

2010-2011 Annual Report



GREATER
DANDENONG
City of Opportunity

Contents

Our Vision	5
Our Goals	5
Mayor's Report	6
Chief Executive Officer's Report	8
Performance Highlights	10
Corporate Governance	16
The Council	17
Your Councillors	18
Council's Role	20
Council Meetings	20
Council Meetings Online	20
Council's Accessibility, Transparency and Accountability Charter	20
Councillor's Code of Conduct	20
Councillor's Remuneration	21
Councillor Representation and Community Consultations	21
Community Plan - Imagine 2030	24
Disability Action Plan	25
Advocacy	26
Audit Advisory Committee	27
Whistleblower Protection Act	28
Freedom of Information	29
Risk Management	30
Municipal Emergency Management	31
National Competition Policy Compliance 2010-2011	32
Organisation	33
Organisation Structure	34
Our Staff	35
Community Funding Program	39
Asset Management	53
Best Value	59
Service Summaries – A Year in Review	63
Performance Statement	81
Strategic Objectives, Indicators and Key Activities for 2010-2011	82
Progress against Financial Targets	91
Certification of the Performance Statement	93
Auditor-General's Office - Independent Auditor's Report	94
Management Comment on the Financial Report 2010-2011	97
Financial Report for the Year Ended 30 June 2011	103
Certification of the Financial Report	149
Auditor-General's Office - Independent Auditor's Report	150
Standard Statements for the Year Ended 30 June 2011	153
Certification of the Standard Statements	162

Great Place

- Dynamic and diverse city
- Recognised as the capital of the south east
- Victoria's manufacturing heartland
- Home to 9000 businesses
- Revitalisation of Central Dandenong underway
- 170 parks and reserves
- State of the art cultural facilities including multi-million dollar Drum Theatre
- Land area of 129.5 square kilometres

Great People

- Over 140,000 residents
- People from 156 nations
- 56% of our 140,000 residents were born overseas
- 51% are from non-english speaking backgrounds
- Over 70,000 people employed locally
- Over 400 local community groups and service clubs
- An active and committed volunteer community



Great Times

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

Great Shops

- Dandenong Market Redevelopment officially opened 4 June 2011
- Little India and Afghan Bazaar cultural precincts
- Modern shopping complexes at Dandenong and Keysborough
- Wide variety of fresh produce, seafood and meat
- Over 50 Asian restaurants and specialty supermarkets
- Extensive range of factory outlets



Our Vision:

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

Our Goals:

A city planned for the future

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

A thriving and creative city

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

A healthy community and environment

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

A city of respect

- Community pride
- Living and working together
- The generations

A leading Council

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

Mayor's Report by Councillor Roz Blades



Greater Dandenong celebrated a number of key milestones this year – with infrastructure renewal being high on its priority list.

There is no doubt the challenging global economic climate has meant Council has had to look at different ways to achieve a balance between service delivery, infrastructure renewal and community needs.

However as we reflect on the past 12 months it is pleasing to see how much has been achieved, given the constraints we faced.

One of the most notable projects completed this year was the \$26 million Dandenong Market Redevelopment. The market is now a bustling and vibrant shopping precinct which is already providing broad economic benefits to the entire city. Council's significant investment to revitalise the Market has not only helped position Dandenong as the regional shopping destination of the south-east but has also cemented the market's long-term future.

Springvale enjoyed the completion of several key projects including the "number 8" car park and Warner Reserve Community Facility. The "number 8" development in Balmoral Avenue, Springvale is nearing completion. The new multi-deck car park is complete and has seen car parking spaces on the site increase to more than 550. The additional car parking is a huge coup for Springvale and has been welcomed by visitors and local traders alike. Existing powerlines have been moved underground, a new roundabout installed, along with kerbside parking, footpaths, street furniture and new street trees. Once complete the "number 8" development, being delivered by a private developer, will also include four new buildings and a town square and will become a focal point of Springvale's shopping hub.

Warner Reserve's impressive \$2.4 million redevelopment of its community facility was also completed this year. The state-of-the-art facility marks a new chapter in the way Council approaches community buildings. The cleverly designed multi-use building boasts a state-of-the-art light commercial kitchen and swipe-card security system. A range of environmentally-friendly design techniques and materials have also been incorporated into the construction phase including rainwater collection, recycled building materials and cross-flow ventilation.

Council's partners VicUrban have made significant inroads into works in central Dandenong, the most noticeable of which is the completion of the \$20 million transformation of Lonsdale St, into a pedestrian friendly boulevard. As well as new trees, improved lighting and wider footpaths a number of visible changes are taking shape.

The \$29.5 million bridge on George Street which spans the railway line and links Cheltenham Road to the city centre was also completed. Stockmans Bridge will breathe new life into Dandenong's western Central Activities District, creating an environment where new businesses and homes can flourish.

Council spent \$33.881 million on the capital works program including \$10.496 million for major projects and \$7.788 million in asset renewal works.

Council recognises the community's need for quality facilities and invested significantly in projects that would add to the enjoyment of residents who live, work and play in Greater Dandenong.

One of the most significant projects which commenced construction this year was the Noble Park Pool through the "More than Just a Pool" Project. The \$20.7 million project has received \$12 million from Council, \$7.2 million from the Australian Government and an additional \$1.5 million from the Victorian Government. When complete the redevelopment will incorporate a new 50-metre outdoor pool, new water play areas for children and youth, multi-purpose community spaces, new barbecue and picnic areas and shading. This project will not only be an enormous community asset for Noble Park residents and Greater Dandenong but will also be a drawcard for visitors from the entire south east region.

Renowned as a city offering exciting festivals and events, Council was again home to a variety of community festivals, ranging from the Dandenong Show, the Lunar New Year, Australia Day and Carols by Candlelight. This year also marked the second year Greater Dandenong was involved in the Melbourne Food and Wine Festival. Along with an Afghan Banquet visitors were able to attend a Progressive Yum Cha tour in Springvale and a Sicilian Regional Banquet.

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

Please take the time to read over the many highlights of 2010-2011 throughout this report. These are the results of the combined efforts of councillors, the executive team, staff, residents and our strategic partners, who I thank and congratulate.

This year has not only proved an exciting one for our city but an incredibly rewarding one for me personally.

It is a privilege to be Mayor of a city I am truly proud to call home.



Cr Roz Blades
Mayor

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

Chief Executive Officer's Report By John Bennie



2010-2011 has seen further progress in the evolution of Greater Dandenong as a prominent city in a developing region.

'Revitalisation' is now part of our broader vocabulary as we look beyond Dandenong and the significant work underway in that centre, to Springvale and Noble Park where exciting things are happening.

Whilst central Dandenong has continued its transformation, Springvale is emerging as another prominent activity centre through the planning and implementation of significant public and private works. Noble Park is also stamping its mark on the urban landscape with a state of the art recreational facility and village scale developments that will complement this centenary township.

The new look Dandenong Market was officially opened this year to great fanfare and celebration from traders and shoppers, who have been most patient during the extensive refurbishment work undertaken over the last two financial years.

Lonsdale Street has also reopened for business and we congratulate VicUrban on the quality of work that our community now inherit. What has emerged is a modern, elegant and exciting boulevard adjacent to which retailers now have their chance to make their contribution to this modern retail precinct. Other prominent outcomes include the opening of Stockmans Bridge; the rapid progress on the Government Services building; the upgrade of Walker Street; and the opening of the innovative 'pop-up park' on Foster Street.

In Springvale, the long awaited decked car park at 'number 8' Balmoral Avenue – and its ancillary retail, commercial and residential components – was finalised and a new dimension was added to the Springvale landscape.

The Noble Park 'More than just a Pool' project commenced construction and is earmarked for completion in early 2012.

Residential development on Council's 'Metro 3175' is about to move to its next stage with planned, higher density developments along and adjacent to Cheltenham Road.

The community's need for quality facilities and modern, flexible spaces was epitomised by the completion of the Springvale Service for Children; the Springvale Reserve Community Facility; the Keith Miller Pavilion at Shepley Oval; and the Warner Reserve Community Facility.

'Advocacy' remains very high on Council's agenda – advocating for grade separation on Springvale Road; advocating for Victorian Government funds to build an indoor pool component of the Noble Park "More than Just a Pool" project; advocating for a community health assessment in Dandenong South (now nearing finalisation); and advocating for a balanced outcome in the delivery of the Dingley Arterial Project, were just some of the success stories of this year.

Council remains financially sound but is always mindful of the challenges which lie ahead. It is critical that Council remains vigilant in the management of activity and expenses to ensure we continue to successfully meet the growing demands of our community.

An underlying operational surplus of \$3.157 million was achieved in 2010-2011. After considering non-operating income and expenditure, the surplus was \$31.446 million against a budget of \$26.338 million.

It is important to note that these surpluses are 'accounting surpluses' which include a range of non-cash items such as depreciation on Council assets, assets written off, assets gifted to Council by Developers (eg. roads and footpaths) and exclude cash costs such as capital expenditure.

Council spent \$33.881 million on capital improvements during the year, \$7.788 million of which was on renewal and upgrades to existing infrastructure assets and \$10.496 million on major projects which included \$6.705 million on the Noble Park 'More than Just a Pool' Project and \$2.413 million on the Warner Reserve Community Facility upgrade.

The funding of basic infrastructure – roads, footpaths and drains – remains a challenge but it is pleasing to report that in addition to the \$5.368 million spent on municipal wide road renewal works in 2009-2010, a further \$5.274 million was spent on this essential area in 2010-2011. This significant investment continues to underpin the importance of Council's maintenance and protection of existing assets.

The 2010-2011 stage of this ongoing journey of re-discovery in our city has now concluded and we immediately focus on 2011-2012 and beyond. Whatever we might have achieved becomes a new benchmark as we strive to exceed the community's expectations and consolidate this city's emerging position as a prominent player in an increasingly sustainable region.

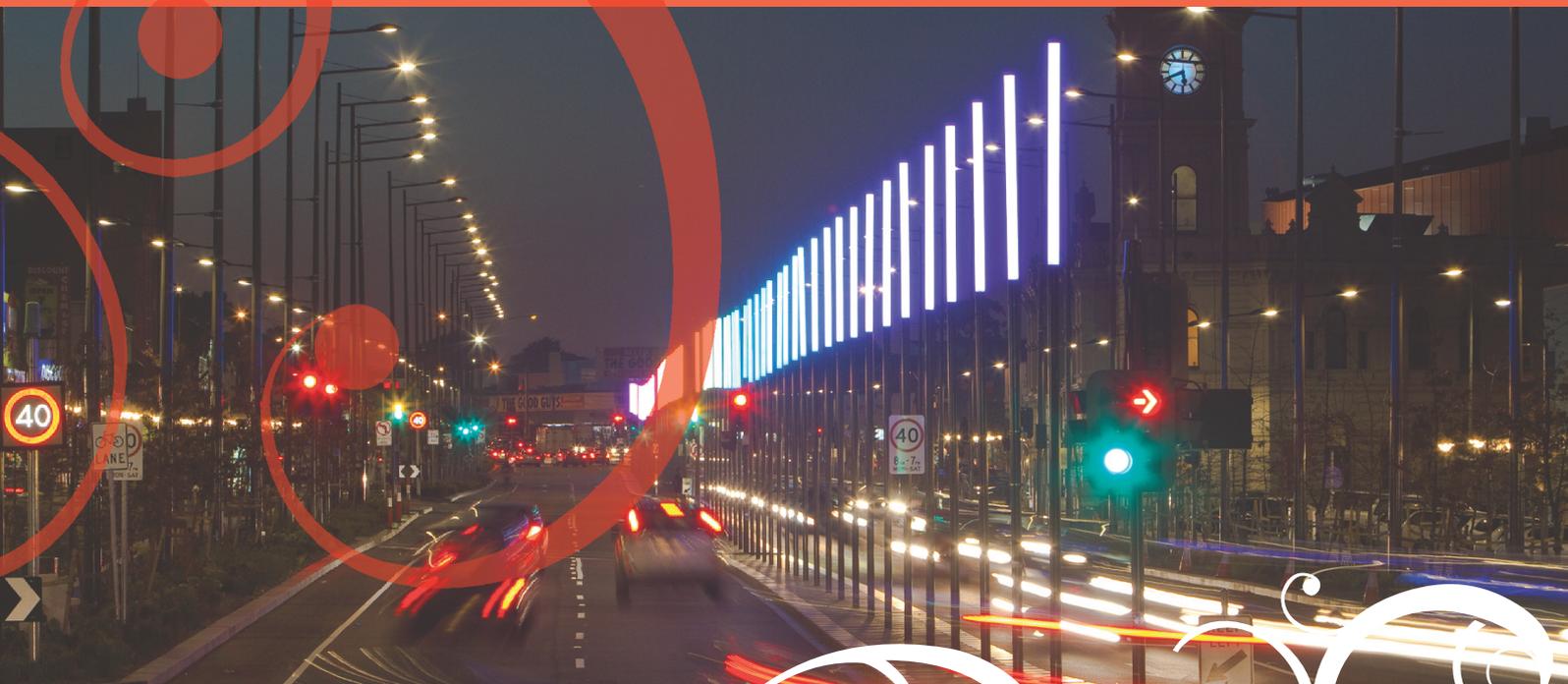
I thank Council for its leadership and the many wonderful staff who remain committed to local government service and The City of Greater Dandenong.



John Bennie
Chief Executive Officer

“...consolidate this city's emerging position as a prominent player in an increasingly sustainable region”

Performance Highlights



Lonsdale Street, Dandenong redevelopment saw the installation of significantly improved lighting for the street's length. High efficiency lights are now lighting the carriageways, service lanes and footpaths.

A City Planned for the Future

Highlights

- Construction of the Noble Park "More than just a pool" Swim Centre Project commenced on 25 October 2010. Achievements throughout the year include the completion of 50 meter pool concrete shell; the main administration building has been erected; the warm water program pool has commenced construction and the kiosk and change rooms demolished.
- Greater Dandenong in partnership with Savills successfully completed the construction of the Dandenong Market Redevelopment. It was officially opened on Saturday 4 June 2011 by the Mayor, Councillor Roz Blades. A range of multicultural entertainment, performances and cooking demonstrations were held. Coupled with this was the completed new branding, signage, and an official opening plaque.
- The Springvale Service for Children was completed and is now operational. Community Development Minister Lily D'Ambrosio joined Councillor Jim Memeti and guests to officially launch the centre. The \$7.7 million integrated early years project includes a kindergarten, childcare facilities, toy library, maternal and child health and community-based services for children and families. Council contributed \$7.2 million towards the project and an additional \$500,000 was funded by the Victorian State Government.
- Completion of the 'number 8' multi-level car park in Balmoral Avenue, Springvale. The car park was operational throughout the year and has 538 car spaces over 7 levels. The development included four new buildings and a town square.
- Revitalising Central Dandenong Urban Masterplan has achieved numerous milestones including; the completion of the Lonsdale Street Upgrade Project, the planting of 220 Pin Oak trees along Lonsdale Street and the completion of the George Street Bridge in Dandenong, named Stockmans Bridge.

Challenges

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

The Year Ahead

- Commencing project development of the new Municipal Building.
- Noble Park "More than just a pool" Swim Centre completed and operational.
- Implementation of the Asset Renewal Program to ensure the long term sustainability of the city's infrastructure.



\$20 million transformation of Lonsdale Street, Dandenong has been completed.

A Thriving and Creative City

Highlights

- The Drum Theatre celebrated its fifth theatre season in 2011, which saw 59,436 people attend performances and events. This amounts to a 25% increase (11,976 guests) on the previous year.
- Council provided a total of 20,414 passengers with specialised transport throughout the year. This door-to-door service provides an invaluable opportunity to people who otherwise may not be able to leave their homes.
- Investment in residential, commercial, and industrial properties on building approvals totalled \$695,633,861. This consisted of 442 commercial/industrial building permits being issued at a total of \$502,847,845 and 1,291 residential permits being issued at a total of \$192,786,016.

The Specialised Community Bus provides door-to-door service to people who otherwise may not have the opportunity to leave their homes. Council provided a total of 20,414 passengers with specialised transport throughout the year.

Challenges

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

The Year Ahead

- Monitoring of building and developments throughout the year.
- \$300 million invested in residential, commercial, and industrial properties within the City.
- Increase residential development in Central Dandenong.
- Implementation of the Economic Development Strategy.
- Implementation of Cultural Strategy and Cultural Diversity Strategy.
- Implementation of an Indigenous Development Program.
- Strengthening council's engagement with schools and educational institutions.



A Healthy Community and Environment

Highlights

- The number of hours of services for Home and Community Care totalled 134,164 hours comprising of home care; personal care; respite and home maintenance services.
- The Warner Reserve Community Facility project was completed in June 2011 within budget. It was officially opened by the Mayor, Cr. Roz Blades on Saturday 18 June 2011 and was attended by invited guests and local residents.
- The Health and Wellbeing Plan (MPHP) was endorsed by Council on 13 September 2010. It was publicly launched in November 2010. A staged Action Plan has been developed as part of the adopted document. Monitoring will occur yearly with the first review scheduled to be finalised in October 2011.
- Council conducted 319 audits on commercial and industrial buildings to ensure Essential Services Compliance was adhered to.
- A total of 14,452 immunisation services were conducted throughout the year.
- Council received 758 requests for removal of graffiti from council property.
- Residential waste diversion from landfill totalled 52.42%.

The Year Ahead

- Delivery of Home and Community Care services to residents in line with growth in the elderly population.
- Implementation of two year pilot CCTV monitoring in public places (North Dandenong) to enhance community perceptions of safety.
- Monitoring compliance of Food Businesses operating in the municipality.
- Providing immunisation services to the community.
- Planting 1,500 new street trees to improve the appearance of City streets
- Rapid response removal of reported graffiti from Council property to ensure the good appearance of public places.
- Environmental sustainability initiatives to minimise residential waste sent to landfill
- Minimise water usage on sports grounds.
- Development of the Leisure Strategy and Soccer Plan.
- Continued environmental and waste education programs for schools and the community.
- Ongoing implementation of Council's campaign to reduce rubbish dumping.

Challenges

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



\$2.4 million was spent on the redevelopment of Warner Reserve Community Facility. The state-of-the-art facility is a cleverly designed multi-use building for the community.

A City of Respect

Highlights

- Volunteers provide an invaluable service to the community, through a range of Council managed activities. Over the year volunteers gave a significant contribution, totalling 20,544 funded hours for the year.
- A range of support programs and services have been developed by Youth Services; including: free individual counselling for young people; family counselling; young male offenders program; young mums group; girls unlimited - an 8 week program; and Heads Up, a program for young people who have a parent with a mental illness.
- The number of visits in person or via the web to our library service totaled 1,020,281 visits.

Challenges

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

City of Greater Dandenong celebrated National Youth Week from 1 to 10 April 2011. The week celebrated the achievements of young people aged 12 to 25, aimed at providing opportunities for young people to share ideas, showcase talents, have their voices heard on issues of concern and celebrate young people's contribution to the community.

The Year Ahead

- Strengthening of volunteerism in the community.
- Encourage and increase library visits through physical and virtual visits.
- Support provided to families and children through early intervention, prevention, education, information and counselling services.
- Develop and implement the Libraries 2020 Strategy.
- Expand the Library Outreach Programs and Services to the community.



Volunteers providing social interaction and friendship by delivering food services to our residents who find it difficult to get out of the house.

A Leading Council

Highlights

- Council managed 2,961 external bookings at which 264,380 guests attended functions within our halls or meeting rooms. Additionally, 5,741 internal bookings were managed at which 62,544 staff attended.
- Calls managed by Customer Service and the Call Centre totalled 125,265 for the year.
- Council conducted nine (9) Citizenship Ceremonies throughout the year at which 1,252 attendees received their certificate.
- Risk Management Strategy reviewed by the Risk Management Steering Committee and adopted.
- Recruitment Policy review finalised and changes adopted by Staff Consultative Committee.

Challenges

Improving as a Council to be responsive to the community, which encourages democratic participation, involving people in decisions that affect them, striving for excellence in financial management and council services, and always looking for better ways to do things.

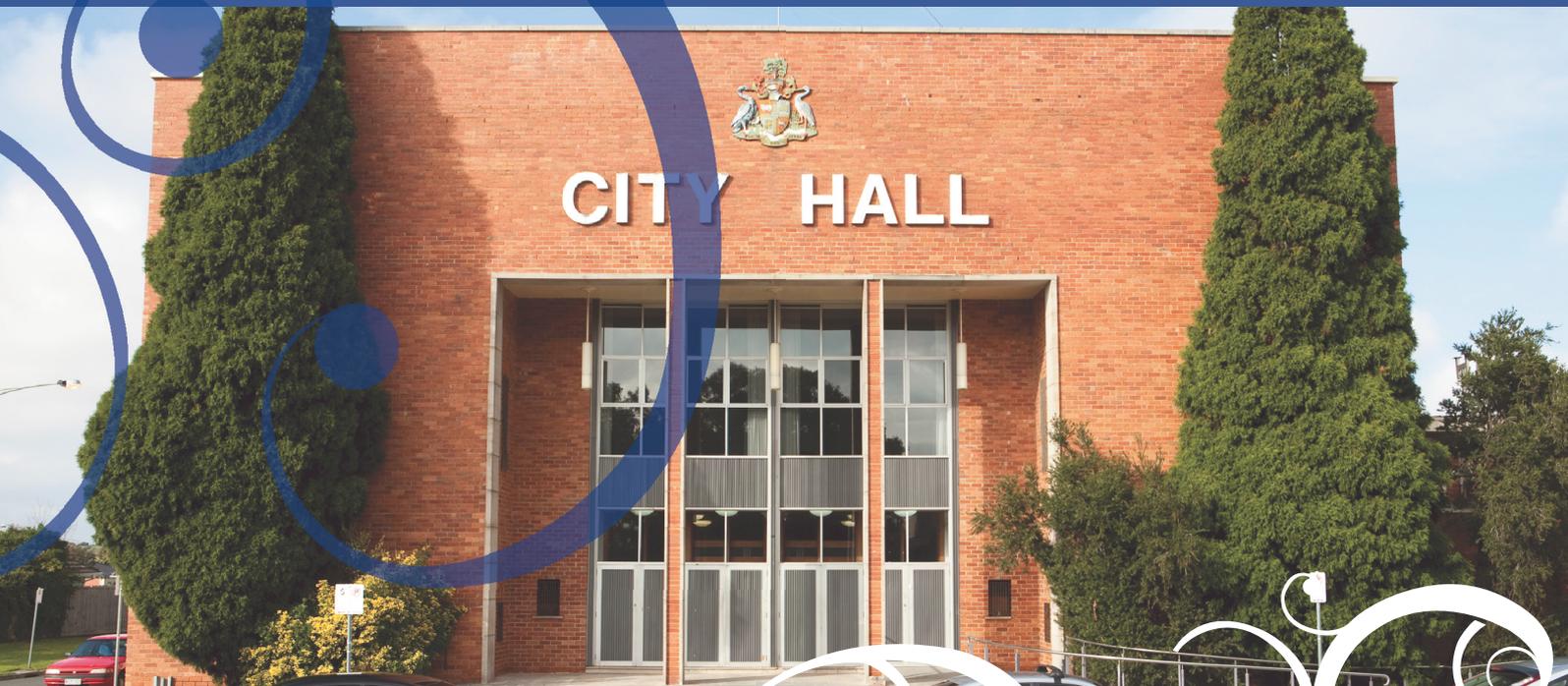
The Year Ahead

- Installation and implementation of the Legislative Compliance Software.
- Conduct Citizenship Ceremonies and record the number of residents gaining citizenship.
- Adopt the Long Term Financial Strategy.
- Manage the implementation, collection of data and reporting on the New Essential Services Commission Service Indicators for local government.
- Maintain high standards of customer service responsiveness at Service Centres and Call Centres.
- Maintain records of the number of external hall bookings and the number of guests.
- Progress the implementation of actions and initiatives contained in the Organisational Development Strategy to improve the professional capacity and culture of the Council.
- Develop a Communications Strategy.

Hundreds of people commemorated Australia Day by becoming Australian citizens at the City's annual Australia Day celebrations. In addition to the Citizenship ceremony, a number of events were held, including presentation of the 2011 Australia Day Awards, flag raising ceremony, free sausage sizzle, children's activities and various entertainment.



Corporate Governance



Springvale Town Hall

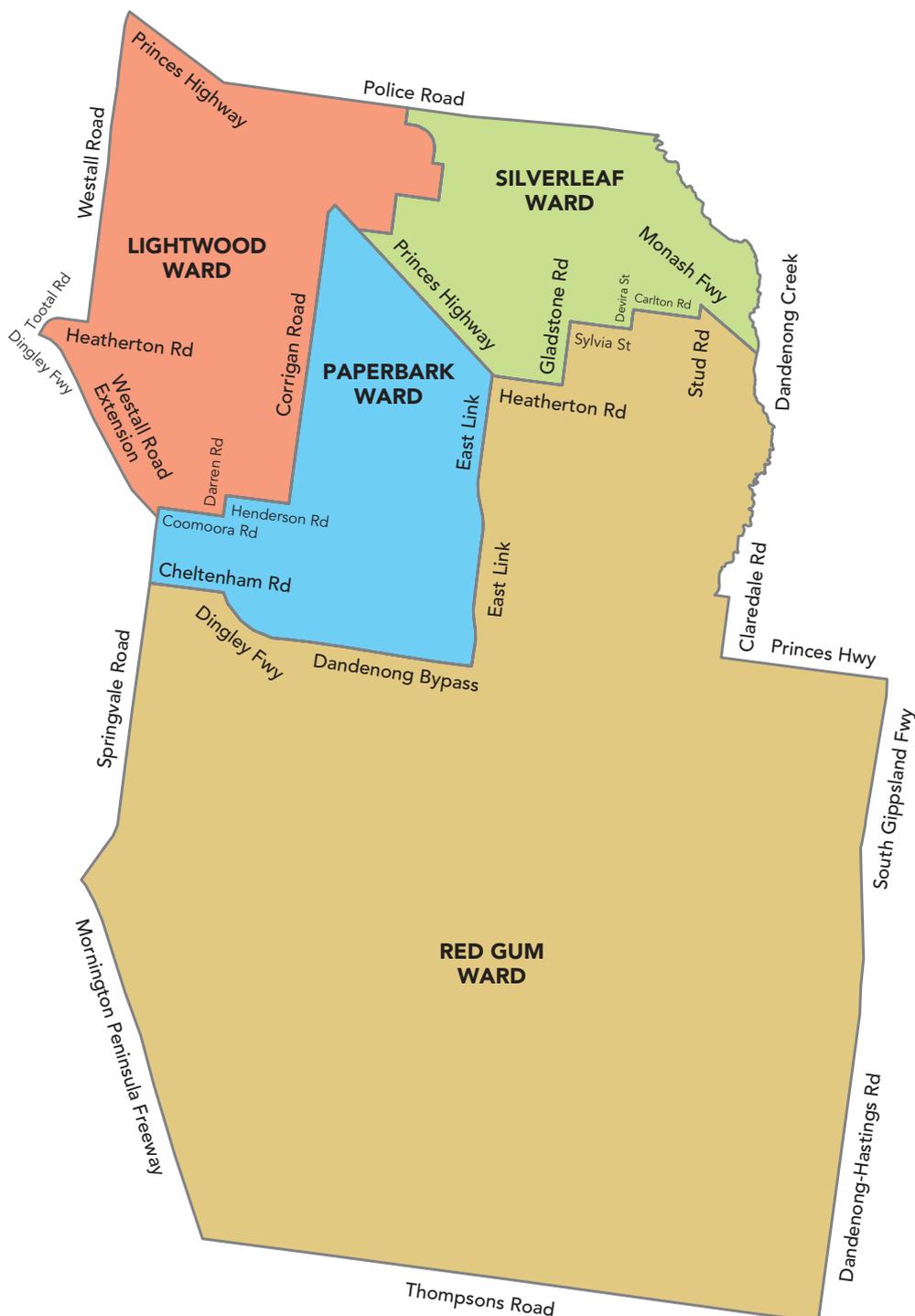
The Council

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 29 November 2008 and will retire in November 2012.



Your Councillors

Lightwood Ward

Suburbs: Springvale and Springvale South



Cr Youhorn Chea
Phone: 0417 320 645

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



Cr Yvonne Herring
Phone: 0434 560 241

Having already served as a Councillor between 1997 and 2003, Cr Herring returned in 2005 with a desire to continue offering Greater Dandenong good governance and to provide a voice for residents. She has lived in the city with her family for 28 years.



Cr Loi Truong
Phone: 0466 004 618

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

Paperbark Ward

Suburbs: Keysborough and Noble Park North



Cr Roz Blades
Mayor, 2 December 2010 -
30 June 2011
Phone: 0417 053 612

Cr Blades is the current Mayor. She served as Mayor of the former City of Springvale in 1992 and was Mayor of Greater Dandenong in 1998-1999. Currently serving her sixth term, Cr Blades has always been an active participant in community programs and her greatest passion is people.



Cr Peter Brown
Phone: 0408 138 939

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



Cr Pinar Yesil
Phone: 0434 560 242

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

Red Gum Ward

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



Cr Paul Donovan
Phone: 9239 5230

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 the continued growth of Greater Dandenong.



Cr Angela Long
Phone: 0466 004 616

Cr Angela Long served as a Councillor from 1997-2005 and was Mayor in 2000-2001. Cr Long returned in 2008 with a commitment to developing the city's future and addressing residents' needs. She would like to achieve a number of goals during her time as a Councillor. She has lived in Greater Dandenong almost all her life.



Cr Jim Memeti
Mayor, 1 July 2010 -
2 December 2010
Phone: 0434 560 239

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

Silverleaf Ward

Suburbs: Noble Park and a section of Dandenong North



Cr John Kelly
Phone: 0418 350 743

Cr Kelly has served as a Councillor for more than 15 years and was Mayor in 2007-2008. He is committed to ensuring the Greater Dandenong Council is open and transparent in its operations, and encourages increased community consultation in decision-making.



Cr Maria Sampey
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 and being elected Mayor of the city in 2004-2005. She is passionate about ensuring local parkland is retained and upgraded to be more user-friendly for families and youths.

COUNCILLOR'S OFFICE

Tel: 9239 5230
Fax: 9239 5369

Council's Role

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

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

Council Meetings

Council conducts its business in open and publicly advertised meetings. In 2010-2011 there were 21 ordinary meetings and two (2) special meetings of Council. Listed below is the number of meetings attended by individual Councillors.

COUNCILLORS FROM 1 JULY 2010–30 JUNE 2011	ORDINARY MEETINGS	SPECIAL MEETINGS
Number of Meetings Held	21	2
Cr Roz Blades	19	2
Cr Peter Brown	21	2
Cr Youhorn Chea	21	2
Cr Paul Donovan	19	1
Cr Yvonne Herring	17	2
Cr John Kelly	17	2
Cr Angela Long	18	2
Cr Jim Memeti	20	2
Cr Maria Sampey	14	0
Cr Loi Truong	19	2
Cr Pinar Yesil	19	2

Council Meetings Online

As part of Council's commitment to open and accountable government, all ordinary and special meetings of Council are webcast on greaterdandenong.com. During 2010-2011 the average number of 'log-ins' per meeting to the live webcasts was 22 and 1861 'log-ins' were recorded against the archived (non-live) webcasts of Council meetings. The Council has been pleased with the results and will continue to webcast meetings during 2011-2012. The City of Greater Dandenong is one of only a few municipalities in Victoria to webcast Council meetings.

Council's Accessibility, Transparency and Accountability Charter

The City of Greater Dandenong has an adopted Accessibility, Transparency and Accountability Charter which provides residents with increased information on Council. Councillors' attendance at Council meetings and Briefing Sessions are published on-line, together with a register of Councillor expenses.

Councillor's Code of Conduct

The City of Greater Dandenong's 'Code of Conduct – Councillors' sets out guidelines within which Councillor representatives must operate. It outlines behaviours and actions, which 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.

Councillor's Remunerations

Mayoral Allowance

1 July 2010 - 30 November 2010	\$77,300 (plus 9% superannuation equivalent) with the use of a fully maintained vehicle
1 December 2010 - 30 June 2011	\$79,232 (plus 9% superannuation equivalent) with the use of a fully maintained vehicle

Councillor's Allowance

1 July 2010 - 30 November 2010	\$24,200 (plus 9% superannuation equivalent)
1 December 2010 - 30 June 2011	\$24,805 (plus 9% superannuation equivalent)

Councillor Representation and Community Consultations

On 2 December 2010, Councillors were appointed as representatives of the following organisations, committees and reference groups that assist the Council and the community in the provision of services to the people of Greater Dandenong:

Community Organisations

Organisation	Council Liaison 2010-2011	Council Representative 2010-2011
Cyrene Centre	N/A	Cr Roz Blades
Dandenong and District Historical Society	Cr Paul Donovan Cr John Kelly	N/A
Dandenong Benevolent Society	Cr Angela Long Cr Jim Memeti	N/A
Dandenong Community Advisory Bureau	N/A	Cr Angela Long
Dandenong Fire Brigade	Cr Jim Memeti	N/A
Dandenong Retail Traders Association	N/A	Cr Angela Long
Noble Park Community Action Forum Inc	N/A	Cr Roz Blades Cr Pinar Yesil
Springvale and District Historical Society	Cr Roz Blades Cr Youhorn Chea Cr Loi Truong	N/A
Springvale Benevolent Society	Cr Youhorn Chea Cr Yvonne Herring	N/A
Springvale Community Aid and Advice Bureau	N/A	Cr Roz Blades Cr Youhorn Chea Cr Pinar Yesil

Committee and Reference Groups

Organisation	Council Representative(s) 2010-2011
Alcohol & Other Drug Network *	Cr Roz Blades Cr Angela Long Cr Loi Truong
Audit Advisory Committee	Mayor of the Day Cr Youhorn Chea
Community Safety Committee	Cr Maria Sampey
Community Road Safety Reference Group	Cr Yvonne Herring
Cultural & Heritage Collections Committee	Cr Paul Donovan
Dandenong Stadium Management Committee	Cr John Kelly
Disability Forum *	Cr Angela Long Cr Maria Sampey
Children & Family Partnership	Cr Roz Blades
Greater Dandenong Interfaith Network	Cr Roz Blades Cr Youhorn Chea
Lyndhurst Community Engagement Steering Committee	Cr Yvonne Herring
Migrant Settlement Committee (MRC)	Cr Youhorn Chea Cr Loi Truong
Municipal Buildings Project Control Group (Advisory)	Cr Roz Blades Cr Peter Brown Cr John Kelly Cr Angela Long Cr Jim Memeti Cr Pinar Yesil
Municipal Emergency Management Planning Committee (External)	Cr Jim Memeti
Municipal Fire Prevention Committee	Cr Jim Memeti
Noble Park 'More Than Just a Pool' Planning Control Group	Cr Roz Blades Cr Peter Brown Cr Pinar Yesil
Public Art Reference Group	Cr Peter Brown Cr Youhorn Chea
Springvale Strategic Civic Centre Planning Group (Advisory)	Cr Roz Blades Cr Peter Brown Cr Youhorn Chea Cr Yvonne Herring Cr Jim Memeti Cr Loi Truong Cr Pinar Yesil

* all councillors welcome to attend meetings.

Peak Industry Bodies

Organisation	Council Representative(s) 2010-2011
International Council for Local Environmental Initiatives (ICLEI)	Cr Angela Long Cr Maria Sampey Cr Loi Truong
Municipal Association of Victoria (MAV)	Cr Peter Brown Alt – Cr Youhorn Chea
Victorian Multicultural Commission and MAV - Standing Committee on Local Government and Cultural Diversity	Cr Roz Blades
Victorian Local Governance Association (VLGA)	Cr Youhorn Chea

Regional Organisations and Committees

Organisation	Council Representative(s) 2010-2011
Eastern Transport Coalition # (previously ERiTG)	Cr Roz Blades
Inter Council Aboriginal Consultative Committee	Cr Angela Long
Local Governments' Metropolitan Waste Management Forum	Cr John Kelly
Roadsafe Committee – Outer South East Inc	Cr Angela Long
South East Region Gas Company (SERGASCO)	Cr John Kelly
VicRoads Public Transport Advisory Council	Roz Blades (appointed by Minister Tim Pallas in February/March 2010)

Council officers also attend these meetings.



The EastLink Trail provides access for cyclists and pedestrians to the area surrounding EastLink which includes extensive parks and wetlands. The EastLink Trail is a three-metre wide concrete path, suitable for cyclists and pedestrians. Winding its way through the Mullum Mullum Valley, it heads south to connect with the Dandenong Creek Trail before crossing Greens Road in Melbourne's south-east. The Dandenong Creek Trail leads directly to Port Phillip Bay at Carrum / Bonbeach. The 35 kilometres of pathways connects with many other trails, open spaces, parks and reserves.

Community Plan - Imagine 2030

The Community Plan – Imagine 2030 – outlines the key themes and priorities for the community’s vision for the future of the City.

Council conducted an extensive consultation program throughout 2008 and 2009 to develop the Community Plan.

The high level themes derived from this research became the city’s community plan, which will now guide council’s future planning and service delivery.

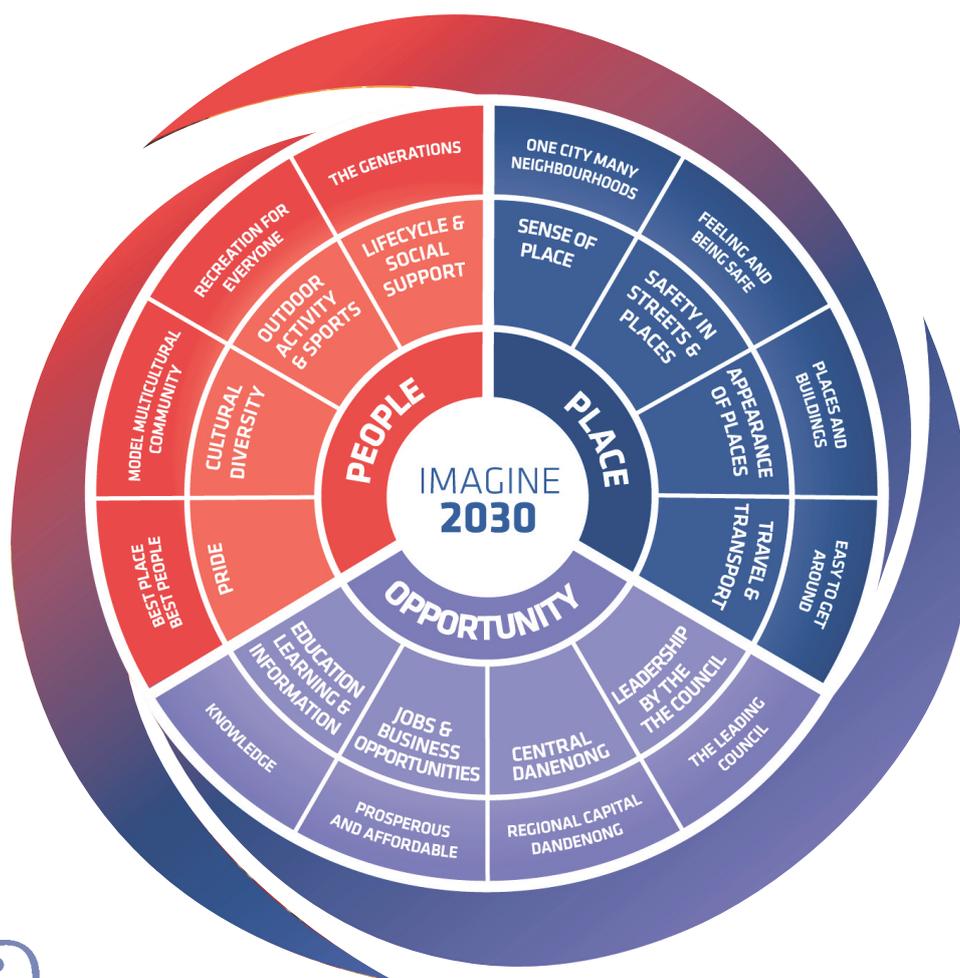
This consultation has also informed the preparation of the Council Plan 2009-2013 and other plans such as the Community Wellbeing Plan.

In 2012 and 2013 Council will again consult with the community to check in about the ongoing relevance of the key themes and priorities, and identify progress in the community towards achieving these. More information about opportunities for residents to become involved in this consultation process will be available in 2012.

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

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

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



Disability Action Plan

Council's 4th Disability Action Plan (DAP) and Disability Policy were adopted by Council during the year. The DAP builds upon the work being done at Council and in the community to provide for greater access and inclusion for people with disabilities in community life.

Notable achievements as a result of the DAP since its adoption include:

- Funds have been set aside to audit Council's buildings to provide for greater access for people with disabilities. The audit will form the basis for a 20 year building upgrade program.
- A \$100,000 grant was received from the Commonwealth Department of Families Housing, Community Services and Indigenous Affairs Accessible Communities Fund and, when matched with Council funds will provide ramps and access facilities at the new Noble Park "More than just a pool" project.

A range of improvements to local transport opportunities for people with disabilities have been put in place including:

- the development of the Travel Smart Map for Dandenong. This map will be the first such map to include the whereabouts of accessible toilets in the municipality.
- A Noble Park Access Map was developed and a Springvale Access Map will be available later in the year. A similar map for Dandenong is planned.

A range of sports and leisure based programs were developed including:

- An independent Gym and Swim program for blind and vision impaired people,
- A learn to swim program for people with disabilities.
- An exercise and healthy eating program known as the Koori Stepping Out Group continues for the elders from the Aboriginal community with disabilities.

- A community based walking festival designed to encourage people with disabilities saw 400 participants walking in Dandenong. The event was such a success that it will become an annual event.

A range of disability related training opportunities were offered to staff at Council and to the community including:

- Our Customer service staff at Council were given a real experience of disability in Dandenong when competing in the "Realistic Race."
- All new staff joining Council are invited to participate in Council's Induction program, which includes equal employment and diversity training, with a focus on the disability related requirements of discrimination based legislation.
- Staff from Council attended the Australian Human Rights Commission training on the new disability related building standards.
- Council continues to sponsor a person with a disability to complete a recognised leadership course.

Copies of Council's Disability Policy and 4th Edition DAP are available online at: www.greaterdandenong.com/disabilityplanning

A brochure explaining the DAP is also available and has been translated into the four highest used languages (Cantonese, Greek, Khmer, Vietnamese) within Greater Dandenong.



Advocacy

There are many services provided by State and Federal government agencies that support Greater Dandenong residents. During 2010-2011 Council continued with significant advocacy programs to gain increased funding and levels of service for the city from these external sources. Outlined below are key advocacy groups and activities that staff and Councillors have been involved in.

Meetings and/or interaction held with the following groups:

- Bicycle Victoria
- Eastern Group of Councils - group of ten Eastern Region Councils
- Eastern Transport Coalition
- Federal Government South East Development Area Consultative Committee
- Department of Human Services regarding disability and aged care services
- Department of Innovation, Industry and Regional Development (D.I.I.R.D.)
- Department of Planning and Community Development
- Department of Sustainability and Environment
- Department of Transport
- Melbourne Water
- Migrant Resource Centre
- Ministerial Advisory Committee on Public Libraries
- Options Victoria
- Parks Victoria
- Regional Development Australia
- Regional Management Forums
- Regional Meals on Wheels Kitchen
- Service based industry network groups
- South East Healthy Communities Partnership
- South East Metro Integrated Transport Group
- South East Metro – group of six south east Councils
- Southern and Eastern Integrated Transport Authority (S.E.I.T.A.)
- South East Water
- Sport and Recreation Victoria

- Sport associations such as AFL, VSF, Cricket Vic, Softball Vic, Tennis Vic
- Springvale Community Aid and Advice Bureau
- Vic Health
- Victoria Police
- VicRoads
- Vic Sport
- VicUrban
- Victorian Multicultural Commission
- Water Sensitive Cities – High Level Steering Committee
- Other groups as required

Projects:

Continued advocacy for -

- The grade separation of Springvale Road and the Caulfield/Dandenong rail line;
- Blackspot funding;
- Additional funds for Stages 2 and 3 of the Noble Park 'More than just a Pool' project;
- Significantly improved water/irrigation solutions for sportsfields – with Council's sportsground assets ranked highly in condition in the region;
- Funding for CCTV systems to target crime hotspots;
- Additional police resources across the city;
- Integrated health planning on the social impacts of alcohol;
- Reconsideration and exemption from new Electricity Safety Regulations 2010;
- Support for drainage solutions to prevent future flooding;
- A statewide strategy on appropriately located zones for waste facilities; and
- Support for Council's Municipal Buildings Project

Audit Advisory Committee

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

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

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

Members

Ms Linda MacRae	Chair
Cr Jim Memeti from 1 July 2010 to 2 December 2010	Council Representative (Mayor)
Cr Roz Blades from 2 December 2010 to 30 June 2011	Council Representative (Mayor)
Cr Roz Blades from 1 July 2010 to 2 December 2010	Council Representative
Cr Youhorn Chea from 2 December 2010 to 30 June 2011	Council Representative
Mr Robert Yeo	External member
Mr David Smith	External member
CEO	Non-voting
Director Corporate Services	Non-voting
Manager Financial Services	Non-voting

The Audit Advisory Committee met on four occasions during 2010-2011.

Matters considered included:

- Financial and Performance Statements for 2010-2011
- The 2011-2012 Budget
- The 2011-2012 Long Term Financial Strategy
- The Internal Audit Plan of Council for 2010-2011
- Risk Management Strategy of Council
- The Auditor General's Audit Strategy for 2010-2011

Whistleblower Protection Act

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

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

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

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

Coordinator

John Bennie – Chief Executive Officer

Protected Disclosure Officers

Mike Lakeland – Manager Organisational Sustainability

Anthony Camillo – Team Leader 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



Freedom of Information (FOI)

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

Twenty-four (24) new FOI requests were received during 2010-2011.

The table below outlines the results of those requests.

	2010-2011
Total number of requests	24
Access granted in full	0
Access granted in part	14
Other-not finalised/proceeded with	9
Access denied in full	0
Requests still under consideration	1
Number of internal reviews sought	0
Number of appeals lodged with the Administrative Appeals Tribunal	0
Number of requests transferred/withdrawn	0
Total charges collected	\$382.40

Under Part 5, Section 11 of the Local Government (General) Regulations 2004 Council is required to make a range of documents available for public inspection. Examples of these are:

- details of current salaries and allowances fixed for the Mayor and Councillors.
- the total annual remuneration for all senior officers in respect of the current financial year and previous financial year set out in a list that states ranges or remuneration and the number of senior officers that fall within the range.
- details of overseas or interstate travel undertaken in an official capacity for Councillors or any member of Council staff in the previous 12 months.
- names of Council officers and Councillors required to submit a return of interest during the financial year and the dates the returns were submitted.
- Agendas and Minutes of ordinary and special Council meetings held in the previous 12 months kept under Section 93 of the Local Government Act 1989, except where such minutes relate to parts of meetings that have been closed to members of the public under Section 90 of the Act.

- register of delegations kept under Sections 87, 88 and 98 of the Local Government Act 1989.
- submissions received under Section 223 of the Local Government Act 1989 during the previous 12 months.
- register of authorised officers appointed under Section 224 of the Local Government Act 1989.

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



Springvale provides an exotic world of culinary delights and enjoying Yum Cha or sampling other inspiring Asian dishes is a real treat for people.

Risk Management

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

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

Insurance

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 proven to be cost effective in maintaining lower premiums.

Over the past year there have been two major property claims however in both cases Council will be seeking recovery of its deductible from the Third Parties responsible for the damage. Public liability claims against the council continue however recent tort reform has proven to be beneficial bringing about a reduction in the number and value of claims. Council continues to take a position wherein such claims are vigorously contested in accordance with legal precedent.

Strategies

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

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

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 a senior officer's



Major works have been carried out to Lonsdale St throughout this financial year, having a significant impact on the streetscape in Dandenong.

performance review process and is recognised within their business plan.

A Risk Register has been implemented containing both operational and strategic risks as identified by Council's Business Units. These risks are monitored to ensure that effective controls are maintained so as to ensure there is adequate mitigation of risk.

A strategy is in place to address the issues of Business Continuity so that the day to day demands on Council can be continued in the event of a disaster affecting the operations and delivery of service with specific reference to 'Building Access Denial', 'Significant Staff Absence' (Pandemics) and 'IT Disaster Recovery'.

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

Key activities undertaken in 2010-2011 were:

- The Municipal Emergency Control Centre (MECC) was opened in February 2011 to respond to a severe flood event in Dandenong. This involved the evacuation of some residents and has led to a considerable amount of follow-up emergency planning to be undertaken. This emergency saw Council and all agencies working together for the benefit of the community.
- An upgrade to the facilities in the primary Municipal Emergency Control Centre (MECC) to improve the overall operation of the MECC including the use of technology;
- A revision of the MECC Management Plan to reflect industry best practice standards;
- The operation of a flood training exercise in the primary MECC to test set up and administration procedures and all equipment in conjunction with all agencies;

- Piloting of an Urban Risk profiling tool. The tool allows for small area fire risks to be mapped and has identified specific high risk facilities and vulnerable groups. This project is in its final stage of development;
- Completion of a heatwave communication plan and inclusion on the MEMP;
- Completion of a pandemic plan and inclusion in the MEMP;
- Commenced a review of the MEMP in preparation for an audit in late 2011;
- Updated role and accountability statements to include reference to emergency management responsibilities; and
- Completion of a review of the relief and recovery arrangements and inclusion in the MEMP.

Following the severe flooding experience of February 2011 the State Government instigated several reviews of protocols and guidelines in relation to emergency management and local government. Greater Dandenong through the MAV contributed comments towards the development of guidelines.

As a result Greater Dandenong through the recovery management area has reviewed the emergency relief and recovery management plans and implemented a contemporary plan taking into account the most recent guidelines and protocols. This will form the basis for an enhanced recovery management capability within Greater Dandenong.

Dog off-leash areas were first introduced in the City of Greater Dandenong in 2001. Since their inception they have proved extremely popular with dog owners as they provide a great outlet for dogs to get regular exercise and increase their socialisation skills.



National Competition Policy (NCP) Compliance: 2010-2011

Certification by Chief Executive Officer

Greater Dandenong Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2010 to 30 June 2011, in accordance with the requirements outlined in *National Competition Policy and Local Government (Revised 2011)* as set out below:

<p>A. Trade Practices Compliance</p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>	Greater Dandenong Council is Compliant
<p>B. Local Laws Compliance</p> <p><i>State whether the Council is compliant or non-compliant. List any local laws made or remade during 2010-11 which impose a restriction on competition:</i></p> <p>– – –</p>	<p>Greater Dandenong Council is Compliant</p> <p>Council has previously established Local Laws compliance and in 2010/2011 no new or amended Local Laws were introduced.</p>
<p>C. Competitive Neutrality Compliance</p> <p><i>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant:</i></p> <p>– – –</p>	Greater Dandenong Council is Compliant

I certify that:

- a) this statement has been prepared in accordance with the 2010-2011 National Competition Policy reporting guidelines; and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

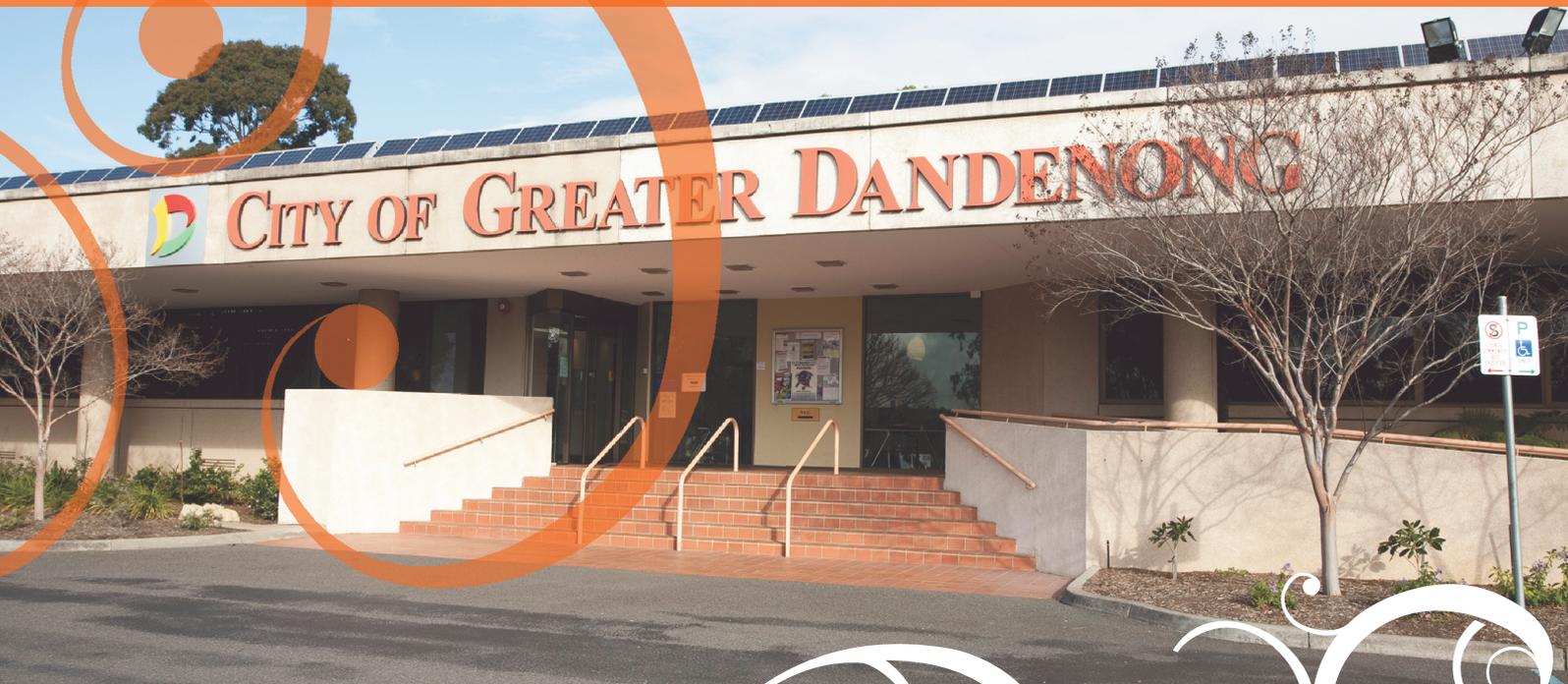
Signed:



John Bennie
Chief Executive Officer

Date: 15 August 2011

Organisation



City of Greater Dandenong - Springvale Offices

Organisation Structure



Our Staff

Achieving work life balance

Results from the Employee Engagement Survey conducted in 2010 indicate employees are satisfied with the range of flexible work options available to help them achieve work-life balance.

Council's Enterprise Agreement provides for a range of flexibility in working patterns to accommodate individual needs, with an increased emphasis on the needs of carers. During the year, a Keep-in-Touch scheme was implemented. The scheme helps employees on long-term leave remain abreast of workplace news and changes. A Phased Retirement scheme was also trialled to support mature workers transition out of full time work whilst mentoring successors.

Further initiatives that were conducted throughout the year to further promote effective work-life balance included: Employee Health Checks; Health and Wellbeing seminars as well as Stress Management; Career Development; Financial Planning; State Trustees and Vision Super workshops were also conducted.

Employee Engagement survey

The biennial Employee Engagement survey was conducted during November 2010. 52% of employees participated in the voluntary survey.

Council's overall retention index score improved since the previous survey (2008). The results suggest turnover levels will remain low with high levels of workplace and job satisfaction amongst employees.

Amongst the highlights, 93% of employees are satisfied working for the City of Greater Dandenong. 86% are proud to work for the organisation. 93% of staff are prepared to work very hard for the organisation.

Whilst the results were overwhelmingly good, work will continue to ensure the results remain positive and to address improvement opportunities identified through the survey and feedback process.

Year of Women in Local Government (YoWILG)

The Year of Women in Local Government concluded in December 2010. The primary focus of the year was to raise awareness of the need to increase the participation of women in leadership and management roles within local government, and the benefits of both elected representatives and paid employees.

The City of Greater Dandenong was awarded 'Major Partner' status, in recognition of its commitment to the goals of advancing women within the Local Government sector.

A broad range of activities were implemented to support the YoWILG including:

- increased opportunities for female employees to participate in formal mentoring & coaching programs;
- targeted Leadership Development activities for high potential staff;
- introduction of an employee study award, with a particular focus on women in local government; and
- selection of females to participate in formal work placement, traineeship and school-based apprenticeships.

Since finalisation of the Year of Women in Local Government, Council has developed an action plan to ensure the goals remain on the agenda.

Staff Giving Scheme

City of Greater Dandenong employees may elect to make regular donations to agencies within the municipality under the Staff Giving Scheme. The recipient agencies are:

- Cornerstone Contact Centre
- Dandenong & District Benevolent Society
- Joey's Van
- Keysborough Learning Centre
- Springvale Benevolent Society
- St Vincent De Paul – Dandenong Conference
- We Care Community Services
- Australian Animal Protection Society

Donations in excess of \$16,758 were collected from employees during the financial year.

Achievements

- Improved overall engagement scores for the 2010 Employee Engagement Survey
- Partnered with Chisholm Institute to conduct the Graduate Certificate of Management and Diploma of Management studies for employees
- Installation of three major Human Resource Information System (HRIS) upgrades and continuation of system improvement program
- Successful closure of the Food Services Kitchen and opening and staffing of the new Food Distribution Centre
- Introduction of new salary sacrifice initiatives for employee child care in Council owned centres and municipal gymnasiums
- Improved hazard control rectification and monitoring by automating the hazard notification and correction process
- Implementation of an early intervention strategy for returning ill and injured employees to the workplace
- 9% reduction in weeks lost to injury/illness
- Implementation of a contractor induction program for contractors to City of Greater Dandenong

Work Experience Placements

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

Traineeships

Three (3) school based trainees were placed across the Organisation in administration roles. There were another eleven (11) trainees placed within various roles in the organisation such as

Payroll, Finance, IT, Building and the Operations Centre. All trainees receive valuable on the job training and experience whilst studying a national accredited program. One of the IT Cadets has been employed with CGD on a permanent full time basis.

Leadership and Management Development

A number of leadership and management development activities were conducted including participation on the inter-Council Leadership Challenge organised by the Local Government Managers of Australia. Managers and Team Leaders attended a range of programs which included Recruitment Skills workshop and Managing for Improved performance. A number of senior staff attended external management development programs including the CEDA Copland Program, Young Achievers, and the LGPro Ignite Program for emerging leaders.

Council has continued its partnership with Chisholm Institute, with 18 administration staff completing a Diploma of Management.

Employee Development

Ongoing professional and personal development continued in 2010-2011. Over 1,400 attendees participated in training opportunities in a range of internal and external program areas including; presentation skills, occupational health and safety, business writing skills, career planning & development, superread, courageous conversations, and conflict resolution training.

Service Milestones

Twenty five (25) staff achieved service milestones of between 5, 10, 20 and 30 and 40 years and received recognition for their achievement and contribution to the City of Greater Dandenong.

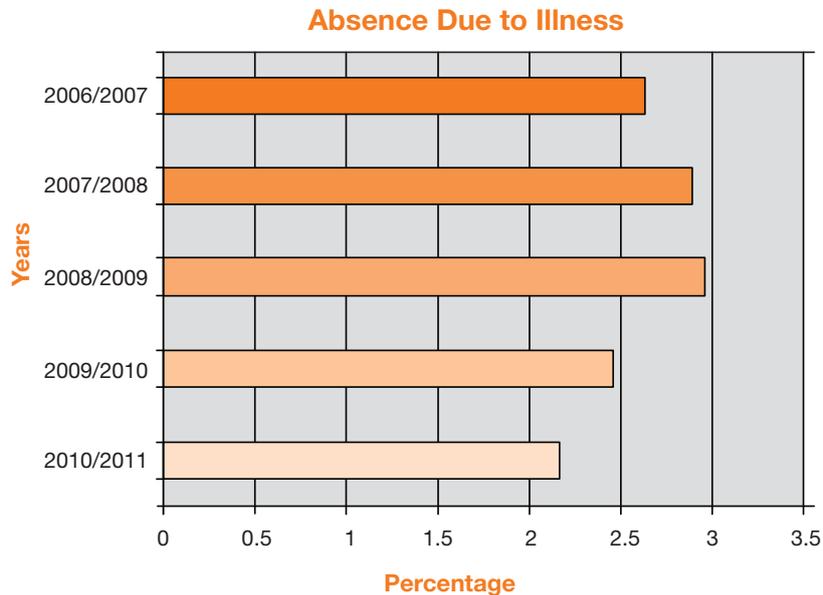
Staff Numbers

	Male	EFT	Female	EFT	Total	EFT
Full-time	236	236	200	200	436	436
Part-time	65	27.07	291	145.8	356	172.87
Casual	35	-	75	-	110	
Total					902	599.13

Absenteeism

The total number of workplace incidents increased from 133 to 152 (14%) with the number of lost time injuries significantly decreasing from 41 to 27 (34% improvement). There was also a significant reduction in days lost from 1075.10 days to 841.39 days (22% improvement).

Absence due to illness decreased from 2.46% in 2009-2010 to 2.16% in 2010-2011.



Health and Safety

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

Training opportunities were provided to management and staff which covered a number of areas including First Aid, Red Card, CPR, Conflict Resolution, Stress Management, Back Care and Manual Handling.

Health and Safety Management System

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

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

Health and Wellbeing

Council has maintained an active health and wellbeing program for the year, providing staff with a range of activities in which to participate. Staff have attended fitness exercise classes, lifestyle programs, massage sessions, health presentations, and have actively participated in the annual volleyball competition and Mini Olympics.

120 staff also participated in the second round of the Victorian WorkCover Authority promoted Worker Health Checks which was conducted in March 2011. The results of the Worker Health Checks will be used to focus on strategic health programs to help improve the health profile of council employees.

Achievements

- Implementation of the injury management and WorkCover administration system 'Quicksafe' in the development of a corporate hazard register and task allocation system. Automatic email notifications are generated to inform interested parties of progress in corrective actions and detailed reports are extracted and presented to the Executive Management Team and OH&S Committee.
- As a further initiative to reduce work-related injuries within the Home and Community Care Unit, the implementation of the Task Weighting Project is still continuing. A trial of the task weighting tool has occurred and minor adjustments need to be made before the full implementation of the process.
- Revised Return to Work processes and an early intervention strategy have been implemented, resulting in getting injured workers back to work sooner.

The Year Ahead

Goals for 2011-2012 include:

- Maintaining an audit schedule to ensure business unit compliance with Australian Standard AS 4801:2001.
- Maintaining an annual workplace inspection program across all council business units.
- Implementing the task weighting system to enhance balanced workloads in Home Care.
- Delivering a positive OH&S cultural change program for management and staff.
- Reviewing and implementing legislative change within Council's OH&S Management System with the onset of the new Workplace Health & Safety laws in 2012.
- Continually monitor and identify improvements to the management of work-related injury and return to work processes.

Equal Employment Opportunity (EEO)

The City of Greater Dandenong continued to implement Equal Opportunity (EO) principles and practices in a number of areas.

Training

- 49 staff including managers and team leaders attended Cultural Diversity training workshops,
- 51 staff including managers and team leaders attended the EEO training workshops (including Human Rights Charter)

Communication

- All employees were provided access to new workplace policies including salary sacrifice of child care costs, staff giving program and the LG Employee Health Plan.
- EEO Actions from EBA 2009 implemented [e.g. Keep In Touch Scheme – to allow staff on extended leave to be provided with internal news and updates on team matters].

Complaints & Grievances

- Five complaints were received and four have been satisfactorily resolved following external/internal investigations. One is currently being investigated.

The Year Ahead

- Continue to implement Organisational Development strategies.
- Finalise a succession planning framework for the organisation.
- Negotiation of the next Enterprise Agreement by June 2012.
- Continue to implement improvement strategies to build on the results of the 2010 Employee Engagement survey.
- Finalise EEO Policy Suite update with expert external assistance taking into account a range of changes implemented at both State and Federal level.
- Breastfeeding Friendly Workplace Accreditation to be finalised by the Aust Breastfeeding Assoc. with Policy and Guidelines to be implemented across the organisation later in the year.
- Review the Performance Management process and implement any improvements.
- Prepare for the human resource issues / considerations associated with the Municipal Building Project.

Community Funding Program



Community Funding Program allows local community groups and organisations to apply for grants of up to \$20,000 to run projects and activities that will benefit local residents. One of these organisations which benefited was the Dandenong Low Vision Group who explore the great outdoors on monthly outings for a better quality of life.

Community Funding Program

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

Community Support Grants Program

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

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

Sponsorship Program

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

Community Funding Agreements

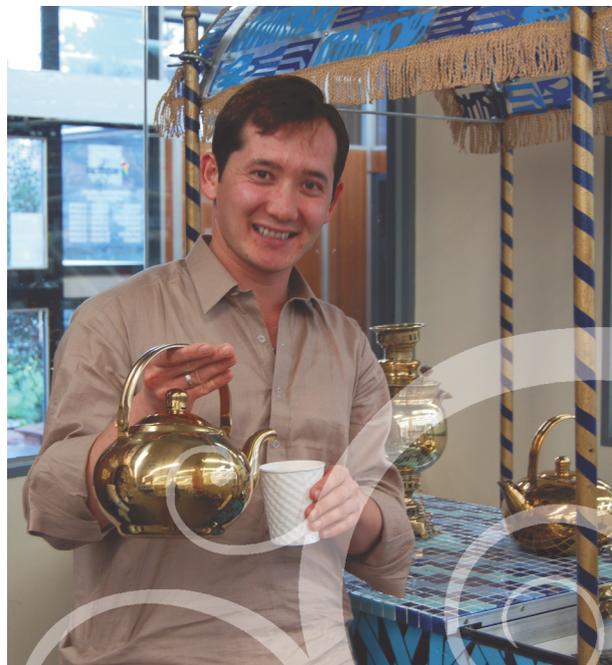
Community Funding Agreements are intended to provide funding for ongoing, longer term programs and services that have demonstrated significant community benefit, however do not meet the eligibility criteria and purpose of the Community Support Grants Program or the Funding & Service Agreements Program.

Funding & Service Agreements

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

Councillor Donations Fund

- The Councillor Donations Fund is open to groups and individual residents of the City of Greater Dandenong:
- Not-for-profit community groups can request up to \$1,000 for projects, programs, or activities that will benefit residents of the City of Greater Dandenong.
- Individuals can request up to \$750 for travel and accommodation expenses to participate in elite sports events, to perform or produce works of art, or for training to serve the community as a volunteer.
- Information about the purposes for which requests can be considered is attached to the request form. The program is open year-round with no specific closing date.



The Afghan Tea Cycle celebrates the City of Greater Dandenong's rich cultural diversity and promotes the Afghan Bazaar cultural precinct. The cycle was designed and decorated by Afghan artist Aslam Akram in a unique collaboration between Council, RMIT and VicUrban. Pictured above is Jafar Ali Mehri who attends the Afghan Tea Cycle.

Community Support Grants Program (CSGP)

Round 1

Applicant Name	Project Title	Amount Awarded
Multicultural Arts Victoria Inc.	Emerge at The Drum – a festival of music, song, drum, dance, food, crafts, culture and ceremony	\$5,880.00
Lions Club of Noble Park Keysborough Inc.	2011 Summer Community Festival	\$12,000.00
South Sudan Equatorians Association Inc.	Run an Event to Highlight 10 Year of Equatorians Association our Community	\$3,000.00
Community Committee for Eid Festival in the SouthEast	Eid Festival	\$5,000.00
Latin American Friendship Fonda la Clinica of Victoria Inc.	Chilean Latin American September Festival 2010	\$1,000.00
Mission Australia	Urban Quest – Showcasing Youth Talent in the City of Greater Dandenong	\$12,000.00
Noble Park Community Centre Inc.	The 5 th Annual Noble Park Community Art Show	\$2,200.00
Bosnian Choir “Behar”	Celebrating our National Day and Australia Day at Memorial Drive, Noble Park	\$1,000.00
U3A Dandenong Inc.	U3A Dandenong Annual Art and Craft Show	\$1,000.00
Phoenix Festival of Dance Inc.	Phoenix Festival of Dance 2010	\$2,000.00
Keysborough Learning Centre	Keys to the Community Mosaic Project	\$2,000.00
The Sri Lanka Ranga Nikethanaya of Australia	Producing and Performing Two Theatre Productions “Punchi Andara” and “Dewa Wasthraya”	\$6,350.00
Fusion Theatre Inc.	Create a Performance Piece called “Telling Tales”	\$7,500.00
Windmill Theatre Company Inc	Theatre Hire for Performances of June 2011 Musical Theatre Production at The Drum Theatre	\$17,000.00
Dandenong Theatre Company Inc.	2010 Second Season Play and 2011 First Season Play or Musical	\$10,000.00
Sri Lankan Study Centre for Advancement of Technology and Social Welfare	Short Drama Festival as a Tribute to Mrs Malini Jayasinghe	\$2,000.00
South Eastern Arts Festival Inc.	A Festival / Eisteddfod of Music and an Art Exhibition	\$2,750.00
The Swingmasters	Dancing Entertainment for All Communities to Access in a Safe and Friendly Environment	\$4,000.00
Dandenong Croquet Club Inc.	Come and Try Day – Young and Old Welcome	\$760.00
Dandenong Neighbourhood House Inc.	Dandenong Hobby Group and Men’s Shed – Support Group for Isolated Men	\$5,000.00
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon – Dandenong Branch	Social Functions for Multicultural Senior Citizens to Foster Harmony and Wellbeing in the Community	\$3,600.00
Skate Victoria Inc.	Skatekidz Program – An Introduction to Skating for Children at the Dandenong Showgrounds	\$1,000.00

Noble Park Football Club Juniors Inc	Replacement of Equipment	\$1,000.00
South Sea Roller Derby	The Inaugural Roller Derby Bout of South Sea Roller Derby at Springers Leisure Centre	\$750.00
Dandenong Philatelic Society Inc.	Hall Hire for Monthly Meetings	\$1,000.00
Residents Against Toxic Waste in the South East	Community Environment Website	\$2,000.00
Noble Park Occasional Childcare Inc.	Road Safety Day	\$788.49
Noble Park Girl Guide District	"Be A Guide for a Day" at Noble Park Guide Hall	\$1,000.00
Logomua Fono Samoa Inc.	Young Samoans Polynesian Dance	\$2,500.00
Australia-Burma Society	Future Generation of the Community of Burma Project	\$1,500.00
Association of Hazaras in Victoria Inc.	Mentoring Program for Afghan Refugee Minors	\$1,000.00
South Eastern Band Association Inc.	Support for Ongoing Music Activities for Young People	\$500.00
Reach Your Dream Foundation	Dream Catchrz Magazine	\$8,000.00
Burmese Welfare Operation	"Let's Make Music": A Burmese Youth Instrumental Music Group	\$1,500.00
Westside Circus	Rites of Passage: A Circus and Personal Development Project	\$10,000.00
Eritrean South Eastern Group Inc.	Eritrean Sunday School and Youth Group	\$1,500.00
Australia-Burma Society	Sports for Diverse Young People	\$3,000.00
Hararian Organisation Inc.	Youth Activity Program	\$3,000.00
New Stars Basketball Association Inc.	Study Hall and Ball	\$8,000.00
Cambodian Association of Victoria Inc.	Cambodian Association of Victoria – Youth Group	\$5,000.00
Avocare Ltd	Safe Food Rescue and Redistribution in Dandenong	\$5,000.00
Afghan Australian Association of Victoria Inc.	Settlement Services and Education, Social, and Cultural Activities	\$2,000.00
Bor Community Association of Australia Inc.	Bor Community Cultural Art/Heritage Day at Noble Park Community Centre	\$3,000.00
Jewish Aid Australia Limited	Footsteps	\$5,000.00
Rotary Club of Noble Park	Dandenong and District Charity Bowls Day	\$1,500.00
Ventana Hispana (Spanish Window)	Inclusion After Knowledge	\$1,270.00
Australia-Burma Society	Community Roundtable and Newsletter	\$2,000.00
Orchid Societies Council of Victoria	Melbourne Orchid Spectacular	\$2,000.00
Noble Park / Keysborough Community Drug Action Forum Inc.	Community Awareness and Education Campaign	\$1,000.00
Noble Park Chess Club	Noble Park Chess Club Which Meets Every Saturday	\$1,000.00
Australia-Burma Society	Melbourne Lantern Festival – Diverse Community of Burma	\$3,100.00
South Eastern Region Melbourne Oromo Community Association in Victoria	Oromo National Day	\$1,500.00

The New Hope Foundation	Driver Education and Awareness Program for Burmese People Living in CGD	\$8,000.00
We Care Community Services Inc	Helping Hand Days – Family Festival	\$2,000.00
Africa Women Support Group Inc.	Africa Women’s Capacity Building Project	\$2,000.00
Interfaith Network of the City of Greater Dandenong Inc.	Annual Gathering of the Interfaith Network at The Drum Theatre, Dandenong	\$10,000.00
Aus Audio Visual Arts Association Inc.	Medical Seminar	\$1,000.00
Springvale Indochinese Mutual Assistance Association (SICMAA)	Children’s Moon Festival Concert	\$3,000.00
Acholi Women’s Group Association Inc.	The Acholi Women’s Group	\$5,000.00
Croatian Senior Citizens Group Keysborough	Social and Recreational Activities for Croatian Seniors	\$1,000.00
Springvale Seniors Table Tennis Club	Venue Hire of Springvale Learning & Activity Centre for Seniors Table Tennis	\$1,000.00
Greek Senior Citizens St Athanasios Parish of Springvale	Organisational Support for Greek Seniors Group	\$1,000.00
AA Saturday Night Program at Palm Plaza	Provide Weekly Meetings of AA to Assist Recovering Alcoholics	\$2,730.00
AA Friday Night Program at Palm Plaza	Provide Weekly Meetings of AA to Assist Recovering Alcoholics	\$2,730.00
AA Sunday Morning Program at Palm Plaza	Provide Weekly Meetings of AA to Assist Recovering Alcoholics	\$2,184.00
Tamil Senior Citizens Fellowship Victoria Inc.	Monthly Luncheon Meeting at Paddy O’Donoghue Centre	\$670.00
Sudanese Disability Action Group in Victoria Inc.	Sudanese Disability Action Plan and Support Project	\$2,500.00
Country Women’s Association Inc. – Dandenong Branch	Hall Hire to Support Activities of the CWA	\$3,185.00
Springvale Mandarin Network	Social Inclusion and Wellbeing for Chinese Seniors	\$3,000.00
Women’s Better World Inc.	The Positive Self-Image Project	\$1,000.00
Cornerstone Contact Centre Inc.	Tuesday Night Music Tuition	\$4,000.00
Dandenong Low Vision Group	Support for a Better Quality of Life for the Blind and Vision Impaired	\$3,000.00
Hyms and Hyrs Singers Inc.	Singing for Residents of Aged Care in the Greater Dandenong Area	\$500.00
Nasir Community Association Inc.	Nasir Community Aged Disabled Program	\$1,000.00
Disability Resources Centre Inc.	Self-Advocacy Training for People with Disabilities	\$2,288.00
Serbian Community Association of Australia Inc.	Establishing Social Support Groups for the Senior Members of the Serbian Community	\$1,200.00
South Eastern Region Polio Support Group	Forum / Information Session about Post Polio	\$1,500.00
Cambodian Association of Victoria Inc.	Cambodian Elderly Aqua-Aerobic Class and Activities	\$1,000.00
TOTAL		\$253,935.49

Round 2

Applicant Name	Project Title	Amount Awarded
AA Saturday Afternoon Program at Palm Plaza	Weekly Meeting to Support Recovering Alcoholics	\$2,730.00
The Russian Senior Citizens Club in Dandenong Inc.	Russian Pancake Day	\$1,000.00
Acholi Women's Group Association Inc.	Establishing a Group Enterprise to Produce Handicrafts, Traditional Design, Costumes, and Bedding	\$2,000.00
Associated Netherlands Societies in Victoria Inc	Holland Festival at the Sandown Entertainment Centre on Saturday 19th February 2011	\$1,500.00
Dandenong Family Drug Help Support Group	To Support Families with Problems Associated with Drugs / Alcohol Mis-use of a Loved One	\$330.00
Rotary Club of Endeavour Hills Inc.	3rd Dandenong Valley "All Holden" Street Car Show, a Rotary Charity Fundraising Event	\$2,000.00
Victorian Multi Ethnic Slavic Welfare Association Inc.	Healthy and Active Refugee and Immigrant Slavic Women in the City of Greater Dandenong	\$1,000.00
Sports Without Borders	Sports Without Borders - Enabling newly arrived migrant and refugee young people to participate in the sport of their choice	\$10,000.00
Victorian Tamil Cultural Association Inc.	The Thai Thirunal Thamilar Thirunal Celebration	\$2,000.00
Skate Victoria Inc.	Skatekidz Program	\$8,500.00
Gould Group Limited	Strengthening Sudanese Community Links Through Multicultural School Gardening	\$9,000.00
Aboriginal and Torres Strait Islander Golf Aboriginal Corporation (ATSIGolf)	School Holiday Golf Program for the 'Mob'	\$2,500.00
Australian Burundian Community in Victoria Inc.	Burundian Independence Day Celebrations	\$2,000.00
Multicultural Arts Victoria Inc.	Dandenong Emerge Cultural Hubs	\$6,000.00
The Combined Probus Club of Sandown Inc.	Purchase of an Acer X1230 SP (Short Throw) Digital Data Projector	\$966.00
Australia-Burma Society Inc.	Burma New Year Celebration	\$1,000.00
Bourio-Anatolies	Who is he? This is it: Launch of a Film About a Person with a Disability	\$2,560.00
Springvale Neighbourhood House Inc.	Celebrate Our Diversity Day 2011	\$1,000.00
Dandenong Toastmasters Club Inc	Communication and Leadership Program: To Encourage Community Participation by Reducing Membership Fees	\$1,000.00
Hazara Australian Community Association of Victoria	Afghan New Year Celebration in Dandenong North	\$1,000.00
Afghan Australia Philanthropic Association	Afghan New Year Celebration at Springvale Town Hall	\$1,000.00
Edge Productions Inc.	Short & Sweet Communities Festival	\$5,000.00
YMCA Victoria Inc.	Summer Slam	\$2,000.00
YMCA Victoria Inc.	Santa's Pool Party	\$1,500.00

Australian Oromo Community Association in Victoria Inc.	Strengthening Youth	\$4,000.00
Gaatjaak Community Association of Australia Inc.	Gaatjaak Community Association Arts Festival and Cultural Event	\$2,050.00
Footprint Enterprises Inc.	The Gua Project	\$5,000.00
Logomua Fono Samoa Inc.	Samoan Cricket Cup Competition	\$731.00
The Samoan Advisory Council of Victoria Inc.	Community Forum on Samoan Youth	\$3,286.00
The Samoan Advisory Council of Victoria Inc.	Cultural Festival at Dandenong Park	\$5,000.00
Victorian Darts Council	Wheelchair and All Abilities Darts	\$4,410.00
Australian Intercultural Society Inc.	Annual Women's Interfaith Dinner	\$2,500.00
Noble Park Primary School	Noble Park Primary School Centenary Community Festival	\$3,000.00
Association of Hazaras in Victoria Inc.	Andisha Community Language School Establishment	\$3,000.00
Association of Hazaras in Victoria Inc.	Afghan New Year Celebration	\$1,000.00
Australian Albanian Community Association of Dandenong	Annual Albanian Festival at Dandenong Park	\$3,500.00
		TOTAL \$105,063.00

SPONSORSHIPS PROGRAM

Applicant Name	Project Title	Amount Awarded
Dandenong Agricultural & Pastoral Society Inc	Dandenong Show 2010	\$16,500.00
Dandenong Basketball Association Inc.	Jayco Rangers WNBL Basketball Team	\$27,500.00
Greater Dandenong Chamber of Commerce	Greater Dandenong Carols by Candlelight	\$16,500.00
Noble Park Football Club (Athletics Division)	Noble Park Gift	\$4,400.00
Springvale Asian Business Association	Lunar New Year Festival	\$11,000.00
Vietnamese Community in Australia - Victoria Chapter	TET Festival	\$5,500.00
Greater Dandenong Chamber of Commerce	Greater Dandenong Race Day	\$18,150.00
		TOTAL \$99,550.00

COMMUNITY FUNDING AGREEMENTS

Applicant Name	Project Title	Amount Awarded
Cambodian Association of Victoria	Ethnic Youth Development Worker and Cambodian Disadvantage Project	\$22,000.00
Care & Communication Concern	Hand Brake Turn Dandenong	\$19,800.00
South Eastern Region Migrant Resource Centre	Multicultural Sewing Centre	\$11,000.00
		TOTAL \$52,800.00

FUNDING & SERVICE AGREEMENTS

Applicant Name	Project Title	Amount Awarded
Dandenong Community Advisory Bureau Inc.	Operational Support	\$143,785.63
Springvale Community Aid & Advice Bureau Inc.	Operational Support	\$224,306.81
Dandenong Neighbourhood House Inc	Operational Support	\$61,210.33
Keysborough Learning Centre Inc	Operational Support	\$49,351.21
Noble Park Community Centre Inc	Operational Support	\$35,009.70
Springvale Learning and Activity Centre Inc	Operational Support	\$35,009.70
Springvale Neighbourhood House Inc	Operational Support	\$59,897.18
Wellsprings for Women Inc	Operational Support	\$72,431.56
Dandenong & District Benevolent Society Inc	Operational Support	\$15,302.30
Dandenong & District Benevolent Society Inc	Rental Contribution	\$19,314.25
Springvale Benevolent Society Inc	Operational Support	\$13,911.18
St Vincent de Paul Society	Operational Support	\$15,302.30
KLC – Open Door	Operational Support	\$15,302.10
Joey's Van	Operational Support	\$7,958.19
We Care Community Services Inc	Operational Support	\$15,302.30
-Cornerstone Contact Centre Inc	Operational Support	\$15,302.30
		TOTAL \$798,697.03

COUNCILLOR DONATIONS FUND

Applicant Name	Project Title	Amount Awarded
Golly & Co	Purchase musical equipment	\$100.00
Cambodian Broadcasting Network Inc.	Set up meeting facilities with members of community	\$100.00
Spanish Speaking Friendship Club of Springvale	Celebrate the club's 28th Anniversary	\$150.00
Cambodian Association of Victoria Inc	Celebrate the Cambodian Singing Festival	\$750.00
Italo-Spanish Club Inc	Cover the entertainment and other cost of this event	\$150.00
Vietnamese Australian Senior Association of Victoria Inc	Celebrate the 25th Anniversary of Vietnamese Refugees Settlement	\$700.00
Heming Hu	Assist with accommodation and other costs for him to participate in the Australian National Table Tennis Championships	\$300.00
National Seniors Australia-Dandenong District Branch Inc	Assist with bus hire to take the group to Walhalla	\$150.00
Shamama Association Australia Inc	Assist two new soccer teams to compete in the Play Futsal Tournament	\$250.00
Australian Hazara University Students Union (SHUUA)	Stage the second All Hazara Mathematics Competition	\$150.00

Dandenong Greek Senior Citizens Club	Celebrate Father's Day	\$250.00
Ceylon Ex-Servicemen's Association Inc (Australia Branch)	Assist with the organising of a social event in November	\$100.00
Australia Sri Lanka Welfare Guild Inc	Assist with purchasing gifts for a raffle	\$300.00
Macedonian Senior Citizens Group of City of Greater Dandenong St Dimitrija. Inc	Assist with the celebration of Macedonian National Day on 8th September 2010	\$800.00
Dandenong War Widows Association	Assist with the costs towards the Christmas lunch	\$500.00
Damien Peters	Assist with his travelling and other expenses for him to attend the 31st International Youth Soccer Tournament	\$650.00
Latinos Unidos Inc	Celebrate the club's anniversary	\$150.00
Springvale Community Garden	Assist with purchasing garden equipment and maintenance	\$450.00
Rhys Linnett	Compete in the Australian Karate Federation National Championships	\$100.00
United Tribes Community Managers	Accelerate change within the Sudanese Community	\$100.00
Ceylonese Welfare Organisation Inc	Assist with hall hire and the music band for the end of year function	\$325.00
Sajad Hussein Mohammadi	Assist Sajad to play at a soccer tournament in Singapore	\$150.00
Bojan Tomic	Assist Bojan to compete at the 2010 Australian Karate Federation National Championship	\$100.00
Harrisfield Primary School	Stage a school musical production at the Drum Theatre	\$625.00
Vedran Tomic	Assist Vedran to compete at the 2010 Australian Karate Federation National Championship	\$100.00
Alexandar Ivetic	Assist Alexandar to compete at the 2010 Australian Karate Federation National Championship	\$100.00
Dandenong and District Agricultural and Pastoral Society Inc.	Assist with prize money for 4 running races	\$575.00
Jacinta Formoso	Assist Jacinta in travelling to Brisbane for the School Aerobics National Championships	\$150.00
Bowls Past Presidents Association of Victoria Inc. - Dandenong District Group	Assist with the Bowls Friendship Carnival	\$175.00
Springvale Alevi Cultural Centre Inc.	Assist towards the cost for the Festival and Events in December	\$350.00
Noble Park Senior Citizens' Centre	Assist with bus fare to take the group to Food Star	\$175.00
The Science School Foundation	Assist disadvantaged students to attend the Science Experience	\$100.00
Albanian Sakie Islamic Society of Dandenong Inc.	Stage a camp for young people	\$1,000.00
Jamie Kenmure	Assist with airfares, accommodation and visa fees	\$350.00
Rotary Club of Noble Park	Assist with hiring of the Springvale Town Hall	\$375.00
Greater Dandenong Sing	Assist with bus hire	\$300.00

Yugoslav Pensioners Group	Assist with New Year's Day Celebration	\$225.00
Italian Elderly Citizen Club Noble Park Inc	Take the group to lunch at Templestowe Hotel	\$200.00
United Filipino Elderly Group Inc.	Assist with the costs associated with travelling	\$100.00
Springvale Garden Club	Assist the club to organise outings for the members	\$300.00
Bosnia and Hercegovina Centre of Springvale Inc	Purchase sports trophies	\$450.00
Napoli Family Club	Organise a trip for the members to Queenscliff	\$100.00
Lamezia Terme Senior Citizens Club	Organise a Christmas luncheon	\$100.00
Mihindu Childrens Foundation and Cultural Centre	Stage a launch celebration for a children's CD as well as a concert	\$150.00
Alex Joseph Woodward	Assist Alex to play TAC Cup Football interstate	\$100.00
North Dandenong Senior Citizens Club	Assist with bus hire and a subsidies meal for the Christmas party in December	\$100.00
Rotary Club of Springvale City	Help stage fundraising activities that will support local activities in 2010-2011	\$600.00
St Anthony's Knitting Group	Hold a Christmas lunch in Sassafra	\$120.00
Care Africa	Help stage an African Youth Forum	\$250.00
Vietnamese Community in Australia - Victoria Chapter	Assist with venue hire for the federal conference	\$150.00
The Samoan Advisory Council of Victoria Inc.	Assist with the official launch of The Samoan Advisory Council of Victoria	\$100.00
Silverton Cricket Club	Install ceiling fans in the clubrooms	\$525.00
Ukrainian Elderly People's Club, Noble Park	Assist with the Elderly Citizens Educational Seminar	\$100.00
Amigas Unidas	Assist with the costs of running the group	\$150.00
Lions Club of Dandenong Supper Inc	Continue the "Feed the Needy" program	\$250.00
Noble Park Primary School	Hold a fundraising event for the flood victims in Pakistan	\$225.00
Keysborough Primary School	Assist the Year 6 Choir to participate in the Victorian State Schools Spectacular	\$100.00
Ulang Community Association of Australia Inc.	Stage a cultural celebration	\$100.00
James Davis	Pay for airfare and accomodation to compete in the 1st Karate Fiji International on 3rd & 4th December 2010	\$150.00
Killester College	Compete in the RACV Energy Breakthrough	\$150.00
Shamama Association of Australia Inc	Hold a Muharram celebration	\$200.00
Blue Horizon Foundation	Assist with organising the Eid Festival on 20 November 2010	\$450.00
Dandenong Club Bowls Club	Assist with purchasing trophies for 7 club champions plus the winner	\$300.00
The Association of Hazaras in Victoria	Assist with celebrating Eid-Al-Adha	\$250.00
Bethel New Life Christian Fellowship	Conduct a Christmas outreach programme	\$100.00
Iraqi Australian Solidarity Association Inc	Participate in a Soccer competition	\$150.00

Brosnan Youth Services	Stage a Christmas Lunch for disadvantaged young people	\$100.00
Royal Victorian Association of Honorary Justices - Dandenong Branch	Assist with providing services to local residents	\$100.00
Greek Senior Citizens St Athanasios Parish of Springvale	Stage a Christmas Lunch for Greek senior citizens	\$250.00
Chandler Park Primary School	Organise an excursion for parents to the Dandenong Ranges	\$150.00
Dandenong Croquet Club	Purchase a fertilizer spreader and fertilizer	\$300.00
Noble Park Occasional Childcare Inc.	Organise a morning tea for children and their families	\$200.00
Sandown Cobras Football Club Inc	Purchase a computer	\$700.00
Noble Park North Multicultural Senior Club	Organise a one day trip to Shepparton	\$250.00
Spanish Speaking Friendship Club Springvale	Organise a picnic day	\$300.00
Dandenong South Football Team	Assist with purchasing uniforms, water bottles and footballs	\$1,000.00
Jeudet Osman	Develop a short film about the multi-cultural diversity of Greater Dandenong	\$750.00
Maltese Seniors Southeastern Suburbs	Organise a Christmas dinner	\$200.00
Nile Stars Football Club	Improve the club's needs	\$100.00
Greek Community of Springvale	Provide a Christmas meal for the seniors	\$550.00
Spanish Speaking Friendship Club Springvale	Stage a Christmas Lunch and to purchase small gifts for members	\$350.00
Salvadorian Australian Association Inc	Organise a dinner dance	\$100.00
Ukrainian Elderly Peoples Club	Assist with a Christmas dinner	\$100.00
Ethnic Communities Council of the South East (ECCOSE) Inc	Assist with the celebration of diverse cultures through a Multicultural Dinner Dance	\$400.00
Jol Wo Lieech Youth Ministry of Australia (JWL Youth Ministry)	Stage a Christmas Carol Event	\$250.00
Noble Park Special Developmental School Community Fund	Support the Teen Club program	\$100.00
Dandenong Central Senior Citizens Club	Organise a Christmas lunch	\$400.00
Dandenong Neighbourhood House	Run a program to connect people in different House programs together	\$150.00
Lopit Community Association of Australia Inc	Stage a Lopit Community Festival	\$200.00
Relationships Australia Victoria	Stage a Harmony Day event	\$300.00
United Filipino Elderly Inc	Stage a sixteenth anniversary celebration	\$150.00
Rodriguan Social Club of Victoria	Organise a seniors special dinner	\$200.00
Anna Du	Participate in the World Junior Circuit tournament in Guam	\$150.00
Aus Audio Visual Art Association	Run a free legal seminar	\$200.00
Down With The King	Stage a youth music event	\$300.00

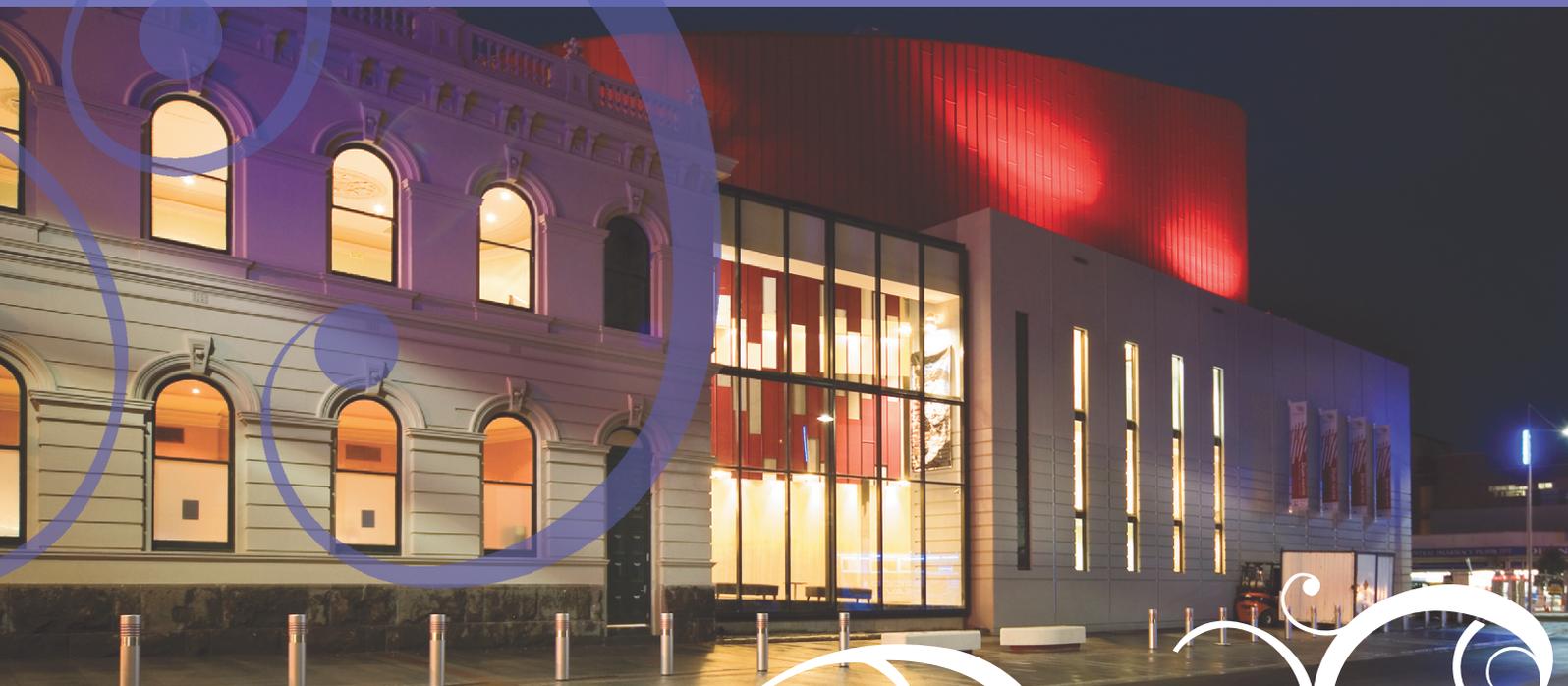
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Stage a celebration for the International Day of Women	\$200.00
Owen Odigie	Assist Owen Odigie to compete in the Australian Junior Championships	\$300.00
Chollo Community Christian Fellowship Inc.	Stage a Harmony Day event	\$200.00
South Eastern Model Aircraft Club Inc.	Purchase a dirty water vortex sump pump and some lay flat hose	\$350.00
Melbourne Kannada Sangha	Stage a 25th Anniversary celebration	\$100.00
Springvale Senior Citizens Multicultural Club	Organise a day trip around Port Phillip Bay	\$650.00
Skate Dandenong Inc.	Participate in the 2011 Melbourne Moomba Parade	\$250.00
Mahadeva Ashrama Saivach Chiruvar Illam Hindu Orphans Children Inc.	Stage a fundraising event at the Springvale Town Hall	\$250.00
Senior Citizens Club of Freccia Azzura	Provide lunches and dinner dances for members	\$200.00
Irene Difesa	Represent Australia at the World Transplant Games in Sweden	\$300.00
Ceylonese Welfare Organisation Inc	Stage a luncheon on the 15th of May	\$430.00
Resurrection Parish	Hold a fundraiser to assist those affected by the recent floods	\$500.00
Burgher Association Australia Inc.	Hold an Annual Migration Anniversary Ball	\$600.00
Al Mehicevic	Assist with filming a new short film	\$100.00
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon	Hire a bus for the Annual Traditional Fiesta	\$1,000.00
Burden Park Bowling Club	Purchase trophies and provide refreshments for the City of Greater Dandenong Champion of Champions Tournament	\$525.00
Australian Ceylon Fellowship	Assist in the publication of a Sri Lankan newsletter	\$400.00
Logomua Fono Samoa Community Inc.	Assist with the costs of regular monthly meetings	\$100.00
Noble Park Italian Elderly Citizens Club Inc.	Hold an Easter Celebration lunch	\$700.00
Noble Park Bowls Club	Promote and organise the 25th anniversary and reunion	\$400.00
Iraqi Australian Solidarity Association Inc.	Participate in the Junior Indoor Soccer Competition	\$200.00
Dandenong War Widows Association	Assist with outings and guest speakers	\$500.00
Lamezia Terme Senior Citizens Club	Subsidise the Mothers' Day dinner and purchase new equipment	\$900.00
Ramblers Walking Group	A trip to French Island	\$100.00
South Eastern Turkish Folkloric Association	Organise a Turkish Henna Night	\$450.00
Dandenong Greek Senior Citizens Club	Assist with Mother's Day celebrations	\$250.00
Springvale Community Garden	Buy and replace equipment	\$480.00

Noble Park Community Centre	Stage a multicultural event to commemorate the Centenary of International Women's Day in March 2011	\$100.00
Dandenong Baton Twirlers	Assist with hall hire and other expenses	\$100.00
Fifth Avenue Day Care Centre	Assist with the cost of the Professional Development Day	\$200.00
Yarraman Oaks Primary School	Start up an after school club to support students who are disengaged or struggling at school	\$200.00
Noble Park Chess Club	Assist with hall hire	\$150.00
Noble Park North Multicultural Senior Club	Organise bus trips for senior citizens	\$750.00
Noble Park Senior Citizens' Centre	Assist with bus hire for an outing	\$225.00
Wellsprings for Women Inc	Organise a day out for volunteers to the Cranbourne Botanical Gardens	\$325.00
Acholi Community Association in Australia	Assist with room hire, catering and to purchase equipment	\$150.00
Rosswood Playgroup Inc	Assist with a fundraising activity and two origami workshops	\$550.00
Spanish Speaking Friendship Club Springvale	Celebrate Mother's day	\$200.00
Tere Harry	Undertake a Diploma of Management course	\$100.00
The Cyrene Centre	Assist with a Bunnings BBQ	\$600.00
Corona Italian Seniors Club of Casey Inc.	Celebrate Mothers Day	\$1,000.00
Adam N Baxter	Assist Adam with travel expenses to the United States	\$100.00
The Bunjil Aboriginal Culture and Dance Club Inc.	Hold an open day to encourage new members	\$300.00
Blue Horizon Foundation	Provide social activities for young people	\$250.00
Nuer Christian United Churches	Organise a large 3-day community event	\$100.00
Korrin Ruru	Assist Korrin to participate in a basketball tour of the USA	\$100.00
Ryan Siriwardene	Assist Ryan to participate in a community development project in Thailand	\$750.00
Laura Cavarra	Compete in the Cheerleading World Championships in the USA	\$750.00
Brianna A Nish	Compete in the Cheerleading World Championships in the USA	\$750.00
Springvale Basketball Club Incorporated	Help establish a junior development program	\$450.00
Wesley Mission Victoria - Do Care South	Set up a men's support group in the Greater Dandenong area	\$200.00
Croatian Catholic Welfare Association	Establish an exercise group for Croatian seniors	\$250.00
Hayleigh Brennan	Participate in the U12s Victorian Girls Cricket Team competition in Canberra	\$350.00
Yet Kieu Sea Scouts Group	Run a free children's festival and purchase equipment	\$1,000.00
Franciscan Youth Association	Run a weekend camp	\$1,000.00

Keysborough Basketball Association	Assist with bus hire to transport the players to Mildura	\$600.00
Italo-Spanish Club Inc	Organise a Father's Day celebration	\$600.00
Wellsprings for Women Inc	Maintain the arts and crafts programs	\$400.00
The Khmer Buddhist Society	Assist with administration costs	\$1,000.00
Molise Club Melbourne	Assist with catering and social activities	\$1,000.00
Roslyn Absalom	Participate at the Australian Seniors National Championships	\$150.00
Dandenong Youth Group	Perform at a music festival in Spain	\$1,000.00
North Dandenong Cricket Club	Purchase paint and equipment for the club's working bee	\$805.00
Springvale United Soccer Club	Purchase equipment and cover other costs	\$1,000.00
Dandenong Ministers Fellowship	Organise the 2011 National Day of Thanksgiving	\$500.00
Wallarano Primary School	Organise two excursions for Adult English Class participants	\$400.00
Bright Moon Buddhist Society Inc	Stage community activities and fundraising events	\$1,000.00
Springvale Districts Football Club	Organise a 50th birthday celebration for the club	\$1,000.00
Matthew Euese	Assist Matthew to participate in the U16s Victorian Rugby Team	\$300.00
Mark Euese	Assist Mark to participate in the U16s Victorian Rugby Team	\$300.00
Noble Park Country Women's Association	Stage a celebration to thank members for their work	\$550.00
Dandenong Thunder Thirds	Buy equipment, and pay other club costs	\$1,000.00
Jovan Sancanin	Assist Jovan to participate in the Go-Kan-Ryu World Championships in London	\$750.00
Greek Senior Citizens of St. Athanasios	Provide a Father's Day lunch for the Seniors	\$750.00
Tjaegan's Warriors Aboriginal Men's Group Dandenong Inc.	Provide meals for members at weekly meetings	\$525.00
Vietnamese Performing Arts Centre	Assist with hall hire costs	\$1,000.00
Keysborough Western Thrace Turkish School	Organise a youth festival	\$1,000.00
		TOTAL \$62,760.00

The grand total amount allocated through the City of Greater Dandenong Community Funding Program in the 2010-2011 financial year was **\$1,372,805.52**.

Asset Management



The Drum Theatre celebrates its fifth theatre season in 2011. Throughout the year the theatre hosted an array of international guests, stars of Australian stage and screen, a new focus on family friendly events, school opportunities, the Drum Festival, and in association with Multicultural Arts Victoria, the Emerge Hub Festival. This year the Drum Theatre Box Office saw 59,436 people attend performances.

Asset Management

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

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

The Council has established an asset management framework with systems and processes guided by Best Practice industry standards and has been working to 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.

The Council also participates in the Municipal Association of Victoria (MAV) STEP program and uses the National Asset Management Assessment Framework to conduct moderated self-assessments and identify improvements.

Council has an adopted Strategic Asset Management Policy (SAMP). The Policy forms a major component of Council's Corporate Risk Management Framework for the strategic and operational management of infrastructure assets and to meet the requirements of the Road Management Act. The SAMP policy is reviewed annually as an integral part of Council's annual budget setting process.

Planning

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

Information

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

Knowledge

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

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

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. Council periodically reviews its data management technology to enhance delivery of life cycle asset management.

Partnerships have been established with research organisations and industry to work towards best practices in asset management. Greater Dandenong collaborated with its Asset Management System providers to develop a maintenance management system that integrates seamlessly with the corporate asset database. This Asset Management System meets the record keeping requirements of the Road Management Act.

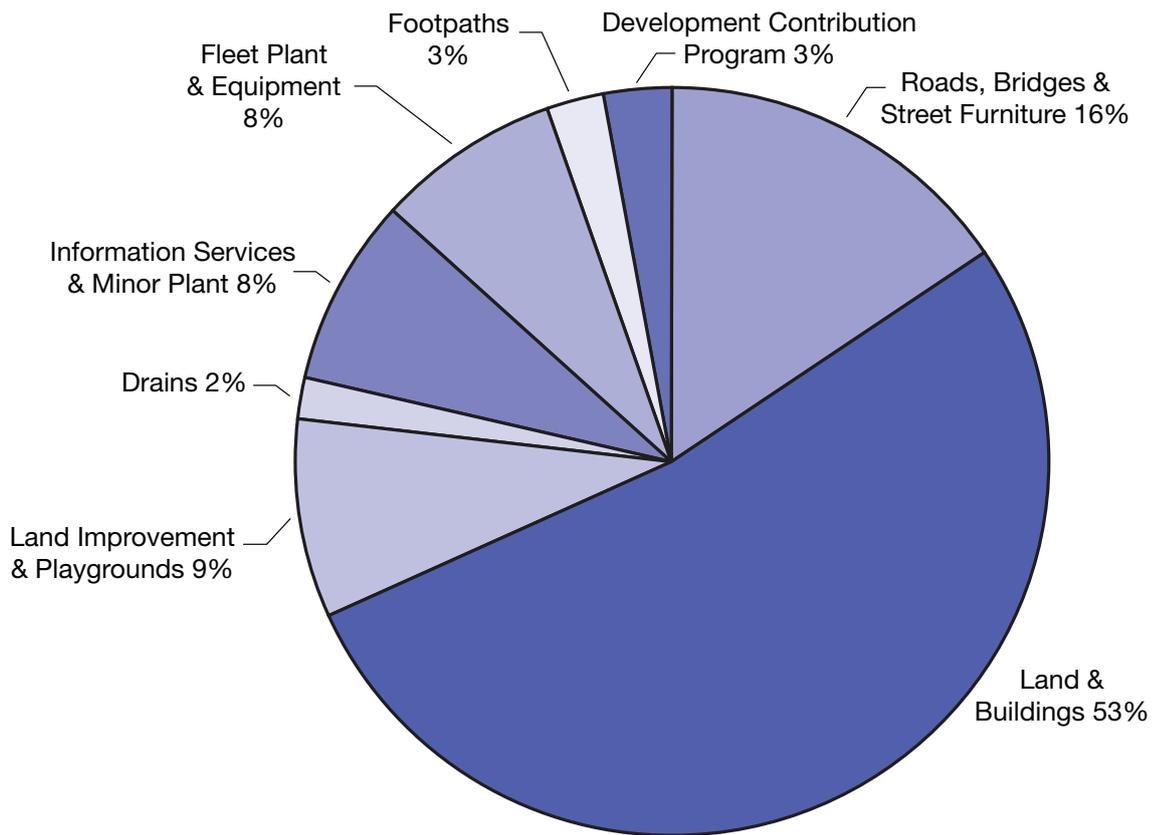


City Improvement Program

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

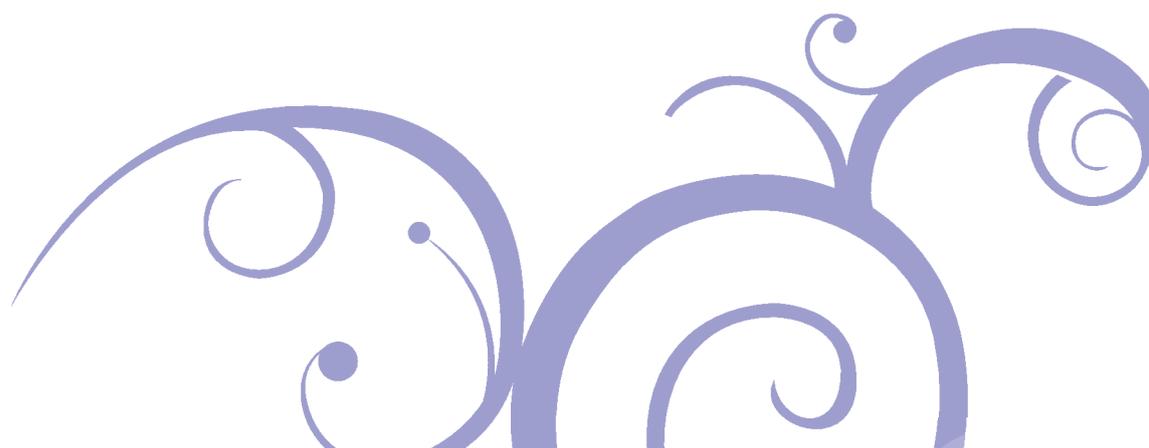
The yearly City Improvement Program budget is determined within the city's annual budget formulation process and the size of this budget depends on the funds available relative to other Council commitments. Once approved, projects are planned, designed and delivered by 30 June each year. In 2010-2011 Council invested \$33.881 million in capital expenditure. Council expended funds across a variety of asset types as shown in the chart below:

2010-2011 CIP Expenditure by Asset Type



	Major Highlights	\$'000
Facilities	Noble Park Swim Centre "More than just a Pool" construction well advanced with completion expected January 2012	\$6,705.4
	Warner Reserve - new pavilion completed	\$2,413.4
	Dandenong Produce Market redevelopment works completed and official opening June 2011	\$1,377.4
	280 Lonsdale St Dandenong	\$1,301.0
	Langer Development carpark completed and opened April 2011	\$969.6
	Meals on Wheels Distribution Centre completed and opened December 2010	\$842.5
	Facilities Renewal Program: Roofs, Kitchen/Bathrooms & Toilets, Floor coverings, Furniture & Fittings, Sewers and Water lines, Electrical Safety and Asbestos Removal	\$741.4
	Municipal Building Project planning commenced	\$365.0
	Springvale Reserve Heritage stand refurbishment and associated landscape works completed	\$353.3
	Springers fire repairs	\$237.1
	Dandenong Basketball Centre maintenance and renewal works	\$226.3
	Lois Twohig Reserve Gerry Sweet Pavilion extension of facilities to provide expanded change rooms and associated facilities	\$223.8
	Dandenong Oasis Leisure Centre - maintenance and renewal works	\$179.8
	Springers - maintenance and renewal works and water line renewal	\$91.4
	Springvale Community Services	\$1,490.0
	Ongoing Roof Safety Program to meet Council's safety strategy and OH&S requirements	\$81.5
	Noble Park Community Centre Hall Air Conditioning	\$51.5
	Copas Park improved access and landscaping	\$59.2
	Bakers Road Reserve - new picnic shelter, furniture, access path and plantings	\$25.6
	Open Space	Tatterson Park construction of third sports oval including fencing and irrigation and preliminary wetland earthworks
Tree Planting Program Tree planting on various main roads and in parks and sporting grounds		\$505.4
Playground Improvements Were undertaken at Kandra Street Reserve in Noble Park North, Illawarra Crescent Reserve in Dandenong North, Timberglade Drive reserve in Noble Park and Rawdon Hill Drive in Dandenong North		\$199.3
Keysborough Bowls Club conversion of playing surface to a Synthetic Green		\$169.1
Warm Season Grass Conversion - conversions were undertaken at the Police Paddocks in Dandenong North on the sports field fronting Brady Road 2 Football ovals and 1 Soccer pitch		\$154.4

Plant Fleet & Equipment	Fleet Purchases	\$2,699.4
	Library Resource Budget	\$910.1
	IT Equipment	\$277.7
	Network Server Replacement - ongoing network infrastructure program	\$155.0
	Office 2010 Licences - upgrade of software to enable improved integration of Council's IT systems	\$129.0
	Microsoft Licensing & Enterprise Agreement - required to support IT infrastructure	\$111.0
Roads	Local Road Surfacing and Rehabilitation Program	\$4,072.9
	DCP Works - Dandenong South Road Infrastructure Development	\$943.5
	Municipal-wide Footpath Renewal - ongoing program to replace and repair footpaths	\$813.3
	Local Road Rehabilitation Program - Implement R2R funded	\$599.4
	Traffic Management and Parking Works	\$302.0
	Black Spot Balmoral Avenue intersections with Victoria and Princess Avenues	\$170.6
	Municipal-wide Local Area Traffic Management - post audit	\$0.0
	Traffic Signals - Hardware Renewal	\$167.7
	Municipal-wide Kerb and Channel	\$142.3
	Tatterson Park Access Road	\$141.0
	Municipal Wide - Traffic Signage	\$130.0
Drains	Major Drainage Renewal Program	\$130.8
	Minor Stormwater Renewal Works	\$70.4



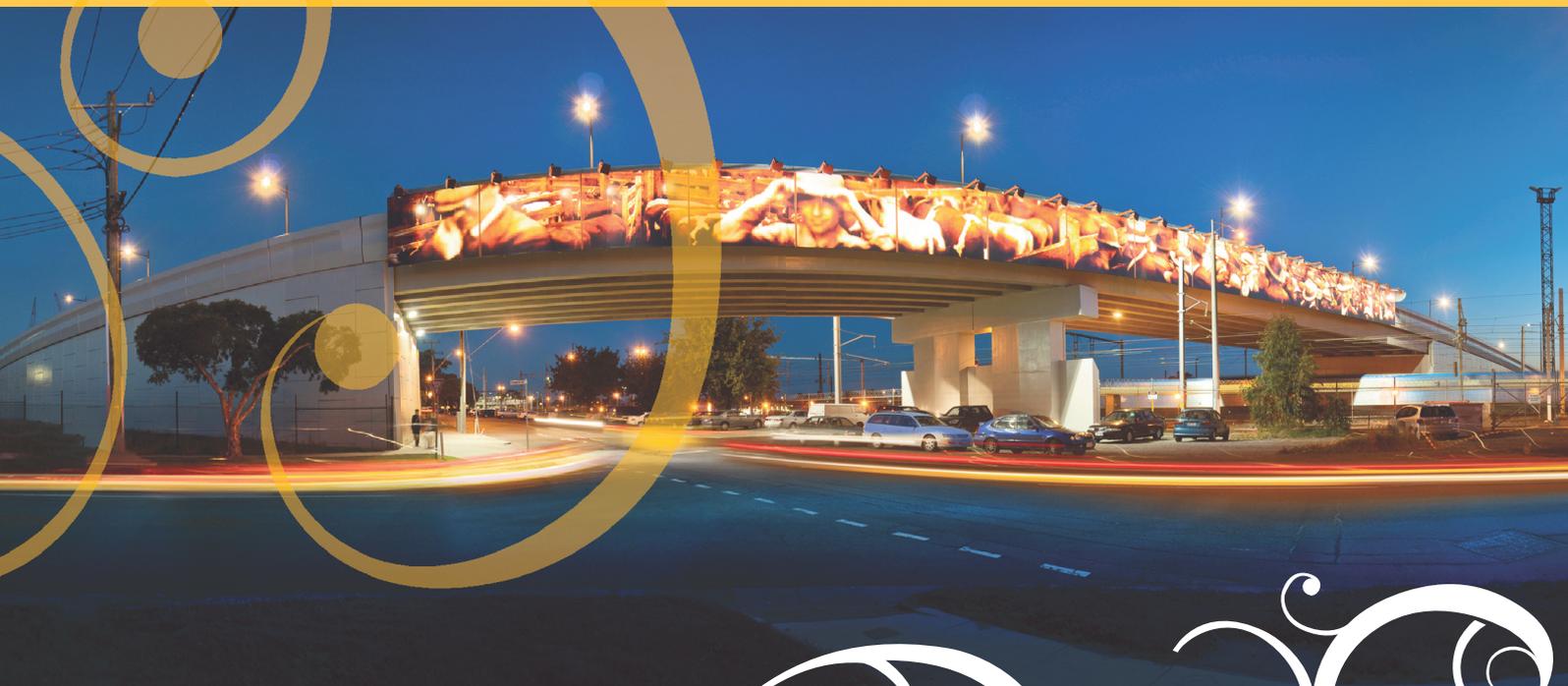


Coxy's Big Break visited Dandenong on 17 and 19 May 2011 to film another promotional feature. The feature was screened on Channel 7 on Saturday 25 June 2011, 5.30pm. The show highlighted the redeveloped Dandenong Market, Drum Theatre, Punt Hill Apartments and local traders, as well as re-run previous Little India and Afghan precinct features.

The Today Show promoted the official opening of the Dandenong Market redevelopment. The live cross-overs were beamed to viewers on Channel 9.



Best Value



The new \$29.5 million Stockmans Bridge on George St in Dandenong includes a two-way road, pedestrian and bicycle access and street lighting. The artwork mounted on both sides of the bridge is based on historical images and depicts the story of the former livestock market which operated in Dandenong for more than 40 years.

Service Improvement Process (Best Value)

Every Service Unit continually seeks to improve the services provided to the community. The City of Greater Dandenong's Service Improvement Process aims to:

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

The Best Value principles, listed below, are taken into consideration when reviewing components of services:

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

Greater Dandenong's Approach

Greater Dandenong operates a holistic integrated service improvement program. The program addresses continuous improvement in the various aspects of Council's services.

The most important focus is meeting the needs of the Greater Dandenong community.

Broad spectrum planning commenced with the development of a Community Plan (Imagine 2030 Community Plan) which included extensive community consultation across 2008 and 2009. The current Council plan (Council Plan 2009-2013) is drawn from those elements of the Community Plan which it can deliver, influence or advocate for, together with its Legislative and Statutory responsibilities. Council's response to the Council Plan is achieved through an integrated corporate and service planning framework. This then cascades down into individual business plans and across organisational projects. Process reviews of services, technological advancements and encouraging innovation within the workplace then provide refinements at the service level.

Customer satisfaction with services is sought and monitored to provide valuable feedback from the community on how effectively the implementation of Council's plans are meeting customer needs. This feedback is integrated back into the planning framework and process reviews to guide continuous improvements to the services.

In 2010-2011 Council regularly reported progress on its performance to the community through a variety of means. These included the Annual Report, quarterly Organisational Performance Reports covering financial targets and progress against the Annual Plan, monthly articles on a range of activities in Council's newsletter 'The City' and weekly media releases distributed to local newspapers on current issues. Extensive information was also provided on Council's website www.greaterdandenong.com, including copies of the Council Plan, quarterly Organisation Performance Reports, Council Minutes and Agendas and regular updates of current activities, just to name a few.

Staff engagement in the various elements of the service improvement process is critical to the success of a customer centred organisation. Service improvements can only be achieved by making changes to the way people work, the structures they work within, the processes they follow and technologies they use. Managing change then becomes a significant component of the service improvement process. Council has implemented many initiatives to assist staff in managing change and new approaches are continually being considered and implemented to enable staff to address change in a positive way.

Continuous Improvement

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

Processes reviewed using this methodology to date are:-

- 2007-2008 • Statutory Planning Process
- 2008-2009 • WorkCover/Return to Work Process
 - Management Induction Program
- 2009-2010 • City Improvement Program
 - Stage 2 of Statutory Planning Process
 - Food Services re-design to meet requirements of the Regional Food Kitchen Model
- 2010-2011 • Completion of the Food Services re-design for the Regional Food Kitchen
 - Review of Council’s Procurement Process in conjunction with the State Government initiative “Council’s Reforming Business Program”

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

Additional information on the improvement methodology or summaries of the improvement projects undertaken can be obtained from the Organisational Sustainability Department on (03) 9239 5245.

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



Council’s new purpose-built food services distribution centre delivers hundreds of quality meals each week to people can no longer cook for themselves. A dedicated team of volunteers oversee the delivery of the meals while providing social interaction and friendship to those who find it difficult to get out of the house.

Community Satisfaction

The Local Government Satisfaction Survey is conducted annually by the Department for Community Development [DPCD]. An independent research company, Wallis Consulting Group, is commissioned to conduct the actual study. The research is undertaken in an effort to measure Victorian residents' perception of their council's performance across four Local Government Indicators and nine Specific Responsibility Areas.

27,000 residents are surveyed across the state (in the January – March quarter) and there is a sample size of 350 for each municipality. The interviews are conducted via the telephone.

Greater Dandenong is included in the Outer Melbourne Metropolitan Group, which consists of thirteen councils. The results compare Greater Dandenong's performance against the mean of the combined Outer Melbourne Metropolitan Group for the current year. For each category, Council is striving to be one of the top performing councils in the group.

Greater Dandenong achieved the highest result for the Outer Melbourne Metropolitan Group in the Local Government Indicators of Overall Performance and Advocacy. The highest result was also achieved for the Specific Responsibility Area of Economic Development.

These positive results highlight that Greater Dandenong City Council continues to be one of the better performing councils in the Group.

It is anticipated that the completion of several capital works initiatives will further improve the community satisfaction survey results in the future.



The Local Government Satisfaction Survey is conducted annually by the Department for Community Development which surveys approximately 350 residents in each metropolitan municipality, including the City of Greater Dandenong.

Service Summaries - A Year in Review



Springvale Services for Children's \$7.7 million integrated early years project includes a kindergarten, child care, toy library, maternal and child health and community-based services for children and families. Additionally, the centre also provides space for community meetings and community groups to use. Community Development Minister Lily D'Ambrosio joined Greater Dandenong Councillors and guests to officially launch the centre in August 2010.

Building Services

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

Achievements

- 319 Essential Safety Measures inspections carried out resulting in safer buildings.
- Building compliance improved through education and enforcement:
 - 13 prosecutions undertaken
 - 347 building notices and orders issued on non-compliant building work
- 2,256 resident requests for information by solicitors and building surveyors answered within required timelines.
- 1,763 privately issued building permits recorded on Council's systems.
- 636 report and consent applications assessed, including 143 siting consents and 73 build over easement consents.



The new multi-deck car park in Balmoral Avenue, Springvale has seen car parking spaces on the site increase to more than 550.



The City of Greater Dandenong has spent over \$4 million on local road resurfacing

City Improvement

This Unit consists of two teams.

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

Achievements

- 96% of managed asset renewals completed.
- 86% of managed projects completed or delivered to the planned status within the City Improvement Program. The majority of the balance was for multi-year projects.
- Completion of the new Meals on Wheels distribution centre.
- Completion of a new Pavilion at Warner Reserve, Springvale.
- Completion of the Dandenong Market Redevelopment including new signalised intersection in Clow St to carpark entry.
- Completion of a new multideck carpark at 8 Balmoral Ave, Springvale.
- Construction of the Noble Park Swim Centre (construction commenced October 2010).
- Completion of the Lois Twohig Reserve-Gerry Sweeting Pavilion Extension.
- Blackspot intersections at Balmoral Ave/Victoria Ave & Princes Ave reconstructed and converted to roundabouts improving road safety and traffic management.
- 95 building renewals and upgrades completed at various locations (including air conditioning upgrades, asbestos removal, roof replacements, waterline & meter renewals, floor covering replacements, bathroom and toilet renewals, kitchen upgrades, security alarm upgrades, electrical switchboard upgrades).
- New playground carpark completed at Tatterson Park.
- Facility improvements including installation of a new lift to the Springvale Reserve Pavilion, Springvale.
- Double Glazing of Windows at the Drum Theatre.
- Lighting Upgrade completed at George Andrews Reserve.
- Road renewal works including crack sealing, roads to recovery, resurfacing, rehabilitation and kerb & channel replacement.
- New air conditioning and heating installed in main Hall at Springvale Learning Centre.
- Fence renewals completed at various sport & passive parks including Roth Hetherington, Booth and Corrigan Road reserves.
- Park Furniture renewed at various locations including Luxford, Warner, Fotheringham, Norman Luth, Keysborough, Ross, KPR, Illawara, Kandra, Rawdon Hill, Timberglade, Maralinga, Browns, Tirhatuan, Golding, Falkiner, and Hemming reserves.
- Playground Improvements completed at Illawara, Kandra, Rawdon Hill and Timberglade reserves.
- Warm Season Grass Conversion completed at Police Paddocks.
- 48 minor and major stormwater renewal works completed.
- Completion of Passive Park upgrade at Copas Park including removal of obsolete roadway and various landscape improvements.
- New shade structure installed at Alex Nelson Reserve as part of the Park Furniture Expansion initiative.
- Upgraded signage and livery at Dandenong Basketball Stadium.
- Two rain gardens installed in Union Gve, Springvale.

Customer Service & Civic Facilities

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

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

Achievements

- Customer Service staff responded to 127,370 calls to the Call Centre and answered 87.59% of those calls within 15 seconds.
- Customer Service entered approximately 25,000 requests on behalf of customers and receipted over 70,000 transactions.
- 5 staff members participated in Customer Service's secondment program aimed at improving knowledge of services and facilitating the professional development of Customer Service staff.
- Council's information system Council Assist, which provides information and instructions on processes and procedures to staff, was further refined allowing for more efficient service delivery to customers.
- The Customer Service Training and Administration Officer position was created allowing for the commencement of various projects and consistent delivery of the Customer Service Quality Assurance program.
- Civic Facilities staff assisted with the establishment of two new facilities for community hire - the Springvale Reserve facility and Warner Reserve Pavilion as two multi purpose community venues now available and managed by the team.
- Upgrade program for furniture and fittings of various Council halls and meeting rooms successfully completed.
- Council's Civic Facilities team provided a service to 264,380 external guests from 2,961 bookings and 62,544 internal guests from 5,741 bookings.



Our friendly Customer Service staff are here to assist you

Communications

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

Achievements

- Assisted with the successful rebrand and launch of the redeveloped Dandenong Market.
- A complete redevelopment of Council's intranet and staff newsletter, WebStar News, including extensive consultation, a new site map and branding/design.
- The Council Plan 2009-2013 was reviewed, updated and adopted by Council.
- Eleven editions of The City produced and distributed to all households in Greater Dandenong, informing residents of upcoming council activities, initiatives and local events.
- A combined community events and waste collection calendar produced and distributed to every household in the city.
- Council's website updated daily and web usage trends monitored to assist with future planning and information needs. Almost 800,000 visits to Council's website recorded over the 12 months.
- Positive media exposure received across local, daily and specialist media outlets on a broad range of topics.
- Developed and introduced Council's first Social Media Policy and Guidelines for the organisation, as well as the expansion of our social media presence online.
- The ongoing development of new electronic newsletters, with the introduction of a new corporate e-newsletter.
- Development and Council adoption of a Community Consultation Policy.
- Coordinated the production of a Communications Strategy for Council's Municipal Buildings Project.
- 186 speeches researched and written on behalf of the Mayor and Councillors.

Community Care Aged and Disability Services

Aged and Disability Services consists of Community Care which incorporates Home and Community Care (HACC); Community Aged Care Packages; Extended Aged Care in the Home packages, National Respite for Carers Program, Meals on Wheels; Community Social Support (specialised community transport, planned activity groups, Seniors Clubs and groups); Volunteer Program, Metro Access Disability Inclusion Project and Disability Planning. The Department provides direct service delivery and community development work in the above areas for older people with a disability.

Achievements

- Provision of HACC services to over 3,000 older residents each month.
- Increase in HACC funding to provide additional home based services.
- Provision of specialised community transport for the disadvantaged.
- Provision of a Council-wide volunteer program involving over 300 volunteers.
- Additional HACC funding to provide planned activity group social support.
- Commencement of Community Chef delivered meals.
- Commencement of Extended Aged Care in the Home packages.
- Delivery of community development programs relating to access and inclusion of people with disabilities.
- Management of the disabled parking program.
- Community development activities relating to access to the community for people with a disability.
- Provision of regular respite to carers as a result of respite funding.
- Ongoing management of the Access and Inclusion Strategy.

Library Services

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

Achievements

- Over 1.02 million visits to Library Services (physical and website); 1.536 million items lent out to customers and over 1800 Language and Literacy Assessments completed by Library staff.
- Library Service’s Outreach Services provided library resources to 17 local residential facilities. There were over 14,000 items loaned to Home Library Service customers.
- The Outreach delivered Library Services to 4249 participants across Early Years services and facilities across Greater Dandenong.
- The Library’s Outreach Service was awarded a national award through the Australian Library and Information Association to recognise excellence in services to children and early literacy.
- The Library’s Children’s Literacy Project continued to be delivered as part of the Community for Children program funded through Mission Australia. This program has focussed on delivering the following programs mainly within the Dandenong area:
 - Homework help for primary students and their parents, assisted by volunteers.
 - Reading buddies program at a number of Primary schools and within the Library, assisted by volunteers
 - Library visits to immunisation sessions held within Greater Dandenong; and
 - Literacy enhancing after school and school holiday programs.
- The newly established wireless Internet access service grew in popularity during the year with 23,222 individual sessions. Public Internet access remained popular with 85% of computers booked throughout Library opening hours.
- The Library Services continues to participate in sector-wide initiatives, including the LGPro award winning SWIFT.
- The Library Services undertook a service review managed through the State Library of Victoria.



Greater Dandenong Libraries offer a wonderful resource of information and host an array of fantastic activities to entertain parents and their children every week.



Community Engagement

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

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

Achievements

- The Community Wellbeing Plan was developed after extensive consultation and was adopted by Council in September 2010. It was launched at a well-attended community event at the Dandenong Market.
- The Drum Theatre hosted 275 events during the year, including 154 theatre performances with 62,048 patrons attending and memberships of 360. 50% of audience members were residents of Greater Dandenong. The Drum Theatre also acts as an agent for Food and Wine Tours and provides ticketing for the City of Casey events and Cranbourne Theatre.
- The Castle hosted 261 performances through the year with total attendances of 8,400. Over 80% of audiences/participants came from Greater Dandenong. The Castle continues to establish itself as a venue valued by young people and provides an important place for young talent to learn and grow their art.
- Walker Street Gallery and Dandenong Arts Centre completed a strong year of presentations from local and emerging artists. 198 events were held with 21,800 people attending or participating in arts activities.
- Festivals and Events continued to profile the City through an established program of activities. The Australia Day Concert in the Park was enjoyed by over 2,000 people. The Music in the Park concert series were held in a range of parks attracting over 1,500 attendees.
- A criterion bike race was held for the first time in Dandenong Park with strong support from the local cycling community.
- The Council Ambassadors assisted many thousands of people at a total of 10 community events.
- The Community Grants Program provided funding to over 250 local community groups for community strengthening and development activities.
- The Face to Face program has collected and documented the stories of a range of individuals about their experiences of living in Springvale. This includes oral histories, an artist in residence program with schools, photography exhibitions, community workshops and the creation and display of artworks. The website has received over 7000 hits.
- A major performance was offered to the Aboriginal community as part of the Drum Theatre program. Rainbow's End was attended by over 300 local Indigenous community members.
- Community celebrations for Cultural Diversity Week and Refugee Week were held at the Dandenong Market and featured local performers and attracted strong crowds.
- The Greater Dandenong Interfaith Network continued to provide tours of places of worship for the public.
- The popular monthly Little India tours and Afghan Bazaar tours continued to promote the unique features of Dandenong to visitors and residents.
- The Greater Dandenong Food Alliance continued to promote food security within the municipality by coordinating the efforts of community agencies who distribute material aid and food parcels each year to the community.
- A comprehensive profile of the Greater Dandenong Community was developed and distributed to all community agencies in the municipality. It profiled over 40 social indicators and population trends.
- A social activities program for the Vietnamese Community was developed as part of a regional Problem Gambling Response project.



Greater Dandenong hosted an unforgettable Afghan Spice Banquet on Sunday, 13 March 2011 at the Dandenong Market as part of the 2011 Melbourne Food and Wine Festival. After being greeted by camels, dancers and entertainment by traditional Afghani singers and musicians, participants sampled a rich array of spice-perfumed Afghani foods.

Community Engagement continued

- A leadership and capacity building program for volunteers and community committees was a well-attended initiative to encourage community committees to pursue excellence in their governance activities.
- Council's Community Safety Committee continued its strong advocacy to address Community Safety Issues including providing input into the draft Community Safety Plan.
- Council is represented on the National Alcohol and Other Drugs Advisory Committee which advises State and Federal Government on emerging issues with the misuse of alcohol and other drugs.
- Council's Alcohol and other Drugs Network held its first forum to promote safe party activity amongst young people.
- The CCTV pilot for Menzies Avenue, Dandenong North continued. Cameras recorded activity in the shopping centre precinct 24 hours a day, including 7 hours a day where the footage was monitored in 'real time'. Several arrests resulted from the camera footage being used to identify offenders.
- A 'No Drinking in Public' campaign was rolled out in Noble Park Shopping Centre. The project included installation of 24 signs, 25 footpath stencils and signage in all shop windows. Over 300 people were given verbal warnings for having an opened container of alcohol. 4 fines were issued for repeat offences.



Community Sport and Recreation

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

Achievements

- Completion, launch, management and monitoring of the new multi purpose sport and community building at Warner Reserve.
- Commenced construction of the Noble Park ‘more than just a pool’ multipurpose community and aquatic centre.
- Conducted the cycling criterion in partnership with the Southern Veterans Cycling Club in central Dandenong.
- Review, documentation tendering and award of the management contracts for the Aquatic and Leisure Centres.
- Completed the second year of the Vic Health Active Participation Program with the inclusion of free swimming programs, women’s sport gala day, skating, soccer and volleyball activities amongst a range of sport programs for young people in the Culturally and Linguistically Diverse (CALD) and newly arrived communities in the municipality.
- Successfully applied for State Government and Commonwealth Government grants toward the development of the Noble Park “More than just a pool” project and four sports ground lighting projects with a total value in excess of \$1 million.
- Proactively supported sport clubs throughout the municipality through hosting sporting, football, soccer and tennis forums, promotions and support of come ‘n try days, review of the fees and charges, development of the summer and winter season sport facility allocations, review of the sport information kit and club tenancy agreements and a range of facility improvements.
- Conducted major community walking event for Walktober in partnership with the Community Care team. This is an inclusive all abilities event.

- Relocated and expanded the Game On annual event to include indoor activities and a wider range of outdoor recreation and cultural activities with commensurate increase in participation.
- Supported the attraction of major national and international events for Volleyball and Basketball through the provision and management of high quality stadiums.
- Designed and completed façade artwork, signage and rejuvenation works to the Dandenong Stadium and the Springers Leisure Centre.
- Completed the community property database in conjunction with prompt communications and advice to all enquiries.
- Prepared a Football Action Plan, Soccer Plan and Sports Facilities Plan for review by Council.
- Conducted the Sport Participation Survey across the municipality to inform the planning of facilities and programs to meet community expectations for sport and recreation.



The City of Greater Dandenong prides itself on a strong sporting history. Participating in community sport is part of our culture – it is not only a way to stay fit and healthy but sports is a great vehicle for integration, connections and social interaction within our community.

Community Wellbeing

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

Achievements

- The Paddy O'Donoghue Centre, an intergenerational, multipurpose centre is operating at over 90% capacity, with the Jan Wilson Centre continuing to offer a range of diverse Adult Education classes together with the opportunity for use by the community.
- The Culturally and Linguistically Diverse (CALD) Youth at Risk project funded through Council, the State Government, Victorian Multicultural Commission and Victoria Police, has funded a number of initiatives developed by the community for young people to address issues relating to social inclusion.
- The Family Day Care Service contributes approximately \$3.1 million into the local economy through approximately 96 women care providers who support over 790 children from diverse cultural backgrounds from 600 families.
- Maternal and Child Health (MCH) and Parenting has undertaken 23,500 consultations, delivered 400 group sessions including African, Cambodian, Vietnamese, Chinese and English speaking parenting groups, with further services such as Dads Groups, CPR Training, young mums and mother support groups. 2,200 new babies were registered in the year. 125 Aboriginal families have been involved in the service, 408 families have received the enhanced MCH service.
- Specialised needs addressed for indigenous children through the support of the Aboriginal Best Start Program.
- The Municipal Early Years Plan – Healthy Kids and Families, where our future belongs; having been endorsed by Council is being implemented with support of the Family and Children's Partnership. The Plan provides the City with a platform to advance the concepts of a Child Friendly City.
- Intensive Supported Playgroups funded through the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) which provides family support and playgroup activities through eight playgroups attended by approximately 80 families.
- The Dad's in Dandenong Men's parenting program, funded by FaHCSIA Communities for Children has successfully delivered a range of education and support programs to fathers and continues to receive very positive feedback from participants.
- Further funding has been received from the Department of Human Services to provide support to vulnerable families and children with the Child First / Family Support program.
- The Inclusion Support Program is managed by the City of Greater Dandenong and has provided services to the South East catchment.
- The GRIPP program, a partnership between Youth Services and the Department of Justice, due to its success has complemented the first year of a two year extension to enable further evidence to be developed for support of the utilisation of this model in other areas.



Central Dandenong was transformed into a unique Drum Market, as free performances, workshops and evening events brought the Drum Theatre, Dandenong Market and the new public space in Lonsdale Street to life on the 18 and 19 March 2011. The Drum Festival hosted by Greater Dandenong and VicUrban was a fantastic opportunity for the community to embrace the music that inspires Dandenong.

Economic Development

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

Achievements

- Economic Development Strategy activities continued to focus on attracting business investment, supporting existing businesses and development of trade. This included events and activities supporting the Dandenong Retail Traders and Greater Dandenong Chamber of Commerce and the Noble Park and Springvale traders.
- A new Local Economic and Employment Development Policy and Strategy was adopted by Council that seeks to enhance short, medium and long-term economic prosperity in a way that is consistent with the social values and standards of the community and encompasses the concept of economic resilience. The concept of economic resilience was a result of a major study in conjunction with international research that seeks to enable a local economy to change and adapt to global economy challenges.
- ‘Greater Dandenong on Show’ was held in partnership with other stakeholders to promote and support local businesses.
- Additional business support and promotion included maintaining the ‘Destination Dandenong’ campaign, food tours including the Melbourne Food and Wine Festival and ‘Sensational Springvale’ branding.
- Four quarterly editions of the Stakeholder magazine published and distributed and an e-Stakeholder newsletter was introduced.
- The previous Courtesy Bus service was replaced by the Free City Shuttle in central Dandenong. The service carried over 49,000 passengers.
- Continued as founding partner in the South East Melbourne Innovation Precinct project to link businesses and research facilities and support for Melbourne’s South East regional economic development group.

Financial Services

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

Financial Planning and Accounting (Finance)

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

Property Revenue

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

Commercial Property Management

This team is responsible for the purchase and sale of Council properties. The team also manages the contract arrangements of Council’s rented commercial properties, including the Dandenong Market and the three multi deck car parks in Dandenong and Springvale. The team also generates revenues through sale of discontinued lane ways.

Achievements

- Council’s Long Term Financial Strategy was updated for the period 2011-12 to 2015-16 to form the basis of the Budget targets for 2011-2012.
- Council’s Annual Budget for 2011-2012, was adopted by Council on 27 June, 2011.
- Monthly financial reports to the Executive Management Team and a quarterly financial report to Council enabled Council to deliver services and capital works within budget.
- Council’s Annual Financial Report was prepared in a timely manner.
- Processed supplementary valuation that resulted in additional rates income of \$0.9M.
- Extended BPay payment option to sundry debtors and for pet registrations/renewals.
- Managed Council’s commercial properties including the Dandenong Market operations (though an external contractor), the three multi deck car parks and thirty-four (34) leased properties.

Governance

The Governance unit is responsible for the management and coordination of Council meetings, briefing sessions and all associated documentation. The unit organises citizenship ceremonies on behalf of the Department of Immigration. Support is also provided to the Mayor and Councillors and many events and functions are organised to recognise the Greater Dandenong community.

Achievements

- Freedom of Information and Information Privacy responsibilities managed by the Governance team. Training and development of staff has led to significant reduction in reliance on external consultants to process requests.
- A range of civic events were organised on behalf of the Mayor and Councillors including The Mayor's Fishing Challenge, Stockmans Bridge (George Street) Official Opening, Mayoral Charity Dinner, Living Treasures Dinner, and the Greater Dandenong Race Day.
- 9 Citizenship ceremonies held with 1,252 people naturalised.

Information Management Services

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

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

Achievements

- The Information Technology Strategic Plan 2010-2014 was reviewed and initiatives scheduled for the first year were implemented.
- A new Information Security Policy was developed to manage Council's risks associated with security attacks and unauthorised disclosure of information.
- A Record Management Policy was implemented to improve record keeping practices.
- The upgrade of Council's desktop fleet to Microsoft Office 2007 commenced.
- Over 100 desktop and laptop computers have been replaced.
- More energy efficient servers have been installed as part of the cyclical server replacement program. The operating system of all servers was upgraded.
- Telephony call overflow and failover processes have been refined to ensure seamless and uninterrupted services to customers.
- The ability to recover quickly from a disaster has been improved and the potential data loss has been further reduced.
- Remote access facilities have been strengthened to allow users to connect from home and other locations.
- Mobility solutions for field workers have been improved by adopting a new wireless broadband solution with faster access speed and better coverage.
- Trials of tablet computers and wifi connectivity within Council offices have commenced to improve staff mobility and efficiency.
- All corporate IT software applications and web based services have been upgraded and enhanced.

Infrastructure Planning

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

Achievements

- Commenced footpath video data collection allowing accurate imaging assessment of footpath asset condition.
- Completed draft Building & Facilities Asset Management Plan in line with International Infrastructure Management Manual and National guidelines.
- Drafted Road Management Plan to meet the requirements of the Road Management Act.
- Secured Blackspot funding for roundabouts at St James Ave / Princess Ave, Springvale and Carlton Road / Loch Road, Dandenong North as well as the installation of a fully controlled right turn from Corrigan Road into Kingsclere Avenue.
- Continued commitment to Industry Based Learning through engagement of engineering students.
- Prepared submissions to Government on Victorian Taxi Industry Inquiry and National Land Freight Network Strategy.
- Continued liaison with Department of Freight and Logistics regarding planning rail link alternatives to the Port of Hastings.
- Coordinated adoption of preferred option to offer pedestrians a safer alternative crossing of the railway line on Progress Street at risk management workshop.
- Coordinated liaison and planning with several schools relating to school traffic related issues.
- Planned for multi-level carpark management and fee regime as well as assisted in procuring

ticketing system for Number 8 carpark, Springvale Activity Centre.

- Collaborated with VicRoads Project Team planning the western extension of the Dingley Arterial.
- Continued liaison with VicRoads Project Delivery Team managing the construction of the Dingley Arterial between Perry and Springvale Roads.
- Co-led production of Council's "Urban Design Framework" vision for Springvale - used to brief the VicRoads Grade Separation Project Team preparing a design business case for the State Government.
- Soden Rd, Bangholme flooding event: collaborated with Melbourne Water to plan for and deliver draft flood event investigation report.
- Advocated a range of flood management enquiries and issues related to 5 February 2011 flooding to Melbourne Water on behalf of Bangholme residents.
- Co-led development of a Parking Precinct Plan including "cash-in-lieu" scheme for the Western Core Retail precinct in Springvale.
- Led drafting of the Greater Dandenong's Parking Plan & Policy involving interdepartmental collaboration and negotiation.
- Facilitated collaboration with VicRoads/VicUrban to deliver the Stockmans Bridge project.
- Kept Councillors informed via Infosums and Councillor briefings eg Transport Integration Act 2010; TravelSmart Map; updates on Dingley Arterial and several other projects.
- Improved council's alignment with MAV STEP and NAMAFA programs and responded to internal audit queries.
- Coordinated preparation of Regional Mayors/CEO Public Transport in South Eastern Region lobbying/position paper.
- Continued to represent council at regional transport committees including Eastern Transport Coalition (ETC) and South Eastern Integrated Transport Group (SEITG).

Dandenong Market's \$26 million redevelopment funded by Council was officially opened on 4 June 2011.



Infrastructure Services

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

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

Infrastructure services through the civil development unit is responsible for the approval of engineering plans for new developments, including civil work permits and vehicle crossing permits.

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

Achievements

- Participation in Round 1 of the State Government electric fleet vehicle trials. Further trials are planned for late 2011.
- Purchase of four new 12 seat community buses.
- Introduction of a 'Green Vehicle Incentive' for Council's passenger fleet.
- Introduction of 'green' initiatives to the works area including the use of recycled water in the grading of gravel roads and substitution of crushed rock with recycled asphalt and concrete based crushed rock.
- Coordinated emergency response to the February floods with Melbourne Water, SES and other authorities.
- 1,225 Asset Protection Permits administered.
- Introduction of cyclical maintenance programs for the renewal of playground softfall and garden bed mulch to enhance the safety and appearance of these assets.
- Up-grade street cleansing programs to suitably maintain cleanliness of the redeveloped streetscapes of Springvale and Dandenong shopping precincts.
- Responded to 1,528 customer requests for the removal of dumped rubbish.
- Installed and maintained the popular floral displays to brighten Dandenong Plaza over the Easter and Christmas periods.
- Established a partnership with Library Services to deliver environmental education talks and displays, including talks on environmental weeds, gardens in Greater Dandenong, drought tolerant plants, and native fauna.
- Over 1,900 trees were planted to further improve the look of our streetscapes and parks.
- Environmental educational activities were held in schools and at community venues involving over 450 participants.
- Over 4,500 native plants were planted in bushland parks and reserves.
- A record 52% of residential garbage was diverted from landfill and recycled.
- Waste & recycling education programs were delivered to schools with 56 classroom sessions to 1,035 students and a further 19 community events with 1,226 participants.
- Improvements were made to the playing surface and turf wicket at Shepley Oval which resulted in the transfer of TAC games to Dandenong as a preferred ground to other higher profile venues.
- Commencement of business systems improvement process review to improve performance data to ensure the best service for the community.
- Preparation of the approved Capital Improvement Program for 2011/2012.

Organisational Sustainability

Organisational Sustainability is responsible for supporting the human resource capital within the organisation and the engagement of external resources through:

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

Achievements

- Implemented a 4 tier compliance listing of contractors who are registered with Councils third party compliance provider IproLive. Can now report on contractors who are prequalified, under review, already under contract with Council or provide a list of all employees who had completed online site induction.
- Implemented a process to allow automatic input of all water accounts into Utility tracker.
- Water monitoring system identified 13 sites with major water leaks. After repairs, this reduced our daily water consumption by 62,628 litres.
- Utility Tracker identified savings of \$78,107 covering electricity, gas and water. Total amount saved since the introduction of the Tracker system in 2005 is \$669,672.
- Installed induction lighting at 3 sites, McCrae St car park, Hanna St pedestrian bridge and Springvale Office car park. This reduces our energy usage by half at these sites.
- Strategic purchasing opportunities achieved \$217,152 in savings during 2010/2011.
- Improved overall engagement scores for the 2010 Employee Engagement Survey.
- Partnered with Chisholm Institute to conduct Graduate Certificate of Management and Diploma of Management studies for employees.

- Installation of three major Human Resource Information System (HRIS) upgrades and continuation of system improvement program.
- Successful closure of the Food Services Kitchen and opening and staffing of the new Food Distribution Centre.
- Introduction of new salary sacrifice initiatives for employee child care in Council owned centres and municipal gymnasiums.
- Improved hazard control rectification and monitoring by automating the hazard notification and correction process using the QuickSafe system.
- Implementation of an early intervention strategy for returning ill and injured employees to the workplace resulting in a 50% reduction in time taken on average to return an injured worker to work.
- Implementation of a contractor induction program for contractors to City of Greater Dandenong.



The official grand opening on 4 June 2011 of the Dandenong Market featured live multicultural performances, cooking demonstrations, roving entertainers and giveaways.

Planning and Design

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

Achievements

There has been a strong delivery of policy and strategic planning outcomes, this year:

- Finalisation of the Dandenong Neighbourhood Character Study and accompanying approval into the Planning Scheme of the Residential Development and Neighbourhood Character Policy.
- Commencing the development of a far-reaching Municipal Housing Strategy.
- An inclusion into the Greater Dandenong Planning Scheme of Open Space Developer Contributions provisions for all categories of land use development.
- Approval by the Minister for Planning of both the Springvale Activity Centre as well as the Noble Park Activity Centre structure plans, and their inclusion into the Greater Dandenong Planning Scheme as local planning policy.
- The implementation of an environmental sustainability scoring tool to be completed and submitted with development permit applications for larger residential and non-residential developments.
- A comprehensive planning compliance audit of materials recycling and green waste processing sites across the municipality.
- The on-line planning applications register and other on-line planning information within the department's page in the Council website.
- Almost three times as many commercial applications within the department's Priority Paid fast track permit system as was done last year, as this system continues to grow in popularity- all without once defaulting on the performance guarantee timelines.
- The 2010 State of the Environment report for the City of Greater Dandenong, to be submitted to Council for adoption and publication before the end of 2011.

Regulatory Services

Regulatory Services provides compliance, education and enforcement functions related to Environmental Health, Immunisation, Animal Management, Fire Prevention, Local Laws, Parking Management and School Crossing Supervision.

Achievements

- Introduced quad bike patrols of parks/bike paths, during daylight saving period. Quad bikes enable officers to patrol entire bike path and dog off leash facilities in less than four hours.
- Reviewed and replaced Local Laws no. 2, 3 and 4.
- Increased evening patrols of streets and neighbourhoods by 50%.
- In partnership with Urban Design staff, completed review of the Council's dog off-leash areas, leading to recommendation for increase from 6 to 12 off-leash areas.



Revitalising Central Dandenong

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

Achievements

- Urban Master Plan - Lonsdale Street boulevard and Langhorne Street bus facility construction completed June 2011.
- Stockmans Bridge (George Street, Dandenong) completed September 2010.
- Station North Upgrade and Realignment Project including realignment of George Street to connect Walker Street to the new Stockmans Bridge completed June 2011.
- Metro Village land stage 1-7 sold out. Numerous applications for development approved by the Design Review Panel. A total of 314 dwellings sale contracts exchanged for stages 1 to 5.
- Planning Application Review Panel considered numerous proposals for development within the declared project area, including planning consent for approximately 601 dwellings.
- Delivered the Revitalising Central Dandenong Place Making Program (Refresh).
- City Street and Station North Plaza construction contract awarded to Civilscape Pty Ltd due for completion mid 2012.
- Masterplan updated for the VicUrban acquisition area.
- Council entered into a Heads of Agreement with VicUrban for a proposed Municipal Building Project in November 2010.



A temporary artwork by Clare McCracken was installed in Boyd Lane in Dandenong. The nostalgic artwork provides people with a glimpse into a typical suburban hallway scene of a 1950s home.

South East Business Networks

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

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

Achievements

The Promotion of CGD and Manufacturing

- Six companies and individuals from the region were nominated and inducted into the 2011 Victorian Government Manufacturing Hall of Fame.
- Formal submissions were provided to the State Government Victorian Competition and Efficiency Commission Inquiry into Manufacturing in Victoria by SEBN and the South East Melbourne Manufacturer's Alliance (SEMMA). These were referenced in the Commission's draft report tabled June 2011.

Addressing Current and Future Employment Demands and Opportunities

- The fifth annual 'Lunch with the Winners' was held in September 2010 in partnership with SEMMA and the South East Local Learning and Employment Network (SELLEN). This showcased manufacturing careers to an audience of 150 local secondary school students and career advisors.
- Partnerships with various organisations including Chisholm TAFE, SELLEN, Adult Multicultural Education Services (AMES), South Eastern Region Migrant Resource Centre (SERMRC), and Adult Community Further Education (ACFE), have facilitated activities such as:
 - Hosted a mentoring breakfast to bring local students and business people together.
 - The development and accreditation of a new Manufacturing Engineering Degree course at Chisholm.
 - Addressing adult education issues.

Strengthening Local Manufacturing Capability

- Delivered a program to support the manufacturing sector to take advantage of local and global opportunities, with a focus on sustainable business models, innovation, technology and export. This also included hosting global experts to present on manufacturing best practice and trends.
- More than 2,500 people from approx 500 companies participated in the Networks, ranging from CEO to Manufacturing Excellence and OH&S.

Supporting Our Community

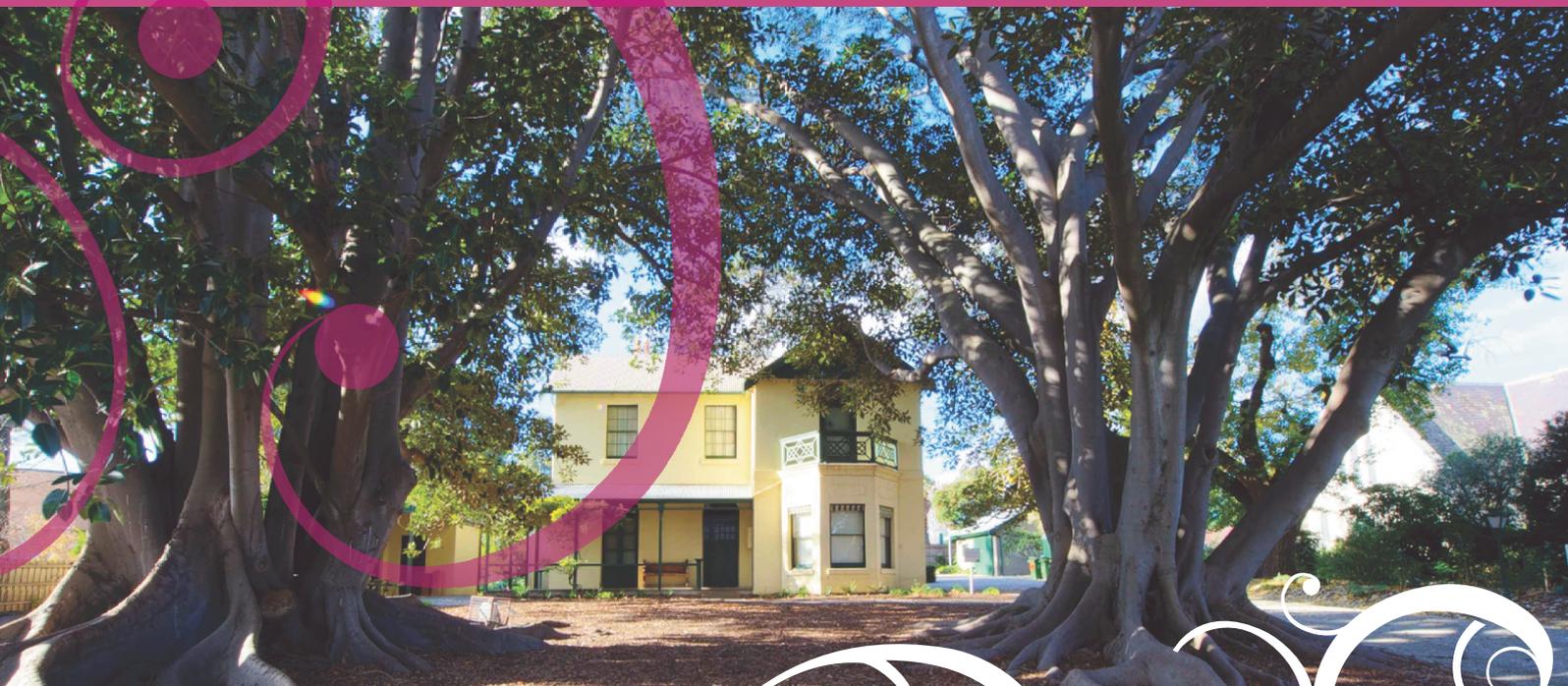
SEBN's relationship with the local business community enables us to harness the generosity when required to support specific projects. This year, this relationship resulted in:

- Hosting the "2011 'Take a Swing for Charity' Golf Day" in partnership with local industry, which raised in excess of \$50,000 for Wallara Australia.
- The Christmas Industry Breakfast "spirit of gift" project raised \$4000 towards support for the homeless and Christmas presents for local disadvantaged children.
- Support to various local not-for-profit organisations working with the disadvantaged within our community.

Strengthening and Supporting the Role of Women in Business

- SEBN expanded 'women in business' network activities, providing tools and techniques through various initiatives that support the personal and professional development of local business women – and those within Council.
- The 'Showcasing Women in Business' series brought successful women to deliver powerful presentations, to encourage and inspire women from all sectors of local business. Students from local secondary colleges are frequently sponsored to attend these events.

Performance Statement



Heritage Hill comprises of three historic buildings, and approximately 1.5 acres of landscaped gardens. Laurel Lodge (1869) and Benga house (1936) are fine examples of architecture and affluence of their respective eras and allow visitors a rare glimpse into the domestic cultural heritage of Dandenong. St James Anglican Church (1864), is one of Dandenong's oldest buildings and continues to welcome congregations to its services. Today, Heritage Hill provides a unique opportunity for visitors to appreciate our cultural heritage through public programs, exhibitions, group tours and specialist events.

Strategic Objectives, Indicators & Key Activities for 2010-2011

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.

Council has successfully achieved 67%, whilst 33% was not achieved of its 2010-2011 Annual Plan targets. Each year Council aims to set targets which are a deliberate stretch as we endeavour to continuously improve our quality and delivery of services to our residents.

A City Planned for the future

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

Key strategic activities for 2010-2011

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Completion of the Warner Reserve Multipurpose Facility	Project progress and budget targets	Quarterly Council reports	Completion by 30 June 2011 within budget	Achieved	Warner Reserve Community Facility project was completed within the budget of \$2.5M. It was officially opened by the Mayor, Cr Roz Blades on Saturday, 18 June 2011.
Enhance the appearance of public places to increase community satisfaction with council's facilities	Community satisfaction with the appearance of public places	Local Government Victoria Annual Community Satisfaction Survey	Resident satisfaction >70%	Not Achieved	The Local Government Community Satisfaction Survey 2011 resulted in an indexed mean score of 63 for Greater Dandenong.
Aquatic Plan	Commence construction of the Noble Park Swim Centre project in line with approved timetable	Quarterly Council reports	By 30 June 2011	Achieved	Construction of the Noble Park Swim Centre commenced on 25 October 2010. The project, which is planned across three stages, includes an outdoor component, indoor warm water pool and a youth precinct. As at 30 June 2011 the 50 meter pool concrete shell has been completed, the main administration building has been erected, the children's play area has been completed and the warm water program pool has commenced construction.

A Thriving and Creative City

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

Key strategic activities for 2010-2011

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Implementation of the Economic Development Strategy	Residential, commercial and industrial building investment as measured by value of building permits issued	Quarterly Council reports	Valued at \$300 million by 30 June 2011	Achieved	Total value for the financial year was \$695,633,861 comprising of 442 Commercial/Industrial Permits at a total of \$502,847,845 and 1,291 Residential Permits at a total of \$192,786,016.
RCD Residential Attraction Strategy	Number of residential dwellings approved in the declared project area	Quarterly Council reports	50 dwellings per annum	Achieved	Total number of residential dwellings approved in the declared project area totaled 601 throughout this financial year.
Strengthening volunteerism in the city	Number of volunteers and volunteers hours	Quarterly Council reports	250 volunteers and 27,000 hours by 30 June 2011	Not Achieved	Average number of volunteers per month totaled 211. Actual number of volunteer hours for this financial year totaled 20,544.44 hours.
Improvement of accessible transport opportunities	Number of passengers accessing transport opportunities	Quarterly Council reports	15,000 passengers by 30 June 2011	Achieved	Total number of passengers accessing transport was 20,414 people.
Improving child care options for residents	Family day care placements available	Quarterly Council reports	Increase of 2% on previous year	Achieved	The Family Day Care currently has 486 effective full-time places, an increase of 13 places (2.8%) from the previous year.



A Healthy Community and Environment

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

Key strategic activities for 2010-2011

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Implementation of the Menzies Avenue CCTV pilot project in Dandenong North	Two year pilot project commenced	Quarterly Council reports	CCTV cameras installed and operating	Achieved	<p>The Menzies Avenue CCTV Pilot was operational in September 2009. The implementation of the two year CCTV pilot commenced in June 2010.</p> <p>The project's overall expenditure over the two years will total \$185,000 (pre-pilot phase \$70,000 / year one \$70,000 and year two \$45,000). Currently there are 13 cameras in the Menzies Avenue precinct.</p> <p>The area is monitored by an external security monitoring firm during the night. If incidents are captured they are reported to Victoria Police by the monitoring firm.</p>
Implementation of the Asset Renewal Program	Develop Asset Management Plans for major asset groups in line with national guidelines	Quarterly Council reports	By 30 June 2011	Achieved	<p>Asset Management Plans prepared for the following major asset groups – Stormwater Drainage, Building & Facilities and Roads.</p> <p>Further updates to be undertaken to align plans with the latest Federal National Asset Management Assessment Framework requirements.</p> <p>In addition, Open Space Management Plan will be prepared during 2011-2012.</p>

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Minimise water usage on sports fields	Reduction in council's potable water usage	Quarterly Council reports	Target 220 megalitres	Achieved	19.324 megalitres used for ground irrigation. Low water usage rate attributable to wet conditions experienced this season and to the conversion of all sportsgrounds to drought tolerant warm season grasses and other water saving measures.
Rapid response removal of graffiti from council property	Removals completed within service standards and timeframes	Quarterly Council reports	95% completed within service standard timeframe. 100% offensive graffiti removed	Not Achieved	The total number of requests received for removal of graffiti was 758. Completion rate was 70.27% within service standards timeframe.
Health & Wellbeing Plan (MPHP) completed	Plan completed and endorsed by Council. Staged action plan implemented and monitored	Quarterly Council reports	By 30 June 2011	Achieved	The Community Wellbeing Plan 2010-2013 was published and formally launched by the Mayor, Cr Jim Memeti on Friday, 12 November 2010 at the Dandenong Market.
Food business compliance	Number of food premises inspections conducted	Quarterly Council reports	2500 Inspections by 30 June 2011	Achieved	Council conducted 2,747 food premises inspections throughout the year.
Improve the appearance of city streets	Number of street trees planted	Quarterly Council reports	375 new street trees by 30 June 2011	Achieved	1,984 new trees were planted in the City as supplied by Sevron Environmental Contractors.

A City of Respect

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

Key strategic activities for 2010-2011

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Essential Services Commission KPIs	Manage the implementation, collection of data and reporting on the new ESC KPIs for local government	Quarterly Council reports	Process established and reported on by June 2011	Achieved	<p>A process was established and management of data was monitored closely throughout the financial year.</p> <p>Relevant data regarding Greater Dandenong was supplied to the Essential Services Commission as part of the pilot reporting.</p>
Develop an Indigenous Plan	Adoption of Indigenous Plan by Council	Council report	Adoption by 30 June 2011	Not Achieved	<p>Federal Government funding become available for the 'Closing the Gap' program at the end of this financial year.</p> <p>A regional Closing the Gap employee commenced on 11 July 2011, and it is intended for this position to commence the development of the Indigenous Plan during 2011/2012.</p>
Dads in Dandenong project	Men's parenting and support program implemented	Quarterly Council reports	120 participants by 30 June 2011	Achieved	<p>The program supported Dads to attend and participate in ongoing Greater Dandenong programs which specifically focus on parenting or provide opportunities for Dads and their children to bond, enjoy outings together and have an educational focus.</p> <p>144 Dads have participated in these programs.</p>

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Delivery of Home and Community Care services	Number of residents receiving services	Quarterly Council reports	3,000 by 30 June 2011	Achieved	The average number of clients who received Community Care Services – home care, personal and respite care and home maintenance was 3,018.
Funded hours of services for Home and Community Care	Number of hours	Quarterly Council reports	144,944 by 30 June 2011	Not Achieved	The total funded hours of Home and Community Care was 134,164, comprising home care, personal care, respite and home maintenance services.
Kindergarten Participation	Kindergarten enrolments increased	Council records	Increase of 5% on previous year by 30 June 2011	Not Achieved	Kindergarten placements increased by 49, totaling 1,329 for the year, an increase of 3.7% from the previous year's placements.
Library visits increased	Number of visits in person or via the web to libraries	Quarterly Council reports	952,000 total visits to the libraries	Achieved	The total number of library visits was 1,020,281 comprising both physical and web visits.
Library Outreach Programs and Services expanded	Number of Library Outreach program participants	Quarterly Council reports	2800 participants by 30 June 2011	Achieved	The total number of library outreach program participants was 4,249.

A Leading Council

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

Key strategic activities for 2010-2011

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Long Term Financial Strategy	Update Council's Long Term Financial Strategy	Council report	A revised LTFS adopted by Council by March 2011	Achieved	Council adopted the 2010/2011 - 2014/2015 Long Term Financial Strategy on 28 June 2010.
Citizenship Ceremonies	Number of ceremonies and persons gaining citizenship	Quarterly Council reports	Eight ceremonies held and 1600 people naturalised by 30 June 2011	Not Achieved	Nine ceremonies were held throughout this financial year where 1,252 candidates obtained Australian citizenship.
Rate Strategy implemented	Farm properties reviewed and reclassified as appropriate	Quarterly Council reports	100% of farm properties reviewed	Not Achieved	Contract Valuers were used to review and reclassify farm properties. Forms were sent out early April 2011 to all the farm properties. Majority have been reviewed as at 30 June 2011.
Legislative Compliance Software project	Legislation compliance protocols established and monitored	Quarterly Council reports	By 30 June 2011	Not Achieved	The Advent ManageR Risk and Compliance Software has been purchased, but not established within this financial year. Provision of access to Advent ManageR Software, hosting and ongoing maintenance of the software will begin on 1 July 2011.
Implementation of the Organisational Development Strategy	Implementation schedule for actions and initiatives in the Organisational Development Strategy	Quarterly Council reports	100% of action plan targets achieved	Achieved	Organisational Development (OD) Strategy finalised and the following actions implemented: - The stress management strategy has been incorporated into the OD Strategy.

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Outcome	Status
Implementation of the Organisational Development Strategy continued					<p>- The results from the staff engagement survey have commenced being disseminated to staff via a hardcopy flyer and by the CEO during his briefings.</p> <p>- Work has commenced with each Directorate determining next steps in ensuring staff are included in debriefing the results and developing action plans.</p> <p>- Key Performance Indicators have been included in the Business plan process to facilitate reporting of results.</p> <p>- Work has commenced on reviewing systems for Performance Review and Enhancement Program (PREPs) online.</p>
Implementation of the Information Technology Strategy	Implementation of IT actions and initiatives	Quarterly Council reports	Year one actions implemented	Achieved	<p>The Information Technology Strategy Plan 2010-2014 was endorsed by Council.</p> <p>Year one actions have been implemented and completed as of 30 June 2011.</p>
Service Centres and Call Centre services	Call answer rate	Quarterly Council reports	90% answered within 15 seconds	Not Achieved	<p>Calls managed by Customer Service totaled 125,265 comprising of 86.89% Grade of Service. Below target of 90% calls answered within 15 seconds, however well above industry standard of 80% calls answered within 20 seconds.</p>

Progress Against Financial Targets

Outputs	Note	Measures	Actual 2009-10	Actual 2010-11	Target 2010-11	Difference
Rates Management		Total rates and charges declared (\$000's)	\$76,029	\$81,946	\$81,946	-
		Average Rates and charges (per assessment)	\$1,337	\$1,426	\$1,426	-
		Rates and charges (per capita)	\$552	\$593	\$591	\$2
		Rates and charges (% of CIV)	0.34%	0.32%	0.36%	(0.04%)
		Average residential rates and charges per assessment	\$852	\$699	\$699	-
Dependence on Rates & Grants		Rates and charges (% of total revenue)	54.89%	54.75%	54.91%	(0.17%)
	1	Financial assistance grants (per capita)	\$72.56	\$75.88	\$72.35	\$3.53
Achieve Financial Plans	2	% achievement of budgeted operating surplus (actual against original budget)	41.79%	80.41%	100%	(19.59%)
	3	% achievement of capital expenditure program	72.03%	73.03%	100%	(26.97%)
Sustainability		Underlying Operating surplus/(deficit) (% of total underlying revenue)	2.08%	2.33%	2.95%	(0.62%)
	4	% change in net assets from previous year	16.33%	0.61%	4.44%	(3.83%)
		Debt servicing costs as % of rates and charges revenue	1.41%	2.13%	2.77%	(0.64%)
		Working capital ratio (current assets/current liabilities)	2.28	2.13	1.46	0.66
		Self Financing ratio (%) (ability to generate cash flows from operations)	26.42%	29.93%	30.21%	(0.28%)
		Non-current liabilities to revenue ratio (%) (ability to meet long term debt obligations)	19.43%	15.72%	20.44%	(4.72%)
Capital Expenditure		Ratio of capital expenditure to total depreciation	1.63	1.52	2.09	(0.57)
Infrastructure Renewal		Ratio of current spending on renewal to the long term AAAC.	0.43	0.33	0.25	0.09
Infrastructure Renewal & Maintenance		Ratio of current spending on renewal plus maintenance to the long term AAAC plus maintenance.	0.51	0.42	0.33	0.09

Outputs	Note	Measures	Actual 2009-10	Actual 2010-11	Target 2010-11	Difference
Debt Management		Rates, fees and charges outstanding as % of rates, fees and charges revenue outstanding at 30 June	7.48%	8.16%	8.05%	0.11%
Operating Costs		% change in net operating expenditure (from 30 June)	6.64%	6.82%	6.12%	0.71%
		Average operating expenditure per assessment	\$2,144	\$2,267	\$2,252	\$15
		Operating expenditure per capita	\$886	\$940	\$934	\$6
		% Change in operating expenditure per capita	6.64%	6.82%	6.12%	0.71%

Notes - Comments on significant variances

- 1 The final grant allocation confirmed by the Grants Commission for 2010-2011 was \$423K more than the target. In addition, an advance of \$2.6M against the 2010-2011 allocation was received in June 2010. Council also received \$2.76M of funding in 2010-2011 which relates to the 2011-2012 allocation.
- 2 A lower than targeted surplus was achieved mainly due to (i) greater than expected professional fees paid, and (ii) contribution paid to Vision Super for unfunded superannuation, partly offset by increased earnings from interest on investments.
- 3 A delay in the commencement of Dandenong South (C887) and Keysborough South (C36) developments mainly accounted for this variation against the target.
- 4 The variation is mainly due to revaluation decrement to council roads, drains, bike paths and footpaths in 2010-2011.

Certification of the Performance Statement

In our opinion the accompanying Performance Statement of the City of Greater Dandenong in respect of the 2010-2011 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 Roz Blades
Mayor

Dated: 13 September 2011



Cr Youhorn Chea
Councillor

Dated: 13 September 2011



Bruce Rendall
Acting Chief Executive Officer

Dated: 13 September 2011

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

VAGO

Victorian Auditor-General's Office

INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Greater Dandenong

The Performance Statement

The accompanying performance statement for the year ended 30 June 2011 of the City of Greater Dandenong which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

Independence

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

1

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Auditing in the Public Interest

VAGO

Victorian Auditor-General's Office

Independent Auditor's Report (continued)

Auditor's Opinion

In my opinion, the performance statement of the City of Greater Dandenong in respect of the 30 June 2011 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the City of Greater Dandenong for the year ended 30 June 2011 included both in the City of Greater Dandenong's annual report and on the website. The Councillors of the City of Greater Dandenong are responsible for the integrity of the City of Greater Dandenong's website. I have not been engaged to report on the integrity of the City of Greater Dandenong's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
28 September 2011


D D R Pearson
Auditor-General

2

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Auditing in the Public Interest



Bushland Maintenance Officers at the wetlands at Wachter Reserve in Keysborough. This year's theme for World Wetlands Day theme was Wetlands and Forests, which was celebrated on 5 February 2011, and highlighted the important role wetlands and forests play in our world.

Management Comment on the Financial Report 2010-2011



Financial matters

Overview

Understanding Council's financial performance from financial statements prepared in accordance with Australian Accounting Standards can frequently be problematic and the purpose of this overview is to provide readers with greater clarity about the financial outcomes for the 2010-2011 financial year.

Council's 2010-2011 Income Statement highlights that Council achieved an overall surplus for the financial year of \$11.661M. This result is however impacted upon by a combination of items – some of which are operational in nature and occur every year and others which are highly dynamic and change significantly each year.

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

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

The City of Greater Dandenong recorded an underlying surplus in 2010-2011 of \$3.157M (\$2.577M 2009-10). The major components contributing to the improved outcome was an increase in investment income performance of \$1.3M. Offsetting this, Council was required to expend \$2.1M in 2010-2011 to fund Council's share of the unfunded superannuation liability.

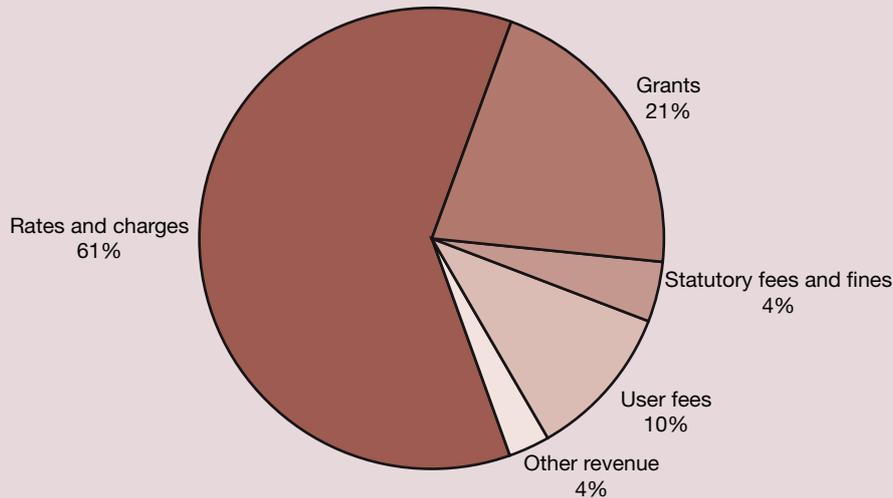
Beyond the underlying net result for the year, Council received \$3.3M in capital grant funding and \$8.1M in capital contributions from developers. A further \$16.9M was received in the contribution of non-monetary assets from developers leading to a net surplus accounting result for the year of \$31.446M.

Finally a review of Council's asset valuations led to a revaluation decrement of \$19.7M in the value of Council's assets leading to a comprehensive income statement outcome of a surplus of \$11.661M.

Revenue

Council’s operating revenue for 2010-2011 was \$135.56M (\$124.48M in 2009-2010) including rates and charges revenue (\$82.22M), operating grants (\$28.70M), and fees and charges (\$19.42M). The breakdown of operating revenue by major categories is depicted in the graph below:

Revenue Analysis



Council’s non-operating revenue for 2010-2011 was \$30.45M (\$47.49M in 2009-2010) including capital grants (\$3.31M), capital contributions (\$8.20M) profit on sale of assets (\$1.98M) and contributions of non monetary assets, mainly from sub division activity (\$16.96M).

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

Grants and Contributions – Operational grant revenue comprises a general purpose grant of \$10.51M (which included a road funding grant of \$1.20M for local roads), and tied grants of \$18.18M which were essentially for community services such as home care, aged care and youth services. Capital grants received were \$3.31M. These grants are expended on these services in addition to the funds allocated by Council from other sources of revenue. (Refer Note 4 of Financial Report). Cash Contributions of \$8.20M received were mainly for open space development. Non-monetary contributions of \$16.96M were mainly from “gifted” assets from developer activity.

Fees, Charges and Fines - Revenue from these sources was \$19.42M for the year (\$18.68M in 2009-2010). The major sources of revenue are:

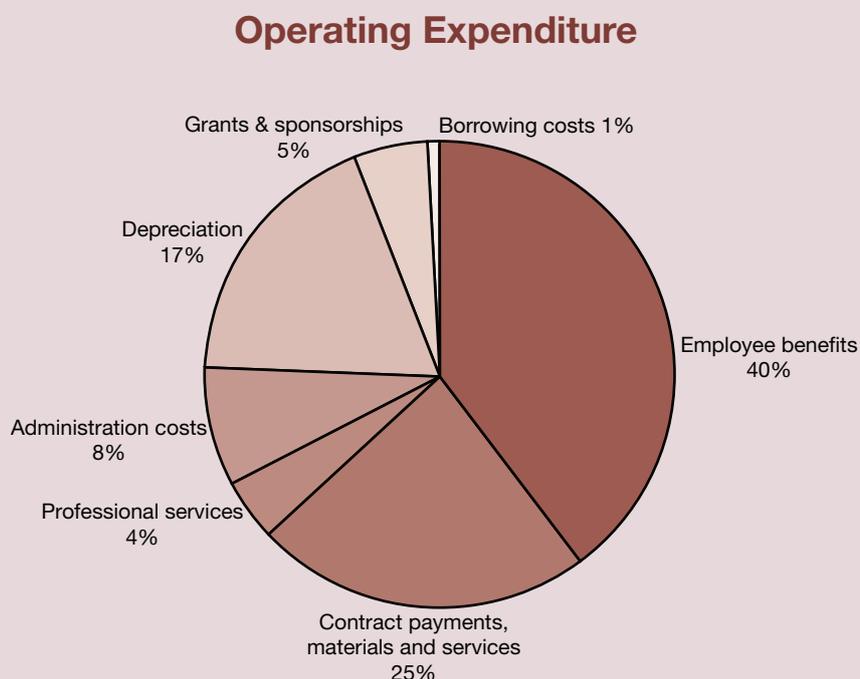
- Dandenong Market stall income \$3.05M
- Hire of council facilities \$1.13M
- Aged care services \$0.97M
- Parking fees and fines \$3.26M
- Statutory and other fees (building permits, Infringements, Infringement court recoveries, etc.) \$3.65M

Other Income (\$5.22M) - This item of income essentially relates to fees for provision of valuation data to State Revenue Office, interest received on investments and other sundry income.

Expenditure

Total operating expenditure for 2010-2011 including depreciation was \$130.22M (\$121.91M in 2009-2010).

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



Employee Costs (\$52.66M) – Salaries costs include salary on-costs such as WorkCover premium, provision for Long Service Leave entitlements and council's superannuation contributions on behalf of employees (excluding contribution towards unfunded superannuation).

Contract payments, materials & services (\$31.92M) – Included in this category are the following major costs relating to:

- Maintenance & Repairs of roads, drains and buildings \$4.66M
- Waste Collection and Disposal \$8.75M
- Aquatic Centre and Leisure Centre \$4.68M
- Park Services \$3.90M
- Dandenong Market \$2.49M
- Fleet maintenance \$0.80M

Grants, Sponsorships and Contributions (\$5.85M) – Council provides grants to various sporting and cultural bodies to assist in promoting the city's diversity. It also provides an annual amount towards Council's Family Day Care program.

Professional fees and other expenses (\$5.11M) – Mainly includes consultancy costs, and legal costs for various services (\$4.25M). Other costs include statutory fees and audit costs. Refer note 14 of the Financial Report.

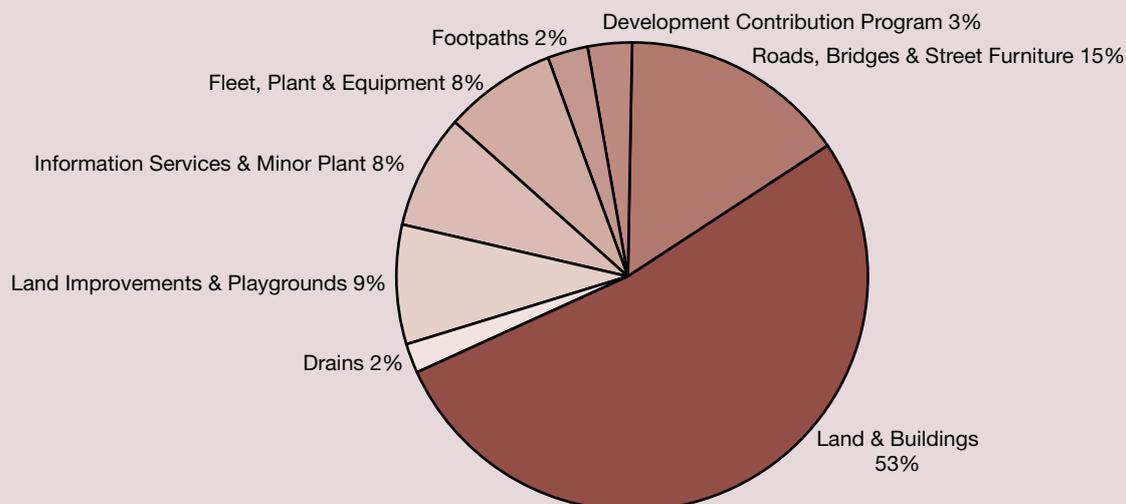
Administration costs (\$10.01M) – Administration costs include information management expenses (\$1.60M), insurance costs (\$1.08M), printing, publications and promotions of \$2.34M and motor vehicle maintenance of \$1.05M. It also includes occupancy costs (\$2.13M) for rent, electricity, gas, telephone and water. Refer to note 15 in the Financial Report.

Borrowing Costs (\$1.75M) – represents interest on Council's long term borrowings.

Depreciation (\$22.31M) – The depreciation expense reflects the diminution in the value of assets due to wear and tear and obsolescence. It has no impact on the cash position of Council. Cash flow is impacted only at the time of purchase and sale of assets.

Capital Expenditure

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



Council spent \$33.88M on capital expenditure during the year. This comprises expansion (\$14.40M), renewal (\$4.80M), upgrade (\$2.98M) and new assets (\$11.70M). The major infrastructure projects include Dandenong Produce Market (\$1.40M), Springvale Children Services Centre (\$1.49M), Tree planting (\$0.50M), Langers multi level car park project (\$0.97M), Roads renewal (\$4.67M), Noble Park Swimming Pool (\$6.71M), Fleet (\$2.69M), Meals on Wheels kitchen fit-out (\$0.84M), Library services (\$0.91M), Tattersons Park (\$0.65M), Warner Reserve pavilion (\$2.41M) and acquisition of land (\$1.30M).

Cash Flows (Refer Standard Cash Flow Statement)

Net inflows from operating activities – Council generated a net cash inflow from operating activities of \$40.58M. Included in this result are:

- higher interest received \$3.18M against a budget of \$1.00M, as a result of greater than expected cash balances carried during the year and earning better interest rates and government grants received \$29.31M (against a budget of \$27.54M) which included unbudgeted grants mainly for Community services resulting in government grants exceeding the budget by \$1.78M.
- higher than expected payments to employees and suppliers.

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

Net outflows from investing activities – Investing activities refer mainly to Council's sale and purchase of non-current assets. Council spent a net amount of \$34.73M in purchase of assets.

Financing activities – Financing activities refer to Council's borrowings. Council repaid \$2.63M of its long term debt during the year.

Borrowings

Council's borrowing at 30 June 2011 was \$23.65M, which is 28.76% of rate revenue (Government prudential limit is 60%). \$15.2M of further borrowings are planned in 2011-2012 for capital works programs. Loan repayments of \$18.17M are planned over the next five years under Council's borrowing strategy.

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

Council's Financial Position

Council's financial position improved by \$11.66M during the year, made up of a surplus of \$31.45M offset by asset revaluation decrement of \$19.79M. The net worth of Council at 30 June 2011 was \$1,278.01M (\$1,266.35M in 2010), made up of the following assets and liabilities:

Council's assets (what Council owns) comprise:

	\$M	%
Roads & Bridges	264.18	19.84
Drainage	124.63	9.36
Car Parks	10.20	0.77
Land and land improvements	587.63	44.14
Land under Roads	11.28	0.85
Buildings	150.07	11.27
Footpaths & Bike Paths	71.19	5.35
Plant/Furniture, Playground Equipment	25.79	1.94
Trees	0.81	0.06
Work in Progress	13.56	1.02
Cash and Other Assets	71.94	5.40
	1,331.27	100.00

Council's Liabilities (what Council owes) comprise:

	\$M	%
Long term borrowing	23.65	44.40
Creditors	11.54	21.67
Trust Monies	5.97	11.22
Employee entitlements	12.10	22.71
	53.26	100.00

The difference between the assets and liabilities amounting to \$1,278.01M is the net worth of the Council to its ratepayers and community.

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

Financial Report Year Ended 30 June 2011



The new look Free City Shuttle bus will allow more residents and visitors to access everything Central Dandenong has to offer.

Table of Contents

Comprehensive Income Statement	105
Balance Sheet	106
Statement of Changes in Equity	107
Cash Flow Statement	109
Notes to the Financial Report for the Year Ended 30 June 2011	110
1. Significant Accounting Policies	110
2. Underlying Operational Result	119
3. Rates and Charges	119
4. Grants – recurrent and non-recurrent	120
5. Contributions	121
6. Statutory fees and fines	122
7. User fees	122
8. Net profit/(loss) on disposal of assets	122
9. Other revenue	122
10. Employee costs	123
11. Contract payments, materials and services	123
12. Depreciation	124
13. Grants and sponsorships	124
14. Professional services	124
15. Administration costs	125
16. Finance costs	125
17. Other expenses	125
18. Cash and cash equivalents	125
19. Trade and other receivables	126
20. Inventory Property	126
21. Property, plant and equipment, infrastructure	126
22. Trade and other payables	133
23. Employee provisions	133
24. Trust funds and deposits	134
25. Interest bearing liabilities	134
26. Reserves	135
27. Commitments	136
28. Financial instruments	137
29. Superannuation	141
30. Contingent liabilities	143
31. Related party transactions	143
32. Reconciliation of operating result with net cash provided by operating activities	145
33. Financial ratios	146
34. Capital expenditure	147
35. Subsequent Events	148
Certification of the Financial Report	149
Auditor-General's Office - Independent Auditor's Report	150
Standard Statements for the Year Ended 30 June 2011	153

Comprehensive Income Statement

For the Year Ended 30 June 2011

	Note	2011 \$'000s	2010 \$'000s
REVENUE			
Rates and Charges	3	82,218	76,005
Grants Recurrent	4	28,629	25,794
Grants Non-Recurrent	4	67	398
Statutory fees and fines	6	5,393	5,256
User Fees	7	14,028	13,421
Other Revenue	9	5,222	3,609
TOTAL REVENUE		135,557	124,483
EXPENSES			
Employee Benefits	10(a)	52,657	48,383
Employee Benefits - additional call defined benefits fund	10(b)	2,177	-
Contract Payments, Materials and Services	11	31,915	28,439
Depreciation and Amortisation	12	22,307	21,675
Grants Sponsorships and contributions	13	5,854	6,156
Professional Services	14	5,105	5,240
Administration Costs	15	10,005	10,216
Finance Costs	16	1,753	1,071
Other Expenses	17	627	726
TOTAL EXPENSES		132,400	121,906
Net Result prior to capital income and asset items	2	3,157	2,577
Net Profit/(Loss) on disposal of assets	8	1,979	7,522
Capital Grants	4	3,306	4,861
Capital Contributions	5(a)	8,197	5,178
Contributions - Non-monetary Assets	5(b)	16,964	29,926
Assets Written Off	21.1	(2,157)	(526)
Contributed Assets	13	-	(1,612)
Net result for the year		31,446	47,926
Other Comprehensive Income			
Net Asset Revaluation Increment/(decrement)	26	(19,785)	128,609
COMPREHENSIVE RESULT		11,661	176,535

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

Balance Sheet

as at 30 June 2011

	Note	2011 \$'000	2010 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	18	54,981	50,427
Trade and other receivables	19	12,073	16,977
Inventory - property	20	927	1,758
Total current assets		67,981	69,162
Non-current assets			
Property, plant and equipment	21(a), 21(b)	763,030	742,367
Infrastructure Assets - realisable	21(c)	10,639	9,370
Infrastructure Assets - non realisable	21(d)	485,655	495,929
Inventory - property	20	3,960	3,960
Total non-current assets		1,263,284	1,251,626
Total assets		1,331,265	1,320,788
LIABILITIES			
Current liabilities			
Trade and other payables	22	11,539	10,752
Employee provisions	23	11,627	10,966
Trust funds and deposits	24	5,975	5,984
Interest-bearing loans and borrowings	25	2,807	2,629
Total current liabilities		31,948	30,331
Non-current liabilities			
Employee provisions	23	469	463
Interest-bearing loans and borrowings	25	20,841	23,648
Total non-current liabilities		21,310	24,111
Total liabilities		53,258	54,442
NET ASSETS		1,278,007	1,266,346
EQUITY			
Accumulated surplus		532,131	501,426
Reserves- Asset Revaluation Reserves	26	720,252	740,037
- Other reserves	26	25,624	24,883
TOTAL EQUITY		1,278,007	1,266,346

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

Statement of Changes in Equity

For the Year Ended 30 June 2011

2011	Total	Accumulated Surplus	Reserves		
			Total reserves	Asset revaluation	General reserves
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the year	1,270,252	505,332	764,920	740,037	24,883
Prior year adjustments:					
Fair value adjustments to non current assets	21.1a (3,906)	(3,906)	-	-	-
Adjusted balance at the beginning of the year	1,266,346	501,426	764,920	740,037	24,883
Surplus for the year	31,446	31,446	-	-	-
Transfer (from)/to insurance fund	-	150	(150)	-	(150)
Transfer (from)/to Re-vegetation reserve	-	(321)	321	-	321
Transfer (from)/to Grants reserve	-	2,108	(2,108)	-	(2,108)
Transfer (from)/to Public Open Space reserve	-	(1,166)	1,166	-	1,166
Transfer (from)/to Major Project reserve	-	4,361	(4,361)	-	(4,361)
Transfer (from)/to Developer Contribution funds (DCP C36 and C87)	-	(5,873)	5,873	-	5,873
Revaluation increment/(decrement) of assets	26 (19,785)	-	(19,785)	(19,785)	-
Balance at the end of the year	1,278,007	532,131	745,876	720,252	25,624

Statement of Changes in Equity

For the Year Ended 30 June 2010

2010	Notes	Total \$'000	Accumulated Surplus \$'000	Reserves		
				Total reserves \$'000	Asset revaluation \$'000	General reserves \$'000
Balance at the beginning of the year		1,091,907	470,554	621,353	611,428	9,925
Prior year adjustments:						
Receivables		87	87	-	-	-
Fair value adjustments to non current assets	21.1	1,727	1,727	-	-	-
Fair value adjustments to Inventory		(4)	(4)	-	-	-
Adjusted balance at the beginning of the year		1,093,717	472,364	621,353	611,428	9,925
Surplus for the year		47,926	47,926	-	-	-
Transfer (from)/to insurance fund		-	(150)	150	-	150
Transfer (from)/to Re-vegetation reserve		-	(46)	46	-	46
Transfer (from)/to Grants reserve		-	(1,178)	1,178	-	1,178
Transfer (from)/to Public Open Space reserve		-	(1,262)	1,262	-	1,262
Transfer (from)/to Major Project reserve		-	(6,041)	6,041	-	6,041
Transfer (from)/to Municipal Buildings reserve		-	(1,750)	1,750	-	1,750
Transfer (from)/to Developer Contribution funds (DCP C36 and C87)		-	(4,531)	4,531	-	4,531
Revaluation increment/ (decrement) of assets	26	128,609	-	128,609	128,609	-
Balance at the end of the year		1,270,252	505,332	764,920	740,037	24,883

The above Statements of Changes in Equity should be read with the accompanying notes

Cash Flow Statement

For the Year Ended 30 June 2011

	Note	2011 \$'000	2010 \$'000
Cash flows from operating activities			
Receipts from ratepayers		81,934	75,363
Fees, charges, fines and other (including GST)		22,202	18,114
Contributions (including GST)		8,786	5,011
Government grants (including GST)		32,614	31,593
Interest received		3,178	1,719
Payments to suppliers (including GST)		(59,919)	(56,060)
Payments to employees		(54,167)	(48,469)
Net GST (payments) / refunds		5,950	5,510
Net cash provided by operating activities	32	40,578	32,781
Cash flows from investing activities			
Payments for property and other non-current assets		(34,729)	(31,771)
Proceeds from sale of property, plant and equipment		3,116	3,786
Net cash used in investing activities		(31,613)	(27,985)
Cash flows from financing activities			
Finance costs		(1,773)	(1,253)
Proceeds from interest bearing loans		-	11,500
Repayment of interest bearing loans		(2,629)	(2,556)
Repayment of trust monies and deposits		(9)	(244)
Proceeds from trust monies and deposits		-	2,552
Net cash provided by / (used in) financing activities		(4,411)	9,999
Net increase / (decrease) in cash and cash equivalents		4,554	14,795
Cash and cash equivalents at beginning of the year		50,427	35,632
Cash and cash equivalents at end of the year	32.1 & 18	54,981	50,427
Financing arrangements	18		
Restricted Cash	18		

The above Cash Flow Statement should be read with the accompanying notes

Notes to the Financial Report

For the Year Ended 30 June 2011

Introduction

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

The purpose of the council is to:

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

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

The council's website address is www.greaterdandenong.com

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

Note 1 Significant accounting policies

1.1 Basis of accounting

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

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

1.2 Revenue Recognition

a) Rates

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

The council does not provide for doubtful debts on rates as unpaid rates represent a charge against the rateable property and will be recovered when the property is next sold.

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

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

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

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

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

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

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

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

e) **Interest and rents**

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

f) **Assets from new developments**

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

1.3 Recognition and measurement of non-current assets

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

a) **Acquisition**

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

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

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

b) **Thresholds for asset recognition**

The following classes of assets have been recognised in Note 21 with threshold limits as shown below and have not changed from the prior year.

Class of assets	\$
Land and buildings	
Land	Nil
Land under Roads	Nil
Land improvements (including irrigation and sprinkler systems, and fencing)	1,000
Buildings	Nil
Building Improvements	2,000
Plant and equipment	
Plant and equipment	1,000
Minor plant, furniture & equipment	500
Infrastructure assets (non-realizable)	
Roads	20,000
Kerb and channel	5,000
Footpaths / Bikepaths	
- Expansion & upgrade	1,000
- Renewals	Nil
Bridges	5,000
Drains	5,000
Infrastructure assets (realizable)	
Recreational equipment	1,000
Street furniture	10,000

c) Depreciation and amortization of non-current assets

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

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

The following table shows the major categories of assets and associated useful lives, and has not changed from the prior year.

Asset category	Years
Property	
Land	
- Land, parks, reserves, ovals	Infinite
Land improvements	10
Buildings	50 – 75
Building Improvements	10
Plant and Equipment	
Plant and equipment	5
Minor plant, furniture and equipment	
- Artworks	N/A
- Furniture & equipment	6 – 15
- IT devices & Software	3 - 5
- Parking meters	10
- Street signs/traffic control	20
- Library catalogue	5
- Library equipment	20
- Library plant	15
Infrastructure	
Roads	
- Pavement and Seal	12 – 20
- Substructure	100
- Kerb and channel	80
Footpaths / Bikepaths	10 – 50
Bridges	20 - 100
Drains	100
Off street car parks	25
Recreational equipment (playgrounds)	10 - 20
Street furniture	10 - 20

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

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

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

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

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

Land under Roads:

In accordance with *AASB 1051: Land under Roads* the Council has elected not to recognise land under roads existing at 30 June 2008. All land under roads acquired after that date are brought to account at cost, or at a valuation if acquired as a 'gifted' asset.

e) **Realisable infrastructure assets**

Infrastructure assets comprising street furniture and recreational equipment are considered by their nature to be realisable assets. All other infrastructure assets are considered to be non-realisable. Non-realisable assets are excluded from the calculations of financial ratios (Refer Note 33).

f) **Existing assets not previously recognised**

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

1.4 Trust monies

Amounts received as tender deposits, bonds and retention monies are recognised as Trust monies until they are refunded or forfeited. (Refer Note 24).

1.5 Employee costs

a) **Accrued salary and wages**

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

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

Annual leave

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

Long service leave

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

Classification of employee benefits

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

c) **Superannuation**

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

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

1.6 Recognition of payables

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

1.7 Leases

Operating leases

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

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

1.8 Inventory - property

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

1.9 Recognition of receivables

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

1.10 Cash and cash equivalent assets

For the purpose of the statement of cash flows, cash and cash equivalent assets include cash on hand, deposits at call and other highly liquid investments with short periods to maturity. They are subject to insignificant risk of changes in value and include cash available for day to day cash management activities and those restricted for specific purposes either under regulations or council's obligations for delivery of services or capital works. (Refer Notes 18 and 32.1).

1.11 Managed Funds

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

1.12 Maintenance and repairs

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

1.13 Interest-bearing liabilities

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

Interest accrued on these liabilities is treated as finance costs (Refer Note 28).

1.14 Allocation between current and non-current

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

1.15 Impairment of assets

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

1.16 Finance costs

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

1.17 Goods and Services Tax (GST)

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

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

1.18 New accounting standards and interpretation

Pending Accounting Standards

The following Australian Accounting Standards have been issued or amended and are applicable to the Council but are not yet effective.

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

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Council financial statements
AASB 9: Financial Instruments and AASB 2009–11: Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Interpretations 10 & 12]	<p>These standards are applicable retrospectively and amend the classification and measurement of financial assets. Council has not yet determined the potential impact on the financial statements. Specific changes include:</p> <ul style="list-style-type: none"> * simplifying the classifications of financial assets into those carried at amortised cost and those carried at fair value; * removing the tainting rules associated with held-to-maturity assets; * simplifying the requirements for embedded derivatives; * removing the requirements to separate and fair value embedded derivatives for financial assets carried at amortised cost; * allowing an irrevocable election on initial recognition to present gains and losses on investments in equity instruments that are not held for trading in other comprehensive income. Dividends in respect of these investments that are a return on investment can be recognised in profit or loss and there is no impairment or recycling 	Applicable for annual reporting periods commencing on or after 1 January 2013.	These changes are expected to provide some simplification in the accounting for and disclosure of financial instruments

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Council financial statements
	<p>on disposal of the instrument; and</p> <p>* reclassifying financial assets where there is a change in an entity's business model as they are initially classified based on:</p> <p>a. the objective of the entity's business model for managing the financial assets; and</p> <p>b. the characteristics of the contractual cash flows.</p>		
AASB 124: Related Party Disclosures	<p>This standard removes the requirement for government related entities to disclose details of all transactions with the government and other government related entities and clarifies the definition of a related party to remove inconsistencies and simplify the structure of the standard.</p>	<p>Applicable for annual reporting periods commencing on or after 1 January 2011.</p>	<p>Although this standard does not strictly apply to Local Government it is often used as guidance, as such there will be greater clarity on the disclosure of inter government transactions.</p>
<p>AASB 2009-4: Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 2 and AASB 138 and AASB Interpretations 9 & 16] and AASB 2009-5: Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 5, 8, 101, 107, 117, 118, 136 & 139]</p>	<p>These standards detail numerous non-urgent but necessary changes to accounting standards arising from the IASB's annual improvements project.</p>	<p>Applicable for annual reporting periods commencing from 1 January 2010.</p>	<p>These amendments are not expected to impact Council</p>

1.19 Rounding

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

Note 2 Underlying Operational Result for the year ended 30 June 2011	2011 \$'000	2010 \$'000
Surplus for the year before other comprehensive income	31,446	47,926
Less Non-operating income		
Net profit on disposal of assets	1,979	7,522
Capital grants	3,306	4,861
Capital contributions	8,197	5,178
Contributions - non-monetary assets	16,964	29,926
Add Non-operating expenses		
Assets written off	2,157	526
Contributed assets	-	1,612
Underlying operational result	3,157	2,577

Greater Dandenong City Council measures its underlying operational result* to assist in the determination of whether it is operating in a sustainable fashion or not. The underlying result is an important indicator of Council's long-term financial sustainability, together with other indicators as shown in Note 33 Financial Ratios (Performance Indicators). Whilst an underlying deficit in one financial year is not significant, the continued recording of deficits over a sustained period from Council's operations gradually erodes the net assets of Council.

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

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

Greater Dandenong City Council's underlying operating result improved in 2010-2011 by \$0.58million. A key contributor to the improved outcome was an increase in investment income from the previous year.

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

Note 3 Rates and Charges

Council uses the Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements on it, and is determined by independent valuers and certified by the Valuer General Victoria.

	2011 \$'000	2010 \$'000
General rates (Note)		
Residential	34,364	32,244
Commercial	7,519	7,488
Industrial	27,908	25,332
Farm	532	613
Supplementary rates and adjustments	920	828
Maintenance Levy	427	413
Residential garbage	10,548	9,087
	82,218	76,005

Note – The valuation base used to calculate general rates for 2010-2011 was \$25.566 billion (\$22.285 billion in 2009-2010). The date of this general revaluation of land was 1 January 2010.

The date of the last general revaluation of land within the municipality for rating purposes was 1 January 2010. This valuation applies to the rating period commencing 1 July 2010.

The date of the next general revaluation is 1 January 2012, and the valuation will be first applied for the rating period commencing 1 July 2012.

	2011	2010
	\$'000	\$'000
Note 4 Grants – recurrent and non-recurrent		
Grants were received in respect of the following:		
Recurrent		
General Purpose Grants:		
Commonwealth Government - General Purpose	9,317	8,869
- Local Roads Funding	1,197	1,115
Operational Grants:		
Aged & Disability Services	8,111	7,257
Children, Youth & Family Services	7,891	7,030
Library, Arts & Heritage	1,144	892
Asset Management Services	171	22
Infrastructure Planning	2	2
Regulatory Services	331	302
Sports & Leisure	45	46
Planning & Design	50	9
Social Development	331	168
Business Networking	3	45
Organisational Sustainability	-	37
Building	2	-
Revitalisation of Central Dandenong	34	-
Total recurrent	28,629	25,794
Non-recurrent		
Children, Youth & Family Services	-	288
Library, Arts & Heritage	-	60
Aged & Disability	67	50
Total Non-recurrent	67	398
Total Operational Grants	28,696	26,192
Capital Grants		
Recurrent		
Infrastructure Planning - Roads to Recovery	651	650
Library, Arts & Heritage	65	-
Aged & Disability	50	50
Total Recurrent	766	700
Non-recurrent		
Capital Grants	2,540	4,161
Total Capital Grants	3,306	4,861
Total Operational and Capital Grants Received	32,002	31,053

	2011 \$'000	2010 \$'000
Unexpended grants		
Grants recognised as revenue for the year to be expended for specific purposes that had not been expended at balance date were:		
Operational Grants:		
Aged & Disability Services	156	199
Children, Youth & Family Services	1,587	1,302
Library, Arts and Heritage	289	125
Asset Management Services	141	7
Property, Leisure & Environment	57	70
Planning & Design	32	32
Organisational Sustainability	-	21
Finance VGC Grant	2,696	2,631
Social development	149	33
Capital Grants	1,570	4,368
Total unexpended grants	6,677	8,788

Note 5 Contributions

(a) Cash contributions - capital

- Re-Vegetation	340	-
- Infrastructure	18	141
- Public Open space	1,966	1,398
- Developer Contributions	5,873	3,639
Total cash contributions	8,197	5178

(b) Non-monetary

- Land	9,485	15,135
- Land Under Roads (refer Note 21.1)	4,742	3,465
- Roads	1,192	4,162
- Traffic Signals	-	1,612
- Buildings	14	-
- Trees	-	255
- Drains	1,365	4,799
- Bike Paths / Footpaths	166	498
	16,964	29,926

Unexpended contributions (Note)

Re-Vegetation Reserve	340	136
Public open space	1,499	1,262
Developer Contributions	5,873	3,639
Total unexpended contributions	7,712	5,037

Note: \$332K of the unexpended contributions from previous years have been expended before the end of the 2010-2011 financial year.

Note 6 Statutory fees and fines	2011 \$'000	2010 \$'000
Parking fines	1,739	1,856
Building and town planning	1,366	1,139
Infringements and costs	1,421	1,368
Infringement (Perin) court recoveries	784	806
Land information certificates	83	87
	5,393	5,256

Note 7 User fees

Parking fees	1,519	1,493
Aged care services	970	941
Recreation and leisure	987	964
Market stall rental	3,054	2,920
Hire of facilities	1,125	1,129
Multideck Car Parking	446	457
Aquatic Centre and Springers Leisure Centre	4,701	4,220
Other fees and charges	1,226	1,297
	14,028	13,421

Note 8 Net profit / (loss) on disposal of assets*Land and buildings*

Proceeds from sale of assets	8,362	17,186
Less: VicUrban share of Metro 3175 sales to Trust (Note)	(6,143)	(8,166)
Less: Carrying amount of assets sold - Land	(525)	(1,652)
- Other costs	(21)	(158)

Net profit / (loss) on disposal of land and buildings	1,673	7,210
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Plant & Fleet Sales

Proceeds from sale of assets	897	654
Less: Carrying amount of assets sold	(591)	(342)
Net profit / (loss) on disposal of plant and fleet	306	312

Total net profit / (loss) on sale of assets	1,979	7,522
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Note: The Council has entered into an agreement with VicUrban for a residential development of the former Dandenong sale yards. VicUrban is responsible for the development of the land under this agreement, and is entitled to 74.53% of the proceeds of this developed land. The amount transferred to Trust represents VicUrban's share of the sales proceeds as at 30 June 2011.

Note 9 Other revenue

Recoveries –State Revenue Office (supply of valuation data)	138	359
Recoveries – other	1,006	496
Interest received on rates	330	268
Interest received on investments	2,848	1,517
Town Hall income	503	581
Sundry income	397	388
	5,222	3,609

Note 10 Employee costs	2011 \$'000	2010 \$'000
(a) Recurrent:		
Salaries & wages	40,245	37,499
Casual staff	1,562	1,460
Annual leave and long service leave	5,392	4,648
Superannuation	3,809	3,553
WorkCover	1,400	1,108
Redundancy	249	115
	52,657	48,383
(b) Non recurrent:		
Superannuation- unfunded	2,177	-
	2,177	-

Note 11 Contract payments, materials and services

Maintenance and repairs	347	310
Contract payments:		
Garbage collection	8,754	7,023
Parks Services	3,282	3,108
Plant / Fleet Management	800	722
Building Maintenance	2,675	2,496
Dandenong Market	2,488	1,946
Cleansing	390	365
Community Aged Care Program	2	13
Street lighting	1,318	1,133
Property valuation contract	275	335
Aquatic centre and Leisure centre	4,682	4,197
Roads and drains	1,345	1,144
Capital Works	500	521
Other contract payments	902	1,163
Materials and services :		
Building Maintenance	28	29
Parks Services	620	865
Roads and drains	268	340
Community Aged Care Program	1,174	949
Cultural Facilities	168	187
Cleansing	55	92
Other materials and services	1,842	1,501
	31,915	28,439

Note 12 Depreciation	2011 \$'000	2010 \$'000
Property:		
Land improvements	1,112	1,100
Buildings	4,519	3,980
Car parks	248	237
Plant and Equipment:		
Plant & equipment	1,779	1,774
Minor plant, furniture and equipment	1,847	1,843
IT Software	421	177
Infrastructure:		
Bike paths/footpaths	1,722	1,677
Bridges	144	125
Roads	7,666	7,816
Drains	1,738	1,899
Street furniture	184	211
Playground equipment	927	836
	22,307	21,675

Note 13 Grants and sponsorships

Community grants	1,492	1,266
Contributions	571	1,213
Sponsorships – Family Day Care	3,641	3,475
Sponsorships – other	150	202
	5,854	6,156
Contributed assets (Note)	-	1,612
	5,854	7,768

Note: As part of the DCP Program (C87) Council received Assets in kind from developers which satisfied the obligation of the developer to Council. Included in the 2010 prior year Assets were traffic lights valued at \$1.6M that were subsequently handed over to Vic Roads and did not form part of council assets.

Note 14 Professional services

Consultants	3,368	3,906
Legal costs	883	700
Statutory fees	432	434
Audit costs: Internal	141	112
External – VAGO	61	60
Strategic Asset Management Project	57	28
Other	163	-
	5,105	5,240

Note 15 Administration costs	2011 \$'000	2010 \$'000
Printing, publications & promotion	2,337	2,094
Motor vehicle maintenance	1,054	1,137
Bad & doubtful debts	730	1,117
Insurance	1,080	1,004
Information management costs	1,602	1,769
Postage	490	441
Councilors Allowances	352	350
Occupancy costs	2,125	2,080
Other administration costs	235	224
	10,005	10,216

Note 16 Finance costs

Interest on long term loans	1,753	1,071
	1,753	1,071

Note 17 Other expenses

Bank charges	169	219
Sundry expenses	458	507
	627	726

Note 18 Cash and cash equivalents

Cash at bank, deposit and on hand	13,958	18,230
Investments	41,023	32,197
	54,981	50,427

Represented by:

Operating Cash	11,285	8,966
Restricted Cash		
Employee provisions	12,096	11,429
Insurance fund	1,016	1,166
Re-vegetation Reserve	516	195
Unexpended grants	6,677	8,785
Unexpended contributions & Open Space	13,426	6,386
Trust funds and deposits	5,975	5,149
Major Projects Reserve	2,240	6,601
Municipal Buildings Reserve	1,750	1,750
	54,981	50,427

Financing Arrangements

Overdraft facility	2,500	2,500
Used amount	-	-
Amount available	2,500	2,500

	2011 \$'000	2010 \$'000
Note 19 Trade and other receivables		
Rates debtors (Refer Note 1.2 (a))	3,755	3,472
Parking infringement debtors	4,248	4,095
General debtors	5,159	4,814
General debtors (Non-Cash)	380	5,730
Less: Provision for doubtful debts:		
- Parking infringements	(1,419)	(1,138)
- General debtors	(499)	(483)
Prepayments	449	487
	12,073	16,977

Note 20 Inventory Property (Note)

Properties held for sale – Current	927	1,758
Properties held for sale – Non-current	3,960	3,960
	4,887	5,718

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

Note 21 Property, plant and equipment, infrastructure

(a) Plant and equipment:

Plant and equipment		
At cost	11,226	7,299
Less: Accumulated depreciation	(6,049)	(2,398)
	5,177	4,901
Minor Plant, furniture & equipment		
At cost	31,451	19,782
Less: Accumulated depreciation	(22,471)	(11,307)
	8,980	8,475
IT Software		
At cost	2,734	2,477
Less: Accumulated depreciation	(1,760)	(1,340)
	974	1,137

Total Plant and equipment

At cost	45,411	29,558
Less: Accumulated depreciation	(30,280)	(15,045)
Total	15,131	14,513

(b) Property:

Land and buildings – Note (i)		
Land		
At independent valuation	581,022	571,075
At cost	1,720	-
	582,742	571,075

	2011 \$'000	2010 \$'000
Car parks		
At valuation	14,061	12,323
At cost	-	1,596
Less: Accumulated depreciation	(3,859)	(3,901)
	10,202	10,018
Land improvements		
At cost	11,803	11,608
Less: Accumulated depreciation	(6,915)	(5,803)
	4,888	5,805
Buildings		
At independent valuation	218,060	218,061
At cost	34,715	24,907
Less: Accumulated depreciation	(102,708)	(102,012)
	150,067	140,956
Total Property		
At valuation	813,143	801,459
At cost	48,238	38,111
Less: Accumulated depreciation	(113,482)	(111,716)
Total	747,899	727,854
Total Property, Plant & Equipment		
At valuation	813,143	801,459
At cost	93,649	67,669
Less: Accumulated depreciation	(143,762)	(126,761)
Total	763,030	742,367
(c) Infrastructure Assets- realisable:		
Street furniture		
At cost	7,319	3,863
Less: Accumulated depreciation	(6,356)	(2,880)
	963	983
Recreational equipment		
At cost	23,453	14,705
Less: Accumulated depreciation	(13,777)	(6,318)
	9,676	8,387
Total Infrastructure Assets- realisable:		
At cost	30,772	18,568
Less: Accumulated depreciation	(20,133)	(9,198)
Total	10,639	9,370
(d) Infrastructure Assets- non realisable:		
Trees		
At valuation	-	-
At cost	812	372
	812	372

	2011 \$'000	2010 \$'000
Bike paths - Note (iii)		
At valuation	4,381	3,552
At cost	-	808
Less: Accumulated depreciation	(957)	(765)
	3,424	3,595
Footpaths – Note (iii)		
At valuation	78,917	72,069
At cost	-	5,513
Less: Accumulated depreciation	(11,148)	(10,878)
	67,769	66,704
Bridges – Note (iv)		
At valuation	12,121	12,052
At cost	40	40
Less: Accumulated depreciation	(4,374)	(3,875)
	7,787	8,217
Land under Roads – Note (ii)		
At deemed cost	11,275	6,230
	11,275	6,230
Roads - (Note v)		
Sub-structure		
At council valuation	237,356	234,594
At cost	92	3,419
Less: Accumulated depreciation	(85,648)	(83,589)
	151,800	154,424
Seal		
At council valuation	77,044	67,401
At cost	1,778	10,023
Less: Accumulated depreciation	(30,681)	(26,932)
	48,141	50,492
Kerb & channel		
At council valuation	81,622	87,896
At cost	16	4,400
Less: Accumulated depreciation	(25,242)	(24,488)
	56,396	67,808
Earthworks		
At cost	56	56
	56	56

	2011 \$'000	2010 \$'000
Roads Total		
At council valuation	396,022	389,891
At cost	1,942	17,898
Less: Accumulated depreciation	(141,571)	(135,009)
Total	256,393	272,780
Drains (Note v)		
At council valuation	191,002	183,282
At cost	-	7,720
Less: Accumulated depreciation	(66,369)	(59,101)
	124,633	131,901
Works in progress at cost	13,562	6,130
	13,562	6,130
Total Infrastructure Assets- non-realizable		
At valuation	682,443	660,846
At cost	27,631	44,711
Less: Accumulated depreciation	(224,419)	(209,628)
Total	485,655	495,929
Total non-current assets		
At Valuation	1,495,586	1,462,305
At cost	152,052	130,948
Accumulated depreciation	(388,314)	(345,587)
Total Non-current assets	1,259,324	1,247,666

Note (i) Land & Buildings

'At valuation' estimates for land and buildings were determined by ProVal (Vic) Pty Ltd certified practising valuers as at 1 January 2010. Land and Car Parks totalling to \$824K were revalued as at 30 June 2011. The previous valuation was done on 1 January 2008, also by ProVal (Vic) Pty Ltd. The valuation was done on the basis of site value for land and written down replacement value for buildings.

Note (ii) Land under Roads

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

Note (iii) Bike paths/Footpaths

Bike paths and footpaths are carried at valuation based on written down replacement value carried out in June 2011 by council's qualified engineers. The valuation was based on the written down replacement value.

Note (iv) Bridges

'At valuation' estimates for bridges were determined as at 30 June 2006 by Council's Civil and Transport Planning unit.

The valuations were done on the basis of written down replacement value.

Note (v) Roads and Drains

'At valuation' estimates for roads and drains were determined as at 30 April 2011 and 30 June 2011 respectively by council's qualified engineers.

The valuations were done on the basis of written down replacement value.

21.1 Property Infrastructure Plant and Other – (Movement in written down value 2011)

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

2011	Balance at beginning of financial year	Acquisition of assets including gifted assets	Assets written off	Transfer to non-current assets	Disposals at carrying amount	Depreciation expense for the year	Net movement in revaluation	Changes due to transfers	Balance at end of financial year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Plant & Equipment									
Plant & equipment	4,901	2,646	-	-	(591)	(1,779)	-	-	5,177
IT Software	1,137	260	(1)	-	-	(421)	-	(1)	974
Minor plant, furniture & equipment	8,475	2,385	(24)	-	-	(1,847)	-	(9)	8,980
Total Plant & Equipment	14,513	5,291	(25)	-	(591)	(4,047)	-	(10)	15,131
Property									
Land	571,075	11,205	(2)	2	-	-	462	-	582,742
Car parks	10,018	152	-	-	-	(248)	362	(82)	10,202
Land Improvements	5,805	156	-	-	-	(1,112)	-	39	4,888
Buildings	140,956	5,722	(714)	5,350	-	(4,519)	-	3,272	150,067
Total Property	727,854	17,235	(716)	5,352	-	(5,879)	824	3,229	747,899
Infrastructure									
Street furniture	983	127	-	-	-	(184)	-	37	963
Playgrounds	8,387	1,660	(66)	-	-	(927)	-	622	9,676
Infrastructure Assets - Non-Realisable									
Bike Paths	3,595	1	(15)	-	-	(165)	(3)	11	3,424
Footpaths	66,704	1,059	(29)	-	-	(1,557)	1,532	60	67,769
Bridges	8,217	-	(286)	-	-	(144)	-	-	7,787
Roads sub-structure	154,424	810	(761)	-	-	(2,377)	(778)	482	151,800
Roads Seal	50,492	4,312	(132)	-	-	(4,092)	(2,563)	124	48,141
Roads kerbs & channel	67,808	1,146	(71)	-	-	(1,197)	(11,477)	187	56,396
Earthworks	56	-	-	-	-	-	-	-	56
Land Under Roads	6,230	4,742	-	303	-	-	-	-	11,275
Drains	131,901	1,846	(56)	-	-	(1,738)	(7,320)	-	124,633
Trees	372	369	-	-	-	-	-	71	812
Total Infrastructure	499,169	16,072	(1,416)	303	-	(12,381)	(20,609)	1,594	482,732
Works In Progress	6,130	12,245	-	-	-	-	-	(4,813)	13,562
Total Plant & Equipment, Property and Infrastructure	1,247,666	50,843	(2,157)	5,655	(591)	(22,307)	(19,785)	-	1,259,324

Note: Assets written off include building (\$492K) and bridges (\$286K) which were impaired due to fire and flood, respectively.

21.1 Property Infrastructure Plant and Other – (Movement in written down value 2010)

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

2010	Balance at beginning of financial year \$'000	Acquisition of assets including gifted assets \$'000	Assets written off \$'000	Transfer to non-current assets \$'000	Disposals at carrying amount \$'000	Depreciation expense for the year \$'000	Net movement in revaluation \$'000	Changes due to transfers \$'000	Balance at end of financial year \$'000
Plant & Equipment									
Plant & equipment	5,475	1,504	-	-	(328)	(1,774)	-	24	4,901
IT Software	8	511	-	-	-	(177)	-	795	1,137
Minor plant, furniture & equipment	8,579	1,990	(2)	-	(13)	(1,843)	-	(256)	8,455
Total Plant & Equipment	14,062	4,005	(2)	-	(341)	(3,794)	-	563	14,493
Property									
Land	466,058	15,216	-	(731)	-	-	95,191	(534)	575,200
Car parks	9,934	239	-	-	-	(237)	-	-	9,936
Land Improvements	6,322	507	-	-	-	(1,100)	-	76	5,805
Buildings	112,665	18,162	(293)	-	-	(3,980)	6,545	7,857	140,956
Total Property	594,979	34,124	(293)	(731)	-	(5,317)	101,736	7,399	731,897
Infrastructure									
Street furniture	1,102	89	(26)	-	-	(211)	-	49	1,003
Playgrounds	7,653	1,437	(9)	-	-	(836)	-	142	8,387
Infrastructure Assets -									
Non-Realisable									
Bike Paths	3,261	63	-	-	-	(150)	102	-	3,276
Footpaths	63,801	1,539	(108)	-	-	(1,527)	2,139	692	66,536
Bridges	7,929	40	-	-	-	(125)	-	-	7,844
Roads sub-structure	153,778	1,726	-	-	-	(2,364)	-	(1)	153,139
Roads Seal	49,878	3,599	-	-	-	(4,288)	878	(4)	50,063
Roads kerbs & channel	58,856	1,886	-	-	-	(1,164)	8,211	(47)	67,742
Earthworks	56	-	-	-	-	-	-	-	56
Land Under Roads	1,667	3,465	(46)	580	-	-	(43)	607	6,230
Drains	115,447	5,274	(42)	-	-	(1,899)	15,588	(110)	134,258
Trees	-	267	-	-	-	-	-	105	372
Total Infrastructure	463,428	19,385	(231)	580	-	(12,564)	26,875	1,433	498,906
Works In Progress	9,583	6,088	-	-	-	-	-	(9,395)	6,276
Total Plant & Equipment, Property and Infrastructure	1,082,052	63,602	(526)	(151)	(341)	(21,675)	128,611	-	1,251,572

Note – Assets Written Off - As part of the Eastlink project, council disposed of roads, footpaths, bikepaths and drains that were impacted by the development. New assets handed back to council were recognized at valuation and are included in acquisitions.

21.1(a) Changes to Opening balances for 2010 through Equity

2010	2010 Balance at end of financial year \$'000	Changes to accum. depreciation \$'000	Assets written off (recognised) to retained earnings \$'000	Total adjustments \$'000	2010 Adjusted Closing Balance \$'000
Plant & Equipment					
Plant & equipment	4,901	-	-	-	4,901
IT Software	1,137	-	-	-	1,137
Minor plant, furniture & equipment	8,455	-	20	20	8,475
Total Plant & Equipment	14,493	-	20	20	14,513
Property					
Land	575,200	-	(4,125)	(4,125)	571,075
Car parks	9,936	-	82	82	10,018
Land improvements	5,805	-	-	-	5,805
Buildings	140,956	-	-	-	140,956
Total Property	731,897	-	(4,043)	(4,043)	727,854
Infrastructure					
Street furniture	1,003	-	(20)	(20)	983
Playgrounds	8,387	-	-	-	8,387
Bike paths	3,276	-	319	319	3,595
Footpaths	66,536	-	168	168	66,704
Bridges	7,844	-	373	373	8,217
Roads sub-structure	153,139	-	1,285	1,285	154,424
Roads seal	50,063	-	429	429	50,492
Roads kerbs & channel	67,742	-	66	66	67,808
Earthworks	56	-	-	-	56
Land Under Roads	6,230	-	-	-	6,230
Drains	134,258	-	(2,357)	(2,357)	131,901
Trees	372	-	-	-	372
Total Infrastructure assets	498,906	-	263	263	499,169
Works in progress					
Minor plant, furniture & equipment	-	-	-	-	-
Buildings	-	-	(146)	(146)	(146)
Carparks	-	-	-	-	-
Streetscapes	-	-	-	-	-
Playgrounds	-	-	-	-	-
Drains	6,276	-	-	-	6,276
WIP	6,276	-	(146)	(146)	6,130
Total Plant & Equipment, Property & Infrastructure	1,251,572	-	(3,906)	(3,906)	1,247,666

	2011 \$'000	2010 \$'000
Note 22 Trade and other payables		
Current		
Trade creditors	9,175	6,233
Other creditors	198	604
Income received in advance	90	70
Accrued expenses	2,076	3,845
	11,539	10,752

Note 23 Employee provisions

Movement in Employee entitlement provisions			
	Annual Leave	Long Service Leave	Total
	\$'000	\$'000	\$'000
2011			
Balance at beginning of financial year	4,965	6,464	11,429
Additional provisions	534	811	1,345
Amounts used	(253)	(425)	(678)
Balance at the end of the financial year	5,246	6,850	12,096
2010			
Balance at beginning of financial year	4,739	6,112	10,851
Additional provisions	3,656	992	4,648
Amounts used	(3,430)	(640)	(4,070)
Balance at the end of the financial year	4,965	6,464	11,429

	2011 \$'000	2010 \$'000
Represented by:		
Current (Note i)		
Annual leave	5,246	4,965
Long service leave	6,381	6,001
	11,627	10,966
Non-current (Note ii)		
Long service leave liability	469	463
	469	463

Current (Note i)

All annual leave, and LSL entitlements representing seven or more years of service, and include:

- Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value	6,573	6,203
- Other long-term employee benefits that do not fall within 12 months after the end of the period measured at present value	5,054	4,763
	11,627	10,966

Non-current (Note ii)	2011 \$'000	2010 \$'000
LSL representing less than seven years of service measured at present value:	469	463

Accrued wages and salaries are included in the current accrued expenses balance in note 22.

In arriving at the present value of long service leave the following assumptions were adopted:

- Average increase in employee costs 3.5% (2009-2010: 3.5%).
- Average discount rates between 4.7% and 5.24% (2009-2010: 4.45% and 5.2%).
- Average settlement period of 10 years (2009-2010: 10 years).

Note 24 Trust funds and deposits

Road deposits	1,796	951
Tree deposits	1,175	412
Developer contributions	1,740	2,195
Metro 3175 sales – VicUrban share (Note i)	-	1,146
Other deposits (Note ii)	1,264	1,280
	5,975	5,984

Note – (i) Represents VicUrban's share of the sale of properties in Metro 3175 not yet remitted to Vic Urban.

(ii) Includes contractors' deposits, sub division deposits and monies held on behalf of South Eastern Healthy Community Partnership.

Note 25 Interest bearing liabilities

Current:

Loans – secured	2,807	2,629
	2,807	2,629

Non-current:

Loans – secured	20,841	23,648
	20,841	23,648

Total interest-bearing liabilities (Refer Note 28.2)	23,648	26,277
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The maturity profile for Council's borrowings is:

Less than one year	2,807	2,629
Later than one year and not later than five years	13,313	12,468
Later than five years	7,528	11,180
	23,648	26,277

Note 26 Reserves

Movement 2010-2011	2010	Increment/ (decrement)	2011
Asset revaluation reserve (Note i)	\$'000	\$'000	\$'000
Land	399,099	462	399,561
Car Parks	3,259	362	3,621
Buildings	17,224	-	17,224
Non-realizable infrastructure assets:			
- Bike paths	2,428	(3)	2,425
- Footpaths	32,212	1,532	33,744
- Bridges	400	-	400
- Roads	207,766	(14,818)	192,948
- Drains	77,649	(7,320)	70,329
Total Asset revaluations reserves	740,037	(19,785)	720,252
Other reserves			
- Insurance Reserve fund (Note ii)	1,166	(150)	1,016
- Re-vegetation Reserve (Note iii)	195	321	516
- Grants Reserve (Note iv)	8,785	(2,108)	6,677
- Public Open Space Reserve (Note v)	1,855	1,166	3,021
- Major Projects Reserve (Note vi)	6,601	(4,361)	2,240
- Municipal Buildings project (Note vii)	1,750	-	1,750
- Developer contributions (Note viii)	4,531	5,873	10,404
Total Other Reserves	24,883	741	25,624
Total Reserves	764,920	(19,044)	745,876

Movement 2009-2010	2009	Increment/ (decrement)	2010
Asset revaluation reserve (Note i)	\$'000	\$'000	\$'000
Land	303,953	95,146	399,099
Car Parks	3,259	-	3,259
Buildings	10,679	6,545	17,224
Non-realizable infrastructure assets:			
- Bike paths	2,326	102	2,428
- Footpaths	30,073	2,139	32,212
- Bridges	400	-	400
- Roads	198,677	9,089	207,766
- Drains	62,061	15,588	77,649
Total asset revaluations reserves	611,428	128,609	740,037
Other reserves			
- Insurance Reserve fund (Note ii)	1,016	150	1,166
- Re-vegetation Reserve (Note iii)	149	46	195
- Grants Reserve (Note iv)	7,607	1,178	8,785
- Public Open Space Reserve (Note v)	593	1,262	1,855
- Major Projects Reserve (Note vi)	560	6,041	6,601
- Municipal Buildings project (Note vii)	-	1,750	1,750
- Developer contributions (Note viii)	-	4,531	4,531
Total Other Reserves	9,925	14,958	24,883
Total Reserves	621,353	143,567	764,920

Note (i): This reserve contains increments and decrements arising out of revaluation of non-current assets—refer Note 1.3(d)

Note (ii): The insurance reserve fund has been created to meet large and unexpected policy excesses on multiple insurance claims.

Note (iii): This reserve fund is to meet native re-vegetation requirements on council's reserves.

Note (iv): This reserve represents unexpended grant funds.

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

Note (vi): The major projects reserve will hold funds realised from the sale of council's property assets and will be utilised for investing in other properties.

Note (vii): This reserve is to set aside future resources for the construction of a municipal office.

Note (viii): The reserve for developer contributions holds unspent funds received by developers in respect of two major developments in Dandenong South (C87) and Keysborough (C36)

	2011 \$'000	2010 \$'000
Note 27 Commitments		
27.1a Operating lease commitments (Note)		
Not later than 1 year	221	268
Later than 1 year but less than 5 years	380	408
	601	676

Note: The lease payments are in respect of the revolving operating lease facility for council's computer equipment from the Commonwealth Bank of Australia (CBA).

27.1b Operating lease receivables (Note)

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

Not later than 1 year	873	870
Later than 1 year and not later than 5 years	3,197	3,341
Later than 5 years	5,614	4,608
	9,684	8,819

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

27.2 Contracted Capital commitments

Not later than 1 year	13,193	4,263
Later than 1 year but less than 5 years	-	242
	13,193	4,505

27.3 Works and services contracts

Not later than 1 year	13,613	16,895
Later than 1 year but less than 5 years	18,927	8,120
Over 5 years	-	-
	32,540	25,015

Note 28 Financial instruments

28.1 Accounting policy, terms and conditions

Recognised financial instruments	Note	Accounting Policy	Terms and conditions
Financial assets			
Cash at bank, deposit and on hand	18	Valued at face value. Interest is recognised as it accrues.	Funds on call returned floating interest rates between 4.40% and 4.65% (2.90% and 4.4% in 2009-2010).
Managed funds	18	Managed funds are measured at market value.	Withdrawals are either immediate or within 24 hours. Managed funds provided a return between 5.61% and 6.65% net of fees (4.63% and 7.34% in 2009-2010) excluding unrealised gains or losses.
Trade and other receivables	19	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable. Collectability of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured and interest free. Credit terms are usually up to 60 days.
Financial Liabilities			
Payables	22	Liabilities are recognised for amounts to be paid in the future for goods received and services provided to the council as at balance date whether or not invoices have been received.	General creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.
Interest-bearing liabilities	25	The loan with the Commonwealth Bank of \$8.0M was obtained in 2005-2006 for capital programs. The balance of the loan as at 30 June 2011 was \$4,404,940 (\$5,181,378 as at 30 June 2010).	The loan is for 10 years expiring on 17 March 2016 and principal and interest are payable quarterly. The interest rate is fixed at 6.12%
Interest-bearing liabilities	25	The loan with the Commonwealth Bank of \$7.0M was obtained in January 2007 for capital programs. The balance of the loan as at 30 June, 2011 was \$4,300,453 (\$4,964,541 as at 30 June 2010)	The loan is for 10 years expiring on 18 July 2016 and principal and interest are payable quarterly. The interest rate is fixed at 6.66%.
Interest-bearing liabilities	25	The loan with the National Australia Bank of \$5.0M was obtained in May 2009 for capital programs. The balance of the loan as at 30 June, 2011 was \$4,234,550 (\$4,630,542 as at 30 June 2010)	The loan is for 10 years expiring on 15 May 2019 and principal and interest are payable quarterly. The interest rate is fixed at 6.32%.
Interest-bearing liabilities	25	The loan with the National Australia Bank of \$11.5M was obtained in June 2010 for capital programs. The balance of the loan as at 30 June, 2011 was \$10,707,877 (\$11,500,000 as at 30 June 2010)	The loan is for 10 years expiring on 8 June 2020 and principal and interest are payable quarterly. The interest rate is fixed at 7.83%.

28.2 Interest rate risk

The council's exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities at balance date are as follows:

2011	Floating interest rate \$'000	Fixed interest rate maturing in:			Non-interest bearing \$'000	Total carrying amount as per the Balance Sheet \$'000	Range of effective interest rate %
		1 year or less \$'000	1 to 5 years \$'000	More than 5 years \$'000			
Financial Assets							
General Debtors					5,539	5,539	
Cash at bank and on hand	8,575					8,575	3.90 to 4.15
Bank deposits	8,069	38,124			213	46,406	4.70 to 5.80
Total financial assets	16,644	38,124	0	0	5,752	60,520	

2011	Floating interest rate \$'000	Fixed interest rate maturing in:			Non-interest bearing \$'000	Total carrying amount as per the Balance Sheet \$'000	Range of effective interest rate %
		1 year or less \$'000	1 to 5 years \$'000	More than 5 years \$'000			
Financial Liabilities							
Payables					11,539	11,539	
Interest-bearing liabilities		2,807	13,313	7,528		23,648	6.12 to 7.83
Trust monies					5,975	5,975	
Total financial liabilities	0	2,807	13,313	7,528	17,514	41,162	

2010	Floating interest rate \$'000	Fixed interest rate maturing in:			Non-interest bearing \$'000	Total carrying amount as per the Balance Sheet \$'000	Range of effective interest rate %
		1 year or less \$'000	1 to 5 years \$'000	More than 5 years \$'000			
Financial Assets							
General Debtors					10,544	10,544	
Cash at bank and on hand	9,353					9,353	2.4 to 3.9
Bank deposits	11,475	29,389			209	41,073	2.9 to 7.34
Total financial assets	20,828	29,389	0	0	10,753	60,970	

2010	Floating interest rate \$'000	Fixed interest rate maturing in:			Non-interest bearing \$'000	Total carrying amount as per the Balance Sheet \$'000	Range of effective interest rate %
		1 year or less \$'000	1 to 5 years \$'000	More than 5 years \$'000			
Financial Liabilities							
Payables					10,752	10,752	
Interest-bearing liabilities		2,629	12,468	11,180		26,277	6.12 to 7.83
Trust monies					5,984	5,984	
Total financial liabilities	0	2,629	12,468	11,180	16,736	43,013	

Note: The carrying amounts of financial assets and liabilities (except interest-bearing liabilities) equate to fair value due to their short-term nature.

The net fair value of interest-bearing liabilities is \$22.5M (\$25.0M in 2010) as at balance date.

28.3 Net fair value

The following methods and assumptions are used to determine the net fair value of financial assets and financial liabilities:

Payables, cash on call, bank deposits, and general debtors	The carrying amount equals the fair value because of the short term to maturity.
Interest-bearing liabilities	The fair value is based on the discounted cash flow method.

28.4 Risks and mitigation

The risks associated with the main financial instruments and Council policies for minimising these risks are detailed below:

Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in the market prices. The Council's exposure to market risk is primarily through exposure to interest rate risk and other price risks. Components of market risk to which Council is exposed are discussed below.

Interest rate risk

Interest rate risk for Council arises from overdrafts, other short term borrowing and future long term borrowings. Council is also exposed to interest rate fluctuations for investments of surplus funds.

Overdraft and Borrowings

Council's current loan borrowings are sourced from a major Australian bank. An agreed overdraft limit is in place with the same banker. Council manages interest rate risk on the net debt portfolio by:

- being able to access diverse sources of funding;
- reduced risks of refinancing by managing in accordance with target maturity profiles
- setting prudential limits on interest repayments as a percentage of rate revenue.
- appropriate budgeting strategies and obtaining approval for borrowings from the Australian Loan Council each year

Investments

Council manages the interest rate exposure on investments by:

- Investing surplus funds with approved financial institutions under the Local Government Act 1989.
- investing in diverse products and institutions with recognised credit ratings
- monitoring return on investments,
- benchmarking of returns and comparison with budget.

Credit risk

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

Credit risks arise from non statutory debtors not meeting their obligations. These debts for council are managed in the following manner:

- By establishing credit limits for the debtors we deal with where applicable
- By investing surplus funds with financial institutions which have a recognised credit rating.

Credit risk associated with the Council's financial assets is minimal as Council does not have any significant credit risk exposure to a single customer or groups of customers.

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

Council's non statutory debts at 30 June 2011 was \$4.73M (\$8.96M in 2009-10) against which a provision of \$0.34M (\$0.34M in 2009-10) has been made for doubtful debts.

Movement in Provisions for Doubtful Debts for General Debtors	2011	2010
Description	\$'000	\$'000
Balance at the beginning of the Year	483	571
New Provisions recognised during the Year	56	300
Amounts already provided for and written off as uncollectible	(40)	(388)
Amounts provided for but recovered during the Year		
Balance at the end of Year	499	483

Ageing of Trade and other Receivables

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

Ageing of Trade and other Receivables	2011	2010
Description	\$'000	\$'000
Current (not yet due)	2,851	6,876
Past due by up to 30 days	537	1,246
Past due between 31 and 180 days	358	572
Past due between 180 and 365 days	79	133
Past due by more than 1 Year	562	334
Total Trade & Other Receivables	4,387	9,161

Liquidity risk

Council manages its liquidity risk through the following practices:

- having readily accessible overdraft and other standby facilities in place
- monitoring budget to actual performance on a regular basis
- preparing forward cash flow projections to estimate future cash requirements
- Long term borrowing within the State Government's prudential guidelines, and with fixed interest rates

Council's exposure to this risk is mainly in the area of long term borrowings. The table below lists the contractual maturities for Council's long term borrowings. These amounts represent undiscounted gross payments including both principal and interest amounts.

	6 months or less \$'000	6-12 months \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000	Contracted Cash Flows \$'000	Carrying Amount \$'000
2010-2011							
Trade and other payables	11,539	-	-	-	-	11,539	11,539
Trust Funds and deposits	5,789	186	-	-	-	5,975	5,975
Interest-bearing loans & borrowings	2,201	2,201	4,403	15,529	6,366	30,700	30,700
Total	19,529	2,387	4,403	15,529	6,366	48,214	48,214

	6 months or less \$'000	6-12 months \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000	Contracted Cash Flows \$'000	Carrying Amount \$'000
2009-2010							
Trade and other payables	11,063	-	-	-	-	11,063	11,063
Trust Funds and deposits	1,047	4,938	-	-	-	5,985	5,985
Interest-bearing loans & borrowings	2,201	2,201	4,401	13,206	13,092	35,101	35,101
Total	14,311	7,139	4,401	13,206	13,092	52,149	52,149

Sensitivity disclosure

Council's long term borrowings of \$30.7M (\$35.1M in 2009-2010) have been taken at fixed interest rates, and hence any interest rate movements will not have an impact on Council's operating result or financial position.

The cash balances inclusive of investments held by Council averages between \$44.4M and \$64.7M over the year (\$27.5M and \$50.2M respectively in 2009-2010), based on past experience and projected future balances. An interest rate movement of up to 2% would impact the operating result by up to around \$1.09M for the year.

Fair Value Hierarchy

The table below analyses financial instruments carried at fair value by valuation method.

The different levels have been defined as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: inputs other than quoted prices included within level one that are observable for the asset or liability, either directly (i.e. prices) or indirectly (i.e. derived from prices)

Level 3: inputs for the asset or liability that are not based on observable market data.

30 June 2011	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Available for sale - financial assets	200	-	-	200
Financial assets at fair value through the comprehensive income statement	-	-	-	-
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
Total	200	-	-	200

30 June 2010	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Available for sale - financial assets	200	-	-	200
Financial assets at fair value through the comprehensive income statement	-	-	-	-
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
Total	200	-	-	200

Note 29 Superannuation

Local Authorities superannuation fund

The council makes employer superannuation contributions in respect of its employees to the Local Authorities superannuation fund (the Fund). Obligations for contributions are recognised as an expense in the Income Statement when they are due. The Fund has two categories of membership, each of which is funded differently.

Accumulation Category (Vision Super Saver)

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with the Superannuation Guarantee Legislation (9% in 2010-2011). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

During 2010-2011 the council's superannuation contributions relating to Vision Super Saver members was \$5,986K (\$ 3,553K in 2009-2010).

Defined Benefits Category

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

Council makes employer contributions to the defined benefits category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2008, Council makes the following contributions:

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

The Fund surplus or deficit (ie the difference between fund assets and liabilities) is calculated differently for funding purposes (ie calculating required contributions) and for the calculation of accrued benefits as required in AAS 25 to provide the values needed for the AASB 119 disclosure in the council's financial statements. AAS 25 requires that the present value of the defined benefit liability be calculated based on benefits that have accrued in respect of membership of the plan up to the measurement date, with no allowance for future benefits that may accrue.

Following an actuarial review conducted by the Trustee in late 2010 as at 31 December 2008, a funding shortfall of \$ 71 million for the fund was determined. A call to Employers for additional contributions was made for the financial year 30 June 2011. Council has paid the additional call of \$2.177M that was made by Vision Super in June 2011- please see note 10(b). A further actuarial review will be undertaken as at 31 December 2011 by mid 2012. Based on the result of this review, a detailed funding plan will be developed and implemented to achieve the target of full funding by 31 December 2013. The Council will be notified of any additional required contributions by late 2012.

Accounting Standard Disclosure

The Fund's liability for accrued benefits was determined by the Actuary at 31 December 2008 pursuant to the requirements of Australian Accounting Standard AAS 25 as follows:

	31 Dec 2008
	\$'000
Net Market Value of Assets	3,630,432
Accrued Benefits (per Accounting Standards)	3,616,422
Difference between Assets and Accrued Benefits	14,010
Vested Benefits (minimum sum which must be paid to members when they leave the fund)	3,561,588

The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:

Net Investment Return	8.50% p.a.
Salary Inflation	4.25% p.a.
Price Inflation	2.75% p.a.

During 2010-2011 the council's superannuation contributions relating to that year's defined benefits members' service was \$572,945 (\$700,675 in 2009-2010).

Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet member benefits, as defined in the Trust Deed, as they accrue.

In addition, the council reimburses the Fund for the difference between resignation and retrenchment benefits paid to its retrenched employees. In 2010-2011 this was nil (\$nil in 2009-2010).

Council has an ongoing obligation to share in the future experience of the Fund. Favourable or unfavourable variances may arise should the experience of the Fund differ from the assumptions made by the Fund's actuary in estimating the Fund's accrued benefits liability.

Note 30 Contingent liabilities

Bank Guarantees

The council has agreed to guarantee bank loans taken out by the Dandenong Basketball Association (DBA) to a maximum amount of \$2.0million. At balance date the amount drawn by the DBA was \$0.63M (\$0.73M as at 30 June 2010).

Legal Actions

The council is involved in a number of Legal Actions. Council's exposure in these claims may be up to \$ 0.25M (\$0.25M as at 30 June 2010).

Note 31 Related party transactions

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

Councillors

Pinar Yesil	1 July 2010 to 30 June 2011	
John Kelly	1 July 2010 to 30 June 2011	
Youhorn Chea	1 July 2010 to 30 June 2011	
Peter Brown	1 July 2010 to 30 June 2011	
Maria Sampey	1 July 2010 to 30 June 2011	
Paul Donovan	1 July 2010 to 30 June 2011	
Roz Blades (Mayor)	1 July 2010 to 30 June 2011	(Mayor 2 December 2010 to date)
Jim Memeti	1 July 2010 to 30 June 2011	(Mayor 1 July 2010 to 2 December 2010)
Angela Long	1 July 2010 to 30 June 2011	
Loi Truong	1 July 2010 to 30 June 2011	
Yvonne Herring	1 July 2010 to 30 June 2011	

Chief Executive Officer

John Bennie	1 July 2010 to date
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Remuneration of responsible persons in bands of \$10,000

Income Range	2011 No.	2010 No.
To \$10,000	-	-
\$10,001 - \$20,000	-	-
\$20,001 - \$30,000	9	9
\$30,001 - \$40,000	-	-
\$40,001 - \$50,000	1	1
\$50,001 - \$60,000	1	-
\$60,001 - \$70,000	-	-
\$70,001 - \$80,000	-	1
\$310,001 - \$320,000	-	-
\$320,001 - \$330,000	-	-
\$330,001 - \$340,000	-	1
\$340,001 - \$350,000	1	-
Total	12	12
Total remuneration for the reporting year, for responsible persons included above, amounted to:	\$684K	\$680K

No retirement benefits were made by the council to a responsible person during the reporting year (Nil in 2009-2010).

No loans were made, guaranteed or secured by the council to a responsible person during the reporting year (Nil in 2009-2010).

No transactions were entered into by the council with responsible persons, other than remuneration and reimbursement of expenses during the reporting year (Nil in 2009-2010).

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

Senior officers' remuneration

The number of senior officers, other than responsible persons, occupying a management role within council, who either reported directly to the Chief Executive Officer or whose total remuneration exceeded \$124,000 (\$120,000 in 2009-2010) during the financial year, is shown below in their relevant income bands:

2011	
Income Range (\$)	Number of staff
To 124,000	-
124,001 - 130,000	2
130,001 - 140,000	9
140,001 - 150,000	2
150,001 - 160,000	5
160,001 - 170,000	1
170,001 - 180,000	-
180,001 - 190,000	-
190,001 - 200,000	1
200,001 - 210,000	-
210,001 - 220,000	4
Total	24

Total remuneration for the financial year of senior officers included above amounted to \$3.68M

2010	
Income Range (\$)	Number of staff
To 120,000	7
120,001 - 130,000	7
130,001 - 140,000	3
140,001 - 150,000	6
150,001 - 160,000	2
160,001 - 170,000	-
170,001 - 180,000	-
180,001 - 190,000	-
190,001 - 200,000	3
200,001 - 210,000	-
210,001 - 220,000	-
Total	28

Total remuneration for the financial year of senior officers included above amounted to \$3.85M

Note 32 Reconciliation of operating result with net cash provided by operating activities

	Note	2011 \$'000	2010 \$'000
Surplus for the year			
Add / (less)		31,446	47,926
Depreciation	12	22,307	21,675
Contributions – Non-monetary assets	5(b)	(16,964)	(34,043)
Write off of assets		2,157	526
Finance Costs		1,753	1,071
(Profit) /loss on sale of assets	8	(1,979)	(1,792)
(Increase)/ decrease in receivables	19	404	(4,796)
(Decrease) / increase in payables	22	787	(759)
(Decrease) / increase in employee entitlements	23	667	578
(Decrease) / increase in trust funds		-	2,308
Adjustments relating to receivables and payables- refer Statement of Changes in Equity		-	87
Net cash provided by operating activities		40,578	32,781

32.1 Reconciliation of cash and cash equivalents

Cash at the end of the financial year as shown in the Cashflow Statement is reconciled to the related items in the balance sheet as follows: -

Current asset – cash and deposits	18	54,981	50,427
Cash at balance date as per Cash Flow Statement		54,981	50,427

Note 33 Financial ratios	2010-2011	2009-2010	2008-2009
<p>Underlying Result (Surplus Ratio) This is a measure of Council's underlying surplus (or deficit) as a percentage of its underlying revenue. In arriving at the surplus and revenue, capital grants, contributions, non-cash revenue (such as roads and drains from developers) profit on sale of assets and other one-off items of revenue and expenditure are excluded.</p> <p><i><u>Underlying Surplus</u></i> <i>Underlying Revenue</i></p>	2.33%	2.07%	4.10%
<p>Indebtedness This is a longer term measure that compares non-current liabilities (which mainly comprises borrowings and employee benefit provisions) to revenue excluding capital grants, contributions and non cash revenue that cannot be used to retire debt.</p> <p><i><u>Non-Current Liabilities</u></i> <i>Total Revenue (less capital grants, contributions and non-cash revenue)</i></p>	15.72%	18.77%	12.72%
<p>Self Financing* This is a measure of local governments' ability to fund the replacement of assets from cash generated by their operations</p> <p><i><u>Net Cash from Operating Activities</u></i> <i>Total Revenue (less non-cash revenue)</i></p>	29.93%	26.42%	27.03%
<p>Investment Gap ratio This is a measure of whether Council is spending on infrastructure at a greater rate than the infrastructure is depreciating.</p> <p><i><u>Capital Expenditure</u></i> <i>Depreciation</i></p>	151.89%	162.81%	112.20%
<p>Debt servicing ratio To identify the capacity of council to service outstanding debt. The ratio expresses the amount of interest paid as a percentage of council's total revenue. Debt servicing costs includes interest on loan borrowings and bank overdraft.</p> <p><i><u>Debt Servicing Costs</u></i> <i>Total Revenue</i></p>	1.29%	0.83%	0.88%
<p>Debt commitment ratio To identify council's debt redemption strategy.</p> <p>The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.</p> <p><i><u>Debt servicing & redemption costs</u></i> <i>Rates Revenue</i></p>	5.33%	4.77%	7.63%

* Council's ratio outcomes for Self Financing have been amended subsequent to Council adoption of the Annual Report.

	2010-2011	2009-2010	2008-2009
<p>Revenue ratio To identify council's dependence on rate income, and is determined by assessing rate revenue as a percentage of total revenue.</p> $\frac{\text{Rates Revenue}}{\text{Total Revenue}}$	54.75%	54.89%	55.02%
<p>Working capital ratio To assess the council's ability to meet current commitments.</p> $\frac{\text{Current assets}}{\text{Current liabilities}}$ <p>The ratio expresses the level of current assets available to meet its current liabilities.</p>	2.13:1	2.28:1	1.73:1
<p>Debt exposure ratio To identify council's exposure to debt.</p> <p>This is the ratio of total debt to total realisable assets.</p> $\frac{\text{Total liabilities}}{\text{Total realisable assets}}$ <p>Realisable assets are those which can be readily sold and are not subject to any restriction on sale or use. Total debt includes all liabilities except those that are covered by restricted assets.</p> <p>Non realisable assets include non realisable infrastructure assets (as detailed in Note 6), land with restrictions and buildings on other controlled land. The ratio enables assessment of council's solvency and exposure to debt. The ratio expresses the multiple of total liabilities covered by each dollar of realisable assets.</p>	1:22	1:22	1:28

	2011 \$'000	2010 \$'000
Note 34 Capital expenditure		
Capital Expenditure areas		
Roads, Bridges and Street Furniture	5,274	5,368
Land and Buildings	17,856	23,732
Drains	606	553
Land Improvements and Playgrounds	2,973	1,253
Information Services and & Minor Plant	2,687	1,442
Fleet Plant and Equipment	2,646	2,149
Footpaths & Bikepaths	895	791
Development Contribution Program	944	-
Total Capital Works	33,881	35,288
Represented by:		
Expansion	14,396	4,396
Renewal	4,805	8,465
Upgrade	2,983	22,335
New	11,697	92
Total Capital Works	33,881	35,288

Plant and equipment, Property and Infrastructure movement	2011 \$'000	2010 \$'000
The movement between the previous year and the current year in Plant and equipment, Property and Infrastructure as shown in the Balance Sheet links to the net of the following items:		
Total Capital Works	33,881	35,288
Depreciation	(22,307)	(21,675)
Assets written off	(2,157)	(526)
Disposals at carrying amount	(591)	(341)
Gifted assets	16,964	28,314
Movement in asset revaluation	(19,786)	128,611
Transfer to current assets	5,655	(151)
Net movement in Plant and equipment, Property and Infrastructure	11,659	169,520

(a) Renewal

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

(b) Upgrade

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

(c) Expansion

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

(d) New

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

Note 35 Subsequent events

There have been no events occurring after balance date.

Certification of the Financial Report

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



Jay Peries CPA
Principal Accounting Officer

Dated: 13 September 2011

In our opinion, the accompanying financial report presents fairly the financial transactions of the City of Greater Dandenong Council for the year ended 30 June 2011 and the financial position of the Council as at that date.

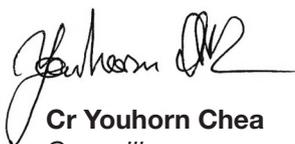
As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial report to be misleading or inaccurate.

We have been authorised by the Council on 12 September 2011 to certify the financial report in its final form on behalf of the Council.



Cr Roz Blades
Mayor

Dated: 13 September 2011



Cr Youhorn Chea
Councillor

Dated: 13 September 2011



Bruce Rendall
Acting Chief Executive Officer

Dated: 13 September 2011

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

VAGO

Victorian Auditor-General's Office

INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Greater Dandenong

The Financial Report and Standard Statements

The accompanying financial report for the year ended 30 June 2011 of the City of Greater Dandenong which comprises of comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, a summary of significant accounting policies and other explanatory notes to and forming part of the financial report, and the certification of the financial report has been audited.

The accompanying standard statements for the year ended 30 June 2011 of the Council which comprises of standard income statement, standard balance sheet, standard cashflow statement, standard statement of capital works, the related notes and the certification of the standard statements have been audited.

The Councillors' Responsibility for the Financial Report and Standard Statements

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

- the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in note 1 of the statements and the requirements of the *Local Government Act 1989*.

This responsibility includes:

- establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used, and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.

1

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Auditing in the Public Interest

VAGO

Victorian Auditor-General's Office

Independent Auditor's Report (continued)

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

Independence

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

Auditor's Opinion

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of the City of Greater Dandenong as at 30 June 2011 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Local Government Act 1989*.
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in note 1 to the statements and comply with the requirements of the *Local Government Act 1989*.

Basis of Accounting for Standard Statements

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

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

This auditor's report relates to the financial report and standard statements of the City of Greater Dandenong for the year ended 30 June 2011 included both in the City of Greater Dandenong's annual report and on the website. The Councillors of the City of Greater Dandenong are responsible for the integrity of the City of Greater Dandenong's website. I have not been engaged to report on the integrity of the City of Greater Dandenong's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE
28 September 2011


D D R Pearson
Auditor-General

2

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Auditing in the Public Interest



Central Dandenong lit up in June with the Nocturnal winter art series bringing Dandenong to life after dark.



Standard Statements Year Ended 30 June 2011



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

Table of Contents

Standard Income Statement	155
Standard Balance Sheet	156
Standard Cash Flow Statement	157
Reconciliation of Operating Result and Net Cash Flows from Operating Activities	158
Standard Statement of Capital Works	159
Property, Infrastructure, Plant and Equipment Movement Reconciliation Worksheet	159
Notes to the Standard Statements	160
Certification of the Standard Statements	162

Standard Income Statement

For the Year Ended 30 June 2011

Income Statement	Note	Budget 2010-2011 \$'000	Actual 2010-2011 \$'000	Variance \$'000	%
Revenue					
Rates		81,946	82,218	272	(0.33)
Grants – Operational (Special Purpose)	2	16,485	18,180	1,695	10.28
Grants – Financial assistance (untied)		10,025	10,516	491	(4.90)
Fees, charges and fines		9,249	8,905	(344)	(3.72)
Hire of facilities	3	11,509	9,725	(1,784)	(15.50)
Interest	4	1,640	3,178	1,538	93.78
Other Income		2,433	2,835	402	(16.52)
Total Revenue		133,287	135,557	2,270	1.70
Expenses					
Salaries & related costs*		53,150	54,834	(1,450)	(2.72)
Materials and services		3,593	4,155	(532)	(15.64)
Administration costs		8,440	7,877	563	(6.67)
Finance costs		2,271	1,753	518	22.81
Contract services		27,378	27,760	(382)	(1.40)
Professional fees	5	3,848	5,105	(1,257)	(32.67)
Grants & Sponsorships		5,720	5,854	(134)	(2.34)
Other		593	627	(34)	(5.73)
Depreciation		22,184	22,307	(123)	(0.55)
Occupancy Costs		2,184	2,128	56	(2.56)
Total Expenses		129,361	132,400	(2,699)	(2.08)
Underlying Operating Result		3,926	3,157	(769)	(19.59)
Non-operating income and expenditure					
Net gain/(Loss) on disposal of assets	6	1,710	(178)	(1,888)	(110.41)
Capital Contributions	7	12,038	8,197	(3,841)	(31.91)
Capital Contributions - (non cash)	8	7,978	16,964	8,986	(112.63)
Grants - Capital	9	686	3,306	2,620	(381.92)
Net projected Surplus		26,338	31,446	5,108	(19.39)

* The classification of Council's unfunded superannuation contribution has been included in Council Expenses subsequent to Council Adoption of the Annual Report. This does not impact the overall outcome as presented.

Standard Balance Sheet

As at 30 June 2011

Balance Sheet	Note	Budget 2010-2011 \$'000	Actual 2010-2011 \$'000	Variance \$'000	%
Assets					
Current Assets					
Cash and cash equivalents	10	32,186	54,981	22,795	70.82
Trade and other receivables	11	10,543	12,073	1,530	14.51
Inventories - property		164	927	763	465.24
Intangible assets		-	-	-	-
Total Current Assets		42,893	67,981	25,088	58.49
Non-Current Assets					
Plant, Furniture and Equipment		1,163,141	1,259,324	96,183	8.27
Inventory - property	12	5,461	3,960	(1,501)	(27.49)
Total Non-Current Assets		1,168,602	1,263,284	94,682	8.10
Total Assets		1,211,495	1,331,265	119,770	9.89
Liabilities					
Current Liabilities					
Trade and other payables		10,831	11,539	(708)	(6.54)
Employee benefits	13	13,285	11,627	1,658	12.48
Trust funds and deposits	14	2,500	5,975	(3,475)	(139.00)
Interest bearing liabilities		2,665	2,807	(142)	(5.33)
Total Current Liabilities		29,281	31,948	(2,667)	(9.11)
Non-Current Liabilities					
Employee benefits		546	469	77	14.10
Interest Bearing Liabilities	15	26,704	20,841	5,863	21.96
Total Non-Current Liabilities		27,250	21,310	5,940	21.80
Total Liabilities		56,531	53,258	3,273	5.79
Net Assets		1,154,964	1,278,007	123,043	10.65
Equity					
Accumulated Surplus		528,877	532,131	3,254	0.62
Reserves	16	626,087	745,876	119,789	19.13
Total Equity		1,154,964	1,278,007	123,043	10.65

Standard Cash Flow Statement

For the Year Ended 30 June 2011

Cash Flow Statement	Budget 2010-2011 \$'000	Actual 2010-2011 \$'000	Variance \$'000	%
Cash Flow from Operations				
Cash Inflow				
Receipts from ratepayers	81,706	81,934	228	0.28
Fees, charges, fines and other	22,798	22,202	(596)	(2.61)
Capital Grants & Contributions	12,038	12,089	51	0.42
Government Grants	27,535	29,311	1,776	6.45
Interest received	1,000	3,178	2,178	217.80
Total Inflows	145,077	148,714	3,637	2.51
Cash Outflow				
Payments to suppliers	(47,235)	(48,115)	(880)	(1.86)
Payments to employees	(51,853)	(54,167)	(2,314)	(4.46)
Grants & sponsorships	(5,720)	(5,854)	(134)	(2.34)
Total Outflows	(104,808)	(108,136)	(3,328)	(3.18)
Net Cash from operating activities	40,269	40,578	309	0.77
Cash Flow from Investing				
Cash Inflow				
Proceeds from sale of property, plant and equipment	3,216	3,116	(100)	(3.11)
Cash Outflow				
Payments for property and other non-current assets	(46,395)	(34,729)	11,666	25.14
Net cashflow from investing activities	(43,179)	(31,613)	11,766	26.79
Cash flow from investing				
Cash Inflow				
Proceeds from secured loans	7,000	0	(7,000)	-
Proceeds/(Repayments) of trust monies and deposits	0	(9)	(9)	-
Cash Outflow				
Finance costs	(2,271)	(1,773)	(498)	21.93
Repayment of secured loans	(3,054)	(2,629)	425	13.92
Net cash from financing activities	1,675	(4,411)	(6,086)	(363.34)
Net increase/(decrease) in cash and cash equivalents	(1,235)	4,554	5,789	468.74
Cash and cash equivalents at beginning of the year	33,421	50,427	17,006	50.88
Cash and cash equivalent at end of the year	32,186	54,981	22,795	70.82

Reconciliation of Operating Result and Net Cash Flows from Operating Activities

For the Year Ended 30 June 2011

	Budget 2010-2011 \$'000	Actual 2010-2011 \$'000	Variance \$'000	%
Net Surplus (deficit) from operations	26,338	31,446	5,108	19.39
Depreciation	22,184	22,307	123	0.55
Other non cash revenue and expenses	(7,978)	(16,964)	(8,986)	(112.63)
(Profit) Loss on sale of property, plant and equipment	(1,710)	178	1,888	110.41
Finance costs	2,271	1,753	(518)	(22.81)
Net movement in current assets and liabilities	(836)	1,858	2,694	322.25
Net Cash inflow (outflow) from operating activities	40,269	40,578	309	0.77

Standard Statement of Capital Works

For the Year Ended 30 June 2011

	Budget 2010-2011 \$'000	Actual 2010-2011 \$'000	Variance \$'000	%
Roads, Bridges and Street Furniture	7,517	5,274	2,243	29.84
Land & Buildings	21,248	17,856	3,392	15.96
Drains	680	606	74	10.88
Land Improvement & Playgrounds	1,946	2,973	(1,027)	(52.77)
Information Services & Minor Plant	1,316	2,687	(1,371)	(104.18)
Fleet Plant & Equipment	3,548	2,646	902	25.42
Footpaths	800	895	(95)	(11.88)
Development Contribution Program	9,340	944	8,396	89.89
Total Capital Works	46,395	33,881	12,514	26.97
Represented by:				
Expansion	15,045	14,396	649	4.31
Renewal	3,620	4,805	(1,185)	(32.73)
Upgrade	1,365	2,983	(1,618)	(118.53)
New	26,365	11,697	14,668	55.63
Total Capital Works	46,395	33,881	12,514	26.97

Property, Infrastructure, Plant & Equipment Movement Reconciliation Worksheet

	Budget 2010-2011 \$'000	Actual 2010-2011 \$'000	Variance \$'000	%
Total Capital works	46,395	33,881	12,514	26.97
Depreciation	(22,184)	(22,307)	123	0.55
Assets written off	-	(2,157)	2,157	-
Disposals at carrying amount	(856)	(591)	(265)	(30.96)
Gifted assets	7,978	16,964	(8,986)	(112.63)
Movement in asset revaluation	-	(19,785)	19,785	-
Transfer to current assets	-	5,655	(5,655)	-
Net movement in property, plant and equipment	31,333	11,660	19,675	62.79

Notes to the Standard Statements

1. Introduction

The Standard Income Statement, Balance Sheet, Cash Flow Statement, Statement of Capital Works and explanatory notes form a special purpose financial report prepared specifically to meet the requirements of the Local Government Act 1989 and Local Government (Finance and Reporting) Regulations 2004.

The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Statements, but not prepared in accordance with Australian Accounting Standards or other authoritative professional pronouncements. The Standard Statements are not a substitute for the General Purpose Financial Statements, which are also included in a separate section of this Annual Report.

The Standard Statements compare council's financial plan through original budget targets, with actual performance against those targets. Any material variances between actual results and budget are explained in the notes that follow. Any variances between the original budget and actual results in excess of \$1M and 10% on the original budget have been commented on.

The results reported in these statements are consistent with those reported in the General Purpose Financial Statements, except that the Standard Statement of Cash Flows excludes cash flows resulting from GST, which are cost and revenue neutral to council.

The budget figures reported are those adopted by Council on 28 June 2010. The budget was based on assumptions that were relevant at the time of adoption of the budget. The Council set guidelines and parameters for revenue and expense targets in this budget in order to meet council's business plan and financial performance targets for both the short and long term. The budget does not envisage any changes to equity resulting from asset revaluations as their impacts are not predictable.

Detailed information on the actual results is contained in the General Purpose Financial Statements in the annual report. The detailed budget can be obtained by contacting council or through the council's website. The Standard Statements must be read with reference to these documents.

2. **Grant Income:** Total special purpose grant funding of \$18.18M is \$1.7M more than budget mainly due to unbudgeted grants received in advance that relate to the 2011/12 financial year. These grants comprise \$1.6M for Children, Youth and Family Services as well as \$0.3M for Library, Arts and Heritage.
3. **Hire of Facilities:** \$1.8M unfavourable variance to budget mainly due to \$1.65M lower than expected rental income from the Dandenong Produce Market for delays in commencement of trading.
4. **Interest Income** – Higher than expected cash balance has resulted in additional interest income of \$1.5M.
5. **Professional Fees:** \$1.26M over budget mainly due to higher than expected expenditure in Children's, Youth and Family Services (\$0.3M), Support Program (\$0.1M), Aged and Disability Services (\$0.1M) and Statutory Planning (\$0.3M).
6. **Net Gain/(Loss) on disposal of assets:** \$1.9M unfavourable variance mainly due to \$0.5M impairment relating to fire at Springers Leisure Centre, \$0.3M impairment of Bridges due to flooding (Hammond Road) and \$0.2M due to demolition of Warner Reserve Pavilion. A further \$0.5M transfer to DCP gifted road assets and \$0.3M due to discontinuance of existing road.
7. **Capital Contributions:** \$3.8M unfavourable variance mainly due to a delay in the commencement of Developer Contribution projects.

8. **Capital Contributions (non cash):** \$8.9M favourable variance mainly due to higher than expected non cash Developer Contribution assets. Total asset acquisition of \$16.9M mainly comprises \$9.5M land, \$4.7M land under roads, \$1.2M road assets and \$1.4M drainage assets.
9. **Capital Grants:** \$2.6M favourable variance mainly comprises \$0.9M for the Central Dandenong Integrated Family Service, \$0.5M for the Noble Park Pool, \$0.3M Black Spot funding, \$0.2M Dandenong Park Master Plan, \$0.2M Shalimar Park Pre-school and \$0.2M for the Dandenong Northern East Kindergarten.
10. **Cash and cash equivalents:** \$22.8M higher than expected cash balance mainly due to later than expected commencement of Capital works projects.
11. **Trade and other receivables:** \$1.5M variance mainly due to higher than budgeted GST refund from the Australian Taxation Office.
12. **Inventory - property:** \$1.5M variance mainly due to sale of Metro 3175 as well as transfer of 51 Buckley Street property to current assets.
13. **Employee benefits:** \$1.66M variance mainly due to a reduction in Long Service Leave Entitlements
14. **Trust Monies and deposits:** \$3.5M higher than expected mainly due to the 2010/11 budget being understated for Council trust monies that includes road deposits, tree deposits and developer contributions.
15. **Interest Bearing Liabilities:** \$5.9M lower than budget due to the proposed 2010/11 loan borrowing not proceeding.
16. **Reserves:** \$120M increase mainly due to revaluation in land of \$95M subsequent to the completion of the 2010/11 budget.

Certification of the Standard Statements

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



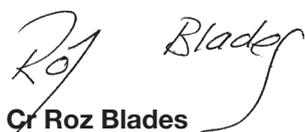
Jay Peries CPA
Principal Accounting Officer

Dated: 13 September 2011

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

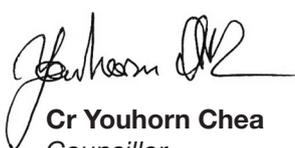
As at the date of signing, we are not aware of any circumstances which would render any particulars in the standard statements to be misleading or inaccurate.

We have been authorised by the Council on 12 September 2011 to certify the standard statements in their final form on behalf of the Council.



Cr Roz Blades
Mayor

Dated: 13 September 2011



Cr Youhorn Chea
Councillor

Dated: 13 September 2011



Bruce Rendall
Acting Chief Executive Officer

Dated: 13 September 2011



Customer Service

Springvale
397-405 Springvale Road

Noble Park
18-32 Buckley Street

Dandenong
39 Clow Street

Keysborough
Shop A7
Parkmore Shopping Centre

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