

Annual Report 2000-2001

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About this Report

The '2000-2001 Annual Report' reviews the City of Greater Dandenong's activities, achievements and performance for the past year and contains audited financial statements and financial highlights.

The report aims to fulfil the council's statutory responsibilities under the 'Local Government Act 1989' and other legislation, and to provide residents, community organisations, agencies and partners, businesses, government departments, council staff and contractors with information on the operations of the council.

This report is available on our website at www.greaterdandenong.com or copies can be obtained by telephoning 9239 5100.

Greater Dandenong at a Glance

Greater Dandenong is Melbourne's second city, due to its strategic regional role. It is the major focus for economic development in the south-east region of metropolitan Melbourne with the second largest retail and commercial sector outside of central Melbourne. Forty per cent of Victoria's manufacturing industry is located within a 15km radius of Greater Dandenong.

The City of Greater Dandenong occupies an area of 129.6 square kilometres and its centre lies approximately thirty kilometres from the Melbourne Central Activities District (CAD) and is home to 133,000 residents.

Year in Review

2000-2001 was another year of success for the City of Greater Dandenong. As Melbourne's second city, we contributed to the continuing international recognition of Melbourne as a global city known for its environment, lifestyle and business opportunities. Greater Dandenong contributed in all three of these areas through improved management of our living environment, the services we offer to the community and the business investment we attracted. As a city, Greater Dandenong can also be proud of the way in which we work with our community to find the best possible solutions to problems that arise and to ensure a sustainable future.

Through sound financial management and a continued commitment to our five-year financial plan, Greater Dandenong achieved a good financial outcome.

The following indicators monitor key trends and conditions over the 12 twelve month period.

- ↑ upward trend
- ↓ downward trend
- ↔ no observable trend

A Safe City

Safe Shop program extended	↑	45 new retailers appointed
Response to illegal drugs	↑	Municipal drug strategy adopted
	↑	Noble Park/Keysborough Drug Action Committee formed
Community safety program	↑	Three new programs developed
Safety Audits conducted	↔	5 audits
New street lights	↑	92 additional lights installed
Police resources	↔	Submission made for increased resources

Well Planned Growth

Cities for Climate Control targets	↑	Milestone 4 achieved: Greenhouse action plan implemented
Greenhouse gas emissions	↓	Council now purchasing 100% green power for street lighting
New business investment	↑	\$140 million
Waste Management	↓	Domestic waste to landfill reduced by 1.3%
	↑	Green waste service introduced
New job opportunities	↑	1,129 created through the council's involvement
Spending on city's infrastructure	↑	\$9.37m a 30% increase
Drainage improvements *	↑	28 projects identified

Providing Better Service

Customer Service	↓	145,435 visitors to service centres, decrease of 1%
	↑	182,432 calls to call centre, increase of 2%
www.greaterdandenong.com	↑	98,082 Visitors
Community newsletter	↔	6 editions produced
External Council Meetings	↔	4 held outside chamber
Corporate Plan	↔	2001-2006 plan prepared and adopted
Community satisfaction with council	↑	Up 2 points from 66 to 68
Use of multilingual phone lines	↑	Up 11% to 2,809 calls

Safe Movement of People and Goods

Local roads improved	↑	32 projects completed to value of \$2.064m
50km/h Speed Limit	↑	Introduced in all residential streets
Bike paths	↑	Extended by 10 km
Footpaths	↑	\$733,862 spent
Public Transport plan	↑	Completed and approved by council
Bus shelters	↑	10 installed

Vibrant Community

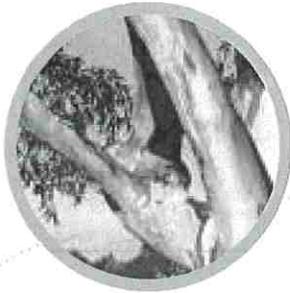
Leisure facility investment	↑	\$557,000 spent on improvements
Library services improved	↑	8% increase in opening hours 0.08% increase with 907,341 visitors
Arts Centre	↓	13% decrease in attendances
Library Internet Access	↑	34% increase to 1,440 hours per week
Training for retail traders	↑	3 programs delivered
Public Art	↑	1 piece installed at Springvale South

Serving the Needs of Families, Youth and Older Persons

Public Health Plan	↑	Tobacco Education Officer employed
Gaming	↓	Reduction of 50 gaming machines
Older Persons	↑	65 new volunteers recruited and trained
Human Services Funding	↑	4.5% increase in funding
Playgrounds Upgraded	↓	\$193,000 spent
Health inspections	↓	5% decrease to 3,385
Local Law Infringements issued	↑	520% increase to 453
Dogs registered	↓	11% decrease to 7,754
Parking Fines	↑	65% increase to \$1,034,626

Regional Leadership

Financial performance	↓	20% debt reduction
Infrastructure	↑	5% with 43 road improvement projects
Daily media	↑	37 mentions/features
Hospitality	↑	1 new hotel opened



Our Vision Our Mission

OUR VISION

To be recognised and acknowledged by our residents and others as Melbourne's 2nd City in all aspects of the life of our city.

OUR MISSION

We place great importance on listening to the views and needs of our residents and ratepayers. This ongoing consultation has resulted in identifying a number of important things that you, our community, want, need and expect.

These things that you have told us you need form the basis of our 'Community Charter' - a series of simple, short statements that set out what you can expect from your council. This is how we will achieve Our Vision - to be recognised and acknowledged by you as Melbourne's 2nd City.

2000-2001 Community Charter

Our Commitments To You

The Voice of the People

We will:

- Ensure your city is one in which you feel safe and are safe in all aspects of your life through the delivery of planned, preventative and reactive community safety programs.
- Ensure your city is one in which planned growth and diversified economic growth provide an attractive, efficient and productive environment with a high quality of life.
- Ensure your city provides services to a standard that reflects your needs and preferences. A city where your council listens to you, responds to you and consults with you regularly.
- Ensure your city is one in which people and goods can move about easily on foot or using motor vehicles, bicycles, buses, and trains; on streets, bikeways and pedestrian pathways that are safe, attractive and functional.
- Ensure your city is a vibrant community in which to live, work, learn and relax. A city where families can enjoy leisure and recreational activities, have a strong sense of community pride and participate fully in council activities.
- Ensure your city, with its diverse population, will promote programs that are multicultural, stress good health, embrace effective community education, encourage the arts and serve the needs of families, youth and older persons.
- Ensure your city is the centre of a region built upon an integrated network of public and private organisations delivering services that achieve widespread consumer satisfaction.





Mayor's Message

The City of Greater Dandenong - Melbourne's second city - has continued to grow and prosper during the past financial year. Community spirit, as evidenced by participation in the various festivals and celebrations held throughout the year and our ability to work together to find solutions to social problems, has also grown. Combined with the strong economic growth experienced in the last year, Greater Dandenong is a stronger and more resilient community at the end of 2000-2001 than it was at the beginning of the year. Greater Dandenong is also a city of great compassion as shown by the community's ability to help those in need and to continue to welcome new members of our community whether they be arriving from other parts of Melbourne, Australia, or from overseas.

The key to our city's success is our commitment to the creation of strategic alliances, community consultation and community involvement. We use consultation to inform on planning, policy development and service activities. We consult on a range of issues, from specific local initiatives to broad policy development and strategic planning objectives. In 2000-2001, we consulted extensively with the community and other stakeholders on minimising the impact of illegal drug use and improving community safety. Community involvement was also

actively sought on a wide range of other matters including:

- development of a public transport strategy;
- review of local laws;
- future land use in the Keysborough area; and
- reducing the impact of problem gaming.

Through our open Council meetings, public submission procedures, dispute resolution processes, community and stakeholder forums and many other mechanisms, we provide the community with a variety of opportunities to voice their opinions and concerns on the services we provide and the manner in which we respond to matters likely to affect their lives.

Our bi-monthly newsletter '2nd City News' is distributed to all households within the city, and is widely read and regarded by many in the community as an important source of council news. Our website, www.greaterdandenong.com, is being increasingly used by residents and others as a source of information and as a way of more efficiently doing business with us. The Greater Dandenong website is widely recognised as one of the best local government websites in Australia. In May this year it was the most popular local government website in the country.

Our regular program of market research also keeps us abreast of our customers' needs and opinions, as well as their level of satisfaction with our products and services.

We work in close partnership with many public and private sector agencies and organisations. We maintain alliances with the Commonwealth Government, the State Government, other municipalities, service providers, business and community groups, arts, cultural and sporting organisations and the city's faith communities. The council also has strong relationships with business and has made a strong commitment to assist business to locate and prosper in our city.

In 2000-2001, the council made significant progress towards addressing some immediate and long-term issues facing the city. The adoption of the 'Municipal Drug Strategy' in December 2000 marked the end of a period of nearly two years of intensive community consultation and research. The adoption of the strategy signalled a significant step forward in providing the means to reduce the impact of illicit drug use upon our community.

Significant progress was also made in resolving questions around the long-term future of land immediately south of Cheltenham Road in Keysborough. Land in this area has been the subject of proposed amendments to the Greater Dandenong Planning Scheme for a number of years and, while the formal planning amendment process is not yet complete, the consultation and community involvement undertaken in 2000-2001 in relation to this matter will ensure it is finally resolved in the forthcoming year.

Progress was also made with obtaining Commonwealth and State funding for major infrastructure projects. A part commitment was made by the Prime Minister, the Hon John Howard, and the Premier of Victoria, the Hon Steve Bracks, to the construction of the Scoresby Transport Corridor. While actual construction of this project is still some years away, the commitment made by the Prime Minister and the Premier will ensure the project becomes a reality.

Announcements in relation to integrating public transport into the Scoresby Corridor were also welcomed and reflect the important

part public transport will play in the future of our city. The importance of improved local public transport was also reflected through community consultation and involvement associated with the development of our public transport strategy.

Safety in public places, local neighbourhoods and homes remains one of the highest priorities of our residents. Our response to these concerns in 2000-2001 was to commit a record amount of capital funds to the improvement of streetscapes, particularly footpaths, in the three major retail centres of the city. We also continued to commit resources to the development of new initiatives in the area of community safety and gained funding from the Victorian Government for several programs to be commenced in 2001-2002. These initiatives include the 'Secure Seniors' program, extension of the 'Safe Shop' program and development and implementation of a 'Self-Audit Community Safety Kit'.

There were many other highlights during 2000-2001, too many to mention within the constraints of these remarks. Review of the information contained in this Annual Report will highlight the extent of these achievements and why I believe we should celebrate the completion of a very successful year for Greater Dandenong.

Greater Dandenong is a vital and dynamic city. As Melbourne's second city, we enjoy an international reputation as a location where people of differing cultures and faiths can live together in harmony. We are also an important location for business and a significant contributor to the economy of Victoria and Australia.



YOUHORN CHEA

Mayor



Chief Executive Officer's Report

Year in Review – 2000-2001

2000-2001 was another year of success for the City of Greater Dandenong. As Melbourne's second city, we contributed to the continuing international recognition of Melbourne as a global city known for its living environment, lifestyle and business opportunities. Greater Dandenong contributed in all three of these areas through improved management of our living environment, the services we offer to the community and the business investment we attracted. As a city, Greater Dandenong can also be proud of the way in which we work with our community to find the best possible solutions to problems that arise and to ensure a sustainable future.

Through sound financial management and a continued commitment to our five-year financial plan, Greater Dandenong achieved a good financial outcome, despite a requirement by the auditor in 1999-2000 to revalue assets, resulting in a significant increase to depreciation.

Capital Works

In 2000-2001, the council continued towards meeting its five-year commitment to spend \$65 million on capital works, with \$11.1 million being spent. This result was below budgeted expenditure of \$12.5 million, but works not completed in this financial year will be completed in the next.

Customer Service

The delivery of quality customer service was a significant focus in 2000-2001. Our approach to customer service is continuously reviewed to ensure that we remain focused on customer outcomes, whether contact be made through our Call Centre, our Service Centres, our website or by letter. Our Call and Service Centre teams performed well in 2000-2001, answering 182,432 telephone calls, 92% within 15 seconds. Our three Service Centres served 145,435 customers, of which 85% had their enquiry resolved at first contact.

A Local Government Leader

Greater Dandenong continued to show leadership in the local government sector in 2000-2001, resulting in significant benefits to our community, as well as recognition by Commonwealth and State Governments. This leadership is demonstrated through our commitment to extending services to the community, the use of the Internet, maintenance of the Service Charter program, approach to Best Value, continuous improvement of business systems and willingness to find the best possible solution to the range of issues raised by our community.

Community Safety

Results of the annual state-wide survey of community perceptions of crime and safety again highlighted the level of concern in the Greater

Dandenong community with personal safety in homes, in public places and on public transport. Concern with personal safety in Greater Dandenong remains above state averages.

Greater Dandenong gained further recognition in 2000-2001 as a leader in the development and delivery of programs to improve community safety. The council's 'Safe Shop' program was implemented by a number of other cities across Australia. Similarly, the 'Safe Party Kit' developed in 1999-2000 is now being widely used across Victoria. Greater Dandenong was also successful in obtaining funds for several new initiatives, including the design of a 'Secure Seniors' program and a 'Self-Audit Community Safety Kit'.

Community safety remains an important priority for the City of Greater Dandenong and will continue to be a corporate priority into the future.

Our Response to Illegal Drugs

The consequences of illegal drug use on the Greater Dandenong community were one of the principal focuses of council activity during 2000-2001. The 'Municipal Drug Strategy' adopted by Council in December 2000 and released in March 2001 was the culmination of more than two years of research, community consultation and community involvement. The adoption of the drug strategy coincided with the Victorian Government's decision to allocate funds to the implementation of local initiatives. This has resulted in new services being developed, as well as increasing the breadth of information available to the community to assist with better understanding and managing the problem. The Noble Park/Keysborough Drug Action Committee was formed during 2000-2001, bringing to three the number of community-based drug action committees now functioning within the city.

The council is committed to reducing the harm associated with illegal drug use to families, young people, the economy and the well being of our city.

Our Financial Performance

The financial statements for 2000-2001 show a deficit of \$3.4 million for the year. This outcome is significantly different from the 2000-2001 budget due to three factors. The first, an increase in the allowance for depreciation of \$5.3 million resulting from an audit requirement to revalue non-current assets as a result of the 1999-2000 audit. Secondly, non-receipt of budgeted grant income of \$5 million for the Dandenong Town Hall project and, thirdly, delays experienced in the sale of the former stockyards land, resulting in a profit on sale of \$3 million not being realised in this financial year. In operational terms, budget targets for 2000-2001 were achieved.

Debt was also further reduced in 2000-2001 to \$11.5 million, a reduction of 20% from 1999-2000.

Food Safety Standards

Improvement to food handling and food safety standards was an important focus of the council in 2000-2001. Posters targeted at the food manufacturers, wholesalers and retailers were issued during the year in conjunction with additional education programs that were made available in a number of languages. Monitoring and enforcement were also increased in 2000-2001 resulting in significant seizures and prosecutions. The council's effort in this area was recognised by the community through an improvement in community satisfaction with the enforcement of local laws (including food safety) over the 12 months.

Best Value

The strong commitment made by Greater Dandenong to the State Government's Best Value initiatives in 1999-2000 were carried through in 2000-2001. Work undertaken did not result in the completion of any service reviews. However, the staff training and systems development undertaken during this period will ensure benefits in 2001-2002 and beyond. The commitment by Greater Dandenong to develop an approach to Best Value that is inclusive of all staff and the community is forging a path that will be followed by many other local government authorities over the next few years. Best Value is more than just demonstrating to the community that the council's services meet the State Government's Best Value principles, it is about delivering demonstrable service improvement that is understood and tangible to the people.

Service Charters

Greater Dandenong continued to develop its Service Charter program in 2000-2001 with the release of an updated General Service Charter and re-release of 28 individual Business Unit Service Charters following review. A number of payments were made by the council to residents during the year for failure to meet service quality guarantees, principally the failure to acknowledge or respond to correspondence received within 10 working days. The Service Charter program will continue to be developed next year.

Regional Roads

The council continued to advocate for the allocation of Commonwealth and State Government funds to the construction of the Scoresby Transport Corridor, Dingley Bypass and upgrade of the Princes Highway/Springvale Road intersection. Commonwealth and State Government funds for the first section of Scoresby was announced during 2000-2001. Lobbying for the further commitment of funds to these important regional road network projects will continue in the next financial year.

Local Roads

The State Government decision to introduce a 50 kilometre per hour speed limit in residential streets from January 2001 was welcomed by the council as

an important new initiative in reducing traffic problems in local roads. However, traffic congestion, "rat running" and the speed of vehicles in local streets still remain significant problems for the local community. The council recognises that ongoing action is required and remains committed to improving local road conditions. Programs initiated in this financial year to identify and fix local road "blackspots" will continue in 2001-2002.

Gaming

A number of initiatives were taken to assist in reducing the impact of gaming on the Greater Dandenong community. A gaming strategy was developed in conjunction with local gaming venue operators, resulting in all operators signing a "Responsible Gaming Charter" to encourage a more responsible approach to gaming, including a number of actions aimed at encouraging patrons to "take a break." This charter was a first in Victoria and was recognised by the State Government as a significant contribution to assisting the community with this difficult problem. Actions to reduce the negative impact of gaming on the community will continue in 2001-2002.

Community Satisfaction Survey

Results of the annual state-wide Local Government Constituent Satisfaction Survey were released in June 2001. Overall community satisfaction with the performance of the council as measured through this survey improved in 2000-2001 and is now 10% above the results of the initial survey undertaken in 1998-1999. Greater Dandenong's overall results improved for the third year in a row.

Improving the Environment

We continued to work towards meeting our obligations under the International Cities for Climate Control program and our own environmental targets. Targets for greenhouse gas emission reduction were set for the council itself, and the municipality as a whole, during the year. These targets are reflected in the council's '2001-2006 Corporate Plan' program and our own 'Annual Plan 2001-2002'. We are committed to continuing to improve the environment of the city to ensure we meet our obligations to the sustainability of Melbourne as Australia's most livable city.

As part of our environmental improvement program, capital expenditure was allocated in 2000-2001 to the installation of another litter trap in the city in order to improve the quality of stormwater flowing from our city into Port Phillip Bay. The installation of litter traps at key locations will continue over the next five years as part of our program to minimise the effect Greater Dandenong has on the broader environment.

The council also introduced a green waste collection system for residents in 2000-2001 and, although the take-up rate was less than expected, is committed to continuing with this and other actions to reduce the volume of waste material deposited in landfill.

Chief Executive Officer's Report

Continued...

www.greaterdandenong.com

Further upgrades of our Internet site were undertaken during 2000-2001. The success of these initiatives can be seen through usage; www.greaterdandenong.com was one of the ten most accessed local government Internet sites in Australia for five months out of twelve during 2000-2001. Further enhancement of www.greaterdandenong.com is planned for 2001-2002.

Business Development and Employment

Business investment in Greater Dandenong in 2000-2001 reached record levels. Investment in new industrial and commercial buildings amounted to \$140 million, with an estimated investment in new equipment and technologies believed to be to the same level. This level of investment reflects the confidence of the business community to locate in Greater Dandenong and in the general business environment. The work of the council's Economic Development Unit and South East Networks program are integral to this continued business growth, as are the alliances and partnerships established with businesses already located within the city.

A positive impact of this level of investment in business in the city has been a reduction in unemployment rates. Unemployment in 2000-2001 was the lowest level it has been for the last decade.

Human Services

Greater Dandenong has a commitment to the provision of services to older persons, families, young people and children which is second to none in Victoria. In 2000-2001, the council continued to advocate for additional resources for these services from the Commonwealth and State Governments. Some additional funding was received in 2000-2001, allowing for the expansion of services to older persons and to families with newborn children. Advocacy for additional resources in all areas of human service activity will continue as a priority in 2001-2002.

Library Services

Opening hours for the Springvale and Dandenong libraries were extended during 2000-2001, resulting in Greater Dandenong residents now having access to library services for more hours than any other community in the state. Total visits to our two static libraries and single mobile library unit in 2000-2001 were 907,341, a 1% increase on the previous year.

Internet access was also extended in recognition of the increasingly important role the Internet is playing as a means of communication, research and information sharing. Internet access hours as at June 2001 were 1,440, an increase of 368 hours (34%) from June 2000.

The integration of the English Language and Literacy Program (ELLA) into the mainstream areas of the

library in 2000-2001 also resulted in positive benefits to users of the service and the community at large.

Land Use Planning

A large increase in the number of applications lodged for planning approval led to delays in granting permits during 2000-2001. Action was taken to ensure approval times improved by the end of the year, but service levels were below an acceptable level for some months during the year.

Significant progress was made in resolving future land use planning provisions for the Keysborough area, south of Cheltenham Road. A planning amendment was finalised and is to be gazetted in early 2001-2002. This amendment will allow urban development in this part of the city on a restricted basis.

The council was also successful in an application to the Victorian Civil and Administrative Tribunal (VCAT) to close down an amusement parlour business causing detriment to other businesses in the area. This action attracted wide media attention and interest from other municipalities.

Dandenong Produce Market

A strategic planning study to identify future development options for the Dandenong Produce Market was completed during 2000-2001. The study drew on the expertise of a wide range of professionals with land use planning, traffic management, market planning, merchandising and fresh food sales expertise. This project will continue in 2001-2002 and result in the development of a dynamic proposal for the redevelopment of the Dandenong Produce Market. Stakeholders will continue to be consulted as part of the planning process.

Governance

Council continued its program of holding Council meetings in community locations in 2000-2001, with meetings held at Heatherhill Secondary College, Menzies Avenue Hall, Noble Park Senior Citizens' Centre and Emerson School. Between 75 and 200 residents attended each of these meetings. This program will continue in 2001-2002. Council also held three formal meetings with all local Members of Parliament in 2000-2001. These meetings allowed the council to advocate for specific actions and resources to address a wide range of matters important to the Greater Dandenong community.

Legal Disputes

One of the objectives of the council is to minimise involvement in disputation that leads to legal action, but unfortunately there are always circumstances that result in such situations. In 2000-2001, two legal disputes, one involving a claim for the recovery of funds relating to unfunded superannuation payments and the other in relation to breaches to the 'Workplace Relations Act' continued to require attention. It is anticipated both disputes will be resolved in 2001-2002.



Former Stockyards Land – Cheltenham Road, Dandenong

Initial steps for the sale of this strategic piece of land were undertaken in 2000-2001. Proposals for long-term use of the land include a mixture of residential, aged accommodation, commercial and larger scale industrial proposals. Discussions also commenced with the State Government regarding the integration of future development on the former stockyards site with land still owned by the government at the northern end of the site. It is likely that a decision on the sale of this land will be made in 2001-2002.

Dandenong Town Hall Redevelopment

Significant resources were committed to the further development of a proposal for the redevelopment of the Dandenong Town Hall in 2000-2001. While no decision was made to proceed with this project, the ground work completed will ensure a decision in the best interest of the Greater Dandenong region will be made in 2001-2002.

Staffing

A number of departures at management level led to new appointments during 2000-2001. Most notable among these was the appointment of Mr Carl Wulff as Group Manager City Services.

Resources were committed in 2000-2001 to increasing the skills and competence of the council's staff. Staff at Greater Dandenong are dedicated to the provision of the best possible level of service to the community.

Enterprise Agreement

An important achievement was the certification of our 2001 Enterprise Agreement in August 2000. The agreement, which received overwhelming staff support, hinges on implementing Best Value, meeting customer service indicators and standards and ensuring Greater Dandenong attains "preferred employer" status.

Performance Statement

It is a requirement of the Local Government Act 1989 that the council collects and publishes, as part of its Annual Report; performance information, including progress made in meeting targets set in its Annual Plan. The council agrees with this initiative and has structured its performance systems to comply with these requirements.

The council has adopted the practice of publishing progress against Annual Plan targets on a monthly basis. These monthly reports; published as part of the minutes of the second council meeting each month and on the web; are comprehensive and consist of a mix of statements of progress against targets and graphical representations. The Auditor General has advised that for its report to be used to form part of the Performance Statement all of the

information contained in the report must be subject to audit by his agent. While the council was initially pleased to comply to this requirement, an assessment of the resources required to allow the Auditor General's agent to audit all of the commentary and graphs for each Annual Plan target; whether achieved or not; led to a decision to reproduce the report in a reduced format to meet audit requirements and in full as part of the council's ongoing commitment to good governance.

The first copy of Progress Against One-Year Targets 2000-2001 reproduced in the Annual Report is in the form the report appears in the council minutes. This copy records whether each target set out in the Annual Plan 2000-2001 has been achieved or not, contains comments in relation to each target and includes graphs we believe add value to the presentation. The second copy of Progress Against One-Year Targets 2000-2001 appears in the Performance Statement that forms part of the Financial Statement. This copy only records if a target has been achieved or not achieved.

Future Focus

The City of Greater Dandenong is now stronger and more capable than ever to perform its role as Melbourne's second city. The council has set a clear vision for the future and backed this up with a Corporate Plan charting the city's progress to 2006. The plan continues to emphasise the importance of community safety, planned growth, environmental sustainability, providing better service to residents and the role Greater Dandenong plays as a regional centre for south east Melbourne. The council is committed to continuing to improve safety, amenity and access for our community to ensure that Greater Dandenong continues to create a living environment all are proud of.

Through sound financial, business, social, resource and environmental management, Greater Dandenong will achieve even greater success in 2001-2002. The City of Greater Dandenong senior management team and I sincerely thank our staff and everyone who has helped us to achieve our vision in 2000-2001 and I look forward to the future with confidence.

WARWICK HEINE
Chief Executive Officer