2005 to incorporate a 'risk management' approach to emergency management. The plan now focuses on the causes of risk (hazards) and the elements at risk (community and environment) rather than emergencies that may arise from these.

This plan will contribute to the wellbeing of the community and the environment by reducing the incidence and impact of emergency risks within Greater Dandenong in the prevention of, response to and recovery from municipal emergencies.



>WHISTLEBLOWER PROTECTION ACT

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

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

The City of Greater Dandenong recognises the value of transparency and accountability in its administrative and management practices and supports the making of

disclosures. Comprehensive written procedures have been established and implemented for whistleblower matters and are fully documented on the council's internet and intranet sites. A printed copy can also be obtained on request from the council's service centres and libraries.

Coordinator

Carl Wulff – Chief Executive Officer

Protected Disclosure Officer

Sue Harris - Manager Organisational Development

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



ORGANISATION

>EMPLOYER OF CHOICE

Achieving Work Life Balance

The City of Greater Dandenong is committed to promoting effective and contemporary organisational development practices that assist employees to balance their work, family, health, study and other life commitments. A set of practical guidelines has been produced to assist employees to access flexible work options. Council's Enterprise Agreement, which was certified in 2003, recognises the work life balance responsibilities of employees through improvements to parental leave provisions and initiatives such as after hours dependant care, cultural and ceremonial leave, defence services leave, emergency services leave and special leave. A survey was conducted across all staff seeking feedback in regards to their work life balance. Survey results and recommendations have been compiled for distribution to staff.

Induction Program

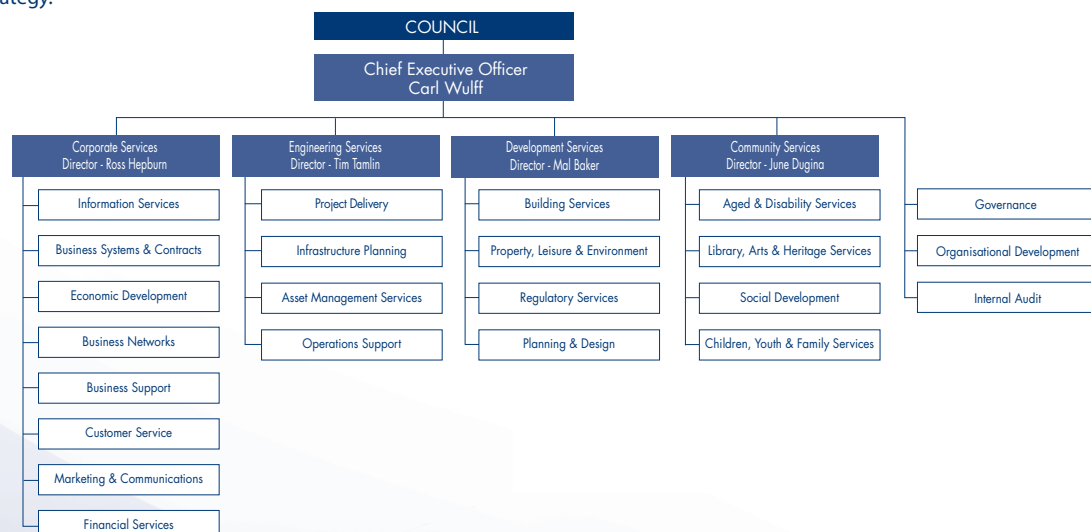
Monthly induction sessions are held for new staff to meet the CEO and Directors. Through discussion, interaction and completing online modules the induction program ensures new employees meet the leadership team and understand key corporate policies and objectives. The induction program forms part of councils' employer of choice strategy.

Work Experience Placements

More than 20 students were placed across the organisation in a range of work functions and settings in 2004-2005. The City of Greater Dandenong values the contribution that work experience provides and is committed to providing this community service to schools and students.

Council Leadership Challenge

A cross-functional team of high achieving staff participated in the Inter-council Leadership Challenge organised by the Local Government Managers of Australia. The Leadership Challenge consists of teams working through a number of real life management issues within strict timelines. The experience increases self awareness and learning for the team while also providing mentoring and coaching opportunities for managers. The Leadership Challenge represents an innovative way of developing the managers of tomorrow.





Peer Support Program

The City of Greater Dandenong is one of seven councils across Victoria participating in an innovative cross industry online mentoring program designed to share knowledge and develop skills for local government staff. Mentors or mentees from participating councils across Victoria are matched electronically and join in a mentoring relationship, which is monitored and evaluated online.

Learning and Development

A strong focus on ongoing professional and personal development continued throughout 2004-2005. Over 1,100 attendees participated in training opportunities in a range of program areas including Best Value, occupational health and safety, creativity and innovation, information technology, communication and human resources. Management development programs were conducted in the areas of leadership, change management and coaching skills. Twenty staff are currently participating in a Diploma of Business program. Sixteen staff are undertaking tertiary studies with council support. Twenty community care worker trainees were employed and are studying a certificate in Aged Care whilst obtaining valuable industry experience.

Code of Conduct

The City of Greater Dandenong Code of Conduct sets out guidelines within which council staff and council representatives must operate. It outlines behaviours and actions, which will reduce the risk of corruption or misuse of council assets, including information. The Code of Conduct is a key component of Greater Dandenong's commitment to open and accountable government. All staff have been provided with a copy of the code of conduct.

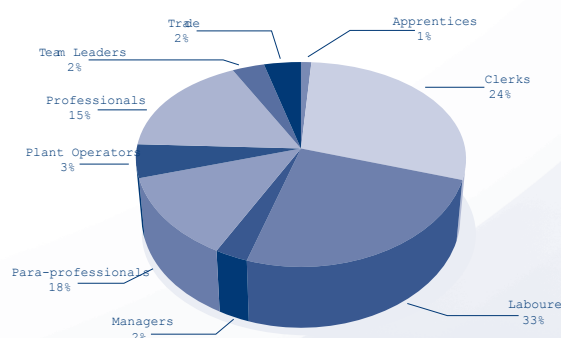
Service Milestones

19 staff achieved service milestones of between 10, 20 and 30 years, during 2004-2005 and received recognition for their achievement and contribution to the City of Greater Dandenong.

Staff Numbers

795 staff were employed by council as at 30 June 2005. 189 new staff commenced full-time, part-time or casual work during the year.

	Male	EFT	Female	EFT	Total	EFT
Full-time	193	193	171	171	364	364
Part-time	45	19.87	266	135.77	311	155.64
Casual	37	-	83	-	120	-
Total	275	212.87	520	306.77	795	519.64





ORGANISATION

>HEALTH AND SAFETY

The council's health and safety programs share 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.

Achievements

All identified high risk tasks have been assessed for the development of functional assessment evaluation. A formal agreement has been reached between Council and Commonwealth Rehabilitation Service to conduct functional assessments of prospective employees for identified positions, for the following twelve months.

Health and Safety Management System

Council's Health and Safety System, based on the Australian and New Zealand Standard AS/NZ 4801:2001, has been implemented across all business units. With 95% of gap analysis audits completed, compliance of above 80% has been achieved to date.

Training

Training opportunities were provided to management and staff which covered a number of areas including first aid, Red Card training, familiarisation with changes contained within the Occupational Health and Safety Act 2004, and claims management processes.

Health and Wellbeing

The council has maintained an active health and wellbeing program for the year 2004-2005, providing staff with a range of activities in which to participate. Staff have attended Tai Chi classes, Yoga, lifestyle programs, massage sessions, health presentations, and have actively participated in the annual volleyball and Mini Olympics competitions. This program will continue in 2005-2006.

Absenteeism through Injury

The total number of incidents and days lost through injury, show a slight decrease over the previous year's results. This result should be viewed in the light of a 20% increase of equivalent full time employees.

Absence due to illness fell approximately 8% to 2.06%

Looking Ahead

Goals for 2005-2006 include achievement of, and continued compliance with, Australian Standard AS/NZ 4801:2001:

- Implement revised systems to reduce the incidence of work-related injury and illness.
- Early intervention strategies to minimise the effect of claims for compensation.



>EQUAL EMPLOYMENT OPPORTUNITY

During 2004-2005, the City of Greater Dandenong continued to implement equal opportunity (EO) principles and practices in a number of areas. These include:

Training

- 45 new staff undertook Equal Opportunity and diversity Induction training including Interpreter-VITS and TTY/national relay service for the hearing impaired.
- 80 Community Care staff participated in two Cultural Awareness programs to enhance service delivery to different cultural groups.
- A number of staff participated in Interfaith tours.
- Teams progressing through the online Best Value program completed Equal Opportunity and Prevention of Bullying and Workplace Violence online modules.

Communication

- EO/Diversity survey and training was included as part of the Best Value online learning program.
- The results of the Work Life Balance survey were communicated to all staff across the organisation.
- Feedback was provided to all staff on the results of a climate survey undertaken during the year.
- The Welcome Aboard booklet containing basic information on Equal Employment Opportunity (EEO) policies was provided to all new employees before commencing employment.

Complaints & Grievances

- Four complaints were received during 2004-2005. All complaints were satisfactorily resolved following internal investigations without the need to refer matters to an external agency.

Research

- A work life balance survey was conducted for all staff during the year. Results have been analysed and communicated to all staff across the organisation. Action plans will be developed in consultation with staff during 2005-2006.
- More staff were made aware of training opportunities as a result of better communication practices using WebStar.

Priorities for 2005-2006

- Develop and implement action plans resulting from the work life balance survey.
- Review the number and location of contact officers to ensure coverage of all major council locations and provide training and communicate to all staff.
- Continue to provide a program for educating and refreshing knowledge for managers and staff in equal opportunity principles and responsibilities.
- Conduct a climate survey for all staff.



BEST VALUE

>SERVICE REVIEW PROCESS

Every service provided by the City of Greater Dandenong is continuously being reviewed through the Best Value Program. The City of Greater Dandenong's Best Value Program aims to:

- Provide a focus on identifying Best Value services for residents and stakeholders that they can understand, respond to and measure our 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.

Every service is addressing, at a minimum, the six Best Value principles listed below:

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

>GREATER DANDENONG'S APPROACH

A series of learning and review modules have been developed for teams to work through as they consider ways of improving the services they deliver. Facilitated sessions assist teams to look for new approaches to improve their service delivery. The focus on development and involvement of staff is a key feature of the Best Value Program, as staff are the primary providers of the services and the predominant point of contact with customers. Building a culture that encourages staff to be proactive and innovative is an important outcome of the program.

Every team has identified and implemented improvements to their services over the past year and many have been able to improve the promises they make to customers in their service quality guarantees. Improvements implemented by staff are reported to Council and the community monthly.

>REPORTING

The following pages outline the Best Value Service Summaries of each team. While many are still incomplete and do not yet address all of the principles, progress to date is recorded for each team. The Community Care Services and the Waste Management (Domestic Collections) are completed reviews from previous years. The Business Systems and Contracts Services team have completed two service reviews reflecting the two main service areas of their business. The Business Systems team was a newly formed team in 2005. The Food Services unit, Business Support team and Information Management Services unit also completed their Service Reviews in June 2005. These five reviews are prepared in the full format addressing all of the Best Value principles.



> GREATER DANDENONG'S SERVICE REVIEW TIMETABLE

Business Unit	Completion Targets
Adult Day Activity Support Service	August 2005
Aged & Disability Services	August 2005
Asset Management - Operations Support	August 2005
Asset Management - Parks	August 2005
Asset Management - Works	August 2005
Building Services	August 2005
Business Support	Review Completed June 2005
Business Systems	Review Completed June 2005
Business Systems & Contracts	Review Completed June 2005
Children's Services	August 2005
Community Care	Review Completed June 2004
Community Transport	August 2005
Customer Service	August 2005
Economic Development	August 2005
Environmental Health	August 2005
Family Services	August 2005
Financial Services	August 2005
Food Services	Review Completed June 2005
Governance	August 2005
HL Williams Hostel	August 2005
Information Management Services	Review Completed June 2005
Infrastructure Planning	August 2005
Library, Arts & Heritage	August 2005
Library Services	August 2005
Media & Communications	July 2005
Organisational Development	July 2005
Planning & Design	August 2005
Project Delivery	August 2005
Property, Leisure and Environment	August 2005
Property Revenue	July 2005
Residential Amenity	August 2005
Social Development	July 2005
Waste Services (Domestic Collection)	Review Completed June 2003
Youth Services	August 2005



BEST VALUE

>ADULT DAY ACTIVITY AND SUPPORT SERVICE

Service Description	The service review addresses the following tasks:	
Adult Day Activity and Support Service	The Adult Day Activity and Support Service (ADASS) offers centre based planned activities, personal care and social support to people with a disability, frail aged and their carers	
Review Status	Budget	Staff
60% complete	\$5,479	12 staff
Best Value Principles	Service Response	
Responsive to Community Needs	An external survey undertaken during June 2005 rated ADASS with an overall rating of 9.40 out of a possible 10. In terms of customer satisfaction with the services offered; personal and respite care, health education and living skills recorded the greatest satisfaction levels, with more than three quarters of respondents rating this service as "excellent". Respondents expressed lower levels (however of a moderate level) of satisfaction with meals (e.g dietary needs met), with 14% of respondents expressing some degree of dissatisfaction with the service.	
Accessible	Access to this service is subject to residents meeting eligibility requirements set by the Department of Health & Aged Care. Placement numbers are limited. Participants often have language and/or cultural barriers and various disabilities. Staff are trained to work with these aspects and many staff are multi-lingual. Programs are designed with these aspects in mind.	
Continuous Improvement	Greater staff involvement in the planning and implementation of new activities for the service has resulted in a wider range of activities being undertaken and enjoyed by participants.	
Consultation	In reviewing ADASS the City of Greater Dandenong engaged external market research firm, Colmar Brunton, to conduct face to face interviews with 50 customers between 20 and 28 June 2005. Multilingual translators were utilised in this survey due to the higher number of customers from non English speaking backgrounds. Following the analysis of data ADASS was found to have an overall satisfaction rating 9.40 out of a possible 10. In terms of staff, respondents were generally satisfied with all service elements. Respondents were most satisfied with "response to your request", with more than half of respondents claiming this service element as being "excellent". Respondents were less satisfied with the elements of understanding customer needs and ability to solve problems.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the executive. Targets established in the Annual/Corporate Plans are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>ADULT DAY ACTIVITY AND SUPPORT SERVICE

Best Value Principles	Service Response
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan.</p> <p>The basis of fees has predominantly been set by council based on available resources and the Department of Health & Aged Care (Commonwealth) requirements.</p>
Community Expectations and Values	<p>With regard to service quality guarantees, respondents placed greatest importance on the guarantee of offering clients one or more days a week, Monday to Saturday for a minimum of five hours. Less importance (yet still of high importance) was placed on the guarantee of acknowledging all referrals within two days and referring them to the council's Aged Care Service Assessment.</p>
Local Employment	<p>67% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.</p>

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Planned Activity Groups	Each client will be offered one or more days a week, Monday to Saturday, for a minimum of five hours at one of our centres. 100% Achieved.	Number of client hours	40,035	-6%
		Number of clients	To be recorded	
	Each program will include an appropriate meal, an activity and an optional 5-10 minutes of exercise/ physical movement. 100% Achieved.	Number of activity groups	13	8%
	Participants will be informed at least one week in advance about public holidays, outings or changes to their program. 100% Achieved.			
	We will acknowledge all referrals within two working days and refer them to Council's Aged Care Service Assessment. 100% Achieved.			

Achievements

- ADASS kitchens registered as industrial type kitchen
- "The Pirates Day" organised for ADASS clients in partnership with Children's Services
- Volunteer Day organised for ADASS clients



BEST VALUE

>AGED & DISABILITY SERVICES

Service Description	The service review addresses the following tasks:	
Aged & Disability Services	Aged and Disability Services facilitates community strengthening and participation through volunteering, senior citizen groups and activities and community building projects. Community Aged Care Packages (CACP's) provide case management and care to frail older people and their carers living in their own homes.	
Review Status	Budget	Staff
70% complete	\$349,159	5 staff
Best Value Principles	Service Response	
Accessible	Access to the Community Aged Care Packages service is subject to residents meeting eligibility requirements set by the Department of Health & Aged Care. Placement numbers are limited. The Volunteer program and Older Persons programs are open to anyone that would like to participate in a wide variety of activities. Many activities are targeted for older residents. Participants in each of the services often have language and/or cultural barriers and various disabilities. Staff are trained to work with these aspects and many staff are multi-lingual. Programs are designed with these aspects in mind.	
Continuous Improvement	Improvements have been made by the team to better train volunteers and recognise volunteers contribution to the community.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the executive. Targets established in the Annual/Corporate Plans are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees has predominantly been set by council based on available resources and the Department of Health & Aged Care (Commonwealth) requirements.	
Local Employment	80% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.	



>AGED & DISABILITY SERVICES

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Volunteer Program	<p>We will offer volunteers access to a minimum of four training sessions throughout the year to improve their skills and experience. 100% Achieved.</p> <p>We will mediate between volunteers and staff as required. 100% Achieved.</p> <p>We will publish and distribute a quarterly newsletter for all volunteers. 100% Achieved.</p>	Number of volunteers	275	Not Previously Recorded
Community Aged Care Packages	<p>We will negotiate an individual care package program with you, or your representative, that is suitable for your needs. We will take into consideration cultural backgrounds, infirmity or language spoken. 100% Achieved.</p> <p>We will provide you with a written care plan of services, including the day you can expect service and the costs involved. 100% Achieved.</p> <p>We will review your individual care package program if your needs change to ensure that you receive the best possible care. 100% Achieved.</p>	Number of utilised packages	45	No Change
		Number of people on the waiting list	2	Not Previously Recorded



BEST VALUE

>AGED & DISABILITY SERVICES

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Older Person's Planning & Development	<p>We will update the seniors activities data base every three months. Copies are available on request. 100% Achieved.</p> <p>We will comply with Department of Human Services HACC Guidelines to ensure each of council's five senior citizens centres have access to funding (copy of guidelines available on request). 100% Achieved.</p> <p>We will notify the Committee, by phone, one week prior if any of the five council owned Senior Citizen's facilities is to be used for any other use. 100% Achieved.</p>	Number of activities promoting older persons' wellbeing	4	Not Previously Recorded

Achievements

- Eight health and safety information sessions held for older people
- Three new active leisure programs commenced for older people
- 22 Seniors Festival events held
- Volunteer program expanded to a council wide service
- Volunteer program now supports 15 council programs compared to 3 in 2003-2004



>ASSET MANAGEMENT SERVICES - OPERATIONS SUPPORT

Service Description	The service review addresses the following tasks:	
Asset Management Services - Operations Support	Asset Management Services serves the community by managing the city's road, drainage and footpath network, parks, recreational and sporting facilities to achieve improved safety, functionality and asset life for the community/ratepayers. We also support council's overall operations by managing and maintaining council's fleet, waste services and building maintenance	
Review Status	Budget	Staff
90% complete	Not Available*	18 staff
Best Value Principles	Service Response	
Responsive to Community Needs	<p>A customer satisfaction survey completed in March 2005 rated the Waste services team with an overall score of 7.74 out of a possible 10. Greatest satisfaction was expressed for the collection of domestic garbage and garden waste, as well as the domestic recycling, collection and storage service. A less favourable view was expressed in the collection of hard waste.</p> <p>An external survey conducted in June 2005 identified an overall satisfaction rating of 6.27 out of 10 by customers of the footpath maintenance team. Moderate levels of satisfaction were expressed for repairs to footpaths and bikepaths.</p> <p>An internal survey conducted in July for the Fleet team identified an overall satisfaction rating of 7.91 out of 10. In terms of satisfaction with elements of service, "emergency breakdown assistance" scored the highest levels of satisfaction, with half of respondents expressing that this aspect of the service was "excellent". More than a quarter of respondents expressed that they were "not at all satisfied" with "preventative maintenance of a vehicle or plant".</p> <p>An internal survey conducted in July for the Building Maintenance team identified an overall satisfaction rating of 7.91 out of 10. In terms of customer satisfaction with the services offered by building maintenance, "office refurbishment" scored the highest levels of satisfaction, with half of respondents expressing that this service was "good". Approximately a third of respondents expressed some degree of dissatisfaction with "minor building works/major maintenance".</p>	
Accessible	All services offered by the team are accessible during extended hours of 7.30am to 5.15pm. The building maintenance and fleet teams provide access to their services 24x7 to cover emergency call outs. All team members pool resources to quickly respond at any time to accidents or emergencies such as floods and storms. Meetings are regularly arranged with customers on-site and there are occasionally after hours meetings to suit customer needs. The building maintenance team has built excellent relations with their internal and external customers to the point where they know the key contact people for their 220+ buildings.	

* A defined budget is unavailable as this unit was formed part way through the year



BEST VALUE

>ASSET MANAGEMENT SERVICES - OPERATIONS SUPPORT

Best Value Principles	Service Response
Continuous Improvement	<p>The team has been extensively involved in the design and development of a new operations centre that has been constructed and opened in 2005. The areas have all been designed to improve workplace safety, streamline operations and improve communication between all the service providers working at the centre.</p> <p>Many building maintenance tasks are requested when maintenance staff arrive at a building. Staff are given the discretion to determine if the additional work can be incorporated while they are there. The fleet staff have been able to provide faster turn-around times for customers in the repair and maintenance of vehicles.</p> <p>The waste services team has introduced a number of improved options for customers including smaller and/or additional bins, a regular green waste service and investigated the use of braille symbols on bins to assist the sight impaired. Exemption charges have been implemented on an as-needs basis for customers with different needs and situations eg medical conditions.</p> <p>In addition to this the team regularly implement creative solutions in the field to assist customers. Incorporating concrete reinstatement works that are the responsibility of others into the team's works programs is offered to customers at their expense. This results in better finished footpath reinstatements for the community.</p>
Reporting	<p>Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.</p>
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council.</p> <p>The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>
Local Employment	<p>67% of staff employed are residents either of Greater Dandenong or surrounding municipalities.</p>
Partnerships	<p>Networking arrangements with others in local government exist both formally and informally. Formal contracts exist with a variety of service providers in private industry to deliver a range of services to the community. Team members have involvement in various network groups such as the Building Network. Arrangements are also in place with Holmsglen College and other training providers to support work experience students and to provide traineeships.</p>



>ASSET MANAGEMENT SERVICES - OPERATIONS SUPPORT

Best Value Principles	Service Response
Consultation	<p>The following consultation processes were undertaken: Self completion surveys regarding the Waste Management Service were mailed to 745 Customer Research Panel members March 2005. Results derived from 279 respondents indicated a satisfaction mean of 7.45. In terms of the various elements of customer service, respondents were generally satisfied with all service elements. They were most satisfied with the staff's response to their requests which over 70% of respondents believed was of at least a "good" standard. Respondents also tended to be highly satisfied with the access to staff.</p> <p>In reviewing the Asset Management – Footpaths team, a self-completion survey was mailed to 766 Customer Research Panel members during June 2005. 268 responses were received. Respondents were generally satisfied with all elements of staff service; particularly with "access to staff" and "friendliness" of staff.</p> <p>An internal survey regarding Fleet Management was available to all staff during July 2005 via an on-line link through the intranet. 11 responses were received. Respondents were generally satisfied with all service elements. Respondents were most satisfied with "professionalism of advice", with just over half of respondents claiming this service element as being "excellent". Respondents were satisfied with all staff behaviours, particularly "knowledge" and "efficiency", which both rated highly.</p> <p>An internal survey regarding Building Maintenance was available to all staff during July 2005 via an on-line link through the internet. 14 responses were received. Respondents were most satisfied with "response to your request", with half of respondents claiming this service element to be "excellent" and more than a quarter expressing some degree of dissatisfaction. Respondents were satisfied with all staff behaviours, particularly "friendliness".</p>
Community Expectations and Values	<p>With regards to Waste Management of greatest importance to respondents was the guarantee ensuring their garbage is collected for recycling. Similarly, a high degree of importance was placed on the fortnightly collection of garden waste. There was a significant degree of importance attributed to planning activities (i.e. maintaining a Waste Management Strategy).</p> <p>Respondents to the Footpaths Unit survey placed a very high level of importance on the service quality guarantee to make public hazards safe on council owned property within one day. With regard to the Fleet team's service quality guarantees, respondents placed greatest importance on providing vehicles and plant to meet their operational requirements.</p> <p>With regard to service quality guarantees for the Building Maintenance team, respondents placed greatest importance on the guarantee to rectify emergencies within four hours and less importance on the guarantee of prioritising requests and advising when work will be completed.</p>



BEST VALUE

>ASSET MANAGEMENT SERVICES - OPERATIONS SUPPORT

Best Value Principles	Service Response
Affordability and Accessibility	<p>With regards to Waste Management the cost of services was not raised as an area of concern by respondents. There was a great deal of demand for more regular hard rubbish collections. Most respondents were satisfied with the frequency of services. More information on what could be recycled was another area where respondents considered increased service would be beneficial. While education is undertaken at the local level, education programs by State and Federal departments generally covers many of the major promotions for correct recycling.</p> <p>While the issue of cost and access was not identified as a concern to external customers for footpath maintenance, there was an indication that further work is sought in repairing footpaths. Internal customers are not charged for services provided by the Fleet and Building Maintenance team, although staff with vehicles are required to pay for any private use.</p>
Environmental Impacts	The new operations centre has been designed by staff to incorporate a vast number of environmentally sustainable practices. Recycled water collected off buildings is used to flush toilets. Water from street cleansing activities is drained and filtered for recycling uses. Natural lighting has been designed to reduce energy usage. Many materials are recycled for use in other projects.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Waste Contract Management	\$246,153	We will manage contractors to ensure compliance. 100% Achieved. We will conduct regular audits and inspections of contractor's activities. 100% Achieved.	Number of customer requests	9,300	17%
			Number of contract non-conformances	2	-33%
			Number of inspections and audits	To be recorded	
Waste Education	\$11,317	We will inform residents of available services and how to use them through regular public information campaigns. 100% Achieved.	Number of information letters sent	To be recorded	
			Number of campaigns	1	-67%
			Recycling contamination rate (% of total loads equals waste)	12%	-52%
Landfill Maintenance	\$65,715	We will monitor and maintain former landfill sites under our control within the requirements of the EPA. 100% Achieved.	Number of inspections	12	No Change
			Number of complaints regarding sites	0	No Change



>ASSET MANAGEMENT SERVICES - OPERATIONS SUPPORT

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Litter Task Force	\$16,976	We will conduct meetings of the Litter Action Task Force each month. 100% Achieved.	Number of committee meetings	6	-50%
			Number of projects implemented	0	-100%
Planning & Advocacy for Waste Management	\$8,488	We will review and advise on waste and recycling collection arrangements for proposed residential developments within the city. 100% Achieved. We will provide comment and feedback on regional projects and reports. 100% Achieved.	Number of resource recovery trials	0	Not Previously Recorded
			Number of SERWMG meetings attended	4	No Change
			Number of development applications reviewed	4	-67%
			Number of formal comments submitted	0	-100%
			Value of grants received	\$2.5M	-51%
			Number of grant submissions	2	-33%
Building Maintenance	\$2.1M	We will acknowledge by either telephone, fax or email, all building maintenance requests within two working days. 100% Achieved.	Number of maintenance requests recieved	2,312	1%
			Number of maintenance requests actioned	2,312	1%
			Number of maintenance inspections	500	Not Previously Recorded
			Metres of 1/2 cost fencing replaced	1,631	Not Previously Recorded
			Number of quality audits completed on works	180	Not Previously Recorded



BEST VALUE

>ASSET MANAGEMENT SERVICES - OPERATIONS SUPPORT

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Vehicle & Plant Purchases	\$2.5M	<p>We will arrange for you to undertake operator training when new vehicles or plant is delivered where required. 100% Achieved.</p> <p>In conjunction with you, prior to purchase, we will review the specifications and service procedures for new vehicles and plant to ensure we continue to be responsive to your needs and expectations. 100% Achieved.</p>	\$ spent on the purchase of plant and vehicles	\$2,458,882	48%
Vehicle Maintenance	\$898,364	<p>We will service and maintain your vehicle and plant in accordance with the manufacturer's specification and guarantee our work to be defect free. 100% Achieved.</p> <p>We will undertake minor repairs to your vehicle and plant within 48 hours notice. Non standard repairs will be carried out within an agreed timeframe. 100% Achieved.</p> <p>We will provide vehicles and plant to meet your operational requirements. 100% Achieved.</p>	Hours of downtime	To be Recorded	
Footpath/ Bikepath Maintenance	\$134,666	We will inspect all footpath and kerb/channel requests within two working days. 95% Achieved.	\$ spent on footpath repairs	\$663,856	Not Previously Recorded
			Number of footpath inspections conducted in response to customer requests	720	-32%
			Number of cyclical (proactive) footpath inspections conducted.	536	Not Previously Recorded



>ASSET MANAGEMENT SERVICES - OPERATIONS SUPPORT

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Infrastructure Permits	-\$21,022	We will respond to all requests for permit inspections of vehicle crossings and road openings within two working days. 100% Achieved.	Number of infrastructure permits administered	1,278	219%

Achievements

- \$2.48M invested in building maintenance activities
- Implemented Cleansafe program on cleaning contract chemical supply
- Asbestos survey on all council buildings completed
- More than 2,300 requests received on reactive maintenance and rectified
- Cyclic maintenance budget expended on 60 buildings
- 25,712.20 tonnes of garbage collected
- 11,885.50 tonnes of recycling collected
- 13,398.09 tonnes of green waste collected



BEST VALUE

>ASSET MANAGEMENT SERVICES - PARKS

Service Description	The service review addresses the following tasks:	
Asset Management Services - Parks	The Parks unit maintains the city's parklands, sports grounds, playgrounds and streetscapes. Some of the services provided include playground and landscape maintenance, grass cutting, tree planting, litter removal, and repairs to fencing, seating, pathways and irrigation systems in passive parks.	
Review Status	Budget	Staff
80% complete		30 staff
Best Value Principles	Service Response	
Responsive to Community Needs	A customer satisfaction survey conducted in February 2005 rated the Parks service with an overall score of 6.72 out of a possible 10. Respondents expressed greatest satisfaction with the maintenance of playgrounds, sports grounds and gardens. Satisfaction levels for naturestrips and the maintenance of trees were lower and identified as areas of concern.	
Accessible	All residents can access council's parklands. As the services provided comprise the maintenance of open space areas, trees, streetscapes, bushland and floral beds, staff are available onsite to consult with the community regarding our services. Residents can also access information on the services via telephone, the website, service charters or in person at a customer service centre.	
Continuous Improvement	Introduced initiatives to reduce water usage on sportsgrounds resulting in reduced expenditure and improved environmentally sustainable practices. Developed and implemented a Street Tree Strategy called 'Leafy Legacy' to enhance streetscapes and open space areas.	
Consultation	<p>Self completion surveys were mailed to 763 Customer Research Panel members. Of these, a total of 302 surveys were completed, a response rate of 39.5%. Respondents expressed greatest satisfaction with the maintenance of playgrounds, sportsgrounds and gardens. Approximately 60% of respondents believed that their maintenance was "good" or "excellent".</p> <p>Respondents did express concern with the maintenance of naturestrips. Satisfaction levels for this service varied markedly from that of other services provided. Only 4% of respondents believed that this service is "excellent", while over a third thought that either "improvement is necessary" or were "not at all satisfied".</p> <p>The maintenance of trees was another area of dissatisfaction. There was a very even spread of opinion in relation to this service. Almost a fifth of respondents believed that improvement to this service is needed and a further 12% were not at all satisfied.</p>	



>ASSET MANAGEMENT SERVICES - PARKS

Best Value Principles	Service Response
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.
Community Expectations and Values	A high degree of importance was placed on all service quality guarantees reflecting an accurate understanding of community needs and priorities by staff. The cleanliness and safety of public spaces, in particular parks and reserves, was considered by respondents as most important. Less importance was placed on guarantees around conducting awareness programs and community events (e.g community tree planting days).
Local Employment	80% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Amenity Horticulture	We will remove litter and rubbish from parks and reserves at each maintenance visit. 100% Achieved.	Number of plants planted	1,000	900%
		Number of annual displays produced	2	0%
		Number of perennial displays produced	3	50%
Bushland Maintenance	We will undertake at least 10 community planting days at various locations every year. Dates and locations for planting days will be advertised in the local press and involvement by organisations or individuals can be arranged on request. 100% Achieved.	Number of community planting days	23	Not Previously Recorded
		Number of plants planted	20,000	33%
		Number of interpretive classes	26	Not Previously Recorded
	We will undertake at least 15 bushland environmental awareness programs every year for school groups or organisations upon request. 100% Achieved.	Number of revegetation beds	300	Not Previously Recorded
		Number of hectares of remnant bushland maintained	32	Not Previously Recorded
Naturestrip Reinstatements	We will make safe any hazardous situation on the same day of notification. 96% Achieved.	Number of mowing requests	321	Not Previously Recorded
		Number of reinstatement requests	108	-31%



BEST VALUE

>ASSET MANAGEMENT SERVICES - PARKS

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Parks Maintenance	<p>We will visit all passive parks every 3 weeks to ensure that the grass is maintained and to identify, remove or report any situations of risk or threat to public safety. 100% Achieved.</p> <p>We will visit all Council managed public toilets, bbq's and outdoor shelters on a scheduled program and undertake cleaning and maintenance providing facilities that are clean and safe. 100% Achieved.</p>	Number of hectares maintained	500	11%
		Number of sites maintained	245	Not Previously Recorded
		Number of requests	8	-98%
Turf Wickets & Sportsground Renovations	<p>We will visit all sporting ovals every week, to ensure that the grass is maintained and to identify, remove or report any situations of risk or threat to public safety. 100% Achieved.</p> <p>We will prepare sportsgrounds and turf wickets ready for play in accordance with the annual allocation schedule and agreed association fixtures. 100% Achieved.</p> <p>We will in the event of inclement weather: 1) advise the club representative as soon as possible of weather preventing preparation of the ground 2) If necessary, assist in the provision of alternative facilities 3) Undertake the necessary repairs or maintenance as soon as conditions allow. 100% Achieved.</p>	Ground ratings	Data Unavailable	
		Number of sites	77	0%
		Number of requests	0	0%
		Number of hectares maintained	110	0%
		Number of users	To be recorded	
Tree Management	<p>We will make safe any hazardous situation on the same day of notification. 100% Achieved.</p> <p>We will inspect all tree requests relating to council trees within 10 working days and advise residents of the progress of their request including the intended outcome. 93% Achieved.</p>	Number of trees planted	1,247	78%
		Number of trees removed	709	99%
		Number of tree inspections	2,788	37%



>ASSET MANAGEMENT SERVICES - PARKS

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Playground Maintenance	We will check district level playgrounds daily. 100% Achieved. We will check neighbourhood level playgrounds fortnightly. 100% Achieved. We will check local level playgrounds monthly. 100% Achieved.	Number of playgrounds	108	Not Previously Recorded
Bee/Wasp Investigations	We will make safe any hazardous situation on the same day of notification. 100% Achieved.	Number of requests	4	Not Previously Recorded
Bus Shelters	We will visit all council managed public toilets, bbq facilities and outdoor shelters on a scheduled program and undertake cleaning and maintenance providing facilities that are clean, safe and usable. 100% Achieved.	Number of bus shelters	165	Not Previously Recorded
Casual Reserve & Sportsgrounds Bookings	No Service Quality Guarantee	Number of requests	To be recorded	

Achievements

- Drought tolerant grasses planted on five ovals as part of the water conservation strategy
- Recycled water from the Melbourne Water Carrum Eastern Treatment Plant used to water street trees
- 1,247 advanced trees planted as part of the street tree strategy
- 20,000 native seedlings planted in nature reserves, parks and open space areas
- 20 capital improvement projects completed



BEST VALUE

>ASSET MANAGEMENT SERVICES - WORKS

Service Description	The service review addresses the following tasks:	
Asset Management Services - Works	The Works unit manages the city's cleansing, road maintenance and drainage maintenance operations to achieve improved safety while maintaining and enhancing cleanliness and asset life.	
Review Status	Budget	Staff
90% complete	\$2.9M	29 staff
Best Value Principles	Service Response	
Responsive to Community Needs	An external survey conducted in June 2005 identified an overall satisfaction rating of 6.27. In terms of satisfaction levels with the services offered by the unit, the results indicate that respondents were generally satisfied. Almost half of the respondents were of the view that the cleansing service was "good". Less satisfaction was expressed with repairs to the surface condition of roads, where a third of respondents expressed that this service "needs some improvement."	
Accessible	All customers have access to the Works team during normal working hours Monday to Friday, with 24x7 after hours call out service offered to cover emergencies or cleansing pick-ups for organised events. Customers can submit requests by phone, letters, at Customer Service Centres or request on-site meetings. Requests are recorded and managed using the organisation's customer request tracking system, whereby customers can contact council for updates on the progress of their requests.	
Continuous Improvement	<p>The cleansing team has reviewed their rounds and are trialling new routes to make better use of existing staff resources and fleet. The schedules are published in council's newsletter throughout the year raising public awareness of ways to assist in keeping neighbourhoods cleaner.</p> <p>The roads and drains team is currently considering options to program pit cleaning and inspections.</p>	
Consultation	In reviewing the Works unit, a self-completion survey was mailed to 766 Customer Research Panel members. The survey was open to potential respondents from 30 May to 10 June. Following the analysis of data derived from a sample of 268 respondents, the Works unit was found to have an overall satisfaction rating 6.27 out of 10. Respondents were generally satisfied with all elements of staff service. Respondents were particularly satisfied with "access to staff", where almost half of the respondents claimed the service is "good" and a further 15% "excellent". In terms of particular staff behaviours, respondents were quite satisfied with "friendliness" of staff.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/ Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>ASSET MANAGEMENT SERVICES - WORKS

Best Value Principles	Service Response
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council.</p> <p>The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>
Community Expectations and Values	A high level of importance was placed on the service quality guarantees offered by the unit. Respondents placed a great deal of importance on the collection of dead animals in a timely manner and emptying of litter bins in main shopping areas at least daily. Of less importance (but still considered highly important), was the guarantee of a timely response to requests in relation to regulatory signage.
Affordability and Accessibility	All the services offered by this unit are covered by the general rates charged by council. No additional charges or fees are placed on customers. The main concerns raised by respondents were aimed at seeking increased levels of service for cleaning of streets, drains, bins and maintenance of roads.
Local Employment	56% of staff employed are residents either of Greater Dandenong or surrounding municipalities.
Partnerships	Informal partnerships exist with a number of government agencies such as Vic Roads and Melbourne Water. Occasionally sharing resources, supporting each other with road closures, sharing information and undertaking works in the same vicinity at the same time create a range of benefits for each organisation and reduce disruptions to shared customers.
Environmental Impacts	The Works team have implemented many environmentally sustainable practices in their daily operations. These include the use of recycled materials: recycled plastic pit lids, concrete, asphalt, water for washing plant. They re-use road making materials, pinned kerb segments, litter bins, street furniture, pavers and other reuseable materials. The introduction of on-line technology based systems is reducing reliance on paper based approaches and this will continue as technology advances are made. The team has recently introduced a major cost saving improvement by working with a supplier to recover old signs with new reflective materials required to meet new standards. These are going to be re-used for half the price of new signs that would have been required to meet the recently introduced Road Management Bill.



BEST VALUE

>ASSET MANAGEMENT SERVICES - WORKS

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Roads	We will respond to public hazards on Council owned property within one working day. Some requests will require actions by other public bodies before they are resolved. These requests will be passed on to the responsible authority within one working day. 100% Achieved.	Number of requests regarding damaged surface	584	Not Previously Recorded
		Number of kilometres of unsealed road graded	172	Not Previously Recorded
		Number of square metres of road reinstated	4,450	0%
	We will make safe all requests for sealed and unsealed roads within five hours. 100% Achieved.	Number of square metres of unsealed road dust controlled	120,784	Not Previously Recorded
Street Furniture and Signs	We will respond to public hazards on council owned property within one working day. Some requests will require actions by other public bodies before they are resolved. These requests will be passed on to the responsible authority within one working day. 100% Achieved.	Number of maintenance requests	4,814	Not Previously Recorded
		Number of new works requests	To be recorded	
Cleansing	We will sweep all residential streets and main roads in Springvale and Dandenong shopping centres with kerb and channel a minimum of once per month. 100% Achieved.	Number of kilometres swept	10,800	37%
		Number of bins emptied	72,000	Not Previously Recorded
	We will sweep the public footpaths in the main shopping areas of Springvale, Noble Park and Dandenong a minimum of once a day. 100% Achieved.	Number of square metres of footpaths cleaned	1,768	0%
	We will empty all street litter bins in the main shopping areas of Springvale, Dandenong and Noble Park once a day. 100% Achieved.			



>ASSET MANAGEMENT SERVICES - WORKS

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Drains	We will respond to public hazards on council owned property within one working day. Some requests will require actions by other public bodies before they are resolved. These requests will be passed on to the responsible authority within one working day. 100% Achieved.	Number of kilometres of open drains cleared	To be recorded	
		Number of kilometres of piped drains cleared	To be recorded	
		Number of pits cleared	14,619	0%
		Number of requests	1,378	20%
	We will respond to underground drainage complaints within two working days. Some may require additional work which will be completed as part of our maintenance program. 100% Achieved.	Number of tonnes of litter removed from drains	50.5	Not Previously Recorded

Achievements

- Road Strategic Asset Management Plan established, officers trained and inspection requirements implemented.
- Comprehensive review of drain cleaning truck identified need for updated equipment to enhance access to difficult areas and improve efficiencies of service.
- Mobile computing introduced to improve customer request monitoring and management of roads.
- Street sweeping program modified to reduce travel times and improve efficiencies.
- Water recycling facility for washing plant at the Operations Centre reduces water usage.



BEST VALUE

>BUILDING SERVICES

Service Description	The service review addresses the following tasks:	
Building Services	Building Services maintain standards of amenity, habitation and safety in buildings. The unit provides services including building inspections, enforcement of safety standards, advice and consultation on building regulation issues and issuing of building permits. The unit also provides copies of approved buildings and past permit details, activity reports to the Building Commission and variations to regulatory siting requirements.	
Review Status	Budget	Staff
90% complete	\$348,328	10 staff
Best Value Principles	Service Response	
Responsive to Community Needs	A customer satisfaction survey completed in August 2004 rated Building Services with an overall score of 6.82 out of a possible 10. Almost half of all respondents are "satisfied" with the service offered, with almost a quarter of respondents "very satisfied". Respondents indicated greatest satisfaction with "inspection of building works", "emergency call outs", "enforcement of safety standards" and "building regulation advice". Respondents were least satisfied with the "issue of building permits" and "responses to forms/requests".	
Accessible	Customers can utilise lodgement of applications over phone and from service centres. Staff are available for site meetings and counter enquiries are answered without appointment. Staff can be contacted by mobile phone and e-mail. Normal working hours for the unit are from 8.15am to 5.20pm. Emergency callout is offered as a 24 hour service.	
Continuous Improvement	The team has streamlined the enforcement process by utilising suitable trained non technical staff to investigate breaches and prepare the appropriate notices, orders and legal briefs where required. This has improved the efficiency of the whole team.	
Consultation	<p>The following consultation processes were undertaken: Self completion surveys were mailed to 1,442 customers of the team in August 2004. Results derived from 150 respondents indicated a satisfaction mean of 6.82.</p> <p>In terms of the various elements of customer service, the reliability of advice and clarity of information as well as response to requests obtained from Building Services were considered most important. These were the same elements that customers indicated greatest satisfaction with, which is an excellent and ideal outcome.</p>	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>BUILDING SERVICES

Best Value Principles	Service Response
Value for Money	The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by the Australian Institute of Building Surveyors.
Community Expectations and Values	Respondents generally attributed a significant amount of importance to all service quality guarantees; reflecting an accurate understanding of customer needs and priorities by staff.
Affordability and Accessibility	Customers indicated differing views on the cost of service. Some respondents felt costs were too high while others indicated that costs were lower than those charged by private companies. Costs, in general, are lower than those charged by private companies operating within the area.
Local Employment	50% of staff in the team live locally within Greater Dandenong or neighbouring council areas.
Partnerships	This team does not have any partnership arrangements with private companies or government agencies.
Environmental Impacts	The team's main environmental impact relates to paper usage. The team minimises paper usage whenever possible. Many information documents are prepared and distributed jointly with other businesses to reduce the overall number of pamphlets needed industry wide.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Property Information	-\$1,153	We will provide you with a copy of your previously approved building drawings within five working days of request or, if unavailable, advise of their lack of availability within three business days. 100% Achieved.	Number of copies of plans requested	280	-3%
			Number of privately issued permits lodged	1,436	1%
			Number of solicitors enquiries answered	1,256	147%
			Number of private building surveyors information requests answered	624	-59%
		We will respond to requests for information from Solicitors within three working days. 100% Achieved.			
		We will respond to requests for information from private Building surveyors within seven days. 100% Achieved.			



BEST VALUE

>BUILDING SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Council Report & Consent	\$27,915	We will inspect all sites where required within five days of receipt of application. 100% Achieved. We will check applications and request further information if required within 12 days. 100% Achieved. We issue the consent within two days of receiving all required information and referrals. 100% Achieved.	Number of applications received	348	8%
			Number of build over easement 173 agreements entered into	10	100%
Customer enquires/ education	\$92,637	Requests of a technical nature will be handled where possible, by qualified building practitioners. 100% Achieved.	Number of media releases produced	5	-29%
			Number of counter enquiries	To be recorded	
			Number of phone enquiries	To be recorded	
Building Permits issued by Council	-\$34,988	We will check your plans for compliance within three days of lodgement of the application. 100% Achieved. We will issue your Building Permit within two working days of receipt of all requested information. 100% Achieved. If we require further information from you, we will notify you within five working days of receiving your Building Permit application. 100% Achieved. We will carry out mandatory inspections on the day requested (24hrs notice required). 100% Achieved.	Number of permits issued	238	6%
			Value of permits issued	\$9,031,419	4%



>BUILDING SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Enforcement	\$57,732	We will investigate urgent complaints within four hours. 100% Achieved.	Number of complaints received	165	1%
			Number of enforcement inspections carried out	270	10%
		We will issue Building Notices within 24 hours of detection of offence. 100% Achieved.	Number of notices issued	95	-21%
			Number of orders issued	72	-42%
		We will issue Building Orders within seven days of notice expiring, if notice not complied with. 100% Achieved.	Number of proceedings instigated through the courts	6	100%
Public Safety	\$127,951	We will inspect swimming pools for compliance within four hours of complaint being made. 100% Achieved.	Number of swimming pool compliance complaints received	10	-67%
			Number of essential service inspections carried out	622	286%
		We will attend emergency call-outs within two hours of notification. 100% Achieved.	Number of Places of Public Entertainment audited for compliance	22	-39%
			Number of Places of Public Entertainment Occupancy permits issued for events	33	18%
			Number of emergency call-outs made	20	5%

Achievements

- Essential services officer position created enabling audit program expansion resulting in safer buildings
- Building compliance improved through education and enforcement, 6 prosecutions undertaken



BEST VALUE

>BUSINESS SUPPORT

Service Description	The service review addresses the following tasks:	
Business Support	Business Support is an internal business unit that works in partnership with other business units to assist them to meet their corporate requirements and successfully achieve their objectives. The unit develops, implements, maintains and evaluates corporate systems/programs. These include the Council/Annual Plan, Business Plans, Service Charters, Customer Research, Monthly Reporting, Best Value and the Annual Report.	
Review Status	Budget	Staff
100% complete	\$791,461*	4 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An internal customer satisfaction survey completed in September 2004 rated the Business Support Service with an overall score of 7.77 out of a possible 10. Respondents were generally satisfied with all services delivered. Respondents were most satisfied with monthly reporting and least satisfied with the service surrounding customer research.	
Accessible	The services provided by this team are available to all internal business units and the Executive during normal working hours. Some out of hours sessions are held by arrangement. Support is provided to each team in a range of ways including: facilitated sessions, group and individual training sessions, on-line help, contact by phone, email and face to face, and a range of information is available on the intranet.	
Continuous Improvement	The corporate and business planning program has been developed extensively and supported with integrated on-line planning and reporting applications developed by the team. An in-house business plan training program has been developed and is open to all staff and this is supported with an on-line support training/reference program. A detailed customer research program has been developed and implemented by the team to provide feedback to all business units on customer satisfaction with their services. A Customer Research Panel of approximately 750 residents has been established and managed to provide support to the research program. The team has developed and implemented an extensive program, supported with an on-line application, to take each team through their Best Value service reviews. Ten modules have been created covering a range of topics aimed at developing the skills of all individuals and improving team cohesiveness, while assisting teams to identify improvements that can be made to services. The team has researched, installed, implemented and maintained a customer request management program on behalf of the organisation.	

* This business unit was formerly named Corporate Planning and budget was based on 7.5 EFT's. The number of staff was reduced throughout the year impacting actual expenditure.



>BUSINESS SUPPORT

Best Value Principle	Service Response
Consultation	An on-line self completion survey was made available to 173 council staff via internal email. Results derived from 31 respondents indicated a satisfaction mean of 7.77. All elements of customer service were believed to be important and respondents tended to be fairly satisfied with all of them. In terms of specific staff behaviours, respondents were very satisfied, particularly with the staff's professionalism and helpfulness.
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.
Best on Offer	<p>The team has undertaken a review of the process to investigate service failures relating to service quality guarantees. Council currently offers a \$25 in-kind voucher when a service quality guarantee has been found to have been breached. A review of a wide range of service charters offered by many Local, State and Commonwealth Governments/agencies revealed that very few offered a financial compensation for failure to meet their stated service guarantees. Very few councils appeared to offer a corporate charter and none offered the wide range of service quality guarantees that council offers. Many State and Commonwealth agencies offer a corporate charter but most provide an assurance to investigate claims but do not offer financial compensation. In respect to these aspects of the review, Greater Dandenong's Service Charter Program exceeds all others on offer. Some of the privatised agencies offer some forms of recompence eg MetLink offer a replacement ticket when public transport has been cancelled.</p> <p>In particular, the team wanted to investigate and compare the claim investigation and compensation process. Several large public corporations, including Energex, Telstra and AAMI all offer to investigate claims of service failures and offer financial compensation where a failure has been verified. The highest compensation offered was for Telstra that offers a range of payments for various failures based on a daily failure rate. Their financial remittance can be to a maximum of \$25,000. This is much higher than the amount offered by the council. Energex and AAMI also offer remittance \$10 to \$20 higher.</p> <p>Overall it was identified that while the number of service charters and service quality guarantees offered is far more extensive than offered by most, internally our investigation process is not well understood throughout the organisation and the forms used to manage a claim are confusing and not very user-friendly. The team has identified that a review of the Penalty Claim process should be undertaken as part of an overall review of the Service Charter Program in order to simplify the program, make it easier for teams to monitor and review their achievement of service quality guarantees and to simplify the investigation process of claims.</p>



BEST VALUE

>BUSINESS SUPPORT

Best Value Principle	Service Response
Value for Money	The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.
Community Expectations and Values	Considerable importance was placed on all service quality guarantees by the respondents. Greater importance was placed on statements guaranteeing a response within a certain period of time, while less importance was placed on guarantees pertaining to Best Value and service charters.
Affordability and Accessibility	The services provided by this team are available to all internal business units. No charges are made for any of the services provided by the team.
Local Employment	50% of staff employed are residents either of Greater Dandenong or surrounding municipalities.
Partnerships	This team does not have any partnership arrangements with private companies or government agencies. Team members participate in several Local Government network groups to exchange information and share ideas. These arrangements are informal but allow for a good exchange on shared topics of importance.
Environmental Impacts	The team's main environmental impact relates to paper usage. To reduce the amount of paper utilised the team has replaced hard copy training manuals with on-line training for all applications and is printing a summary of the Annual Report with full versions available in electronic copy and on CD.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Organisational Development	\$189,410	We will provide facilitation opportunities for every business unit at the completion of each Best Value module and upon request. 100% Achieved.	Number of review sessions facilitated	188	102%
			Number of services under review	34	-6%
			Number of review modules	10	67%
		We will audit all Service Charters for currency once every two months and advise business unit leaders when updates are required. 100% Achieved.	Number of Service Charters	64	-2%



>BUSINESS SUPPORT

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Organisational Planning & Reporting	\$212,053	We will produce a Council/ Annual Plan by 30 June and an Annual Report by 30 September each year. 100% Achieved.	Number of plans developed	41	No Change
			Number of planning sessions facilitated	53	-7%
			Number of staff trained in the planning process	14	-83%
			Number of reports published	12	No Change
		We will provide facilitation opportunities for every business unit at the completion of each Best Value module and upon request. 100% Achieved.			
		We will collate and publish a monthly report on the organisation's progress toward achieving its adopted community plan outcomes, indicators, activities and targets for the second Council meeting of each month. 100% Achieved.			
Customer Research	\$268,950	We will provide a written report of all customer research we undertake with you within one month of the research activity's completion, in readiness for your development of an action plan. 100% Achieved.	Number of research opportunities	13,852	Not Previously Recorded
			Number of participants	4,996	139%
			Number of newsletters distributed	4	No Change
			Number of Community Research Panel members	740	12%
		We will respond to all enquiries immediately where possible, but certainly within two working days. 100% Achieved.			

Achievements

- Annual Report 2003-2004 completed, published and delivered to the Minister by 30 September
- Council Plan updated & adopted and Corporate Plan 2005-2006 developed, adopted and delivered to Minister by 30 June
- Development of 10 modules for the online Service Review completed
- SmartTrack aligned to 'Council Assist' and 'Road Management Bill'; Version 9 prepared for implementation
- 164 staff trained to use our corporate systems.
- Presentation made at National Performance Measurement Conference promoting in-house developed programs.



BEST VALUE

>BUSINESS SYSTEMS

Service Description	The service review addresses the following tasks:	
Business Systems	The Business Systems team was formed in March 2005 following a restructure within the Corporate Services Directorate. Business Systems is responsible for the implementation, maintenance and support of corporate software systems for the organisation. Staff with corporate system responsibilities were drawn from 4 different business units to form Business Systems with the result that information on Performance Indicators has been difficult to extract for this year's annual report and is not representative of the actual outputs of the new team at this stage.	
Review Status	Budget	Staff
100% complete	Not Available*	8 staff
Best Value Principle	Service Response	
Responsive to Community Needs	<p>An internal customer satisfaction survey completed in February 2005 rated Information Management Services with a mean of 7.48 out of a possible 10. Despite it being used least often, respondents tended to be most satisfied with the Geographic Information System (GIS) service with 80% of respondents believing the service is excellent. Business systems support recorded similarly impressive results.</p> <p>An internal customer satisfaction survey completed in September 2004 rated Corporate Planning a mean of 7.77 out of a possible 10. Monthly reporting recorded the greatest satisfaction level (mean of 4.27), with over half of respondents believing this service is excellent.</p>	
Accessible	Customers can access the services during normal working hours from 8.15am to 5.20pm. After hours maintenance of systems is required to ensure systems are available to customers during normal work hours. Staff can be contacted by phone, e-mails and in person.	
Continuous Improvement	The team has created a draft Service Charter with service quality guarantees drawn predominantly from former business units. Considerable effort has been made by the team to multi-skill all team members so that there will always be more than one person specialised in each of the corporate applications to back up when the primary technician is not available. The team has also developed a methodology for implementing new projects.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council based on available resources.	

* A defined budget is unavailable as this unit was formed part way through the year



>BUSINESS SYSTEMS

Best Value Principle	Service Response
Consultation	<p>This team has been created from staff formerly in Corporate Planning and Information Management Services. Survey results have been taken from those two teams where the details pertain to the staff and/or services now in this unit.</p> <p>An email containing a link to an online survey was sent to a list of 173 staff members who use or have used Corporate Planning service. The survey was undertaken in September 2004, 31 customers responded. Respondents tended to be fairly satisfied with all elements of customer service. The elements of customer service that did not score as positively (e.g "ability to solve problems" and "understand customer needs") recorded a greater percentage of respondents who were "not at all satisfied".</p> <p>An online survey for Information Management Services was accessible to all staff via the intranet site and was also mailed to a number of unit leaders and managers who use the service. The survey was undertaken in January and February 2005, 36 staff and managers responded. Respondents were generally very satisfied with those elements of staff service that respondents believed were important. Of all elements of staff service, the "flexibility of staff" and "ability to solve problems" rated lowest.</p>
Best on Offer	<p>The Business Systems team has undertaken a review of the Geographical Information System (GIS) service as this is the only service provided to external customers by the team. The team compared their service with the GIS units at the City of Casey, City of Monash, City of Frankston and City of Melbourne. The benchmarking process identified that the team provides better service than those provided by the comparison councils. More choices for printing hard copy or digital maps are offered by the team.</p> <p>Our price structure is competitive and the services are backed with service charter quality guarantees. The team has identified a number of improvement opportunities. Providing concessions to pensioners and non profit community groups is an improvement the team will look to implement. They are also going to improve the mapping system by creating standard templates for GIS maps so that customer service staff can serve the customers efficiently.</p>
Community Expectations and Values	<p>Considerable importance was attributed to all service quality guarantees. Greater importance was placed on statements guaranteeing a response within a certain period of time. Resolving system and application problems promptly and explaining technical issues in a way the customer can understand were the areas of most importance to customers.</p>
Affordability and Accessibility	<p>As an internal service provider, business units are not charged for the services provided by the unit. Development costs and priorities for new applications will need to be negotiated with customers subject to available resources and organisational priorities.</p>
Local Employment	<p>75% of staff in the team live locally within Greater Dandenong or neighbouring council areas.</p>
Partnerships	<p>This team does not have any partnership arrangements with private companies or government agencies.</p>
Environmental Impacts	<p>The team uses information technology as much as possible to reduce its own paper usage and develop on-line systems for other users to reduce their reliance on paper based approaches.</p>



BEST VALUE

>BUSINESS SYSTEMS

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
GIS Services	\$141,351	<p>We will respond to your GIS enquiry immediately where possible, but not longer than two working days. 100% Achieved.</p> <p>We will prepare and print standard maps within one working day where possible, but no longer than five working days from the date requested. All customised maps will be negotiated with you and you will be kept informed of progress. 100% Achieved.</p> <p>We will inform you when the map's data was last updated and provide comment on its accuracy. 100% Achieved.</p>	Number of requests	418	-18%
			Number of GIS users	151	4%
			Number of new maps created	20	-33%
Corporate Systems Implemented and Supported	\$953,755	<p>We will resolve your enquiry immediately where possible or within the Resolution Targets. Should your enquiry require further investigation, we will keep you informed of our progress. 100% Achieved.</p> <p>We will work in partnership with business units to provide business analysis services and software solutions within agreed timelines. 100% Achieved.</p> <p>We will deliver customised reports to meet individual requirements within agreed timelines. 100% Achieved.</p> <p>We will deliver or recommend appropriate training sessions to meet individual requirements. 100% Achieved.</p>	Number of applications supported	31	182%
			Number of help desk calls logged	143	Not Previously Recorded
			Number of help desk calls resolved	130	Not Previously Recorded
			Number of staff trained	To be recorded	
			Application availability	To be recorded	



>BUSINESS SYSTEMS

Achievements

- Implementation of e-Proclaim to provide on-line Land Information certificates
- Development and implementation of Council Assist in partnership with Customer Service
- Review and re-development of Council's Internet Site
- Implementation of major upgrade of Payroll System
- Development and implementation of an Electronic Image Catalogue for Council's scanned image files
- Implementation of major upgrade of Proclaim
- Completed major review of GIS software and successful trial of new GIS web browser
- Completed upgrade of Monthly Reporting system to meet the 2005-2006 Council Plan requirements.
- Carried out major review and testing of new release of Customer Request Tracking system



BEST VALUE

>BUSINESS SYSTEMS & CONTRACTS

Service Description	The service review addresses the following tasks:	
Business Systems & Contracts	Business Systems & Contracts assists other business units within the council to deliver services that meet the quality and cost standards as required by their customers. Key areas of focus include training and advice in areas of asset management systems, risk management, tender and contract processes, contract management and national competition policy compliance.	
Review Status	Budget	Staff
100% complete	\$589,199	12 staff
Best Value Principle	Service Response	
Responsive to Community Needs	<p>An internal customer satisfaction survey was undertaken in September and respondents rated the service with a mean of 7.23 out of a possible 10.</p> <p>Customers most commonly engage with Service Standards to have their contracts audited and of all the services offered by Service Standards, customers were highly satisfied with this particular service. Advice with regard to National Competition Policy recorded equally impressive customer satisfaction levels. A higher proportion of customers believed that improvements could be made to tendering on their behalf.</p>	
Accessible	Normal working hours for the unit are from 8.15am to 5.20pm. Counter enquiries are answered without appointment. Staff can be contacted by mobile phones and e-mails.	
Continuous Improvement	<p>The team has improved four service quality guarantees throughout their service review.</p> <p>The provision of tender documents on CD to tenderers has significantly reduced time, costs and paper usage in the compilation of tender documents.</p>	
Consultation	<p>An email containing a link to an online survey was sent to a list of 72 staff members who use or have used the service, 22 customers responded.</p> <p>Internal customers felt that the team do what they say they will, which was an element of customer service that they attributed a high degree of importance to. Other elements of customer service that were measured (i.e. friendliness, technical skill etc) also rated highly.</p>	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/ Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>BUSINESS SYSTEMS & CONTRACTS

Best Value Principle	Service Response
Best on Offer	The team benchmarked its tender and contracts process with the City of Casey and Strategic Purchasing, a desktop comparison with the Victorian Government Purchasing Board was also undertaken via the web. The team identified that its processes appear to be very efficient with only 2.5 EFT's offering a service that includes full tender and evaluation reporting. Three major improvement opportunities were identified; two that would improve and simplify the process for tenderers and one that would improve internal evaluation of tenders. These improvements include establishing a process for tenders to be downloaded from the web, reformatting the tender documents to simplify the language and content, and investigating further the introduction of TenderMax software.
Value for Money	The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council based on available resources.
Community Expectations and Values	Greatest importance was placed on the service quality guarantee pertaining to the completion of tender processes greater than \$100K within agreed timelines. Least importance was placed on the provision of a corporate asset management system to all business units.
Affordability and Accessibility	Purchasing and tendering processes are regularly reviewed and advertised to ensure staff are complying with the agreed procedures and to ensure teams can deliver their services in an efficient and effective manner. National Competition Policy compliance is also managed by the team to ensure council gets the best possible return available.
Local Employment	50% of staff in the team live locally within Greater Dandenong or neighbouring council areas.
Partnerships	This team does not have any partnership arrangements with private companies or government agencies. As a result of the benchmarking process the team and Strategic Purchasing are keen to continue the sharing of information and assist each other in improving their complementary processes.
Environmental Impacts	The team's main environmental impact relates to paper usage. The team minimises paper usage whenever possible by preparing and supplying copies of tender documents on CD to tenderers, reducing the number of paper copies of contract audits and developing mobile computer solutions.



BEST VALUE

>BUSINESS SYSTEMS & CONTRACTS

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Processing and Award of Contracts	\$321,765	We will guarantee the completion of all Tender processes of \$100,000 or more within timelines agreed with the client. 100% Achieved. We will guarantee the currency of our published Procurement Procedures, Contract Management manual and Asset Management Plans with a minimum of one review per annum. 100% Achieved.	Number of tenders \$100,000 or more processed	26	0%
			Number of tenders less than \$100,000 processed	14	0%
			Number of tender audits undertaken on devolved tender processes less than \$100,000	4	Not Previously Recorded
			Number of documentation updates per annum	12	100%
NCP compliance managed	-\$305,258	We will ensure that all significant businesses are NCP compliant. 100% Achieved.	Number of breaches	0	No Change
Auditing Contract Systems and Outcomes of External Contracts	\$178,104	We will provide a copy of Contract Audit(s) to the appropriate Contract Superintendent at the same time the audit report is submitted to the Executive team. 100% Achieved. We will guarantee the currency of our published Procurement Procedures, Contract Management manual and Asset Management Plans with a minimum of one review per annum. 100% Achieved.	Number of contract and system audits undertaken by type	55	-4%
			Number of Smart Track requests generated by site audits.	233	22%
			Number of updates per annum	1	No Change



>BUSINESS SYSTEMS & CONTRACTS

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Corporate Asset Management System	\$401,976	We will provide a Corporate Asset Management System to meet each individual Business Unit requirements. 100% Achieved. We will guarantee the currency of our published Procurement Procedures, Contract Management manual and Asset Management Plans with a minimum of one review per annum. 100% Achieved.	Number of assets	146,294	2%
			Number of transactions	9,000	Not Previously Recorded
			Number of reports	500	Not Previously Recorded
			Number of site inspections	400	Not Previously Recorded
			Number of updates per annum	8	No Change
Risk Management	\$1.5M	We will register all hazards or defects in public places notified to us by you in our customer request tracking system within one working day. 100% Achieved. If you lodge a claim for damage or injury we will acknowledge receipt in writing within five working days. 100% Achieved. We will investigate all accidents that result in injury to a person within one working day of notification. 100% Achieved. We will provide access to training in risk identification to all staff annually. 100% Achieved. We will undertake an annual review of risk as part of the renewal of insurance policies and recommend changes to policy standards and codes of practice as appropriate. 100% Achieved.	Compliance with Australian Standard AS/NZS4360:2004	5	Not Previously Recorded
			Number of risk analysis conducted	45	Not Previously Recorded



BEST VALUE

>BUSINESS SYSTEMS & CONTRACTS

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Purchasing	\$62,156	We will ensure that a regularly updated stock catalogue is available on Webstar to enable you to select the best suppliers. 100% Achieved.	Number of centralised orders raised	220	Not Previously Recorded
			Number of requests for sourcing products	800	Not Previously Recorded

Achievements

- Asset Management Plans and Maintenance Management System developed to meet the demands of the Road Management Act
- Adoption of the Strategic Asset Management Policy by Council as the Risk Framework for all of council's infrastructure assets
- Asset Data Classes for bus shelters, laneways and naturestrips created and mapped
- Risk Management Policy and draft Risk Management Strategy developed
- Purchasing and Contract Management team combined to form a multi-skilled Contracts Team
- Tender documents provided on CD offering lower cost and environmental saving
- Implementation of an on-line stationery purchasing service in conjunction with Asset Management Services
- Aus Spec adopted and implemented for major civil contract documentation
- Work Site protection improved through proactive auditing, education and advocacy
- Contract Management Processes strengthened with introduction of Compliance Audit Reports (CAR's)



>CHILDRENS SERVICES

Service Description	The service review addresses the following tasks:	
Childrens Services	Childrens Services ensures that all families within the City of Greater Dandenong have access to a range of early childhood services. Professional support is provided to encourage the participation and inclusion of young children in preschool, childcare and out-of-school hours services, including those with disabilities, developmental delays, emotional difficulties or from marginalised and culturally and diverse communities.	
Review Status	Budget	Staff
70% complete	\$149,325	15 staff
Best Value Principle	Service Response	
Responsive to Community Needs	<p>A self completion survey was sent to kindergarten teachers utilising Childrens Services. The team was given an overall satisfaction rating of 7.42 out of 10. Respondents' satisfaction levels with the different services offered by the unit rated quite highly, with internal referrals achieving highest levels. However, the training for Children's Services staff appeared to be of concern. Almost a third of respondents claimed that this service "needs some improvement".</p> <p>An external survey was distributed on behalf of the Family Day Care Unit¹. Respondents gave the service an overall satisfaction rating of 9.06 out of 10. Overall mean satisfaction levels for each service were high, with the majority of respondents expressing access to support staff as "excellent".</p>	
Accessible	<p>Access to the Family Day Care service is available to all families with children in the municipality. The number of child care hours are limited so access can be subject to availability of placements. The Children's Service provides support to all public and private providers of children's services within the city. All activities are targeted at providing children and their families with the best care and educational support to meet their needs. After-hours training and meetings with clients are often arranged to meet individual needs. A "What's In Your Area" booklet is reviewed and distributed annually. Participants in each of the services often have language and/or cultural barriers and occasionally various disabilities. Staff are trained to work with these aspects and many staff are multi-lingual. Programs are designed with these aspects in mind.</p>	
Continuous Improvement	<p>A Municipal Early Steps Plan has been developed and adopted by Council to drive future service provision to children and families within the city. Group therapy sessions have been introduced at the Yarraman Centre. In-service training to early childhood providers is continually being offered and improved. Service Charters are sent to all Family Day Care families each year to keep them informed of the services and quality guarantees offered by the service.</p>	

1. Family Day Care are a team working within the Children Services Team.



BEST VALUE

>CHILDRENS SERVICES

Best Value Principle	Service Response
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.
Consultation	<p>A self-completion survey was mailed out to kindergarten teachers during June 2005. 14 responses were received. Respondents were generally satisfied with all elements of customer service, particularly with "courteousness of staff", where more than two thirds of respondents rated this service as "excellent".</p> <p>In reviewing the Family Day Care service, a self-completion survey was mailed to 78 care providers belonging to an existing list of family day carers co-ordinated by the City of Greater Dandenong. Respondents were given a time frame of two weeks from 20 June to 1 July, in which to complete the survey. 36 responses were received. In terms of staff, respondents were generally satisfied with all service elements. Respondents were most satisfied with the service element "friendliness" with more than three quarters of respondents claiming this service to be "excellent".</p>
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan.</p> <p>The basis of fees has predominantly been set by council based on available resources and the Department of Family & Community Services (Commonwealth) requirements.</p>
Community Expectations and Values	High levels of importance were placed on all service quality guarantees offered by Children's Services, particularly on the guarantee pertaining to the timely acknowledgement of referrals. Similarly high levels of importance were placed on all service quality guarantees, particularly on the guarantee pertaining to structured monthly visits by Family Day Care staff.
Local Employment	47% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Preschool Services	We will offer your child a place at a preschool within the City of Greater Dandenong. While we will endeavour to place your child at the preschool of your choice, this may not always be possible. We will send a receipt confirming your application within 10 working days. 100% Achieved.	Number of children attending funded four year old preschool programs	1,115	0%
		Number of children on waiting lists	6	Not Previously Recorded
		Number of children enrolled for ensuing year/s	848	Not Previously Recorded



>CHILDRENS SERVICES

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Early Childhood Services Support	All referrals will be acknowledged within seven working days . 100% Achieved.	Number of referrals received	274	Not Previously Recorded
	We will resource and support preschool staff, child care centre staff, family day care providers and outside school hours staff, where appropriate and upon request. 100% Achieved.	Number of visits	555	Not Previously Recorded
		Number of networks supported	10	Not Previously Recorded
		Number of referrals to external agencies	99	Not Previously Recorded
Support Outside-School Hours Services	All referrals will be acknowledged within seven working days. 100% Achieved.	Number of referrals received	35	Not Previously Recorded
	We will resource and support preschool staff, child care centre staff, family day care providers and outside school hours staff, where appropriate and upon request. 100% Achieved.	Number of visits	192	Not Previously Recorded
		Number of referrals to outside agencies	15	Not Previously Recorded
		Number of networks supported	2	Not Previously Recorded
Community advice and education	The Children's Services team will offer all children's service staff within the City of Greater Dandenong a minimum of four training sessions per year. 100% Achieved.	Number of sessions offered	14	Not Previously Recorded
	We will provide you with all the information you need to make an informed preschool or child care choice. We will ensure that the information you give to our service remains confidential. 100% Achieved.	Number of committee of management sessions held	4	Not Previously Recorded



BEST VALUE

>CHILDRENS SERVICES

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Home Based Child Care (Family Day Care)	We will provide you with a referral for child care within five working days. 100% Achieved.	Number of children enrolled	351	Not Previously Recorded
	We will provide you with all the information you need to make an informed child care choice. We will ensure that the information you give to our service remains confidential. 100% Achieved.	Number of careproviders	78	Not Previously Recorded
	We will ensure that your careprovider will look after no more than four pre-schoolers at any one time. 100% Achieved.	Number of child care hours provided	630,528	7%
	We will visit your careprovider at least once a month. Visits are unannounced and carefully structured to monitor the safety and quality of care and the well-being of your child within the care environment. 100% Achieved.	Number of support visits made to careproviders	1,219	9%
	Your careprovider will hold a recognised First Aid Certificate and all family members 17 and over will have undergone a criminal record check. 100% Achieved.			
	We will be available to careproviders 24 hours a day. 100% Achieved.			

Achievements

- Children's Services continues to attract significant funding in order to meet the early childhood programming and service needs of our diverse community.
- All eligible, enrolled four year old children were offered a kindergarten placement in 2005.
- All Committees of Management have been offered training in governance, roles and responsibilities.
- Council continues to support all kindergartens and community based child care centres in meeting state regulations.
- A minimum of one training session per month is offered to all personnel working within early childhood services.
- Family Day Care provided meaningful employment for 78 women from diverse backgrounds.
- Careproviders registered with Family Day Care as self employed small business operators earned \$2,430,000 in child care fees in the 2004-2005 financial year.
- A purchasing program was developed to address the OH&S needs of careproviders using nursery equipment.
- Seventeen Vietnamese careproviders are participating in a Workplace English Language & Literacy program, delivered by the Council of Adult Education and supported by Greater Dandenong.



>COMMUNITY CARE SERVICES

Service Description	The service review addresses the following tasks:
Home & Community Care Services (HACC)	Home care, personal care, respite care and property maintenance. Operational support and management of the service. Assessment and care management for the total range of HACC services, including Meals on Wheels and Adult Day Activity Support Services.

Review Status	Budget	Staff
Completed August 2003	\$774,195	102

Best Value Principles	Service Response
Continuous Improvement	Services will meet National Quality Assurance Framework. Services will use the referral tool known as 'SCOT'. The integration of the service will provide a single point of entry for residents. Recruitment of staff sought to reflect the diversity of the local community.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Home Care	\$315,164	We will contact you within two working days of your referral to discuss your needs and an appointment will be made if a home-based assessment is needed. 100% Achieved.	Number of service hours	45,473	Not Previously Recorded
			Number of clients	1,851	Not Previously Recorded
			Number of referrals	623	Not Previously Recorded
			Number of assessments	1,640	Not Previously Recorded
		We will develop a care plan with you or adopt the VHC care plan, and record your preferred days and times for services, if you are eligible. 100% Achieved.			
		We will allocate regular direct care staff, skilled in meeting your requirements, to provide services to you. 100% Achieved.			
		We will advise you of the times and days your services are to be provided, and notify you of any changes. (e.g. if your regular worker is unavailable and a replacement will attend.) 100% Achieved.			



BEST VALUE

>COMMUNITY CARE SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Personal Care	\$131,152	<p>We will contact you within two working days of your referral to discuss your needs and an appointment will be made if a home-based assessment is needed. 100% Achieved.</p> <p>We will develop a care plan with you or adopt the VHC care plan, and record your preferred days and times for services, if you are eligible. 100% Achieved.</p> <p>We will allocate regular direct care staff, skilled in meeting your requirements, to provide services to you. 100% Achieved.</p> <p>We will advise you of the times and days your services are to be provided, and notify you of any changes. (e.g. if your regular worker is unavailable and a replacement will attend.) 100% Achieved.</p>	Number of service hours	23,709	Not Previously Recorded
			Number of clients	331	Not Previously Recorded
			Number of referrals	240	Not Previously Recorded
Home Maintenance	\$28,618	<p>We will contact you within two working days of your referral to discuss your needs and an appointment will be made if a home-based assessment is needed. 100% Achieved.</p> <p>We will advise you of the times and days your services are to be provided, and notify you of any changes. (e.g. if your regular worker is unavailable and a replacement will attend.) 100% Achieved.</p>	Number of service hours	3,604	Not Previously Recorded
			Number of clients	1,137	Not Previously Recorded



>COMMUNITY CARE SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Respite Care	\$48,366	We will contact you within two working days of your referral to discuss your needs and an appointment will be made if a home-based assessment is needed. 100% Achieved.	Number of service hours	7,288	Not Previously Recorded
			Number of clients	123	Not Previously Recorded
			Number of referrals	135	Not Previously Recorded
		We will develop a care plan with you or adopt the VHC care plan, and record your preferred days and times for services, if you are eligible. 100% Achieved.			
		We will allocate regular direct care staff, skilled in meeting your requirements, to provide services to you. 100% Achieved.			
		We will advise you of the times and days your services are to be provided, and notify you of any changes. (e.g. if your regular worker is unavailable and a replacement will attend.) 100% Achieved.			

Achievements

- * Established a new in house Community Care service
- Two groups of Traineeships completed. Third group underway and fourth group to commence in July
- Recruited a variety of staff, including male and female workers, speaking 28 different languages
- Career paths and secondments for Community Care staff provided



BEST VALUE

>COMMUNITY TRANSPORT

Service Description	The service review addresses the following tasks:	
Community Transport	The Community Transport unit provides specialised community transport services for members of Senior Citizens' Clubs or similar groups that have no other form of transport. The unit also offers their services for hire to community groups, clubs, schools and the council.	
Review Status	Budget	Staff
60% complete	-\$102,403	9 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An external survey undertaken during June 2005 rated the Community Transport with an overall rating of 9.51 out of a possible 10. In terms of customer satisfaction with the services offered by the Community Bus unit, "delivery/ journey to your destination" recorded the greatest satisfaction level, with just over three quarters of respondents rating this service as excellent.	
Continuous Improvement	Many of the daily bus service customers are transported to activities provided by other internal services. Improved liaison with these internal providers is improving communication on how customers can be better served by both teams, including notification if a customer does need transport on certain days or requires a change to their normal service.	
Consultation	In reviewing the Community Transport unit, the City of Greater Dandenong engaged external market research firm, Colmar Brunton, to conduct face to face interviews with 50 customers between 20 June and 28 June 2005. Multilingual translators were utilised in this survey due to the higher number of customers from non English speaking backgrounds. In terms of staff, respondents were generally satisfied with all service elements. Respondents were most satisfied with staff "courteousness", with the vast majority of respondents claiming this service element to be "excellent".	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council.</p> <p>The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>	
Community Expectations and Values	With regard to service quality guarantees, respondents placed greatest importance on the guarantee of the driver offering assistance to passengers getting on and off the bus if required. Less importance (yet still of high importance) was placed on the guarantee of facilitating the arrival of groups by the agreed time (give or take 15 minutes), unless unforeseen circumstances arise.	



>COMMUNITY TRANSPORT

Best Value Principle	Service Response			
Local Employment	100% of staff employed are residents either of Greater Dandenong or surrounding municipalities.			
Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Hire Buses	All hire buses will be available at the agreed time. 100% Achieved.	Number of days buses available	To be recorded	
	All buses will be presented cleaned, refuelled, in a roadworthy condition and with seat belts fitted to all seats. 100% Achieved.	Number of buses available	839	Not Previously Recorded
	Breakdown and accident procedures will be given to you with the keys. 100% Achieved.	Number of buses hired	508	Not Previously Recorded
Door to Door Transport	All passengers and groups will be picked up by the agreed time, give or take 15 minutes, unless unforeseen circumstances arise. If the bus will be more than 30 minutes late, we will contact you where possible. If the bus becomes unavailable for any reason we will always ensure a replacement bus is provided. 100% Achieved. All groups will arrive at their destination by the agreed time, give or take 15 minutes, unless unforeseen circumstances arise. 100% Achieved. All buses will be cleaned, refuelled, in a roadworthy condition and with seat belts fitted to all seats. 100% Achieved. The driver will offer assistance to passengers getting on and off the bus if required. 100% Achieved.	Number of people transported	37,705	5%

Achievements

- Accreditation Audit done with a positive result received
- Applied for renewal of Bus Operators Accreditation



BEST VALUE

>CUSTOMER SERVICE

Service Description	The service review addresses the following tasks:	
Customer Service	Customer Service is the first point of contact for City of Greater Dandenong customers. The unit's role is to make sure all requests for assistance and information are dealt with as efficiently and effectively as possible. Where necessary, interpreters and other communication aids are used to ensure all customers have equal access to the council's services.	
Review Status	Budget	Staff
80% complete	\$1,517,005	29 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An external customer satisfaction survey completed in December 2004 rated Customer Service with an overall score of 7.18 out of a possible 10. Greatest satisfaction was with the process of payments. Greatest dissatisfaction was expressed with the processing of a maintenance request. An internal customer satisfaction survey completed in February 2005 rated Customer Service with an overall score of 6.23 out of a possible 10. Most satisfaction was expressed with the administration of deliveries and the greeting of visitors. Far less satisfaction was expressed with the processing of customer permits/payments where 40% of respondents believed improvement was needed.	
Accessible	The team is available to serve customers at the three customer service centres and/or the call centre between 8am and 5pm Monday to Friday and 9am to 1pm Saturday. These hours are backed up by an after hours service phone service. An extensive amount of information is available on council's website which is accessible 24x7.	
Continuous Improvement	The team has created a web based application called 'Council Assist' that provides customer service staff with an extensive amount of information from all internal service providers enabling more calls and requests to be addressed at first point of contact. The team also provide assistance to customers in referring them to other authorities and agencies as required.	
Consultation	<p>The following consultation processes were undertaken:</p> <p>Self completion surveys were mailed to 740 customers of the Customer Research Panel in December 2004. Results derived from 302 respondents indicated a satisfaction mean of 7.18. In terms of the various elements of customer service, a high degree of importance was placed on all of them, in particular the "reliability of advice" as well as "having staff do as they say". Less importance was placed on elements such as "flexibility of staff" and "access to staff", however they still rated highly.</p> <p>An internal online survey was conducted for two weeks in February 2005 and was also emailed to a number of business unit leaders and managers who use the service. Results derived from 26 staff indicated a lower satisfaction rating than expressed by external customers giving a rating of 6.32. Respondents were most satisfied that "staff do what they say", while less satisfaction was expressed with their "ability to solve problems" and their "understanding of customer needs".</p>	



>CUSTOMER SERVICE

Best Value Principle	Service Response
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.
Value for Money	The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.
Community Expectations and Values	<p>External respondents placed a great deal of importance on guarantees relating to recording information by service centres (e.g issuing receipts and reference numbers). Of less importance (but still considered very important) were matters relating to the speedy delivery of the service.</p> <p>Internal respondents placed greatest importance on Customer Service using the most up-to-date business unit information available. A similar degree of importance was attributed to the guarantee pertaining to deliveries, particularly those uncollected. Respondents were generally satisfied with the performance of these guarantees.</p>
Affordability and Accessibility	Customers do not have to pay to obtain information from the Customer and Call Centre staff, therefore affordability concerns did not arise as an issue for customers. Investigations are currently underway to determine if the customer service centre at Parkmore Shopping Centre should be moved to a more centralised location offering improved access to residents in Noble Park.
Local Employment	86% of staff in the team live locally within Greater Dandenong or neighbouring council areas.

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Payment & Permit Processing	We will provide a receipt for all payments made at our service centres. Receipts for payments by mail will be provided on request. 100% Achieved.	Number of payments processed	106,346	-7%
		Number of permits processed	484	Not Previously Recorded
	We will receipt all monies accepted on your behalf daily and allocate these to the correct account if account details are available.			



BEST VALUE

>CUSTOMER SERVICE

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Primary Contact with Council	We will answer 90% of all enquiries at the first point of contact. If we are unable to assist you we will direct you to the person or section best able to help you. 92% Achieved.	Number of visitors	121,091	-11%
		Number of enquiries resolved	183,747	-5%
		Number of phone calls	155,192	-2%
	We will answer 90% of telephone calls within 15 seconds. 96% Achieved.			
Business Unit Reception / Meet & Greet	All requests for services provided by Council will be recorded in our Customer Request Tracking System, which will then refer your request to the appropriate member of staff. We will provide you with a reference number for your request and an approximate time you can expect a response. 100% Achieved.			
	We will advise your business unit within ten minutes of receipt of a delivery to the Customer Service Centres. We will immediately forward all phone messages by e-mail. 100% Achieved.	Number of deliveries handled	To be recorded	
		Number of visitors greeted	To be recorded	

Achievements

- Developed a knowledge system to enable staff to improve the accuracy and consistency of information provided to customers
- Improved customer service at Customer Service Centres by implementing a single customer queue for payments, requests and general enquiries
- Streamlined processes to make it easier for customers to have their needs met (e.g. reporting of waste services issues)
- Provided skills and knowledge training to staff throughout the year to maintain high levels of customer service



>ECONOMIC DEVELOPMENT & SOUTH EAST NETWORKS

Service Description	The service review addresses the following tasks:	
Economic Development & South East Networks	Economic Development and South East Networks support the development of sustainable businesses and long-term job opportunities for the Greater Dandenong community. Through business visits and networking these units provide access to quality information, advice and referrals, together with business development initiatives that identify and capitalise on new opportunities and overcome barriers to growth.	
Review Status	Budget	Staff
80% complete	\$1,045,140	5 staff
Best Value Principle	Service Response	
Accessible	All businesses, residents and industry stakeholders have access to the Economic Development Unit & South East Networks during normal working hours of 8.30am to 5.00pm. Staff are available for on-site meetings. Out of hours meetings, network events and workshops are regularly held.	
Continuous Improvement	The team has identified that several new Service Quality Guarantees are required to align with gaps identified within the service areas. The team is currently developing these guarantees.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	The annual budget for this service is outlined in the Financial Plan. Council has taken into consideration the changing demands for this service and the resources that it has been able to provide for it. The majority of services provided are free, however participants involved in catered events are occasionally charged.	
Local Employment	80% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.	
Partnerships	Active informal partnerships exist with the 11 regional councils in the south eastern region of Melbourne for the purpose of sharing information, advocating for the region, sharing responsibility of projects that spread across boundaries. Active informal partnerships exist with State and Federal Government departments for the purpose of funding opportunities, project collaboration, sourcing information and promoting the city. Extensive and active partnerships exist with the business community, predominantly private industry for the purpose of providing business assistance, providing a facilitation service to put them in contact with other areas of local, state and federal governments and introduce them to businesses that may create opportunities to grow their businesses.	



BEST VALUE

>ECONOMIC DEVELOPMENT & SOUTH EAST NETWORKS

Best Value Principle		Service Response		
Environmental Impacts		The team's most significant environmental impact is based on promoting environmental awareness to the business community through the business networks and programs such as 'Lean Manufacturing' and 'Value Stream Mapping' aimed at reducing waste. The team is negotiating with Lend Lease to introduce waste management programs at Palm Plaza shopping complex similar to those introduced at Parkmore Shopping Centre. The team is also working with other units negotiating with the South Eastern Treatment Plant and Melbourne Water to get recycled water into the industrial areas for use by various manufacturers. In terms of its own environmental impact, the team actively recycles or re-uses paper, folders, name tags, plastic food containers and toners.		
Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Business Networking Opportunities	We offer members of each group the opportunity to attend a minimum of eight and up to ten monthly meetings per year. 100% Achieved.	Number of events/ networking/ program sessions delivered	90	718%
	We will offer participation in a minimum of two common interest workshops or workgroups annually. 100% Achieved.	Number of participants	To be recorded	
	We will provide members, in January of each year, with a schedule of meetings for the coming 12 months. 100% Achieved.	Number of network groups facilitated	13	30%
Business Assistance	We will acknowledge all enquiries immediately where possible. No initial enquiry will be outstanding for more than one working day. 100% Achieved.	Number of quality interactions	455	64%
	We will provide information and advice at the first point of contact where possible. If this cannot be achieved we will further research your enquiry or refer you to the appropriate source. 100% Achieved.	Number of information/ referral requests	530	11%



>ECONOMIC DEVELOPMENT & SOUTH EAST NETWORKS

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Marketing and Promotion	We will publish and distribute a business newsletter four times yearly to actively promote the city. 100% Achieved.	Number of editions of business magazine	4	0%
		Number of business magazines distributed	13,100	19%
		Number of promotions undertaken	14	40%
Advocacy and Partnerships		Number of major issues advocated for	To be recorded	
		Number of active partnerships/relationships	To be recorded	
		Number of events delivered	To be recorded	

Achievements

- Development of Business Prospectus "Ready to do Business" including Information Kit with Fact Sheets
- Streetlife Industry project - "Factory to You"
- Re-branding of Business Newsletter - Stakeholder
- Building stronger relationships with our sister city Xuzhou
- Chair role of Melbourne South East Regional group and taking lead role in first regional project
- Induction of local company to Vic Govt Hall of Fame following nomination from SEN (3 nominees submitted)
- Expansion of M:Tec schools-industry program with State Government using material in Vic-wide 'Make Something of Yourself' project
- International presenter at SEN Manufacturing Conference
- Local company global competitiveness enhanced through SEN Manufacturing Excellence and Export Programs
- SEN successfully linked local companies with university for multi-media projects (10 companies involved to date)



BEST VALUE

>ENVIRONMENTAL HEALTH

Service Description	The service review addresses the following tasks:	
Environmental Health	The Environmental Health unit works towards increasing awareness of public health issues within the community, ensures high levels of childhood immunisation, enhances food standards, increases understanding of public health and food legislation and generates community responsibility for the improvement of public health.	
Review Status	Budget	Staff
90% complete	\$175,750	12 staff
Best Value Principle	Service Response	
Responsive to Community Needs	<p>A customer satisfaction survey sent in November 2004 to businesses requiring a permit to operate rated the Environmental Health Unit with an overall score of 7.24 out of a possible 10. Respondents were fairly satisfied with all the services offered. Greatest dissatisfaction arose in the provision of assistance with setting up a new food vehicle. The monitoring of health premises was another service that respondents believed needed some improvement.</p> <p>A customer satisfaction survey sent in November 2004 to a list of 105 service users from our customer request system rated the Environmental Health unit with an overall score of 6.09 out of a possible 10. Greatest satisfaction was around the monitoring of food premises for cleanliness and investigations into public health issues. Respondents tended to be somewhat dissatisfied with many of the services offered, in particular the monitoring of both swimming pools for cleanliness and the monitoring of health premises.</p>	
Accessible	All residents have access to the Environmental Health services during normal working hours, including Saturday. An after-hours service is provided for emergency requests. Language and cultural barriers are addressed as staff make regular use of the interpreter service to assist in processing infringement appeals and interrogation of persons suspected of committing an offence. Multi lingual services, audio tapes and translations of customer correspondence are also used.	
Continuous Improvement	Improvements have been made to Environmental Health unit's service charter. Phone and counter enquiries relating to new premises enquiries are now being recorded to improve follow up with potential new businesses.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>ENVIRONMENTAL HEALTH

Best Value Principle	Service Response
Consultation	<p>A written survey was mailed in November 2004 to a list of 1,350 businesses requiring a permit to operate. 213 respondents replied. In terms of staff service, respondents placed a high degree of importance on all of the elements and were generally satisfied with all of them. Customers seemed to indicate that while the information provided is relevant, it is not always clear.</p> <p>A written survey was mailed in November 2004 to a list of 105 service users from our customer request system. Only 24 respondents replied. Generally all elements of customer service rated well with roughly 45% of respondents believing that each element of service was "excellent". Of note, considerable dissatisfaction did exist among the following elements of customer service: "understand customer needs", "ability to solve problems" and "response to your request".</p>
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan.</p> <p>The basis of fees has predominantly been set by council based on available resources and requirement to recoup some costs. Some are also set by regulations in relevant Acts.</p>
Community Expectations and Values	<p>Respondents from the business survey indicated a high degree of importance on all service quality guarantees. Of interest, the sampling public swimming pool water rated higher than guarantees pertaining to the inspection and monitoring of food premises.</p> <p>Respondents from the customer request system survey attributed high importance to all service quality guarantees reflecting an accurate understanding of community concerns and priorities. Clearly, health is of paramount concern and importance to customers.</p>
Affordability and Accessibility	<p>Some concern was expressed by respondents that the frequency of inspections was limited and that there was a need for more frequent unannounced inspections, preferably at times when the facility wasn't too busy. At this stage additional resources are not available to increase the number of random inspections.</p>
Local Employment	<p>75% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.</p>
Partnerships	<p>Informal partnerships are shared by the team with a number of government and health regulation bodies including Tobbaco (regulatory) control, State Government Immunisation and State Government administration and supervision of the Food Safety Program.</p>
Environmental Impacts	<p>The team's predominant environmental impact focuses on raising awareness of environmental issues and waste with the community, in particular food suppliers. The team has created and distributes a CD-ROM called FoodSTART to customers. This CD-ROM provides a good guide on ways to manage waste in the food industry. The team intends to review the written material handed out to customers and determine if additional information can be added to the FoodSTART CD-ROM.</p>



BEST VALUE

>ENVIRONMENTAL HEALTH

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Immunisation	\$16,733	<p>We will provide eight public immunisation sessions per month at six convenient sites across the entire municipality (including a minimum of 22 hours per annum of out of hours service). 100% Achieved.</p> <p>We will provide immunisation against Diptheria, Tetanus, and Hepatitis B at all secondary and special schools in the municipality. 100% Achieved.</p> <p>All requests for school immunisation certificates will be processed within two working days. 100% Achieved.</p>	Number of immunisations	12,677	-18%
			Immunisation rate for children under one year	93%	0%
Food Monitoring	\$57,657	<p>We will commence investigation into a suspected food poisoning outbreak as soon as we are notified and in accordance with the Department of Human Services' guidelines. We will keep you advised of progress and outcome. 100% Achieved.</p> <p>We inspect all food premises and food vehicles annually. 100% Achieved.</p> <p>We will submit a minimum of 400 food samples per annum for analysis. Breaches of food safety standards will be prosecuted. 100% Achieved.</p> <p>Applications for new premises will be processed within five working days. 100% Achieved.</p>	Number of food premises monitored	2,843	-15%
			Number of applications for new food premises	97	11%
			Number of investigations into food complaints	147	-74%
			Number of food samples taken	431	-5%



>ENVIRONMENTAL HEALTH

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Public Health	\$38,438	We will commence investigation into a suspected outbreak of infectious disease in accordance with the Department of Human Services' guidelines as soon as we are notified. We will keep you advised of progress and outcome. 100% Achieved.	Number of public health concerns investigated	427	9%
		We will commence investigation into all complaints within 48 hours of being notified and keep you advised of progress and outcome. 100% Achieved.	Number of Public health campaigns	2	-50%
			Number of actions taken to reduce the sale of tobacco to minors	65	51%
		We will inspect all registered premises a minimum of once a year. 100% Achieved.	Number of waste water applications processed	6	-25%
			Number of public swimming pool samples	30	20%
		All applications for new premises will be processed within five working days. 100% Achieved.	Number of head lice (pediculosis) inspections	4,402	6%
		We will investigate all concerns of tobacco sales to minors within two working days. 100% Achieved.			
		We will sample water quality at every public swimming pool once annually. 100% Achieved.			
		We will attend any school on a fee for service basis within 12 working days to inspect head lice. 100% Achieved.			

Achievements

- Released a multi-purpose CD-Rom informing on food hygiene and food premises construction standards.
- Initiated a Statewide Environmental Health Officer task-force to increase consumer knowledge of foods from all cultures.
- Supervised the opening of 97 new food businesses
- Provided a total of 810 Child Pneumococcal immunisations since the free vaccine became available in January 2005.



BEST VALUE

>FAMILY SERVICES

Service Description	The service review addresses the following tasks:	
Family Services	Family Services provide a range of services to support and assist parents with children 0-18 years. The Maternal & Child ¹ Health staff provide parents with information on the health, development and wellbeing of their children 0-6 years, and provide new mother groups for first time parents. Family support and counselling staff provide in home support, counselling and parenting assistance to parents who are experiencing stress or crisis and having difficulties parenting their children 0-18 years.	
Review Status	Budget	Staff
70% complete	\$888,448	46 staff
Best Value Principle	Service Response	
Responsive to Community Needs	A face to face interview with care recipients of the Maternal and Child Health service gave the team an overall satisfaction rating of 9.38 out of 10. Overall mean satisfaction levels for each service were high, with the majority of respondents expressing child health and development checks as "excellent".	
Accessible	Access to Family Services is available to all families with children in the municipality particularly targeting under school aged children. Appointments with customers are held during the day and in the evenings. Staff are available at all times to visit sick mothers and provide additional visits if needed beyond the basic number provided. Home visits are made to all families with new babies. Customers often have language and/or cultural barriers and occasionally disabilities or individual situational needs and interpreters are used extensively. The needs of new arrivals from overseas is a specific target to ensure new mothers can cope within a new and strange environment. Staff are trained to work with all these aspects and some staff are multi-lingual.	
Continuous Improvement	A Municipal Early Steps Plan has been developed and adopted by Council to drive future service provision to children and families within the city. Improved services are being provided to parents in settlement groups arriving as refugees from overseas. Addressing parental health issues, getting them into the health network system and providing them with information on what additional services are available are all added value services provided by the team. Identifying young children that have not been immunised, is also a continual focus for the team and they are finding many of these by liaising with creches in the area.	
Value for Money	The annual budget for this service is outlined in the Financial Plan. Council has taken into consideration the changing demands for this service and in the resources that it has been able to provide for it.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	

1. Maternal & Child Health form part of the Family Services unit.



>FAMILY SERVICES

Best Value Principle	Service Response
Community Expectations and Values	With regard to the relevance of service to customers cultural background, the new mother's group was most relevant to their culture. Approximately half of respondents rated this service as "very relevant". However, approximately a quarter of respondents rated the interpreter service and the translated information as "not at all relevant" to their culture.
Affordability and Accessibility	All the services provided by Family Services to customers are free. The level of services provided to customers can be tailored, within bounds, to individual needs. To this end, the team can manage various client needs both within and after normal working hours to ensure support is available when most needed.
Local Employment	68% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Counselling	\$79,133	When our service is fully booked, we will ask whether you wish to be placed on our waiting list or be referred to another agency. 100% Achieved.	Number of referrals	144	-11%
		If we need to cancel an appointment, you will be contacted as soon as possible and another appointment will be made. 100% Achieved.	Number of families	121	-19%
		In discussion with you we will assess your needs and give you a choice of appropriate and available services, provided either by us or through referral to another agency. 100% Achieved.			
		We will assist you to identify goals you wish to work towards including possible timelines to review progress. 100% Achieved.			



BEST VALUE

>FAMILY SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Outreach Maternal & Child Health Support	\$211,000	<p>We will offer families with special needs a home visiting service for a maximum of 3 months. 100% Achieved.</p> <p>We will at each visit, record information on your child's progress in your Child Health Record Book. 100% Achieved.</p>	Number of families supported	332	-23%
In Home Family Support	\$149,275	<p>When our service is fully booked, we will ask whether you wish to be placed on our waiting list or be referred to another agency. 100% Achieved.</p> <p>If we need to cancel an appointment, you will be contacted as soon as possible and another appointment will be made. 100% Achieved.</p> <p>In discussion with you we will assess your needs and give you a choice of appropriate and available services, provided either by us or through referral to another agency. 100% Achieved.</p>	Number of referrals	279	Not Previously Recorded
			Number of families supported	210	-12%
			Number of families receiving of material aid	219	0%
			\$ value of material aid provided	8,760	0%
Lactation Assistance	\$13,101	<p>We will have a lactation consultant available for in home visits to help with breast feeding concerns. 100% Achieved.</p> <p>We will at each visit, record information on your child's progress in your Child Health Record Book. 100% Achieved.</p>	Number of women assisted	88	-3%



>FAMILY SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Child Health & Development Checks	\$519,726	We will offer all families with children from birth until school age a minimum of one home visit and 15 centre visits. At these visits we will assess the health and development of your child. 100% Achieved. We will offer families with special needs a home visiting service for a maximum of three months. 100% Achieved. We will at each visit, record information on your child's progress in your Child Health Record Book. 100% Achieved.	Number of children seen	24,017	4%
			Number of consultations	24,017	4%
			Number of children seen at key ages	12,769	3%
			Number of dental checks	1,371	-21%
			Number of hearing checks	648	-48%
Parent Education and Support	\$71,406	We will provide all first time parents with opportunities to attend First Parent's Groups which are run by our community development officers. 100% Achieved. We will provide opportunities for parents to participate in education and friendship groups. 100% Achieved. We will provide information and education on child safety/injury prevention to families. 100% Achieved.	Number of parent education courses	2	0%
			Number of participants	12	50%
			Number of multicultural and English first time parent groups	41	3%
			Number of playgroups	2	0%
			Number of playgroup participants	20	0%
			Number of special health groups (ID and PND)	2	0%
			Number of special health group participants	8	0%
			Number of participants (young mums group)	18	Not Previously Recorded
			Number of participants (Parent Support)	10	0%
			Number of events	2	0%

Achievements

- The maternal and child health nurses have increased their participation rates for key ages and stages checks for children aged twelve months and over



BEST VALUE

>FINANCIAL SERVICES

Service Description	The service review addresses the following tasks:
Financial Services	Financial Services manages the council's financial and accounting services. The unit is responsible for the implementation and ongoing management of sound financial management practices across all business units and developing and maintaining the financial accounting infrastructure. It is also responsible for financial planning and cash flow management.

Review Status	Budget	Staff
70% complete	\$888,448	13 staff

Best Value Principle	Service Response
Responsive to Community Needs	An internal survey was conducted for the Financial Services unit. Respondents gave the team an overall satisfaction rating of 7.60 out of 10. Financial planning recorded the greatest satisfaction level, with half of respondents rating this service as "excellent". Satisfaction with the current chart of corporate account numbers was rated as "good".
Accessible	The team is available to assist customers during normal working hours of 8.15am to 5.21pm Monday to Friday. An internal email address is provided for budget and financial planning enquiries. Staff training for financial planning purposes is offered annually.
Continuous Improvement	The team are investigating ways to automate the despatch of debtors invoices and statements to assist debtors and make more efficient use of staff time. Significant improvements have been made to the forms and processes used by staff in the development of annual budgets, particularly for costing staff and staff related expenses.
Consultation	In reviewing the Financial Services unit, a link to the online self completion survey was open to all staff during June 2005. Only ten respondents only took the opportunity to provide feedback to the team. Respondents were most satisfied with "response to your request", with more than half of respondents claiming this service element as being "excellent". Respondents were satisfied with all staff behaviours, particularly "knowledge", which rated highly, however, they were less satisfied with the elements [staff] "understand customer needs" and [staff's] "ability to solve problems".
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.
Value for Money	The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.
Affordability and Accessibility	As an internal service provider, business units are not charged for the services provided by the unit. The team coordinates financial management on behalf of the organisation. They provide business units with advice and guidance on financial planning, reporting and account management free of charge.



>FINANCIAL SERVICES

Best Value Principle		Service Response			
Community Expectations and Values		With regard to service quality guarantees, respondents placed greatest importance on the guarantee of issuing guidelines to managers and budget officers and providing them with training. Less importance (yet still of high importance) was placed on the guarantee of ensuring cash receipts are balanced daily.			
Local Employment		92% of this team live locally within Greater Dandenong or neighbouring council areas.			
Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Financial Systems Maintained	\$120,254	We will visit each Manager and Business Unit Leader at least once a year to discuss the training requirements of their business units. 100% Achieved.	Number of staff trained	90	2%
			Number of systems	3	0%
Accounts Receivable	\$98,890	We will send statements within 5 working days from end of month (all aged care services invoice/statements within 10 working days) and notify departments of delinquent debtors. 100% Achieved.	Number of invoices/statements issued	98,530	-1%
			Number of invoices	69,386	-1%
			Number of new debtors	674	49%
			Number of adjustments	613	-14%
Accounts Payable	\$144,711	We will pay our suppliers on agreed terms. 100% Achieved.	Number of cheques produced	8,047	-14%
			Number of EFT payments effected	5,718	19%
			Number of vouchers processed	26,924	-1%
			Number of new creditors	1,455	-13%
Banking and Treasury	\$86,785	No Service Quality Guarantee	Number of bank reconciliations	12	0%
			Number of investment reconciliations	12	0%



BEST VALUE

>FINANCIAL SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Financial Planning (Budgeting and Reporting)	\$259,133	We will produce a financial report to the second Council meeting of each month. 100% Achieved. We will issue annually, budget guidelines and provide training to Managers and Budget Officers to enable them to prepare their budgets. 100% Achieved.	Number of reports to council	12	0%
			Number of legislative reports	2	0%
			Number of business unit grant acquittals	30	Not Previously Recorded
			Number of staff trained	90	2%
			Number of business unit budgets (sub activities)	109	Not Previously Recorded
Capital Accounting	\$89,709	No Service Quality Guarantee	Total value capitalised	\$25.1M	Not Previously Recorded

Achievements

- 2005-2006 and 2005-2009 Financial Plans prepared and adopted by Council
- EFT payments increased by 19% while reducing cheque payments by 14%
- Statutory reporting requirements met to required timelines and regulations
- Internal financial reporting systems and processes recognised favourably by Auditor General
- Cash Flow targets met with substantial savings in interest costs
- Invoicing and debt collection service carried out to optimise cash flows
- Business unit managers trained in accounting and systems



>FOOD SERVICES

Service Description	The service review addresses the following tasks:	
Food Services	To provide affordable, nutritious meals to eligible clients within the City of Greater Dandenong by acknowledging and responding to cultural preferences and individual needs.	
Review Status	Budget	Staff
100% complete	\$258,128	13 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An external survey was conducted with customers of the Food Services Unit during March and April 2005. The Food Services unit was found to have an overall satisfaction rating of 8.77. Respondents were overwhelmingly satisfied with the standard of meals offered. Highest satisfaction related to meal characteristics, especially tastiness, presentation and timeliness. The temperature and range of meals offered were given a slightly lower rating, but still rated as “excellent” or “good”. The range and quality of the meals provided were also rated as “good”. Of note, 32% of respondents believed that the actual size of the meal was “adequate” indicating the size of the meal is just right for them.	
Accessible	Access to this service is subject to residents meeting eligibility requirements set by council and placement numbers are limited. Participants often have language and/or cultural barriers and various disabilities. Staff and volunteers are trained to work with these aspects, many of these staff and volunteers are multi-lingual.	
Continuous Improvement	This team has implemented a wide range of improvements to their service. The most significant improvements include a “Clients in Focus” program, staff training on client requirements such as diet and cultural needs, introduction of a newsletter, range of meals tailored to the preferences and cultures of clients, meals frozen for residents requiring additional meals at various times and introduction of volunteer information packages.	
Consultation	An external face to face survey was conducted with customers of the Food Services unit during March and April 2005. 44 respondents gave an overall satisfaction rating of 8.77. In terms of the various elements of customer service, a high degree of satisfaction was displayed with all aspects, in particular the “helpfulness of staff”, as well as the “courteousness”. Less satisfaction was displayed with elements such as “efficiency” and “friendliness”, but they still rated highly.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



BEST VALUE

>FOOD SERVICES

Best Value Principle	Service Response
Best on Offer	<p>The Food Services unit benchmarked their processes for induction of volunteers and service delivery by volunteers. These processes were chosen in response to a range of items raised by both customers and the volunteers over recent times. Areas investigated included: time of delivery, what to do when a client isn't home, client payments, volunteer induction and volunteer reimbursement. The team compared their processes against the following Meals on Wheels providers around the country: Ku-ring-gau, Shire of Melton, Picton/Burrangorang, St Andrews, Bendigo, Monash, Wyndham and Tweed Coast Food Services.</p> <p>The team identified that they provide a better quality service than the majority that they compared with. The team's prices were kept much lower for customers and all the food is freshly made. The team also tailor meals to suit individual customer needs wherever possible. For the main comparison areas the team identified the following:</p> <p>All the providers follow the same procedure when clients are not at home. A number of the providers have clients paying cash daily or weekly for meals. The team considered this too risky a procedure to implement.</p> <p>Volunteer induction is similar for each service. Reimbursement to volunteers for travel expenses is handled in a number of different ways, many using direct debit. This is an improvement that the team has identified, investigated and will be implementing in the near future.</p> <p>Only Bendigo offer a two-part delivery service, the first delivery is for frozen meals and the second a hot meal at lunch time. This is an area of improvement identified by the team that they are going to investigate over coming months to determine if it is viable and required by customers.</p>
Value for Money	The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees has been set by council based on available resources and level of need within the community.
Community Expectations and Values	Respondents were asked to express whether or not they would like to see "breakfast" items on the menu or whether "light meals" should be offered as an alternative choice for lunch and dinner. The majority of respondents expressed no interest in "breakfast", although half of the respondents expressed an interest in a "light lunch" alternative.
Affordability and Accessibility	The service has been structured to keep the cost of meals as low as possible. The total cost of a meal is \$9.45 on average with a cost to clients of only \$5.20 per meal. Cost is offset to clients by council and grants. The daily service provided by volunteers helps to keep the delivery costs as low as possible.
Local Employment	92% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.
Partnerships	The team do not have any formal partnerships with other councils, government agencies or private companies.
Environmental Impacts	The team's main impact on the environment relates to the waste produced in preparing meals. All vegetable scraps are sent out to be composted. Paper is recycled and the amount of paper has been reduced by reducing the number of menus printed.



>FOOD SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Preparation	\$219,040	We will prepare, cook and pack food in accordance with the food safety laws. 100% Achieved.	Number of meals	83,813	-7%
			Training hours	362.5	Not Previously Recorded
			Food safety compliance	100%	Not Previously Recorded
			Number of ethnic meals	2563	Not Previously Recorded
Delivery	\$61,822	We will ensure that each new clients needs are established on the same day a request is received. Each new client will receive a menu. 100% Achieved.	We will supply meals to meet special dietary requirements. Special dietary foods are prepared in accordance with a dietitian's advice. 100% Achieved.	We will develop an individual meal plan in consultation with you or your chosen representative with consideration of food preferences and cultural background. 100% Achieved.	
Delivery	\$61,822	Your meal will be delivered on the agreed day at the agreed location between 11am and 1.30pm. 100% Achieved.	Number of clients	1170	Not Previously Recorded
			Number of new clients	410	-2%
			Hours spent with volunteers	520	Not Previously Recorded
Delivery	\$61,822	We care for our clients, and if anything out of character is noticed during delivery of meals, we will follow emergency procedures which includes contacting the person listed as your next of kin, ringing for an ambulance, contacting your case manager, or whatever is applicable in the circumstances. 100% Achieved.			

Achievements

- External food safety audit completed - 100%
- OH&S audited and recommendations implemented



BEST VALUE

>GOVERNANCE

Service Description	The service review addresses the following tasks:	
Governance	Governance is responsible for ensuring that the council's policy of maintaining open and accountable government is followed in all organisational activities. In addition, this unit assists the mayor and councillors with their duties as elected representatives of the community.	
Review Status	Budget	Staff
70% complete	\$950,239	7 staff
Best Value Principle	Service Response	
Responsive to Community Needs	One on one surveys were conducted with councillors seeking their level of satisfaction with the Governance unit. Councillors gave an overall satisfaction rating of 9.0 out of 10 to the team. In terms of the satisfaction levels for the different types of service delivery from Governance, councillors appeared to be most satisfied with the provision of day to day service. Internal staff that utilise services provided by the Governance unit were also offered an opportunity to provide feedback to the team on their service delivery. Internal respondents gave the team an overall satisfaction rating 7.06 out of 10. Respondents tended to be satisfied with all areas of service delivery from Governance. It was found that respondents were most satisfied with the management of council meetings.	
Continuous Improvement	A new intranet site has been developed specifically for Councillors to keep them informed of daily updates or information they need to be aware of. Web casting all council meetings is a new initiative allowing customers access to live or archived council meetings from any computer linked to the internet.	
Consultation	An independent research company was employed to conduct face to face interviews with councillors during April and May 2005. Councillors were generally satisfied with most elements of staff service, particularly with "access to staff" and the "response to [their] request". However, less satisfaction was expressed with "staff's ability to solve problems". A second survey was conducted for internal staff. A link to the online self completion survey was posted on council's intranet site during April 2005 and available to all staff to complete. 18 responses were received. All elements of staff service were believed to be important and respondents tended to be quite satisfied with all of them. In terms of specific staff behaviours, "responsiveness" and "helpfulness" received the highest ratings.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>GOVERNANCE

Best Value Principle	Service Response
Community Expectations & Values	Significant importance was placed on all service quality guarantees by Councillors. Greater importance was placed on guarantees pertaining to the accuracy and timeliness of responses. In regard to service quality guarantees internal respondents placed greatest importance on Governance's annual review of the Corporate Standards and compliance with statutory processes. Less importance was placed on the advertising of meetings and availability of minutes.
Affordability & Accessibility	As an internal service provider, business units and councillors are not charged for the services provided by the unit. The team coordinates many governance issues on behalf of the organisation including management of reports to Council for decision making purposes and support for all council meetings/functions, coordinate a range of activities on behalf of councillors and provide advice to business units on legislation requirements when requested.
Local Employment	71% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Support Services to the Mayor	We will provide support, equipment maintenance and services as set out in the Councillor Support Code of Practice. 100% Achieved.	Number of hours spent managing diary	480	0%
		Number of requests for Mayor	680	Not Previously Recorded
		Number of speech requests	144	Not Previously Recorded
Support Services to Councillors	We will provide an initial advice for Councillor requests on the day they are received. 100% Achieved.	Number of training sessions offered	3	Not Previously Recorded
		Number of updates to the Councillors Intranet (MACCS)	208	Not Previously Recorded
	We will ensure a staff member is available to assist Councillors during standard business hours, during Ordinary and Special Council Meetings, Advisory Committee Meetings, and Councillor Briefing Sessions. 100% Achieved.	Number of requests	Not recorded	Not Previously Recorded
	We will provide support, equipment maintenance and services as set out in the Councillor Support Code of Practice. 100% Achieved.			



BEST VALUE

>GOVERNANCE

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Council Elections	We will assist the organisation to comply with Council's statutory processes. 100% Achieved.	Voter turnout	Not Applicable	
		No of prospective candidates trained	Not Applicable	
Support to Reference Groups and Special Committees	We will ensure a staff member is available to assist Councillors during standard business hours, during Ordinary and Special Council Meetings, Advisory Committee Meetings, and Councillor Briefing Sessions. 100% Achieved.	No of meetings held	82	Not Previously Recorded
Council Meetings	We will advertise the dates of Ordinary and Special Council Meetings in 2nd City News, 2nd City News in brief, telephone on-hold message and our website. 100% Achieved. We will make minutes of these meetings available to the public within 5 days of the meeting. 100% Achieved.	No of Council Meetings	24	-11%
		No of Briefing Sessions	44	-23%
		No of action memos	508	Not Previously Recorded
		No of decisions made	460	Not Previously Recorded
		No of reports	393	Not Previously Recorded
		No of questions raised	To be recorded	
Governance Services	We will make statutory registers relating to Governance available for inspection at our Springvale Road office. 100% Achieved. We will ensure that Councillors receive up-to-date and timely information that allows them to make informed decisions. 100% Achieved. We will monitor, review and update council's Corporate Standards including, Code of Conduct, Council Policies and Codes of Practice annually. 100% Achieved.	No of Policies/ Codes of Practice reviewed	29	-46%
		No of legislative updates	240	Not Previously Recorded
		No of legal opinions sought	4	-20%
		No of registers audited	13	0%



>GOVERNANCE

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Stakeholder Information Sessions	We will ensure a staff member is available to assist Councillors during standard business hours, during Ordinary and Special Council Meetings, Advisory Committee Meetings, and Councillor Briefing Sessions. 100% Achieved.	No of MP's breakfast meetings held	2	0%
		No of Community Forums held	3	-25%
Civic Functions (including Citizenship Ceremonies)		No of functions held	23	Not Previously Recorded
		No of people naturalised	1755	29%

Achievements

- Adoption of Code of Conduct - Councillors
- Adoption of new Meeting Procedure Local Law No. 1 of 2005.
- 12 Citizenship ceremonies conducted with 1,755 persons naturalised.
- E- Governance - Improvement to 'MACCS' Mayor and Councillors Communication Intranet Site
- 2,944 persons have accessed archived webcast Council Meetings
- 627 persons attended Council Meetings



BEST VALUE

>HL WILLIAMS COURT HOSTEL

Service Description	The service review addresses the following tasks:	
HL Williams Court Hostel	HL Williams Court is a Commonwealth Government accredited aged care facility offering a high standard of care to older persons who can no longer be cared for in their own homes.	
Review Status	Budget	Staff
60% complete	\$233,337	33 staff
Best Value Principle	Service Response	
Accessible	Access to this service is subject to residents meeting eligibility requirements set by the Department of Health & Aged Care. Placement numbers are limited. Participants often have language and/or cultural barriers and various disabilities. All customers are elderly. Staff are trained to work with these aspects. Many staff are multi-lingual. Services are designed with these aspects in mind.	
Continuous Improvement	Improving communications between staff and management working in various shifts, continues to be a primary focus for improving the services provided to residents at the facility. The current facility is getting quite old and outdated. Planning is well under way to establish a new facility in Noble Park that can cater for a wider range of services including respite care. Development is programmed to commence in the next two years.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan.</p> <p>The basis of fees has predominantly been set by council based on available resources and the Department of Human Services - Home and Community Care (State) requirements.</p> <p>The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>	
Local Employment	91% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.	



>HL WILLIAMS COURT HOSTEL

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Housekeeping	We will clean all rooms and ensuites at least once a week and more often when required. 100% Achieved.	Number of rooms cleaned	To be recorded	
		Number of hours spent cleaning	To be recorded	
Personal Care	If a resident is unwell and unable to attend a meal time, staff will arrange for a meal to be delivered to their room. 100% Achieved.	% of high care residents	To be recorded	
		Number of hours of personal care provided	To be recorded	
	We will ensure that each resident has access to a doctor of their choice when required. 100% Achieved.	Average number of hours per resident	To be recorded	
		Number of care plans developed	To be recorded	
Activities	A weekly schedule of activities will be published and displayed in various locations within the facility. 100% Achieved.	Number of activities conducted	To be recorded	
		% of residents attending activities	To be recorded	
		Number of volunteers	To be recorded	
Food Services	We will provide each resident with three meals a day between the following times: 8.15am-8.45am, 12.00pm-12.30pm, 5.00pm-5.30pm. 100% Achieved.	Number of meals provided	To be recorded	
		% of special diets	To be recorded	
	If a resident is unwell and unable to attend a meal time, staff will arrange for a meal to be delivered to their room. 100% Achieved.	Number of themed meal days	To be recorded	
Grounds Maintenance	No Service Quality Guarantee	Number of maintenance requests	To be recorded	
		Number of preventative maintenance checks	To be recorded	



BEST VALUE

>INFORMATION MANAGEMENT SERVICES

Service Description	The service review addresses the following tasks:	
Information Management Services	Information Management Services (IMS) is an internal business unit that supports and assists council staff with a range of technical and consulting services. IMS comprises Records Management, which is responsible for managing correspondence and maintaining records on behalf of the council; Technical Services, which provides and maintains a data and telephone network, computer system platforms, information systems and software applications and IT Help Desk support; and Network Management, which is responsible for the data network, internet services, email and system security.	
Review Status	Budget	Staff
100% complete	\$2.72M	19 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An internal customer satisfaction survey completed in February 2005 rated Information Management Services with a mean of 7.48 out of a possible 10. Respondents expressed greatest satisfaction with the Technical Support aspects of the service. Of all the services offered, respondents were least satisfied with records management with a mean of 3.91 out of 5, which is still considered a good response.	
Accessible	All staff have access to the Information Management Services team during normal working hours. To keep downtime through the day to a minimum, the Information Management Services team regularly conduct maintenance to the systems after hours. ITHelp requests can be lodged by email, phone or in person and responses are normally actioned fairly promptly.	
Continuous Improvement	<p>Throughout the service review the team have regularly reviewed and updated their Service Charters with improved levels of service promised in their Service Quality Guarantees. To increase customer awareness of their services, the Records team held a successful open day in September 2004. Upgrades have been made to the Records office area to improve staff efficiency, improve moral and streamline the receipt and distribution of mail. Both the Records Team and the ITHelp team have implemented a trainee employment program as a creative solution to increase available resources while developing the skills of young people within the area and providing them with practical on the job experience that can be used in many industries.</p> <p>As a result of the benchmarking exercise the team identified one improvement that they are looking to implement. The team is going to incorporate network access as a part of the corporate induction checklist utilised by managers when recruiting staff. This will increase the time given to the team to create user accounts, which ultimately enables IMS to provide a better service.</p>	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the executive. Targets established in the Annual/Corporate Plans are reported to council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>INFORMATION MANAGEMENT SERVICES

Best Value Principle	Service Response
Consultation	<p>An internal self completion survey was undertaken in February using an online link to all 650 staff through the intranet. It was also emailed to a number of unit leaders and managers who use the service. 36 responses were received.</p> <p>Respondents were very satisfied with the service received from IMS staff. Particularly high satisfaction levels were recorded for elements of staff service such as “understanding customer needs” and “response to customer requests”. In fact, respondents were generally very satisfied with those elements of staff service that they placed a high degree of importance on. Respondents tended to believe that IMS staff were technically proficient, professional and friendly in their approach.</p>
Best on Offer	<p>The Information Management Services team conducted a benchmarking exercise focused directly on the process of creating a new user account on the network. The team compared themselves with the Cities of Casey and Moonee Valley and the Shires of Mornington Peninsula and Cardinia. Results of the benchmarking process reflected favourably on the team’s level of service. In the areas of providing a service level agreement period in which to create a new user and providing training to all staff, the IMS team provided better/higher levels of service than provided by the comparison organisations. On all other aspects the team equalled or provided higher results than the other councils.</p>
Value for Money	<p>The team currently do not charge other business units for services provided. Details of the unit’s annual budget are available to the community in the Financial Plan.</p>
Community Expectations and Values	<p>Of the service quality guarantees, internal respondents placed greatest importance on those pertaining to getting an efficient service from the ITHelp desk as well as monitoring and maintaining the organisation’s computer network. Lesser importance was placed on those guarantees relating to records, particularly outward mail.</p>
Affordability and Accessibility	<p>While the cost of service was not an issue for internal customers, there was a significant amount of importance placed on all elements of staff service. Most critical to respondents was having their “needs understood” and being provided information that is “clear and relevant” to them. The staff’s “response to a customer request” was also considered important.</p> <p>In response to this, the team ensure requests are prioritised and they keep systems operational for all users 100% of the time. Extensive out of hours maintenance is undertaken to achieve this. Further to this, the team make special effort to use plain language and explain more complicated topics in a way customers can understand.</p>
Local Employment	<p>79% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.</p>
Partnerships	<p>Informal partnerships exist with a number of other councils as a means of exchanging information, undertaking joint initiatives - such as e-proclaim, and to discuss and resolve common records issues. Partnerships include the Local Government IT Managers Forum and the Records Management Association of Australia - Local Government Chapter.</p>



BEST VALUE

>INFORMATION MANAGEMENT SERVICES

Best Value Principle		Service Response			
Environmental Impacts		The team has implemented a range of sustainable initiatives to minimise impact on the environment. Duplex printers are being installed across the organisation, tonner cartridges and records storage boxes are all recycled. The ability to purchase computers that do not contain lead is currently under investigation.			
Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Technical Support	\$1.49M	We will personally answer your call to the Help Desk (ext 102) within 15 seconds. 99% Achieved. We will respond to your email to ITHelp within one hour. 99% Achieved. We will resolve your enquiry immediately where possible or within the Resolution Targets published below. Should your enquiry require further investigation, we will keep you informed of our progress. 92% Achieved.	Number of users supported	715	-12%
			Number of sites supported	36	Not Previously Recorded
			Number of staff trained	240	Not Previously Recorded
			Number of help desk calls	3,031	28%
			Number of PC's in the computer fleet	600	Not Previously Recorded
Network Management	\$537,743	We will test all network upgrades before release. New Service Quality Guarantee	Network availability	99.99%	1%
			Network efficiency	99%	Not Previously Recorded
			% of network backups successful	99%	Not Previously Recorded
			Internet availability	99%	Not Previously Recorded
			Volume of data managed	300 GB	Not Previously Recorded
			Number of network users	715	-12%
			Number of networked sites	36	Not Previously Recorded
			Number of networked servers	43	Not Previously Recorded



>INFORMATION MANAGEMENT SERVICES

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Records Management	\$900,194	We will deliver all correspondence received by the Springvale Records Management office within one working day, or according to courier schedules for business units not requiring a daily courier delivery. 99% Achieved.	Volume of mail received (hard copy and electronic)	72,960	Not Previously Recorded
			Volume of mail registered	17,669	Not Previously Recorded
			Number of files created	6,763	Not Previously Recorded
		We will deliver all internal mail redirections; following pick up, in the next trolley run or courier service to your business unit. 96% Achieved.	Number of documents scanned	11,497	Not Previously Recorded
			Number of enquiries or requests	5,100	Not Previously Recorded
		We will forward all outwards mail for Australia Post delivery (including bundled bulk mail) received by 3.30pm the same day. 100% Achieved.	Number of files archived	947	Not Previously Recorded
			Number of archive boxes transferred offsite	518	Not Previously Recorded
		We will provide notice of correspondence that is due for a reply two working days in advance. 100% Achieved.	Number of transfers to Public Records	766	Not Previously Recorded
			Volume of outgoing mail precessed	227,829	Not Previously Recorded
		We will action for delivery all requests for archived records received before 3.30pm by the next working day. 99% Achieved.	Number of consulting hours	67	Not Previously Recorded

Achievements

- IT Help Desk administration expanded to provide better service to computer, network and telephone users.
- Telephony infrastructure upgraded and carrier service changes implemented to improve system and reduce costs.
- New records operations facilities established at Springvale and the Operations Centre.
- Drawing and correspondence imaging projects commenced as part of council's electronic document management implementation.
- Network and information security reviewed and improved through the implementation of systems and protocols.
- IT Disaster Recovery Plan reviewed and improvements to backup systems and redundant hardware implemented.
- Council's wide area network expanded and improved using ADSL, VPN and fibre connections.
- 8 young people participated in the IMS award winning traineeship program



BEST VALUE

>INFRASTRUCTURE PLANNING

Service Description	The service review addresses the following tasks:	
Infrastructure Planning	The Infrastructure Planning unit is responsible for the long term planning of the council's asset network. The unit also actively advocates to other government bodies and organisations the needs of the Greater Dandenong community, aiming to ensure that plans for assets under their control are integrated with the council's future plans for the city.	
Review Status	Budget	Staff
90% complete	\$1.2M	13 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An external survey was sent to 766 members of council's Customer Research Panel during June 2005. Respondents gave the Infrastructure Planning unit an overall satisfaction rating of 5.58 out of 10. Respondents expressed greatest satisfaction with planning of roads, drains, open spaces and capital improvement. The planning of new developments also received favourable reviews, with a third of respondents believing the service to be "good". Respondents were least satisfied with the management of infrastructure, with a third of respondents claiming that the service "needs some improvement".	
Accessible	The team is available to assist customers during normal working hours of 8.15am to 5.21pm Monday to Friday. On-site meetings during and after hours can be made by appointment. Community consultation workshops are often held after hours to allow affected residents participate in outcomes likely to affect their neighbourhoods.	
Continuous Improvement	The team has implemented a number of improvements to streamline processes and improve across organisational delivery of services including the automation of the referrals process in Proclaim, documented procedures for traffic counts, reviewed development and design standards against Auspecs best practice framework and commenced undertaking post audits of local area traffic management plans to measure benefits of traffic management projects.	
Consultation	In reviewing Infrastructure Planning, a self completion survey was mailed to 766 Customer Research Panel members during June 2005. 268 responses were received. In terms of satisfaction with staff service, respondents were generally satisfied with all service elements, especially staff's "response to a request" and "access to staff". Other elements of staff service such as "friendliness" and "courteousness" recorded favourable satisfaction ratings, however they were slightly less satisfied with elements such as staff's "ability to solve problems" and their "understanding of customer needs".	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>INFRASTRUCTURE PLANNING

Best Value Principle	Service Response
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council.</p> <p>The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>
Community Expectations and Values	Customers placed a great degree of importance on the service quality guarantees relating to the provision of expert advice and information to customers as well as the guarantee of a timely response to enquiries. Of less importance, however still considered very important, was the guarantee of making an improvement plan available to the community for inspection.
Affordability and Accessibility	As an internal service provider, business units are not charged for the services provided by the unit. The unit actively seeks grant funding to supplement council's rate base as a means of better developing and managing infrastructure assets on behalf of the community. A great deal of advocacy is undertaken on behalf of the community to gain the best infrastructure outcomes for the community.
Local Employment	62% of staff employed are residents either of Greater Dandenong or surrounding municipalities.
Partnerships	The team has extensive partnership arrangements, both formal and informal, with all government agencies working with assets, bus services, CSIRO and industry network groups. These partnerships promote advocacy for regional planning, sharing industry knowledge, raising standards in all asset groups and in traffic management and safety. The team also has a formal partnership arrangement with Swinburne University for research and traineeships that build industry competencies and individual staff development.
Environmental Impacts	The team's main environmental impacts are displayed in the planning and advocacy work they undertake. The following are just some of the examples of the impact the team is having in creating a sustainable environment: 100% green power purchased for street lighting, solar panels to be placed in new developments on their offset from street lighting, storm water is being re-directed to fill up the lake in Wachter Reserve, all strategies are developed to address environmental impacts, a study completed with Monash University was developed to use environmentally friendly transport - carpooling, water sensitive designs are being introduced in new subdivisions and all infrastructure plans have been scanned and are in electronic form. Partnerships with other agencies are promoting the need for open space along the EastLink corridor, water quality improvements from stormwater and re-use of water from the treatment plant to industry. The education program regarding water quality and drains implemented effectively in Springvale will now be expanded to other areas of the city. The Dandenong wetlands are being used to showcase stormwater education to schools and the community.



BEST VALUE

>INFRASTRUCTURE PLANNING

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Planning of Infrastructure Assets	\$232,544	Where community consultation forms part of a project, we will provide feedback on the results of the consultation to participants. 100% Achieved. We will publish annually a minimum of 10 articles on infrastructure planning activities and achievements through the '2nd City News', 2nd City News in Brief and greaterdandenong.com. 100% Achieved.	Number of community consultations conducted	53	20%
			Number of infrastructure strategies and plans developed and reviewed	9	Not Previously Recorded
			Number of standards developed and reviewed	7	Not Previously Recorded
Advocacy to State Government and other Bodies	\$151,153	We will complete a minimum of 2 submissions to advocate for infrastructure grants on behalf of the community. 100% Achieved.	Dollars funded through grants received	\$ 4.6M	Not Previously Recorded
			Number of new public transport initiatives	2	Not Previously Recorded
			Number of blackspots on main roads reduced	5	Not Previously Recorded
			Number of Regional Transport Forums attended	5	Not Previously Recorded
Management of Infrastructure	\$337,188	We will respond to your inquiry immediately where possible. No inquiry will remain outstanding for more than ten working days. 100% Achieved.	Number of traffic issues investigated	360	Not Previously Recorded
			Number of consultations conducted	80	Not Previously Recorded
			Number of infrastructure related requests investigated	443	Not Previously Recorded
			Number of blackspots on local roads reduced	1	Not Previously Recorded



>INFRASTRUCTURE PLANNING

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Capital Budgeting	\$581,135	<p>We will annually call for City Improvement Program (CIP) funding applications from the community. 100% Achieved.</p> <p>We will make application forms available at our Customer Service Centres, libraries and our website, www.greaterdandenong.com. 100% Achieved.</p> <p>We will advise applicants in writing on the outcome of the application within 20 working days from the date Council approved the CIP projects and budget (normally in July each year). 100% Achieved.</p> <p>We will maintain a 4-8 year Forward City Improvement Plan available for inspection by the community. 100% Achieved.</p>	Value of funding invested	\$30M	25%
			Number of projects reviewed	650	355%
			Number of programs managed	110	-42%
Development Referrals and Subdivision	\$232,544	<p>We will provide expert advice and information to ratepayers, Councillors, property developers and all other customers, within negotiated timelines. 100% Achieved.</p>	Capital value of development referrals assessed	\$460.82M	Not Previously Recorded
			Number of on-site inspections	980	Not Previously Recorded
			Number of meetings with developers	30	Not Previously Recorded
			Number of engineering subdivision plans approved	45	Not Previously Recorded
Engineering Design	\$151,153	<p>We will complete engineering designs to meet construction timing within agreed timelines. 100% Achieved.</p>	Number of designs completed	53	Not Previously Recorded
			Cost of designs completed	\$165,000	Not Previously Recorded



BEST VALUE

>INFRASTRUCTURE PLANNING

Achievements

- \$85 million Dandenong Southern Bypass included in the EastLink project following extensive planning and advocacy
- Council funded Weekend Bus Service implemented
- Continued strong advocacy for transport infrastructure, including the design and construction of EastLink
- Comprehensive review of infrastructure standards for subdivisions and developments completed
- Successful grant application to the Federal Government to complete a \$300,000 flood study with Melbourne Water
- Road Safety Strategy reviewed and reported
- School Traffic Management Strategy Stage 1 implemented, including consultation with all schools across the city
- LATM consultations completed for Morwell Avenue and Bryants Road, Dandenong South precincts
- Citywide traffic speed and volume survey completed to identify local issues and assess the impact of EastLink
- City Improvement Program for period 2004-05 prepared and adopted by council



>LIBRARY, ARTS & HERITAGE

Service Description	The service review addresses the following tasks:	
Library, Arts & Heritage	Libraries, Arts and Heritage services oversees the operation of the City of Greater Dandenong's Community Arts Centre, Walker Street Gallery, Heritage Hill and public libraries.	
Review Status	Budget	Staff
70% complete	\$807,288	14 staff
Best Value Principle	Service Response	
Responsive to Community Needs	The Arts & Heritage team external customers rated them 7.58 out of a possible 10. Respondents expressed greatest satisfaction with the provision of information and the exhibitions put on. Of particular interest is the satisfaction levels expressed for the hiring of spaces/venues where a significant number of users believed that improvement to this service is needed. The Community Planning ¹ team external customer satisfaction rated them 6.96 out of a possible 10. Over half of all respondents believed at least a "good" service was being provided in all cases. Minimal dissatisfaction was expressed across all services. Internal customers of the Community Planning team rated them 6.17 out of a possible 10. Greatest satisfaction surrounded the provision of education and awareness regarding communicating to different cultural groups. A third of respondents were of the view that improvement is needed in the citywide planning of cultural directions.	
Accessible	Staff are accessible to customers during normal working hours of 8.15am to 5.21pm. The arts and heritage facilities are available seven days a week with programs scheduled across all days of the week. Tours are also arranged out of normal working hours.	
Continuous Improvement	The establishment of a new community performing arts facility is a primary focus of the team. Previous community research identified the need for such a facility and this was further confirmed in the recent research undertaken for the team. The development of the facility is nearing completion while establishing procedures for managing bookings and ensuring community groups have access to the facility are being put in place.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	The various fees and charges established for the Heritage Hill Museum are outlined in the Financial Plan. The basis of fees have been set by council. The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.	

1. Some members of the Community Planning team joined Library, Arts & Heritage during 2005.



BEST VALUE

>LIBRARY, ARTS & HERITAGE

Best Value Principle	Service Response
Community Expectations and Values	<p>Respondents generally attributed a significant amount of importance to all service quality guarantees; reflecting an accurate understanding of customer needs and priorities by staff. Respondents placed a great deal of importance on guarantees relating to the council working with community groups to help stage an event. Respondents placed a great deal of importance on guarantees pertaining to timely responses to requests (either by phone or email).</p>
Local Employment	<p>64% of staff in this team live within the City of Greater Dandenong and surrounding municipalities.</p>
Consultation	<p>Three customer satisfaction surveys have been undertaken for the various customer groups using this team's services. An external self completion survey was mailed to a list containing 983 names of people who have engaged with the Arts & Heritage team. The survey was open to potential respondents in March and April 2005. Following the analysis of data derived from a sample of 109 respondents, the Arts & Heritage team was found to have an overall satisfaction rating of 7.58. Respondents were generally satisfied with all service elements. Respondents tended to be highly satisfied with the clarity and relevance of information distributed as well as the reliability of advice offered. Satisfaction was even greater with the "softer" elements of staff service (e.g friendliness, courteousness).</p> <p>An external self completion survey for the Community and Social Planning team, was mailed to all Customer Research Panel members in February and March 2005. Following the analysis of data derived from a sample of 278 respondents, Community and Social Planning was found to have the following overall satisfaction rating of 6.96. Respondents were generally satisfied with all service elements. Within each service, respondents' satisfaction levels tended to be fairly evenly spread. They were most satisfied with the "access to staff" and the "clarity of information" provided. Respondents were less satisfied with the staff's "ability to solve problems". An internal on-line self completion survey for the Community and Social Planning team was made available to all internal staff during February and March 2005. Following the analysis of data derived from a sample of 17 respondents, Community and Social Planning was found to have an overall satisfaction rating of 6.17. Respondents tended to be fairly satisfied with all elements of customer service, particularly the "reliability of the service" and the "relevance of information provided". Respondents were similarly satisfied that "staff do as they say". The "flexibility of staff" was one element of staff service that respondents were less satisfied with.</p>



>LIBRARY, ARTS & HERITAGE

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Exhibitions	We will provide exhibition information at least one month prior to exhibition opening. 100% Achieved.	Number of exhibitions	20	11%
	We will provide a six-monthly schedule of exhibitions. 75% Achieved.	Number of attendees	3,259	-51%
Spaces for Hire	We will provide our clients with professional advice and service to assist in the successful planning of their event. 100% Achieved. We will actively seek feedback from hirers on our service and the venue. 60% Achieved.	Percent of available time used	To be recorded	
Program Delivery	We will provide groups with appropriate educational resources. 100% Achieved.	Number of advertised programs that run	66%	Not Previously Recorded
	We will actively seek participant feedback on the conduct and appropriateness of all our programs. 90% Achieved.	Rate of local participation	63	Not Previously Recorded
	We will deliver one Public Arts Program annually. 200% Achieved.	Number of programs that run at 90%+ capacity	90%	Not Previously Recorded
Festival Co-ordination	We will assist all community groups in planning their festival or major event when it is staged at a council-owned outdoor venue. 100% Achieved.	To be developed		
Tourism	We will produce one tourist brochure each year. 0% Achieved.	Number of tourism initiatives	0	Not Previously Recorded
	We will offer a tour guide to all groups of more than 10 people at Heritage Hill. 100% Achieved.	Number of visitors to Heritage Hill	2,187	Not Previously Recorded



BEST VALUE

>LIBRARY, ARTS & HERITAGE

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Information Provision	We update arts directory entries within five (5) days of information being provided. 100% Achieved.	Percent of directory entries updated	100%	Not Previously Recorded
	We will publish a free quarterly newsletter. These will be readily available to clients, patrons and residents. 100% Achieved.			
	We will provide information on all programs at least four weeks prior to the event. 90% Achieved.			
	We will publish an annual events calendar by 15 December each year. 80% Achieved.			
Planning	We will consider, and include where appropriate, cultural issues in the development of strategic and other plans for the city. 100% Achieved.	Number of strategies	0	Not Previously Recorded
		Number of plans	1	Not Previously Recorded

Achievements

- Adoption of Future Directions for Heritage Hill
- Increased profile for the Walker Street Gallery and the exhibition standard
- Dandenong Community Arts Centre internal improvements and ambience
- Muslim Women's Group weaving exhibition resulting from Australian Business Arts Foundation (AbaF) program
- Adoption of Festivals and Events Plan to guide the community & appointment of Festivals and Events Coordinator
- Progress on the development of the Drum Theatre and community acceptance of the facility (100 events booked in two months)
- Successful Commonwealth Games funding application for four events and establishment of community committee
- Successful establishment of the Jobs and Career Link service



>LIBRARY SERVICES

Service Description	The service review addresses the following tasks:	
Library Services	The City of Greater Dandenong libraries provide the community with free access to a wide range of resources for information, education, recreation and leisure.	
Review Status	Budget	Staff
80% complete	\$2.26M	65 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An intercept survey of library users conducted in July 2004 rated Library Services with a mean of 4.27 out of a possible 5. Library visitors are extremely satisfied with their library experiences. Visitors to the Dandenong Library are the most satisfied with the service they receive. The poorest rating of 3.97 being awarded to the computer facilities offered at Springvale Library.	
Accessible	<p>Library opening hours are extensive, covering access through the day, evenings and weekends along with a mobile service covering remote areas of the city. Electronic access to update borrowings is available 24x7.</p> <p>The needs of our diverse community are met by the provision of a range of languages within the collection and a range of formats are available for loan. Collections are continually updated with current material. English language and literacy education programs are provided. Public access to computers and the web are also provided.</p>	
Continuous Improvement	A new service has been introduced by the team "Talking Technology" which allows customers 24x7 access to renew their borrowings.	
Consultation	<p>In order to evaluate the library services provided, a quantitative approach was utilised. A total of 401 face-to-face exit interviews were conducted amongst visitors to each of the three libraries. Visitors were invited to participate in the survey once they had completed their visit to the library. In the main, the library at which they were interviewed was in fact the library they used most often.</p> <p>Each of the specific services offered by the libraries were rated highly by their users, with ratings ranging from 3.97 to 5 (out of 5) across the libraries, with the poorest rating of 3.97 being awarded to the computer facilities offered at Springvale Library. This is in relation to the number of computers and the associated booking systems.</p> <p>Staff were also rated particularly favourably with regard to helpfulness, professionalism, friendliness and efficiency, with ratings ranging from 4.32 up to 4.90 (out of 5).</p>	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



BEST VALUE

>LIBRARY SERVICES

Best Value Principle	Service Response
Value for Money	The various fees and fines established for the service are outlined in the Financial Plan. The basis of fees and fines has been set by council based on available resources and requirement to provide equal access to borrowers.
Community Expectations & Values	An analysis of importance versus satisfaction was undertaken to highlight priorities for improvement at the libraries. Findings suggest no immediate need for the improvement of any specific services as customers are particularly satisfied with the library services offered. The primary areas which customers may want to see improvements are with respect to the computer facilities and private study area at Springvale Library and computer access on the mobile service.
Affordability & Accessibility	The cost of services is kept as low as possible while still meeting the need to have access to services in the evenings, on weekends and in various locations across the city. Most services are free. Fines are required, however sensible compromises are made when dealing with difficult situations.
Local Employment	72% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.
Partnerships	The Library team has entered a consortium which will investigate, tender and purchase a new library management system jointly. Senior staff participate in VICLINK (public libraries peak association) ventures and meetings. A number of cooperative and cost saving ventures have been entered into between all Victorian public libraries eg GULLIVER consortium which provides customer access to electronic resources through cost effective purchasing by members.
Environmental Impacts	The team undertakes a wide range of activities to reduce its impact on the environment. Older books are recycled by selling them to customers. Paper, cardboard and toners are also recycled. Customers are encouraged to use calico bags when borrowing books. Furniture, files, cases and other equipment no longer required by other units are re-used by the Library team. Photocopiers and printers used by customers are now networked and used in conjunction with controlled library cards. This system is saving paper and toner. The team has compiled a range of additional ideas they will investigate, predominantly focused around energy and water savings, further recycling and reducing waste in the libraries.



>LIBRARY SERVICES

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
English Lending and Literacy Access	We will provide you with a referral to an appropriate English language/literacy service that meets your needs. 100% Achieved.	Number of referrals	1,818	15%
		Number of hours on line learning	22,485	-6%
	Where it is not possible to refer you to a service at the interview, we will let you know what progress we have made within three working days. 100% Achieved.			
	We will offer all clients the opportunity to attend the OLC for up to a maximum of six hours per week. 100% Achieved.			
Lending Services	We will provide all new members with a brief introduction to the library services and a copy of the library guide. 100% Achieved.	Number of visitors	913,429	3%
		Number of loans	1,373,292	2%
	We will provide you with a listing of your loans when they are issued. 100% Achieved.	% of residents who are active customers	To be recorded	
		Hours open & 24/7 availability (online)	8,263	1%
Users will be advised in advance of any changes to Mobile Library timetable. If the Mobile Library is unserviceable, we will endeavour to alert customers at the earliest opportunity. 100% Achieved.				
Programs	We will seek feedback on satisfaction from participants. 40% Achieved.	Number of participants	9,450	4%
Information Services	We will provide information literacy through a range of forums to the community. New Service Quality Guarantee.	Number of database users	To be recorded	
		% of internet take up	100%	2%
Collections	We will provide a listing of all new items in the first week of each month at all library service points. 100% Achieved.	Number of items per capita	1.35	-1%
		Lending turnover rate	7.6	3%



BEST VALUE

>LIBRARY SERVICES

Achievements

- Successful adoption of electronic publications for children, available from our website.
- Addition of more than 8,000 catalogued websites to the library's catalogue, and updated monthly.
- Successful launch of the Job and CareerLink (JACL) service at both branches.
- Introduction of swipe card printing and photocopy system, resulting in considerable savings in paper and staff time.
- Significant increase in take-up rates and availability of computer usage in the libraries by the community (more than 10%).
- Successful take-up by the community of the 24x7 automated telephone renewal and inquiry service.
- Enhancement of the collection by the addition of magazines in Persian, Tamil and Hindi.
- A total of 20 languages now able to be borrowed from the Libraries in a range of formats.
- Continuing increased demand for English Language and Literacy Services (18% increase in new clients)
- Self-serve loans (electronic renewals) by customers now at 4.3% - equal to the loans provided by the Mobile Library Service.



>MARKETING & COMMUNICATIONS

Service Description	The service review addresses the following tasks:	
Marketing & Communications	Marketing and Communications develops and delivers innovative marketing and public relations programs which assist the council to communicate with and listen to its residents.	
Review Status	Budget	Staff
90% complete	\$1.18M	8 staff
Best Value Principle	Service Response	
Responsive to Community Needs	<p>An external customer satisfaction survey completed in August 2004 rated the Marketing & Communications unit with an overall score of 7.17 out of a possible 10. Respondents were generally pleased with all publications provided to the city, particularly 2nd City News and the corporate publications. However, specific comments relating to 2nd City News suggested that improvements could be made to this publication.</p> <p>An internal customer satisfaction survey completed in September 2004 rated the team with an overall score of 6.61 out of a possible 10. Staff were generally satisfied with all services provided, particularly the Print Shop service which almost all staff rated very favourably. Staff generally indicated greater satisfaction with communication internally (i.e through WebStar) rather than externally (i.e through 2nd City News, local papers). Many believed that improvements could be made to the dissemination of council news generally, especially through 2nd City News.</p> <p>A self-completion survey sent to external customers rated the Halls and Meeting Rooms team with an overall satisfaction rating of 7.42 out of 10. Booking administration scored the highest levels of satisfaction, with almost half of respondents expressing that this aspect of the service was "excellent". However, almost half of respondents expressed that the provision of audio visual equipment "needs some improvement". The team also provide similar services to internal staff. The internal respondents rated the team with an overall satisfaction rating of 8.49 out of 10. Similar responses of "excellent" were given to the booking administration service.</p>	
Accessible	Staff and the community can access the team during normal work hours of 8.15am to 5.21pm. After hours contact is available. The team are available to meet face to face, by phone or email to discuss items for the newsletters, on-hold messages, speeches and other media or marketing activities. A daily internal newsletter and weekly detailed newsletter is provided by the team on behalf of the organisation.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/ Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



BEST VALUE

>MARKETING & COMMUNICATIONS

Best Value Principle	Service Response
Continuous Improvement	<p>The team followed up their customer research with detailed consultation of customers and have now implemented significant change to the newsletters sent to residents, businesses and also to the local newspaper columns. The three publications have been re-branded with new names, new look and targeted customer information. Customers have commented favourably on these improvements.</p> <p>On-line communication tips have been added to the intranet, providing staff with quick access to communication solutions they may be able to apply. A detailed weekly internal newsletter is provided by the unit updating staff on the latest organisational information. This is supplemented with daily updates throughout the week.</p> <p>The internal Print Shop staff have streamlined the process for managing internal printing requests. Online access can be made directly to the print shop printers with details on requirements for each unique application. A quick turn-around time is always provided to meet customer requirements.</p>
Consultation	<p>The following consultation processes were undertaken:</p> <p>Self completion surveys were mailed to around 750 Customer Research Panel members in August 2004. Results derived from 297 respondents indicated a satisfaction mean of 7.71. In terms of the various elements of customer service, respondents indicated greatest satisfaction with the clarity of the information provided - an element which they attributed significant importance to. The readability of material however, while it was considered of high importance, did not rate as highly as other elements.</p> <p>Internal respondents were most satisfied with the access they have to the Media and Communications staff but less convinced that staff always understand their communications needs. Generally however, respondents were satisfied with all elements of staff service.</p> <p>Self completions surveys regarding 2nd City News were sent out with the October 2004 edition and 1,200 responses were received. Readers were generally satisfied with all news items appearing in 2nd City News. Of all the news items, readers tended to be most satisfied with community news and events reported while least satisfaction centered around news items relating to Council decisions.</p> <p>A self-completion survey regarding Halls & Meeting Rooms was sent in June 2005 to 89 external customers who had used the service in the past six months. 29 responses were received. Respondents were most satisfied that "staff do what they say", with more than half of respondents claiming this service element as being "good". Respondents were satisfied with all staff behaviours, particularly "responsiveness" and "friendliness", both of which rated highly. An on-line self completion survey was open to all staff during June via council's intranet site. 37 responses were received. Respondents were most satisfied with "professionalism of advice", with three quarters of respondents claiming this service element as being "excellent". Respondents were satisfied with all staff behaviours, particularly "friendliness", which rated highly.</p>



>MARKETING & COMMUNICATIONS

Best Value Principle	Service Response
Value for Money	The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.
Affordability and Accessibility	The internal and external customers receive the newsletters at no cost. The printing and publication of promotional materials for other business units is charged at cost for the external design and printing works. Internal printing costs are covered free of charge to internal customers although a summary of paper usage is available to business units.
Community Expectations and Values	<p>External respondents generally attributed a significant amount of importance to all service quality guarantees reflecting an accurate understanding of customer needs and priorities by staff. Respondents placed greatest importance on the provision of New Resident Kits and a similar degree of importance on the production of twelve 2nd City News newsletters per year.</p> <p>Internal respondents placed greatest importance on updating the council website daily despite most respondents rarely using this channel of communication.</p> <p>With regard to service quality guarantees for the meeting rooms service, respondents placed greatest importance on the guarantee of a timely response to a request for information. Less importance (yet of a moderate level) was placed on the guarantee pertaining to assisting with arrangements for catering, room decorations and entertainment. With regard to service quality guarantees, internal respondents placed greatest importance on the guarantee of set up of agreed layouts and equipment.</p>
Local Employment	50% of staff employed are residents either of Greater Dandenong or surrounding municipalities.
Partnerships	The team has partnerships with private providers for design, printing and distribution services. Team members also have informal partnerships with public relations networks. These networks create opportunities for the team to exchange ideas and share information that benefits everyone that participates. An informal partnership exists with a student photographer that benefits both the team and the student by building up council's stock of pictures and allows the student to display works and build a portfolio.
Environmental Impacts	Promoting environmental awareness is given a great deal of emphasis by the team. Every issue of the monthly community newsletter promotes two environmental issues. The team has taken a range of steps to reduce its impact on the environment. The environmental awareness of printers and the ink and paper they use, is considered when choosing printers for large print runs. A great deal of single printed pages are recycled and turned into note pads for use by all staff. Many simple steps such as double siding documents, turning off lights, screens, photocopiers and computers, are regularly practiced by the team.



BEST VALUE

>MARKETING & COMMUNICATIONS

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Community Newsletter '2nd City News'	We will produce twelve '2nd City News' newsletters per year and make them available to all households in the city. 100% Achieved.	Number of newsletters produced	12	0%
Media Coverage	We will issue weekly media releases to local, metropolitan and ethnic press, as well as radio and television outlets as appropriate. 100% Achieved.	Number of media releases distributed	172	-32%
		% of media releases published	92	
		% of media coverage which is positive	60	
		\$ Value of media coverage	269,872	-25%
Council News and Information	We will publish twelve 2nd City News In Brief advertisements in the three local newspapers. 100% Achieved.	Number of newspaper columns published	12	0%
		Number of new messages produced	25	0%
	We will update council's telephone on hold message 25 times a year. 100% Achieved.	Number of 'New Residents' Kits' distributed	1,085	-14%
	We will provide 'New Residents' Kits' to all new home owners within the city and others upon request. 100% Achieved.	Number of speeches prepared	127	-13%
	We will prepare and supply written speech notes for the mayor at least two days prior to the event upon request. 100% Achieved.			
Electronic Communication	We will arrange for greaterdandenong.com to be updated daily. 100% Achieved.	Number of hits	154,289	-100%
		Number of businesses / clubs listed in database	5,025	-20%
	We will update WebStar within agreed timelines. 100% Achieved.	Number of hours spent updating	520	25%



>MARKETING & COMMUNICATIONS

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Printing & Publications	We will assist you to obtain the lowest possible prices on the design, print and distribution of publications on request. 100% Achieved. We will complete all jobs according to the specifications requested by you on the request form. 100% Achieved.	No of publications produced	68	-16%
		Number of Print Shop requests	4,429	3%
Promotions	We will develop communication strategies for all your major projects within agreed timelines. 100% Achieved.	Number of campaigns managed	16	7%
Civic Attendents	We will respond within 24 hours to your requests for information on venues, prices, locations, room sizes and dates available. 100% Achieved. We will set up halls in accordance with agreed layouts and equipment. 100% Achieved. If required, we will assist you to make arrangements for catering, room decorations and entertainment. 100% Achieved.	Number of bookings recieved-internal	4,382	Not Previously Recorded
		Number of bookings recieved-external	1,678	Not Previously Recorded
		Number of function attendees	117,438	-23%
		Number of activities held in council's halls & meeting rooms	6,060	-5%

Achievements

- Community newsletter rebranded and launched as The City to attract a wider readership.
- Business newsletter rebranded and launched as Stakeholder with a more serious focus on business issues.
- 172 media releases were sent to the local papers, 92% of which were published with a total dollar value of \$269,872.
- 17 positive features appeared in the metropolitan media about Greater Dandenong.
- Newspaper advertisements rebranded and launched as 'The City Express'.
- A range of new corporate flags, banners and signage produced.



BEST VALUE

>ORGANISATIONAL DEVELOPMENT

Service Description	The service review addresses the following tasks:	
Organisational Development	Organisational Development is an internal business unit that provides all City of Greater Dandenong staff with a range of services and programs in relation to organisational development, industrial/employee relations, recruitment/termination, occupational health and safety, equal employment opportunities, risk management and payroll/reporting services.	
Review Status	Budget	Staff
70% complete	\$1.18M	13 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An internal customer satisfaction survey; completed in March 2005 rated the Organisational Development Unit with an overall score of 6.75 out of a possible 10. Greatest satisfaction was expressed with the payroll function. There was also considerable satisfaction expressed with the learning and development service. A slightly lower mean satisfaction score was recorded for the occupational health and safety function. Least satisfaction was evidenced around employee relations.	
Accessible	The team are accessible by staff, managers and union representatives during normal working hours of 8.15am and 5.21pm. Some out of hours meetings and training are offered to staff working earlier hours at the operations centre. A 24hr mobile phone access is also available to staff and managers requiring assistance. A wide range of on-line information and services are provided including policies and procedures, training schedules, staff management tools and payroll payments. An induction program is available for all new staff to gain an understanding of the organisation.	
Continuous Improvement	<p>The team has introduced an innovative recruitment program incorporating functional assessments that identify applicants most capable of fulfilling the requirements of the advertised role and eliminates unsuitable applicants at any point where they do not meet the requirements.</p> <p>New corporate training programs have been introduced for managing poor performance and fraud awareness. The workcover process has been streamlined, along with promotion and enforcement of the return to work program. The health, fun and fitness program has been expanded to incorporate ideas provided by staff. This program has provided practical applications for staff to keep healthy, interact with colleagues they don't normally work with and gain information on ways to improve or address their health concerns.</p>	
Consultation	Online self completion surveys were open to all council staff in March 2005. Results derived from 24 respondents indicated a satisfaction mean of 6.75. In terms of the various elements of customer service, respondents tended to be fairly satisfied with all elements of customer service. Respondents were most satisfied that "staff do what they say" as well as the reliability and access to staff. Over 50% of respondents believed that each element of staff service was performed at a "good" or "excellent" standard.	



>ORGANISATIONAL DEVELOPMENT

Best Value Principle	Service Response
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/ Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.
Value for Money	The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.
Community Expectations and Values	Most importance was attributed to the guarantee addressing health and safety incidents. A high degree of importance was also placed on statements guaranteeing a response to payroll and human resource (HR) issues. Of less importance were the guarantees surrounding the production of plans and strategies as well as HR reports.
Affordability and Accessibility	Business units are not charged for services provided by the team. Corporate training is provided to all teams at no cost, although training outside of the corporate program is covered by the business unit. Occupational health & safety and recruitment advice and support are provided to all teams with a focus on ensuring teams meet legislative and organisational requirements. Staff are supported with counselling services, return to work programs and negotiated enterprise bargaining agreements.
Local Employment	77% of staff employed are residents either of Greater Dandenong or surrounding municipalities.

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Payroll	When possible we will respond to HR and payroll issues immediately. 100% Achieved. A standard suite of on-line HR reports will be available and accessible by managers at all times. 100% Achieved.	Number of employees	517	10%
		Number of payruns	78	1%



BEST VALUE

>ORGANISATIONAL DEVELOPMENT

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
OH&S	Upon receipt of completed paperwork, new employee details will be processed within two working days of commencement. Pay variations will be actioned in the next pay run provided information is received by close of business Friday prior to the payrun. 100% Achieved. We will respond to reported workplace safety hazards and incidents within one working day. 100% Achieved. We will process WorkCover claims within five working days of receipt of the completed form and medical certificates. 100% Achieved.	Number of appointments	185	21%
		Number of separations	134	41%
		Number of superannuation transactions	26,400	5%
		Number of inspections	21	0%
		Number of audits	16	100%
		Number of workcover claims managed	44	0%
		Number of Health and Fitness programs	95	9%
		Number of investigations	87	-1%
Learning and Development	We will provide a corporate training program for all employees to access.	Number of programs run	215	-42%
		Number of staff trained	1,182	-51%



>ORGANISATIONAL DEVELOPMENT

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Employee Relations	We will respond to enquiries on HR and payroll issues immediately	Number of appointments	185	21%
	100% Achieved.	Number of industrial disputes	0	Not Previously Recorded
	We will provide best practice consulting advice and where necessary access external resources.	Number of projects conducted	0	Not Previously Recorded
	100% Achieved.	Number of complaints resolved	3	Not Previously Recorded
	A standard suite of HR reports will be available and accessible by managers at all times.			
	100% Achieved.			
	We will work in partnership with managers to develop their HR management.			
	100% Achieved.			

Achievements

- Online Recruitment established
- End of Band Scheme developed
- Implementation of Diploma of Business
- Worklife balance survey completed and promoted
- Recruitment of 44 trainees
- Grant for literacy training sourced
- 90% compliance with AS 4801
- 866 payment summaries provided to staff
- Successful implementation of Chris 21



BEST VALUE

>PLANNING & DESIGN

Service Description	The service review addresses the following tasks:			
Planning & Design	Planning & Design process all planning applications for the development, use and subdivision of land within the city. The unit's services involve setting visions for future land development, making decisions on development applications or recommending decisions to council, and ensuring compliance with permits and other relevant legislation.			
Review Status	Budget	Staff		
50% complete	\$969,339	26 staff		
Best Value Principle	Service Response			
Accessible	All residents have access to the Planning & Design unit during normal working hours of 8.30am to 5.00pm. Staff are available for on-site meetings. Out of hours meetings are occasionally held.			
Continuous Improvement	The team has identified and developed several new Service Quality Guarantees to align with gaps identified within the service areas.			
Consultation	Self completion surveys have been sent to external and internal customers. The results are currently being analysed and prepared for the team to review.			
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the executive. Targets established in the Annual or Community Plans are reported to council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.			
Value for Money	The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees has predominantly been set by council based on available resources and requirement to recoup some costs. Some are also set by regulations in relevant Acts.			
Local Employment	62% of staff employed are residents either of Greater Dandenong or surrounding municipalities.			
Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Strategy Development	We will review no fewer than two land use policies in each financial year. New Service Quality Guarantee.	Number of studies	4	Not Previously Recorded



>PLANNING & DESIGN

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Planning Applications	We will acknowledge all applications within five business days of receipt. 100% Achieved. We will request further information on planning applications, when required, within 28 days of lodgment. 100% Achieved. We will identify and notify people who may be affected or those who express an interest in a proposal and provide them with an opportunity to contribute to the decision making process. 100% Achieved.	Number of applications	1,012	13%
		Number of decisions	969	4%
		Number of reports	73	-15%
		Number of appeals	36	89%
Sub-division Applications	We will acknowledge all applications within five business days of receipt. 100% Achieved. We will request further information on planning applications, when required, within 28 days of lodgment. 89% Achieved. We will identify and notify people who may be affected or those who express an interest in a proposal and provide them with an opportunity to contribute to the decision making process. 100% Achieved.	Number of applications	217	-3%
Planning Compliance	We will investigate and respond to complaints of planning contraventions within 48 hours of them being received. New Service Quality Guarantee.	Number of requests	271	-35%
		Number of inspections	600	Not Previously Recorded
		Number of compliance notices issued	44	Not Previously Recorded
		Number of court actions	9	Not Previously Recorded



BEST VALUE

>PLANNING & DESIGN

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Information / Advice	We will respond to telephone enquiries from customers immediately where possible. If we are unavailable at the time of your call we will respond within one working day. 100% Achieved. We will ensure staff are available for face to face consultation with customers at our Dandenong office, during business hours. Specific staff may be available by appointment. 100% Achieved.	Number of enquiries	To be recorded	
		Number of written advice provided	To be recorded	
Planning Scheme Amendments	We will provide a response within five working days to written requests for advice or information. New Service Quality Guarantee.	Number of amendments registered	7	Not Previously Recorded
		Number of amendments exhibited	7	Not Previously Recorded
		Number of planning panels	5	Not Previously Recorded
		Number of amendments adopted	6	Not Previously Recorded
		Number of policies reviewed	1	Not Previously Recorded

Achievements

- Community satisfaction survey target for 2004-2005 exceeded with regard to the business unit's performance standard.
- Target for approval of Priority Paid applications for 2004-2005 exceeded.
- Revitalisation strategy for Central Dandenong exhibited, adopted by council and forwarded to the Minister for approval.
- 100% successful prosecution rate against parties which allowed or engaged in on-going planning contraventions.
- Successful piloting for the development and introduction of an electronic lodgement system for subdivision applications.
- Collaboration with RMIT in the ongoing development of virtual reality modeling as a planning assessment tool.
- Maintaining a permit application turnaround time that is well below the metropolitan average.



>PROJECT DELIVERY

Service Description	The service review addresses the following tasks:	
Project Delivery	The Project Delivery unit manages the delivery of projects from the council's City Improvement Program (CIP).	
Review Status	Budget	Staff
90% complete	\$158,869	5 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An external self completion survey conducted in June 2005 rated the Project Delivery team with an overall satisfaction rating of 6.03 out of 10. Respondents tended to express some dissatisfaction with all areas of service delivery. Customers generally interact with the team when they are undertaking capital works. Their work often creates disruptions to residents and businesses due to the nature of their responsibilities. As a result satisfaction levels with the service are lower than those experienced by other teams. Greatest dissatisfaction was expressed with "consultation", where more than a third of respondents expressed some degree of dissatisfaction.	
Accessible	The Project Delivery team is accessible during normal working hours of 8.15am to 5.21pm. The team regularly hold on-site meetings with customers and these are occasionally held out of normal working hours.	
Continuous Improvement	The Project Delivery team has been relocated within the organisation structure and within the office environment to streamline the connections between project planning and design by the Infrastructure team. Project delivery outcomes have been improved as a result.	
Consultation	An external self completion survey was delivered in June 2005 to around 250 residents and businesses in locations where the Project Delivery team had undertaken capital works in the past six months. 38 respondents replied. Respondents were generally satisfied with all service elements. They were most satisfied with "provision of relevant information", with a quarter of respondents claiming this service element to be "good". Respondents were less satisfied with the service element "understands customer needs", with 18% claiming this service "needs some improvement". Respondents were moderately satisfied with all staff behaviours, particularly "friendliness". "Responsiveness" of staff scored lower satisfaction levels.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/ Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Community Expectations and Values	With regard to service quality guarantees, respondents placed high importance on the guarantee of ensuring all appropriate safety measures be taken with minimal disruption to the environment during the construction of various Capital Improvement Program (CIP) projects.	



BEST VALUE

>PROJECT DELIVERY

Best Value Principle	Service Response
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council.</p> <p>The annual budget for this service, including the adopted capital improvement program is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>
Affordability and Accessibility	Services and materials provided by this team are generally covered by contracts that have been through a formal tender process thereby ensuring price, quality and other requirements are addressed prior to the commencement of works. The team regularly review their practices to identify other areas where savings can be made by recycling materials or considering whole of life costing. Customers are not charged for services provided by the team.
Local Employment	80% of staff employed are residents either of Greater Dandenong or surrounding municipalities.
Partnerships	This team does not have any partnerships with private or public agencies.
Environmental Impacts	As this team is responsible for delivering major capital works, its main impacts are related to using sustainable resources, minimising disturbance during works and delivering environmental improvements in the development of community assets. Improvements the team have implemented include: installing recycled rubber roundabouts, bollards and speed humps, and re-cycle and re-use concrete and asphalt. These practices are aimed at extending the life of existing supplies and keeping rubbish out of landfill sites and tips. The team has also installed a range of environmentally sustainable improvements including: solar powered street lights in shopping centres, creating wetlands to filter storm water and building the new operations centre with facilities to minimise energy usage and recycle storm water.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
CIP Implementation	\$283,519	We will ensure the quality of work meets and exceeds project brief, specification, adopted standards and customer satisfaction. New Service Quality Guarantee.	Number of projects completed	149	-20%
			Capital expenditure (\$M)	\$23.348M	83%

Achievements

- Commenced construction of Noble Park Community Services Centre



>PROPERTY, LEISURE & ENVIRONMENT

Service Description	The service review addresses the following tasks:	
Property, Leisure & Environment	The Property, Leisure and Environment team is dedicated to integrating strategic planning with practical service delivery across the council. The team comprises committed professionals in the fields of property management, disability planning, environmental management and leisure and sport development.	
Review Status	Budget	Staff
70% complete	Not Available	44 staff
Best Value Principle	Service Response	
Accessible	Staff in the team are available to the community during normal working hours of 8.15am to 5.21pm. Numerous after hours and weekend meetings are held with customers, sporting clubs and facility managers by arrangement. Committee meetings and public forums are often held in locations and times to suit the particular group. Interpreters are regularly used and information is provided in alternate formats to support customers from non-English speaking backgrounds. Braille and audio are also utilised as required.	
Continuous Improvement	The team has identified that their Service Charter needs to be reviewed and updated by the team with improvements made to the service quality guarantees.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council, predominantly for the allocation of recreational facilities.</p> <p>The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>	
Local Employment	64% of staff employed are residents either of Greater Dandenong or surrounding municipalities.	



BEST VALUE

>PROPERTY, LEISURE & ENVIRONMENT

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Funding & Advocacy	We will provide advice on request to sporting clubs regarding funding opportunities. 100% Achieved.	Number of submissions	4	0%
		Value of grants received	\$62,500	Not Previously Recorded
		Number of grant applications advised to others	4	Not Previously Recorded
		Number of formal comment submitted/ contributed to	2	Not Previously Recorded
Program Delivery	We will report annually on our activities toward meeting the requirements in the Disability Discrimination Act. 100% Achieved.	Number of programs	To be recorded	
		Number of participants	To be recorded	
Promotion/ Education	We will make the City of Greater Dandenong bicycle map available on the website or provide a printed map on request. 100% Achieved. We will consult with the community on major projects. 100% Achieved.	Number of forums	6	Not Previously Recorded
		Number of articles published	To be recorded	
		Number of publications produced	To be recorded	
		Number of visits	To be recorded	
		Number of people trained	To be recorded	
Allocation of Facilities	No Service Quality Guarantee	Number of sporting clubs using grounds	67	Not Previously Recorded
Issuing of Permits	We will issue a Disabled Persons Parking Permit to eligible applicants within 5 working days of receipt of a completed application form. 100% Achieved.	Number of disabled parking permits issued	1,098	Not Previously Recorded
		Number of multi deck car parking permits issued	To be recorded	



>PROPERTY, LEISURE & ENVIRONMENT

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Strategy & Policy Development	We will annually report progress to council on implementation of our strategies. 100% Achieved. We will report annually on our activities toward meeting the requirements in the Disability Discrimination Act. 100% Achieved.	Number of concept plans prepared	To be recorded	
		Number of active strategies	3	Not Previously Recorded
		Number of policies	To be recorded	
		Number of reports	To be recorded	
		Number of community comments	To be recorded	
Professional Assessments & Project Contributions/ Assistance	No Service Quality Guarantee	Number of tender assessments	8	Not Previously Recorded
		Number of planning assessments	8	Not Previously Recorded
		Number of networks actively participated in	To be recorded	
CIP Project Delivery	No Service Quality Guarantee	Number of projects/plans	To be recorded	
		Value of projects constructed	To be recorded	
		Number of site visits	To be recorded	
Contract Management	No Service Quality Guarantee	Number of meetings	To be recorded	
		Number of audits	To be recorded	
Lease & License Agreements	No Service Quality Guarantee	Number of agreements	To be recorded	
		% of agreements current	To be recorded	
Dandenong Basketball Stadium	No Service Quality Guarantee	Number of patrons	255,661	Not Previously Recorded
		Operating hours	4,921	Not Previously Recorded



BEST VALUE

>PROPERTY, LEISURE & ENVIRONMENT

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Noble Park Swim Centre	We will conduct pool tests to ensure your safety, health and comfort, at a minimum of every four hours on water temperature, chlorine levels and pH levels in all pools. This meets Victorian health regulations. 100% Achieved. All lifeguards will hold current Pool Lifeguard and Level 2 First Aid Certificates. This is in compliance with Royal Life Saving Society Australia standards. 100% Achieved.	Number of patrons	20,286	7%
		Number of school patrons	14,976	-11%
		Operating hours	1,562	-5%
		Water slide operating hours	117	-1%
Dandenong Oasis	No Service Quality Guarantee	Number of patrons	516,264	Not Previously Recorded
		Operating hours	5,327	Not Previously Recorded
		Number of Hydropool passes	33,926	Not Previously Recorded
Springers Leisure Centre	No Service Quality Guarantee	Number of patrons	313,624	Not Previously Recorded
		Operating hours	4,592	Not Previously Recorded
Dandenong Market	No Service Quality Guarantee	Number of visitors	1.14M	Not Previously Recorded
		% of allocated casual stalls utilised	To be recorded	

Achievements

- Buckingham Avenue, Springvale streetscape design completed for construction tendering.
- Commenced implementation of plans to improve access to sport and leisure for people with disabilities
- Cricket forum held with all cricket clubs in the municipality to review the direction of this sport.
- Green sports program, successfully implemented with sports clubs and community events.
- Playground strategy implemented with construction of six new playgrounds.
- Tatterson Park master plan developed and construction commenced with community planting day.
- Public Lighting Strategy developed for Central Dandenong.
- Grant applications successful across all areas of accessibility, open space, environment, urban design and sport and leisure.
- Activities to support inclusion of people with disabilities successfully held with recognition of employment and opportunities to utilise public transport sourced.



>PROPERTY REVENUE

Service Description	The service review addresses the following tasks:	
Property Revenue	Property Revenue conducts valuations of all rateable property within the municipality. This unit also issues rate and valuation notices and collects all rates and charges on behalf of the council.	
Review Status	Budget	Staff
80% complete	\$819,891	8 staff
Best Value Principle	Service Response	
Responsive to Community Needs	A customer satisfaction survey sent in April 2005 to members of the Customer Research Panel rated the overall satisfaction for Property Revenue 7.62 out of a possible 10. Respondents expressed greatest satisfaction with the processing of rates which was the most frequently used service. Less frequently used services (e.g property maintenance) did not rate particularly well.	
Accessible	The team is available to assist customers during normal working hours of 8.15am to 5.21pm Monday to Friday. A range of options are provided for payment of rates including instalment options, one-off payment, lodgements at all customer service centres and by phone.	
Continuous Improvement	The team has improved the rates notice to make it easier for customers to understand. Further improvements are being investigated to improve clarity of the attachment. Increased options for the payment of rates have been introduced and extensive staff training has been provided to customer service staff to deal with rates requests at first point of contact.	
Consultation	A self completion survey was mailed to 745 panel members in April 2005, 229 responses were received. In terms of staff, respondents were generally satisfied with all service elements. They were most satisfied with "access to staff" which two-thirds of respondents believed was "good" or "excellent". Respondents placed a high degree of importance on the "staff's ability to solve problems" and "understand their needs" but were relatively less satisfied with these elements.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan. The basis of fees have been set by council with regard to community requirements, ability to pay and within legislated guidelines. Greater Dandenong rates are amongst the lowest of all Victorian councils.</p> <p>The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.</p>	



BEST VALUE

>PROPERTY REVENUE

Best Value Principle		Service Response			
Community Expectations and Values		Respondents believed that all of the Service Quality Guarantees are important. Greatest importance was placed on the guarantee relating to property valuations (i.e. allowing the opportunity to discuss objections).			
Affordability and Accessibility		Some customers considered that rates are too high. Residential rates charged in Greater Dandenong are amongst the lowest of all Victorian councils. Rates are based on capital improved value of properties. They are based on independent valuations, plus a residential garbage charge and, where required, a supplementary rate.			
Local Employment		88% of staff employed are residents either of Greater Dandenong or surrounding municipalities.			

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Property Identification and Maintenance	\$122,000	Upon receipt of notification of a change of address for service of Rate Notices or notification of a change in property ownership, providing no payment is received, we will issue a statement of outstanding rates and charges within seven working days. 100% Achieved.	Number of properties	53,855	1%
			Number of new properties	875	53%
			Number of changes of ownership	4,567	-2%
			Number of street numbers provided	1,601	-32%
Valuations	\$143,500	We will acknowledge receipt of all objections to valuations within 10 working days of receipt of the objection. 100% Achieved. We will provide objectors with an opportunity to discuss their valuation objection. 100% Achieved. We will make a determination on the objection within two months of receipt of the required information. 100% Achieved.	Number of properties valued	53,855	1%
			Number of objections	50	2400%
			Percentage of rental questionnaires/ number of assessments	Nil	Not Previously Recorded
			Number of supplementary valuations	3,029	-10%
Land Information Certificates	\$72,000	We will process and issue Land Information Certificates within five working days of receipt of the application (usually applied for by purchaser's solicitor). 95% Achieved.	Number of Certificates issued	4,010	-7%



>PROPERTY REVENUE

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Collection of Rates	\$287,000	We will issue all annual, instalment and supplementary rate notices not less than 21 working days prior to the due date for payment. 100% Achieved. Upon receipt of notification of a change of address for service of Rate Notices or notification of a change in property ownership, providing no payment is received, we will issue a statement of outstanding rates and charges within seven working days. 95% Achieved. Statements of Rates and Charges will be issued within seven days. 95% Achieved.	Number of notices and reminders sent	53,855	1%
			Number of payment arrangements	797	-1%
			Number of accounts referred to debt collector	685	-45%
			Percentage of rates collected	96.57	0%
Rates Accounting	\$93,000	We will process pension concession applications within 7 working days of receipt of the application. 99% Achieved.	Number of adjustments	75,988	-10%
			Number of GL updates (internal & external)	1,497	11%
			Number of pensioner concessions processed	952	-29%

Achievements

- Rates and valuation information brochures distributed to all households in the city
- First council in Victoria to issue 2004-2005 rate notices
- Record low percentage level of rates and charges outstanding at end of financial year
- Valuation Management System enhanced and ProClaim system upgraded
- Training of customer service staff which resulted in them maintaining high level (92%) of calls
- Improved Securepay download system



BEST VALUE

>RESIDENTIAL AMENITY

Service Description	The service review addresses the following tasks:	
Residential Amenity	Residential Amenity improves the working, living and recreational environments of our community by using education and enforcement services, where appropriate, to respond to community needs. The services provided include: attending to concerns relating to animal and parking controls, unsightly/dangerous properties, fire hazards, graffiti, noise, advertising signs, burning off, school crossing safety and the issuing of permits for restricted activities.	
Review Status	Budget	Staff
80% complete	-\$1.2M	109 staff
Best Value Principle	Service Response	
Responsive to Community Needs	A customer satisfaction survey completed in September 2004 rated Residential Amenity with an overall score of 6.86 out of a possible 10. Respondents expressed greatest satisfaction with the school crossing service despite most respondents (77%) claiming to have never used it. Pet registration and support services also received favourable reviews. Respondents were least satisfied with parking and litter control, which is not surprising given the disciplinary nature of service delivery.	
Accessible	All residents have access to the Residential Amenity services during normal working hours, including Saturday. An after-hours service is provided for emergency requests. Language and cultural barriers are addressed as staff make regular use of the interpreter service to assist in processing infringement appeals and interrogation of persons suspected of committing an offence. Multi lingual services, audio tapes and translations of customer correspondence are also used.	
Continuous Improvement	Numerous service improvements have been identified and introduced in the form of nine additional Service Quality Guarantees. In addition to these flexible rostering, general training for staff and increased involvement by team members in planning the business and monitoring budget expenditure have all been implemented. Staff have been given greater authority to make decisions in response to customer requests while out in the field.	
Consultation	Self completion surveys were mailed to 763 Panel members and 520 service users from the customer request system. Of these, a total of 361 surveys were completed. In terms of satisfaction with staff service, respondents were generally satisfied with all service elements, especially the "provision of relevant information" which they believed was "very important". Other elements of staff service such as "friendliness" and "courteousness" recorded particularly impressive satisfaction ratings.	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	



>RESIDENTIAL AMENITY

Best Value Principle	Service Response
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan.</p> <p>The basis of fees has predominantly been set by council based on available resources and requirement to recoup some costs. Some are also set by regulations in relevant Acts.</p>
Community Expectations and Values	There was a significant amount of importance attributed to all service quality guarantees reflecting an accurate understanding of customer needs and priorities by staff.
Affordability and Accessibility	Respondents to the survey indicated they were generally satisfied with the levels of service provided. Only one respondent indicated a concern over the cost of permits. The main areas of improvement sought were in more enforcement of parking control and litter. Existing resource limitations, customer request workloads and increasing installation of new parking restrictions, limit what the team can do to address these requests. The team are reviewing rounds to determine if improvements can be made.
Local Employment	95% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Parking Control	-\$2.1M	We will respond to urgent requests within one hour where possible. All other requests will be responded to within two working days. 100% Achieved.	Number of requests for response received	2,513	35%
			Number of infringement appeals received	3100	-18%
		We will ensure that every appeal against a parking infringement notice is dealt with fairly and equitably. You will be notified of the outcome within 15 working days of us receiving your appeal. 100% Achieved.	Number of infringements issued	24,851	-18%
			Number of offence warnings issued	436	30%
			Number of court proceedings initiated	103	-12%
Litter Control	\$23,522	We will respond to requests immediately, where possible, but no longer than within two working days. 99% Achieved.	Number of customer requests	705	-8%
			Number of infringements issued	238	64%
			Number of warnings issued	25	67%
			Number of prosecutions	20	-23%



BEST VALUE

>RESIDENTIAL AMENITY

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Local Laws	\$123,490	We will respond to all requests immediately where possible but no longer than within two working days. 100% Achieved. We will ensure that unregistered or abandoned vehicles reported to us are removed from streets within seven working days of us receiving the request. 100% Achieved.	Number of customer requests	1,692	-30%
			Number of abandoned/unregistered vehicles	1,051	-4%
			Number of compliance notices issued	960	12%
			Number of offence warnings issued	349	-26%
			Number of infringements issued	238	-6%
			Number of court proceedings issued	33	94%
			Number of new permits issued	711	168%
			Number of pro-active patrols conducted	6,449	49%
			Number of after hours calls attended	1	Not Previously Recorded
			Number of items impounded	895	-3%
Fire Prevention	-\$11,700	We will respond to all requests immediately where possible but no longer than within two working days. 100% Achieved.	Number of customer requests	90	-50%
			Number of properties inspected	1,635	55%
			Number of hazard notices issued	1,615	20%
			Number of clearance notices complied with	1,628	172%
			Number of properties cleared by council	7	-83%
			Number of prosecutions	0	-100%



>RESIDENTIAL AMENITY

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
School Crossing Supervision	\$589,072	We will ensure that school crossings covered by council supervisors are staffed 100% of the time required. 100% Achieved.	Number of supervised crossings	82	0%
			Number of accidents at supervised crossings	0	No change
			Number of patrols	1,291	27%
Animal Control	-\$78,850	We will respond to all requests immediately where possible but no longer than within two working days. 100% Achieved.	Number of requests received	1,922	5%
			Number of dogs impounded	513	-15%
		We will send renewal forms to every registered pet owner at least four weeks prior to the April 10 deadline. Not Achieved.	Number of cats impounded	324	-41%
			Number of de-sexing vouchers issued	111	22%
		If we find your lost pet and it is currently registered with us and wearing a council registration tag, we will return it direct to you, where possible. 100% Achieved.	Number of offence warnings issued	357	34%
			Number of infringements issued	279	-10%
		Where necessary, we will attend at the the scene of a dog attack within one hour of receiving your request. 100% Achieved.	Number of court proceedings initiated	53	-21%
			Number of dogs registered	9,423	-2%
			Number of cats registered	3,687	-7%
			Number of dog attacks reported	33	-42%
			Number of pro-active patrols conducted	2,682	-26%
			Number of after hours calls attended	159	Not Previously Recorded

Achievements

- Amenity related customer service requests (complaints) reduced by 30% for 2nd year in a row
- Customer satisfaction levels in Office of Local Government (Newton, Wayman, Chong) Survey reached 69%, which is equal highest in group
- Parking compliance rate improved by 17.7%
- Confirmed dog attacks down by 42%
- Number of pro-active patrols and activities increased by 8.8%, to 11,671
- Lost dogs returned to owners increased from 66% to 74%



BEST VALUE

>SOCIAL DEVELOPMENT

Service Description	The service review addresses the following tasks:	
Social Development	Social Development works with the community to improve opportunities to engage in the life of the city. To achieve this the unit researches, develops and implements strategic directions and policies for the council in the areas of community safety, diversity, community development, health and social planning.	
Review Status	Budget	Staff
70% complete	Not Available*	16 staff
Best Value Principle	Service Response	
Responsive to Community Needs	<p>The Social Planning team external customer survey rated them 6.96 out of a possible 10. Over half of all respondents believed at least a "good" service was being provided in all cases. Minimal dissatisfaction was expressed (1-3%) across all services. Internal customers of the Social Planning team rated the team 6.17 out of a possible 10. Greatest satisfaction surrounded the provision of "education and awareness regarding communicating to different cultural groups". A third of respondents were of the view that "improvement is needed" in the provision of "information on social trends".</p> <p>The Drugs & Community Safety team external customer satisfaction survey rated the team 5.74 out of a possible 10. It should be noted that a great deal of comment was made regarding the problems of drugs and community safety in the community rather than specifics about the services provided by the team. Least satisfaction was expressed with the services surrounding education and awareness and drug and community safety information.</p>	
Accessible	Customers can access staff during normal working hours of 8.15am to 5.21pm. After hours meetings and training are often held. Staff are available for on-site meetings. Staff can be accessed by phone and face to face. Due to their need to meet with many people from different cultures staff often use pictures to portray their messages and promote the use of the multi-lingual phone line. They also provide information on the website.	
Continuous Improvement	The team has updated and improved the service quality guarantees within their service charters, thereby offering improved levels of service to their customers. The Drugs & Community Safety team has developed and regularly maintain a website providing a wide range of information to the community relating to minimising the negative impact of drugs and improving community safety. The team also provide community safety audits in areas where the community raise concerns about ongoing drug or safety problems. The Social Planning team has developed and published reports on trends occurring within the community.	

* A defined budget is unavailable as this unit was formed part way through the year



>SOCIAL DEVELOPMENT

Best Value Principle	Service Response
Consultation	<p>An external self completion survey for the Community and Social Planning team, was mailed to all panel members in February and March 2005. Following the analysis of data derived from a sample of 278 respondents, Community and Social Planning was found to have an overall satisfaction rating of 6.96 out of 10. Respondents were generally satisfied with all service elements.</p> <p>Within each service, respondents' satisfaction levels tended to be fairly evenly spread. They were most satisfied with the access to staff and the clarity of information provided. Respondents were less satisfied with the staff's ability to solve problems.</p> <p>An internal on-line self completion survey for the Community and Social Planning team was made available to all internal staff during February and March 2005. Following the analysis of data derived from a sample of 17 respondents, Community and Social Planning was found to have an overall satisfaction rating 6.17. Respondents tended to be fairly satisfied with all elements of customer service, particularly the "reliability of the service" and the "relevance of information provided". Respondents were similarly satisfied that "staff do as they say". The "flexibility of staff" was one element of staff service that respondents were less satisfied with.</p> <p>In reviewing the Drugs and Safety team, a self completion survey was mailed to 745 panel members. The survey was open to potential respondents in March 2005. Following the analysis of data derived from a sample of 229 respondents, Drugs and Safety was found to have an overall satisfaction rating of 5.74 out of a possible 10. Respondents were fairly satisfied with all service elements. They were most satisfied that "staff do as they say". "Access to staff" and the "relevance of information" were other elements that rated well.</p>
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/ Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.
Value for Money	The annual budget for this service is set out in the Financial Plan and the unit's Business Plan and both are available on council's website. Council has taken into consideration the changing demand for the service and the resources available to meet the demand.



BEST VALUE

>SOCIAL DEVELOPMENT

Best Value Principle	Service Response
Community Expectations and Values	External respondents for the Community and Social Planning team placed a great deal of importance on guarantees pertaining to timely responses to requests (either by phone or email). Less importance was placed on guarantees relating to delivering plans and reporting on social trends. Internal respondents placed a great deal of importance on guarantees pertaining to timely responses to requests (either by phone or email). Respondents placed a high degree of importance on guarantees relating to the removal of graffiti. Of less importance (but still considered fairly important) were guarantees relating to the provision of information (e.g website updates, statistical reports, presentations and workshops).
Affordability and Accessibility	Services provided by this team are free to the community. Information is available on the website and in hard copy.
Local Employment	63% of staff employed are residents either of Greater Dandenong or surrounding municipalities.

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Community Grants and Donations Program	We will call for Community Grant applications annually. New Service Quality Guarantee.	Number of applications received	264	0%
	We will inform applicants of the date of the Council Meeting at which all grant applications will be considered, at least fourteen days before the meeting is held. New Service Quality Guarantee.	Percentage of successful applications	78%	Not Previously Recorded
	We will inform applicants of the result of their application within five working days of the Council decision. New Service Quality Guarantee.	Total amount of funds available	1,627,524	Not Previously Recorded
Planning	We will acknowledge requests for assistance in the development of strategic plans within five working days and scope each project within 20 working days. New Service Quality Guarantee.	Number of projects involved in	To be recorded	
Research	We will analyse and report on community and social trends annually. New Service Quality Guarantee. We will provide informed advice on relevant legislation, policy and social trends within an agreed timeframe. New Service Quality Guarantee.	Number of research activities undertaken	12	Not Previously Recorded



>SOCIAL DEVELOPMENT

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Community Development	We will deliver and promote a minimum of ten training programs to assist in building sustainable community groups. New Service Quality Guarantee.	Number of community business partnerships	19	Not Previously Recorded
		Number of training sessions	19	-21%
Cultural Diversity Access	We will promote and facilitate cultural awareness training sessions to council staff and the community. New Service Quality Guarantee.	Number of cultural awareness training sessions	5	Not Previously Recorded
		Number of translations	255	Not Previously Recorded
	We will provide access to qualified translators to assist business units. New Service Quality Guarantee.	Number of uses through the multilingual phone line	2154	-40%
	We will promote and facilitate the use of the multilingual phone line to council staff and the community. New Service Quality Guarantee.			
Create Supportive Environments	We will conduct a minimum of two safety audits on public places and report outcomes annually. New Service Quality Guarantee.	Number of community safety audits	2	-100%
		Number of requests	1117	-1%
Advocacy	We will remove obscene and offensive graffiti within one day where possible. All other graffiti removal requests will be actioned within five working days. New Service Quality Guarantee.	Number of advocacy activities undertaken	5	Not Previously Recorded



BEST VALUE

>SOCIAL DEVELOPMENT

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Community Awareness	We will make contact with each community group and individuals quarterly. New Service Quality Guarantee.	Number of community groups visited, committee meetings attended and new contacts made	744	Not Previously Recorded
	We will provide information regarding external funding opportunities via council's website within 28 days of receiving relevant information. New Service Quality Guarantee.	Total number of external funding opportunities promoted	To be recorded	
	We will conduct annually a minimum of 15 information sessions on relevant community safety issues. 126% Achieved.	Number of external funding opportunities for young people's involvement promoted and supported	14	0%
		Number of forums and discussion groups conducted	19	Not Previously Recorded

Achievements

- Community Leadership Program offered with 19 sessions targeting groups and committees of management.
- Walking School Bus program expanded.
- Health promotion activities to achieve council's Health Plan held throughout the year to highlight healthy and positive living.
- Community consultation and visitation register maintained recording 1023 community meetings
- Memorandum of Understanding between Council and the Ethnic Communities of the South East developed and signed.
- Community profiles on the Sudanese and Afghan communities developed.
- Young People's Involvement Program: 14 proposals funded with presentation event and services expo held on 22 June where over 500 people attended.
- 9 murals created across the city.
- Graffiti education program delivered to 10 primary schools and 8 secondary schools with a total of 1600 students.
- Drugs and the Law website launched.



>WASTE SERVICES (DOMESTIC WASTE COLLECTION)

Service Review Status: Completed June 2004

For a full copy of the completed review refer to www.greaterdandenong.com

Domestic Waste Collection provides a weekly garbage collection, fortnightly recycling collection, fortnightly garden waste collection and annual hard waste collection.

Service Provided	Cost	Quality Indicator	Performance Indicator	Actual Performance	% Change
Domestic Garbage Collection	\$1.39M	We will offer a weekly garbage collection service to every residential household. 100% Achieved. We will provide every residential household with access to a green garbage bin and blue recycling bin. 100% Achieved. We will collect your garbage bin on the same day each week and your recycling bin on the same day each fortnight, unless otherwise notified. 99% Achieved.	Number of collections per week	46,110	1%
Domestic Recycling Collection & Sorting	\$832,321	We will offer a fortnightly recycling collection service to every residential household. 100% Achieved. We will provide every residential household with access to a green garbage bin and blue recycling bin. 100% Achieved. We will collect your garbage bin on the same day each week and your recycling bin on the same day each fortnight, unless otherwise notified. 99% Achieved.	Number of collections per fortnight	46,110	1%
			Tonnes of recycling collected per annum	11,886	39%
			Recycling contamination level	19%	-26%
Garden Waste Collection	\$1.13M	We will offer a fortnightly garden waste collection service to every household. 100% Achieved. We will provide every residential household with access to a maroon garden waste bin. 100% Achieved.	Number of collections per fortnight	46,110	1%
Hard Waste Collection	\$62,849	We will offer an annual hard waste collection service to every residential household in accordance with the published schedule. 100% Achieved.	Tonnes of hard waste collected	2,269	4%
			Tonnes of metals collected	126	0%



BEST VALUE

>YOUTH SERVICES

Service Description	The service review addresses the following tasks:	
Youth Services	Youth Services aims to improve the quality of life for our youth through consultation and the provision of information and services which helps them build a strong future.	
Review Status	Budget	Staff
60% complete	\$393,856	14 staff
Best Value Principle	Service Response	
Responsive to Community Needs	An intercept survey of youth conducted in February 2004 rated Youth Services with a mean of 7.92 out of a possible 10. There was an overwhelmingly positive response from almost all respondents who use each of the services. Greatest satisfaction was recorded by those participating in school holiday programs as well as council music programs/events.	
Accessible	The Youth service has been tailored by the team to meet the needs of young people. The majority of programs are run between the hours of 10am and 11.30pm, on weekends and during school holidays. They are open to all youth, but generally target 14 to 19 year olds. A wide range of programs are provided and many are age based to suit the varying needs of teenagers.	
Continuous Improvement	Motivating and developing young people is a primary focus of the team, so over the course of the review many improvements have been made to the service by deliberately involving young people in both the planning and delivery of new programs. Youth are encouraged to help raise funds and then take responsibility for managing the budgets associated with programs. As a result of this approach the team now operate the largest and most diverse youth program within the region.	
Consultation	<p>In reviewing Youth Services, an intercept survey was carried out at the Noble Park swimming pool. The survey coincided with the annual "SummerSlam" event which is known to attract large numbers of young people. 41 young people participated in the survey.</p> <p>Respondents were very satisfied with all elements of customer service, particularly the more personable elements of staff service such as "friendliness" and "helpfulness". Of note, a high proportion of respondents were of the view that "staff do what they say". The only degree of total dissatisfaction centred around the "provision of relevant information", though this was minor (3%).</p>	
Reporting	Annual indicators, activities and targets are established for the unit and progress against these is reported monthly to the Executive on achievements and management of the service. Targets established in the Annual/Corporate Plan are reported to Council monthly and published to the community on the website. Performance and achievements are reported in the Annual Report.	
Value for Money	<p>The various fees and charges established for the service are outlined in the Financial Plan.</p> <p>The basis of fees has predominantly been set by council based on available resources.</p>	



>YOUTH SERVICES

Best Value Principle	Service Response
Community Expectations & Values	Respondents placed greatest importance on the service quality guarantee pertaining to the provision of services for those people with disabilities. Least importance was placed on the provision of programs during each school term. This is consistent with the frequency by which these programs are used.
Affordability & Accessibility	The cost of services is kept as low as possible. Many of the programs are arranged so that underprivileged, disadvantaged and/or disabled young people can participate in activities they would not normally be able to.
Local Employment	64% of the staff employed are residents of either the City of Greater Dandenong or surrounding municipalities.

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Program Delivery	We will provide at least eight programs and events each month. 100% Achieved.	Number of participants	3,000	Not Previously Recorded
		Number of programs	96	Not Previously Recorded
		Number of events	22	Not Previously Recorded
	We will offer recreational activities to young people with high needs within existing programs. 100% Achieved.	CALD percentage	To be recorded	
		Number of submissions	6	Not Previously Recorded
		Dollar value received	162,000	Not Previously Recorded
	We will provide 12 live alcohol and drug free music events each year. 100% Achieved.	Number successful	4	Not Previously Recorded
		External partnerships percentage	60%	Not Previously Recorded



BEST VALUE

>YOUTH SERVICES

Service Provided	Quality Indicator	Performance Indicator	Actual Performance	% Change
Youth Network Management	We will hold at least six youth network meetings each year. 100% Achieved.	Number of meetings	12	Not Previously Recorded
		Number of projects implemented	20	Not Previously Recorded
Visy Cares Centre Service development	We will support Visy Cares Centre to work consultatively. 100% Achieved.	Number of requests	36,000	Not Previously Recorded
		Number of assessments	To be recorded	
		Number of Visy Cares partnerships	6	Not Previously Recorded
Resourcing of Youth Links Intake and Referral service	We will respond to all customer enquiries immediately where possible. No enquiry will be outstanding for more than three working days. 100% Achieved.	Number of requests	1,200	Not Previously Recorded
Information and Education	We will respond to all customer enquiries immediately where possible. No enquiry will be outstanding for more than three working days. 100% Achieved.	Number of sessions	16	Not Previously Recorded
		Number of requests	24	Not Previously Recorded
		Number of people trained	To be recorded	
		Number of media mentions	72	Not Previously Recorded
Reference Groups and Flagship Development	We will coordinate reference groups for major decisions which will include young people and other key stakeholders. 100% Achieved.	Number of reference groups	24	Not Previously Recorded
		Number of plans and strategies	4	Not Previously Recorded



>YOUTH SERVICES

Achievements

- Visy Cares Dandenong and Youth Links Noble Park now managed by council.
- Youth Needs Study, Noble Park completed and implemented.
- Support and great success of reference groups, including young people planning refugee week and the school reference group.
- Completion of the Youth Leadership Program.
- Strong partnerships with key youth agencies including Southern Health and South Eastern Migrant Resource Centre.
- Completion and Implementation of youth strategy "The Time of your Life".
- Comprehensive 100% Wicked School Holiday Program, including attendances by young people with additional needs.
- Muso Network events including Reconciliation Week and Multicultural concerts.