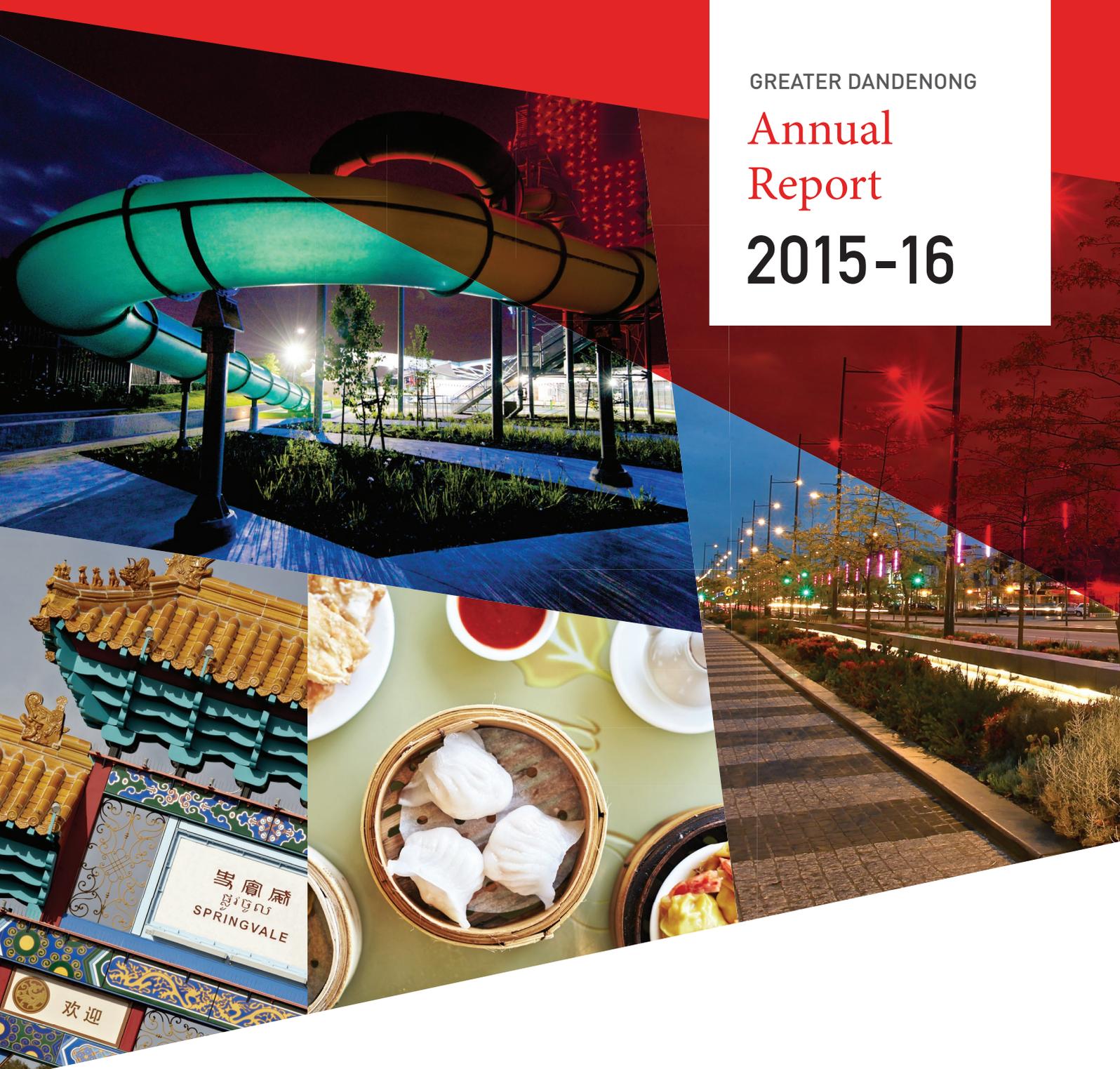


GREATER DANDENONG

# Annual Report

## 2015-16





<b>Our Great City</b> .....	<b>03</b>	<b>Our Organisation</b> .....	<b>33</b>
Snapshot of Greater Dandenong.....	04	Organisational Structure.....	34
Our Vision.....	05	Our Staff.....	35
Our Key Strategic Objectives.....	05	Asset Management.....	40
<b>Message from the Mayor</b> .....	<b>06</b>	City Improvement Program.....	41
<b>Chief Executive Officer's Report</b> .....	<b>07</b>	Service Improvement Process (Best Value).....	43
<b>Performance Highlights</b> .....	<b>11</b>	<b>Community Relations</b> .....	<b>47</b>
<b>Corporate Governance</b> .....	<b>15</b>	Community Plan – Imagine 2030.....	48
The Council.....	16	Health and Wellbeing in Our Community.....	49
Ward Map.....	17	Annual Sustainability Report.....	49
Your Councillors.....	18	Disability Action Plan.....	51
Governance.....	20	<b>Community Funding Program</b> .....	<b>53</b>
Code of Conduct – Councillors.....	20	<b>Service Summaries – A Year in Review</b> .....	<b>65</b>
Council Meetings.....	20	<b>Performance</b> .....	<b>77</b>
Council Meetings Online.....	21	Meeting Our Strategic Objectives.....	78
Councillor's Remuneration.....	21	<b>Performance Statement</b> .....	<b>93</b>
Councillor Support, Reimbursement and Accountability Policy.....	21	Description of Municipality.....	94
Councillor Expenses.....	22	Sustainable Capacity Indicators.....	94
Councillor Representation and Community Consultations.....	22	Service Performance Indicators.....	95
Advocacy.....	25	Financial Performance Indicators.....	97
Audit Advisory Committee.....	26	Certification of the Performance Statement.....	101
Protected Disclosure Act 2012.....	28	Victorian Auditor-General's Office – Independent Auditor's Report.....	102
Freedom of Information (FOI).....	29	<b>Financial Overview</b> .....	<b>105</b>
Municipal Emergency Management.....	29	<b>Annual Financial Report For the Year Ended 30 June 2016</b> .....	<b>113</b>
Governance and Management Checklist.....	30	Certification of the Financial Statements.....	164
		Victorian Auditor-General's Office – Independent Auditor's Report.....	165



01

Our  
Great City



# Our Great City

## Great Place

- ◆ Recognised as the capital of Melbourne's south-east
- ◆ Outstanding new library facility and civic space in central Dandenong
- ◆ Victoria's manufacturing heartland and home to 12,500 businesses
- ◆ Playgrounds upgraded across the city
- ◆ Boasting 197 land reserves with 523 hectares of open space, 25 sports reserves and 17 bushland areas covering approximately 42 hectares
- ◆ Revitalisation of activity centres – Dandenong, Springvale and Noble Park
- ◆ Quality infrastructure including 695km of local roads and 58km of bike and shared paths, 1,063km of footpaths and 101 playgrounds

## Great People

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

## Great Times

- ◆ State-of-the-art cultural facilities including the multi-million dollar Drum Theatre
- ◆ Arts events and festivals held monthly
- ◆ Over 150 active sports clubs
- ◆ Over 400 local community groups and service clubs
- ◆ Indoor and outdoor swimming pools
- ◆ Victoria's largest Lunar New Year festival
- ◆ Major events including Snowfest, Sunset Cinema and New Year's Eve celebration

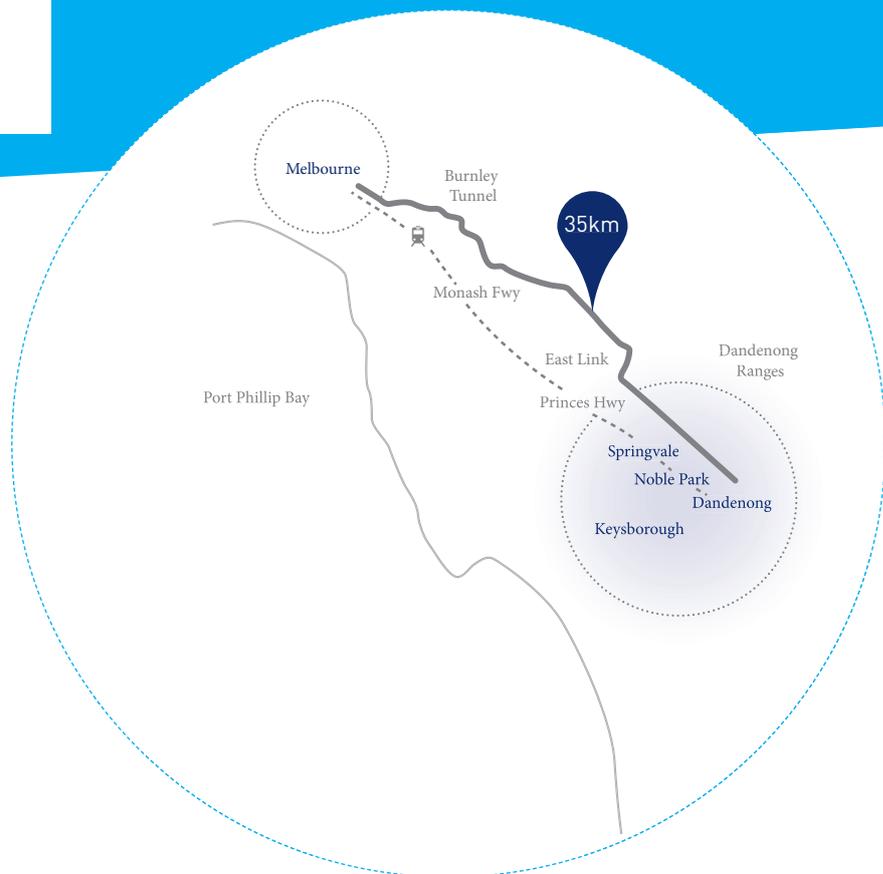
## Great Shops

- ◆ The iconic Dandenong Market
- ◆ Melbourne's first Indian Cultural Precinct
- ◆ Afghan Bazaar cultural precinct
- ◆ Significant South East Asian Cultural Precinct
- ◆ Community shopping facilities in Dandenong, Keysborough, Noble Park and Springvale
- ◆ Wide variety of fresh meat, vegetables and exotic spices
- ◆ Diverse cultural cuisines from around the world
- ◆ Thriving small neighbourhood shopping centres/strips

## Snapshot of Greater Dandenong

### Geography and Population

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



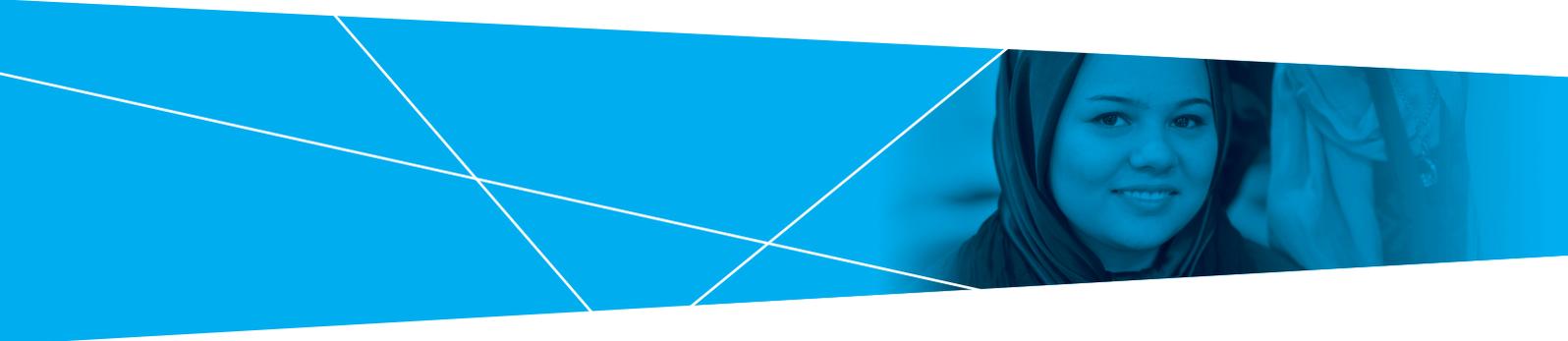
## Cultural and Language Diversity

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

The number of overseas-born residents in Greater Dandenong has risen steadily in recent years, growing by 14,000, or nearly 20 per cent, in the five years to 2011. Each year, a further 2000 recently arrived migrants settle in Greater Dandenong, the highest rate of settlement in any Victorian municipality. One in five of these settlers are refugees, largely from Afghanistan, Burma, Thailand and Iran.

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

Nearly two-thirds of the residents of Greater Dandenong speak languages other than English – the largest proportion in Victoria and twice the metropolitan level. Among the more widely-spoken languages in this community are Vietnamese, Khmer, Chinese, Greek, Punjabi and Sinhalese. One in seven residents however has limited fluency in spoken English, three times the metropolitan level of 4 per cent.



## Our Vision

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

## Our Key Strategic Objectives

### People

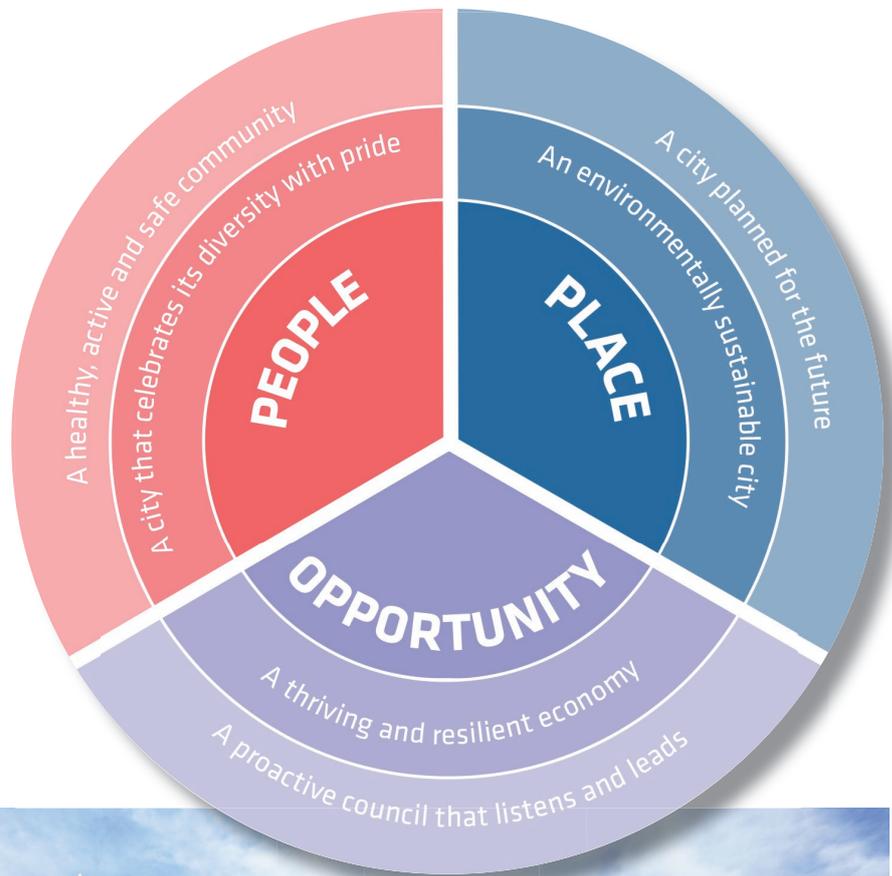
- ◆ A healthy, active and safe community
- ◆ A city that celebrates its diversity with pride

### Place

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

### Opportunity

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



# Our Great City

## Message from the Mayor

There is no doubt the challenging global economic climate and the introduction of rate capping in the past 12 months has meant Council has had to look at different ways to achieve a balance between service delivery, infrastructure renewal and community needs.

I am proud to say that as a Council and a community we have tackled these challenges head on. When I consider everything we have achieved in the past 12 months I think we can reflect positively on the year that was.

This financial year we invested more than \$36 million in the renewal, expansion, and upgrade of assets, including \$4.8 million on parks, open space and streetscapes. \$12.8 million was also spent on roads, drains, and footpaths.

The old Council offices in Springvale have now been demolished and work has commenced on the refurbishment of the Springvale Town Hall.

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

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*The City of Greater Dandenong has continued to build its reputation as the festival and events capital of the south-east.*

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One of the most significant projects completed this year was the construction of the Noble Park Skate Park at Ross Reserve. The skate park formed part of the Ross Reserve Master Plan, adopted by Council in 2012.

The City of Greater Dandenong has continued to build its reputation as the festival and events capital of the south-east. Lunar New Year brought more than 70,000 visitors to the city and more than 32,000 people saw Springvale transform into a magical winter wonderland for Snow Fest 2015. Australia Day and Carols by Candlelight, along with the very successful New Year's Eve celebrations in Harmony Square, proved popular events with residents.

The big screen has provided a valuable asset for Council and has added another component to the experiences we can offer the community.

Council has also made a significant investment in local tourism with the city's food offerings proving a popular drawcard for visitors.

Greater Dandenong continues to build on its reputation as a food lovers paradise. Cuisine from south-east Asia, Turkey, the Balkans, Persia, Samoa, Argentina, Northern India, Malaysia, Africa, Afghanistan, China and the Middle East are all on offer.

The State Government recently named Dandenong as the home to Victoria's first ever Indian Cultural Precinct. Dandenong was selected following consultation with the Indian community through an advisory panel, community consultations, written submissions and an independent feasibility study. Council has received \$500,000 to help transform Little India in Foster Street. It is hoped the injection of funding will enhance Little India's presence as a drawcard for tourism and boost the local economy.

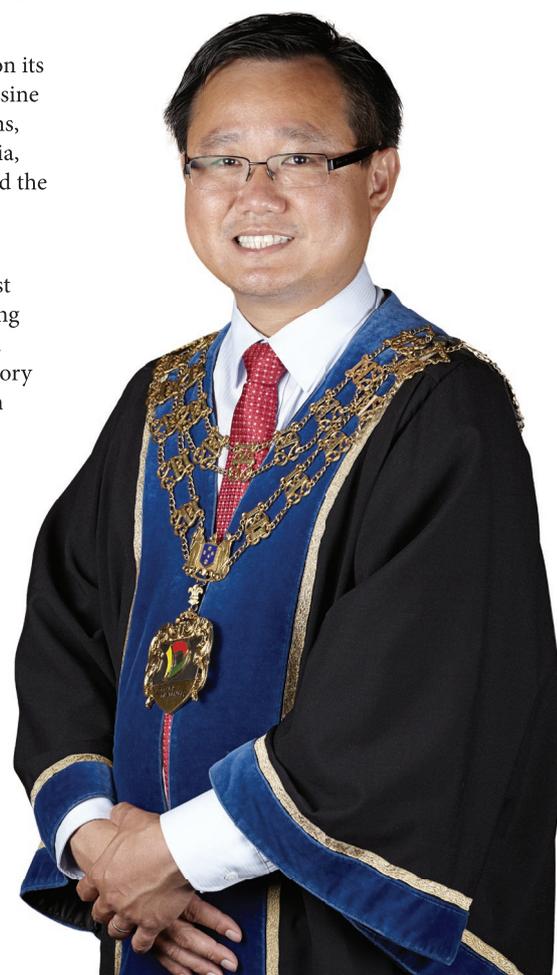
Greater Dandenong is incredibly proud of its vibrant and diverse city and is committed to fostering this in the year ahead.

Please take the time to read about the highlights of 2015-16 throughout this report. We are proud of what we have achieved in the past 12 months and our community should be too.

I would like to express my thanks to my fellow Councillors for their support and the staff of the City of Greater Dandenong for their ongoing efforts in delivering services to our community over the past 12 months.



Cr Heang Tak  
Mayor



## Chief Executive Officer's Report

Two years ago, Council delivered on its long-term commitment to establish a new, modern and effective Civic Centre in central Dandenong. Since that time, the facility has been most successful – arguably exceeding expectations with visitation to the Library, community meeting spaces and Harmony Square.

In many respects, these are 'nice problems to have' – that we would face challenges where demand for, and participation in services and facilities exceeds the offering. Be assured, that Council will continue to explore options to satisfy reasonable needs and for the organisation, this defines our role – to present options to Council that seek to satisfy community need.

Immediately upon opening the Dandenong facility, Council committed its strategic focus and efforts towards Springvale developing a series of projects that aim to make 'sensational Springvale' even more spectacular. Time has been spent over the last two years master planning; engaging with the community and specific stakeholders; disposing of surplus land (former Council Depot site) to secure a sound financial base upon which proposed works could be delivered; and, identifying other improvements that build upon the rail grade separation and the ongoing emergence of Springvale as a most desirable activity centre.

All of this work has led to some imminent decisions to be taken by Council – the adoption of a tender to upgrade the Town Hall (retaining its size, look and feel and significantly enhancing its amenities and décor); the adoption of a tender to advance the design of a new Springvale Library and landscaped surrounds; and, more detailed engagement with the community, businesses and shoppers to create a new and attractive 'Springvale Boulevard'.

A municipal election is upon us and this Council aims to hand over significant 'works-in-progress' to a new Council, but there should be no under estimation of the considerable planning and project preparation completed in this past year.

The outcomes will materialise in future years, but it is the solid research, engagement and deliberation that this Council has undertaken that will define that outcome.

Two years ago, I paid tribute to Council for its delivery of the iconic Dandenong project – in two to three years I fully expect similar kudos flowing for great outcomes in Springvale.

However, Council can't deliver projects of the type that it has – and that it will continue to pursue – without taking tough and courageous decisions. Selling surplus public land that is no longer reasonably required for public use; borrowing responsibly when its long term financial strategy justifies it; setting rate increases at a level that will support ongoing investment when legislation allows it; and, taking other decisions that may involve additional revenue flows are legitimate and prudent actions that local government authorities must consider. This Council has, and has taken these decisions in the best interests of the future of the city.

Among these, was the introduction of parking meters in Springvale in late 2015. Whilst productive revenues flow from this action (forecast and currently on target to be approximately \$900,000 per year) revenues are not the reason that Council introduces paid parking – this management technique is a proven means of generating turn over of spaces and ensuring that visitors do not overstay (to the ultimate detriment of the viability of a centre). Surveys prior to the introduction of paid parking and as recently as March 2016, demonstrate that Council's expectations are on track – that visitation remains high; that turnover is occurring; and, that a sound and consistent number of spaces exists throughout the centre to attract new visitors. This does not suggest that mechanisms of this type are universally popular and Council will continue to work with traders and shoppers to optimise benefits to all parties.

Most projects and activities undertaken by Council are a 'work in progress' and this is just one more of those – a project that needs ongoing review, refinement and improvement.

To return briefly then to the matter of revenue, it has been a most strategic decision

by Council that all revenues received from on-street parking meters will be 're-invested' in the same activity centre that it was raised – in Springvale. For a number of years into the future, infrastructure improvements will now be made in the Springvale business precinct – funded substantially by this revenue stream.

This Council does not just focus on one or two signature projects – albeit these can paint a strong picture of a key, strategic direction – and has a wide ranging Council Plan that seeks to address all other priority activities. The outcomes of this important strategic focus is detailed elsewhere in this Annual Report reflecting a high level of achievement and performance. I convey my appreciation to the many staff of Council who have contributed to this achievement.

### Council's Strategic Focus

In 2015–16, Council has demonstrably maintained its focus on:

- ◆ **advocacy for better outcomes** – Council's ongoing call for grade separations has made a contribution to the broader metropolitan call for action. This will translate to the elevated separation of rail from road at Corrigan Road; Heatherton Road; Chandler Road and Abbott's Road over the coming years. In 2016, Council has focussed its specific advocacy on securing quality amenity outcomes associated with each separation.



# Our Great City

- ◆ **securing partnerships in the delivery of community needs** – evidenced by stronger, ongoing relationships with State and Federal agencies in the support of disadvantaged people; tackling the impacts of problem gambling on vulnerable people; taking a strong stand to eradicate violence against women; advocating for greater controls over the extensive sales of packaged liquor (for the anti-social implications that this generates); and, pursuing improved and environmentally sustainable outcomes throughout the city.
- ◆ **commitment to the progressive enhancement of community infrastructure** – with increasingly high levels of capital investment including essential investment in ‘renewals’ (looking after the infrastructure we already have)
- ◆ **creating a sound and sustainable financial strategy that can ensure operational resourcing and capital investments that satisfy community expectations** – highlighted in this last year in particular, by the introduction of Rate Capping under the State Governments ‘Fair Go Rates’ program. This report will have a stronger focus next year, on the learning’s, outcomes and forward projections in a rate capped environment.

## Capital Investment

Capital investment returned to a more sustainable level in 2015–16 (post the period of construction of the Greater Dandenong Civic Centre). \$36.44 million was expended on all projects in this year of which \$20 million was dedicated to asset renewals. It is most important that a properly determined ratio of ‘renewal and refurbishment/total project investment’ is maintained to ensure that previous infrastructure investments remain at standards that are serviceable and reflect highly on the city. Council monitors this ratio very closely over time.

Council’s capacity to fund this investment came to an interesting position at 30 June – after which rates will be capped unless, and until, Council can demonstrate through engagement with its community that it will

deliver a higher rate of community benefit for higher rates paid. As stated, this is a matter for 2016–17 but it naturally follows that lower levels of revenue will impact on Council’s ability to invest in community infrastructure.

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

These challenges include:

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

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

## Sound Financial Management

Council’s operating result was a surplus of \$48.42 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, footpaths and open space) and exclude cash costs such as capital expenditure.

Council remains in a sound financial position – once again I state, to be future tested by the implications of rate capping – but even allowing for any worst case scenarios associated with lower rate revenues; reduced grant allocations and constrained fees and charges, Council will not allow its hard fought and sound financial position to be unreasonably impacted.

## Capital Improvements

As stated above, of the \$36.44 million spent on capital improvements during the year, \$20 million was on asset renewals with a further \$7.69 million on upgrades to existing infrastructure assets. Major project spending totalled \$6.54 million including Tatterson Park, Springvale Community Precinct and Abbotts Road Bridge (partially funded by the Federal Government) projects.

The funding of basic infrastructure – roads, footpaths and drains – is always a challenge but it is pleasing to report that in 2015–16, \$12.69 million was spent on this essential area. This investment continues to underpin the importance of Council’s maintenance and protection of existing assets.

An extensive list of improvement projects was completed and these are outlined elsewhere in this report.

2015–16 can be ticked off as yet another successful year for Council. But it is more than the end of a Council year – with Municipal elections looming, it essentially marks the end of a 4-year Council term. Importantly, the community will make its assessment at the upcoming election but from my position, I can state without hesitation that the year past, and the preceding period of this electoral term have reflected high standards of corporate governance; sound and prudent financial management; service standards and performance assessed by community satisfaction as equal to or greater than metropolitan comparisons; maintenance of the highest possible standards of public amenity; and, infrastructure custodianship that has returned over \$1 billion in assets to the community at a higher standard than what was inherited four years ago.

2016–17 presents yet another opportunity to serve the people and businesses of Greater Dandenong to the best of our corporate ability.

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



**John Bennie PSM**  
Chief Executive Officer





02

Performance  
Highlights



# Performance Highlights

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*Council adopted the Sustainability Strategy 2015–30 after extensive community consultation and aims to be one of the most sustainable cities in Australia by 2030.*

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## A Healthy, Active and Safe Community

### HIGHLIGHTS

- ◆ Library visits across 2015–16 included 1,242,738 physical visits; 429,366 website visits; and 26,441 visitors participated in library programs.
- ◆ Food safety inspections totalled 2,305 during 2015–16.
- ◆ Home and Community Care services comprising of home care, personal care, respite and home maintenance services saw 2,635 residents accessing the service.
- ◆ Youth Services engaged with young people through a large range of programs focussed on social cohesion, education and employment, mental health and leadership.
- ◆ Council's new Walking Strategy was endorsed which aims to increase the number of people walking by activating places, spaces and people.
- ◆ 9,640 children were vaccinated in 2015–16.
- ◆ The redevelopment of the Alan Carter Pavilion was completed providing a modern building with multi-purpose and sports specific spaces.
- ◆ Council's Community Safety Plan was endorsed which aims to improve community perceptions of safety and reduce the risk of crime and anti-social behaviour.

## A City that Celebrates its Diversity with Pride

### HIGHLIGHTS

- ◆ Heritage Hill attendance increased by 9.8 per cent in 2015–16.
- ◆ Council's new Arts and Cultural Heritage Strategy was endorsed which will support and guide future Council decisions in relation to arts and cultural heritage programs and facilities and capital investments.
- ◆ A new Diversity, Access and Equity Policy was endorsed which aims to enable the community to participate in Council programs, services and facilities and contribute to decisions which affect their lives.

## An Environmentally Sustainable City

### HIGHLIGHTS

- ◆ Council adopted the Sustainability Strategy 2015–30 after extensive community consultation and aims to be one of the most sustainable cities in Australia by 2030.
- ◆ During the year, to promote indigenous vegetation in our open spaces, 20,344 seedlings were planted.
- ◆ Across the city in alignment with the Leafy Legacy tree planting scheme, 1,784 street trees were planted.
- ◆ 46 school visits and 21 workshops were conducted as part of the Waste Education Plan.
- ◆ Playgrounds at Thomas Street Noble Park, Shelton Crescent Noble Park North and Dawn Avenue Dandenong South were upgraded.

## A City Planned for the Future

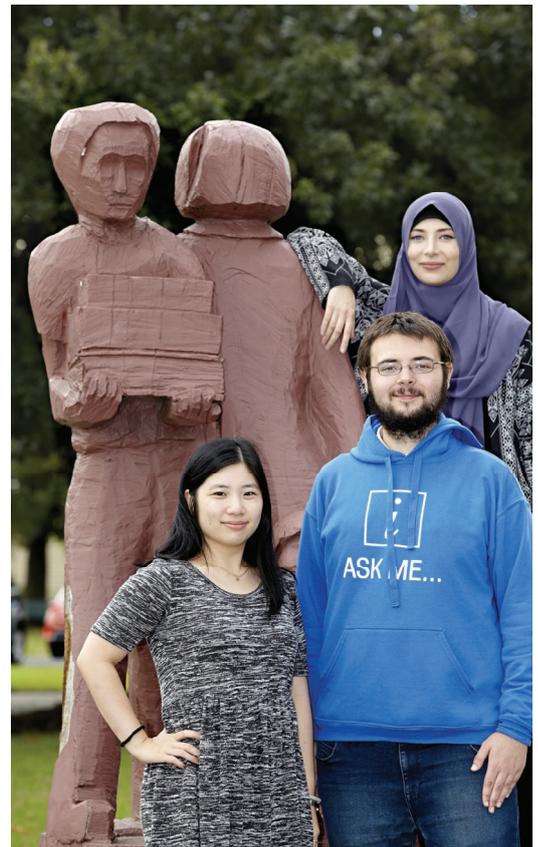
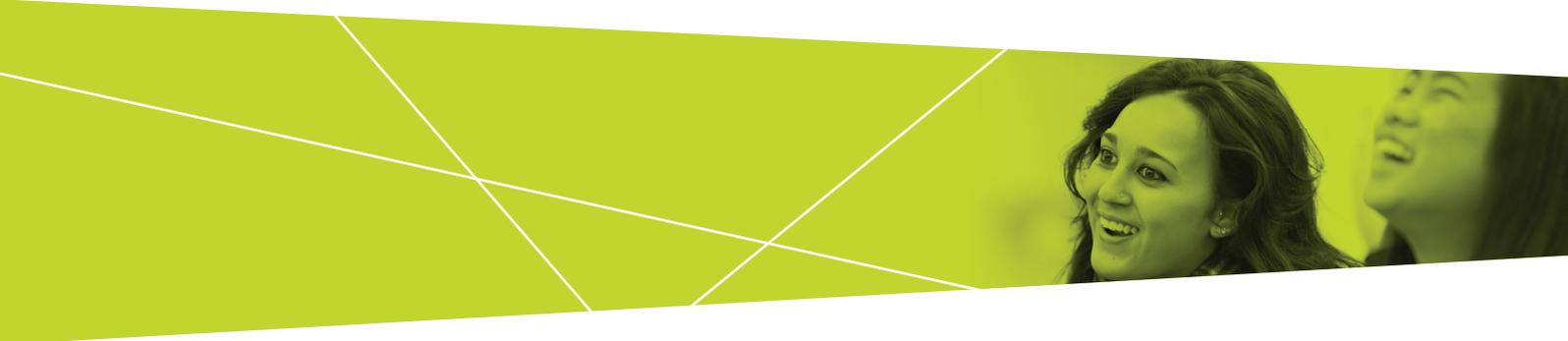
### HIGHLIGHTS

- ◆ Residential, commercial and industrial building investments, measured by value of building permits included residential permits to the value of \$334,768,673 and commercial/ industrial permits to the value of \$308,427,167. The combined value of all permits for this financial year was \$644,117,730.
- ◆ Council invested \$36.44 million in capital works in 2015–16.
- ◆ Protection of Council assets via a proactive graffiti removal program resulted in an 'on time' average of 95.36 per cent over the year.
- ◆ Three new Early Years Learning Facilities were completed and are operational.
- ◆ A new bus route for the area known as Keysborough South was announced by Public Transport Victoria to commence in the latter part of 2016.

## A Thriving and Resilient Economy

### HIGHLIGHTS

- ◆ Springvale Laneway concept design has been finalised.
- ◆ 78 South East Business Network (SEBN) activities were conducted including the Smart Manufacturing 16 event and symposia.
- ◆ The Greater Dandenong Tourism Strategy commenced implementation.
- ◆ 75 activation events were held in Harmony Square including Sunset Cinema, Remembrance Day, Harmony Day – Cultural Diversity Week, and Halloween.
- ◆ 10 social enterprise workshops were held.




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*Council's Community Safety Plan was endorsed which aims to improve community perceptions of safety and reduce the risk of crime and anti-social behaviour.*

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## A Proactive Council that Listens and Leads

### HIGHLIGHTS

- ◆ In the 2016 Community Satisfaction Survey the City of Greater Dandenong scored 76 for customer service (seven points higher than the state-wide average of 69 and three points higher than the Melbourne Metro group average of 73).
- ◆ Council uses social media platforms such as Instagram to connect with the community and keep them updated on news and events.
- ◆ Online engagement through social media has continued to increase, with an increase in uptake on Greater Dandenong's official Facebook page of 71 per cent; official Twitter feed of 29.1 per cent; and 27.4 per cent in followers gained on the official Instagram feed.

- ◆ Customer Service staff managed 131,686 telephone enquiries.
- ◆ Council's Long Term Financial Strategy was adopted by Council on 27 June 2016.
- ◆ The new Digital Strategy and Action Plan was adopted by Council which focusses on access, empowerment, engagement, services and leadership in digital technologies.



03

Corporate  
Governance



# Corporate Governance

## The Council

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

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

♦ establishing Council's Local Laws including:

- ♦ Meeting Procedure
- ♦ Municipal Amenity
- ♦ Road Management and Asset Protection
- ♦ Municipal Spaces

Greater Dandenong Council was elected on 27 October 2012 and will retire in October 2016. The next Council elections are scheduled for 22 October 2016.

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

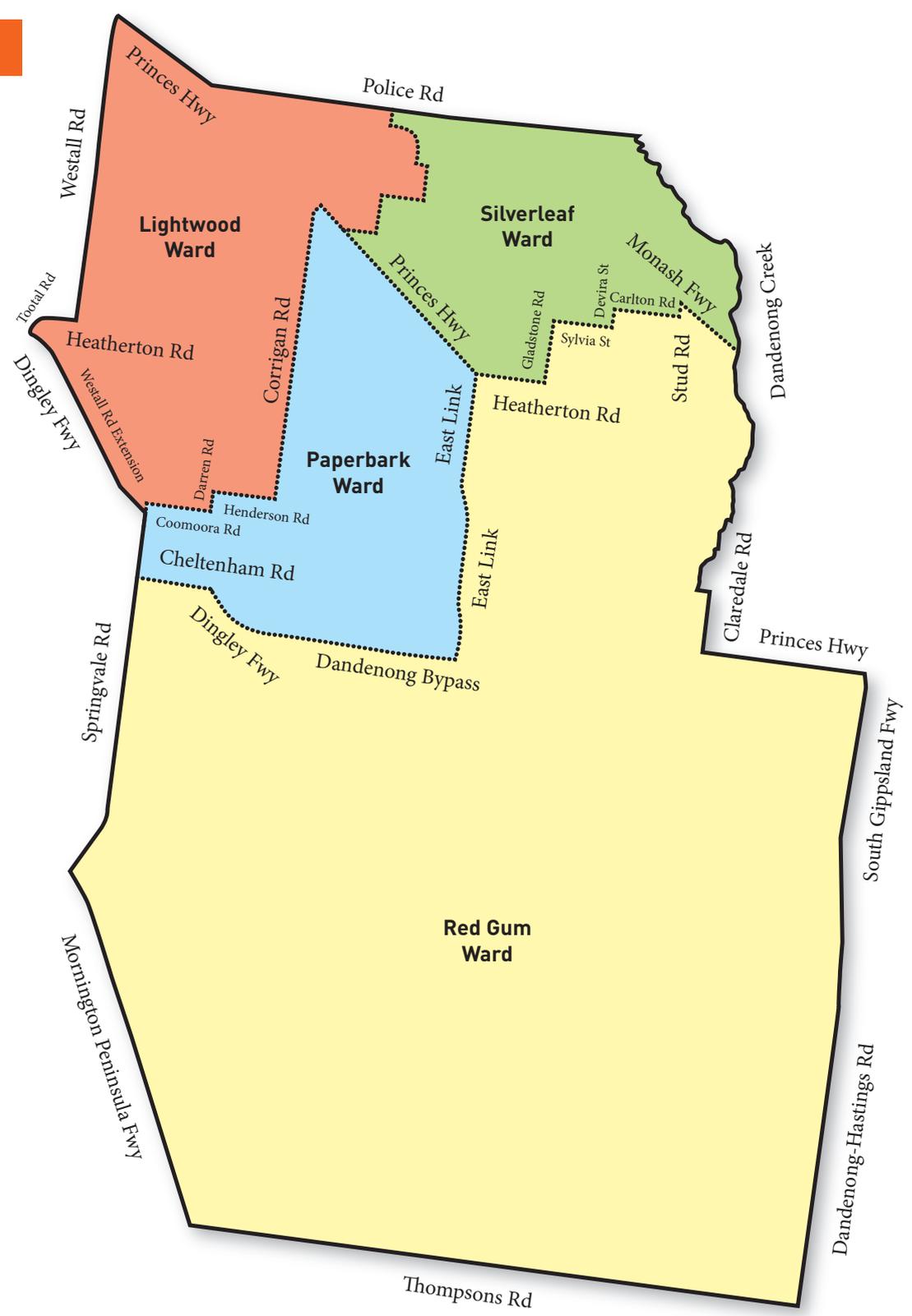
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**SUBURBS**

- Lightwood Ward**  
Springvale  
Springvale South
- Paperbark Ward**  
Keysborough  
Noble Park
- Silverleaf Ward**  
Noble Park North  
Dandenong North
- Red Gum Ward**  
Dandenong  
Dandenong South  
Lyndhurst  
Bangholme



# Corporate Governance

## Your Councillors

### LIGHTWOOD WARD

Suburbs:  
Springvale and  
Springvale South



**Cr Youhorn Chea**  
Term as a councillor:  
1997–present

Mayoral Terms:  
2001–02, 2006–07,  
2011–12



**Cr Sean O'Reilly**  
Term as a councillor:  
2012–present

Mayoral Term:  
2014–15



**Cr Loi Truong**  
Term as a councillor:  
2008–present

### PAPERBARK WARD

Suburbs:  
Keysborough and  
Noble Park



**Cr Roz Blades AM**  
Term as a councillor:  
1987–1994 (Springvale),  
1997–present

Mayoral Terms:  
1992 (Springvale),  
1998–99, 2010–11



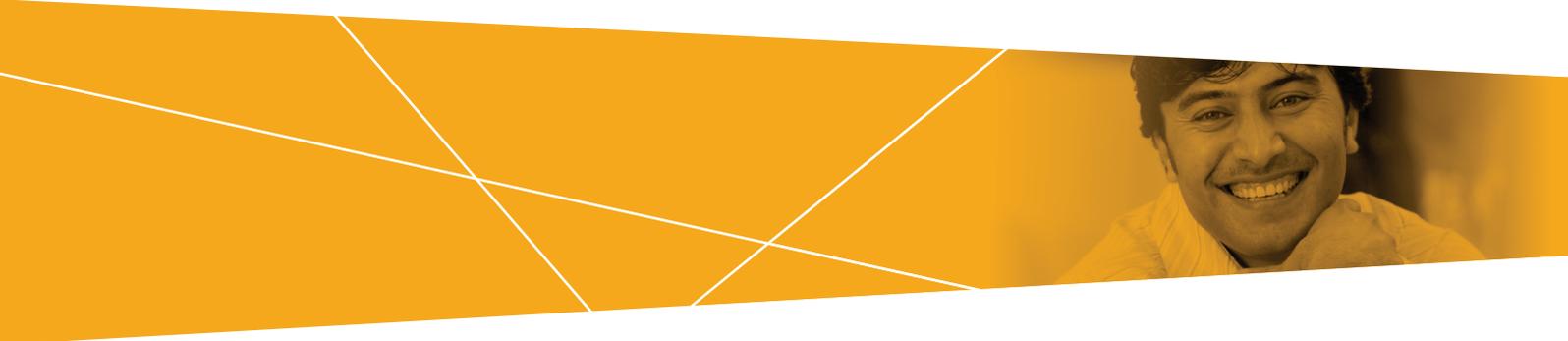
**Cr Peter Brown**  
Term as a councillor:  
1987–1994 (Springvale),  
2003–present

Mayoral Term:  
2005–06



**Cr Heang Tak**  
Term as a councillor:  
2012–present

Mayoral Term:  
2015–2016



RED GUM WARD

Suburbs:  
Dandenong, Dandenong South,  
Lyndhurst and Bangholme



**Cr Matthew Kirwan**  
Term as a councillor:  
2012–present



**Cr Angela Long**  
Term as a councillor:  
1997–2005 and  
2008–present



Mayoral Terms:  
2000–01, 2012–13

**Cr Jim Memeti**  
Term as a councillor:  
2005–present

Mayoral Terms:  
2009–10, 2013–14

SILVERLEAF WARD

Suburbs:  
Noble Park North  
and Dandenong  
North



**Cr John Kelly**  
Term as a councillor:  
1991–1994  
(Dandenong),  
1997–present

Mayoral Term:  
2007–08



**Cr Maria Sampey**  
Term as a councillor:  
2000–present

Mayoral Term:  
2004–05

# Corporate Governance

*As part of Council's commitment to open and accountable government, all ordinary and special meetings of Council are webcast*

## Governance

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

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

## Code of Conduct – Councillors

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

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

## Council Meetings

Council conducts its business in open and publicly advertised meetings.

Council meetings are held on the second and fourth Monday of each month and commence at 7pm. All Council meetings are held in the Council Chamber at 225 Lonsdale Street, Dandenong unless otherwise notified.

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

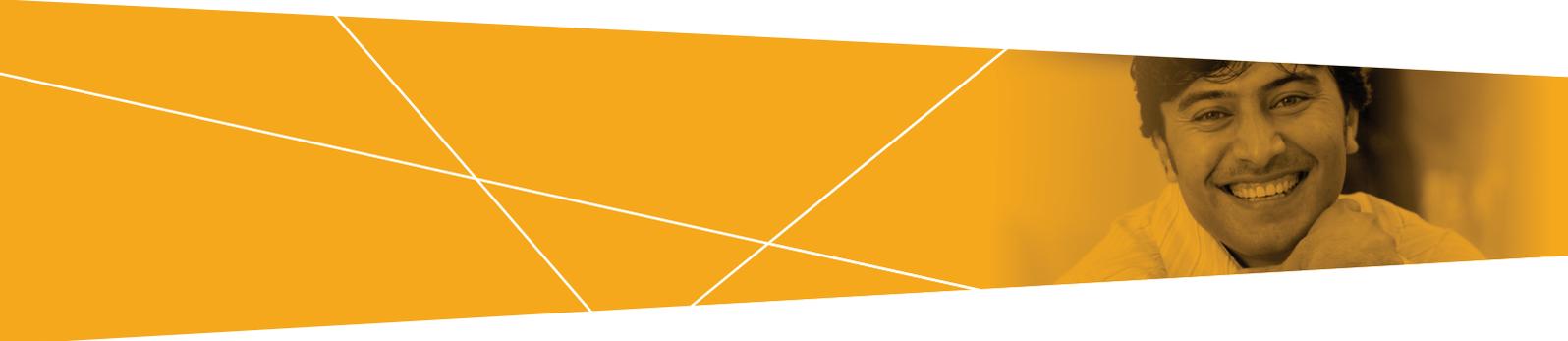
Special Meetings of Council may be called to deal with urgent matters.

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

During 2015–16, there were 22 ordinary meetings and two special meetings of Council.

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

COUNCILLORS FROM 1 JULY 2015–30 JUNE 2016	ORDINARY MEETINGS	SPECIAL MEETINGS
Number of Meetings Held	22	2
Cr Roz Blades AM	21	2
Cr Peter Brown	21	2
Cr Youhorn Chea	19	2
Cr John Kelly	19	2
Cr Matthew Kirwan	21	2
Cr Angela Long	16	2
Cr Jim Memeti	18	2
Cr Sean O'Reilly	21	2
Cr Maria Sampey	21	2
Cr Heang Tak	21	2
Cr Loi Truong	19	1



### Council Meetings Online

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

During 2015–16, the average number of ‘log-ins’ per meeting to the live webcasts was 36 with 49 ‘log-ins’ recorded as an average against each archived (non-live) webcast of Council meetings.

Council is pleased with the results and will continue to webcast meetings, one of only a few municipalities in Victoria to do so.

### Councillor’s Remuneration Mayoral Allowance

1 July 2015 – 30 November 2015	\$87,884 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle
1 December 2015 – 30 June 2016	\$90,081 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle

### Councillor Support, Reimbursement and Accountability Policy

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

### Councillor’s Allowance

1 July 2015 – 30 November 2015	\$27,514 (plus 9.50 per cent superannuation equivalent)
1 December 2015 – 30 June 2016	\$28,202 (plus 9.50 per cent superannuation equivalent)

# Corporate Governance

## Councillor Expenses

In accordance with Section 75 of the *Local Government Act* Council is required to reimburse a councillor for expenses incurred whilst performing his or her duties as a councillor. These expenses can be found on the City of Greater Dandenong's website and are updated monthly. The expenses include mobile phones, conferences, training, airfares, taxi fares, accommodation and meals, childcare, vehicle/mileage, stationery, equipment and any other expenses claimed. The below table outlines the expenses incurred for the 2015–16 financial year:

Councillor	Travel Expenses	Vehicle/Mileage	Child Care	Mobile	Training and Conferences	Functions	Other	Total
Cr Roz Blades	\$95.80	\$0.00	\$0.00	\$12.19	\$0.00	\$372.12	\$0.00	\$480.11
Cr Peter Brown	\$1,127.10	\$0.00	\$0.00	\$0.00	\$1,159.00	\$1,195.00	\$0.00	\$3,481.10
Cr Youhorn Chea	\$690.10	\$1,671.25	\$0.00	\$2.75	\$1,159.00	\$160.00	\$0.00	\$3,683.10
Cr John Kelly	\$0.00	\$0.00	\$0.00	\$0.00	\$7,210.00	\$265.00	\$0.00	\$7,475.00
Cr Matthew Kirwan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$661.12	\$0.00	\$661.12
Cr Angela Long	\$2,657.28	\$2,800.71	\$0.00	\$258.83	\$2,529.00	\$935.00	\$431.58	\$9,612.40
Cr Jim Memeti	\$2,642.34	\$0.00	\$0.00	\$0.46	\$1,159.00	\$635.00	\$49.00	\$4,485.80
Cr Sean O'Reilly	\$1,775.10	\$819.88	\$0.00	\$23.67	\$2,409.00	\$335.00	\$0.00	\$5,362.65
Cr Maria Sampey	\$2,006.23	\$1,303.45	\$0.00	\$0.00	\$1,159.00	\$1,695.00	\$0.00	\$6,163.68
Cr Heang Tak (Mayor)	\$660.00	\$0.00	\$0.00	\$57.11	\$8,404.00	\$642.12	\$0.00	\$9,763.23
Cr Loi Truong	\$0.00	\$0.00	\$0.00	\$30.59	\$0.00	\$0.00	\$0.00	\$30.59

## Councillor Representation and Community Consultations

On 6 November 2014, councillors were appointed as representatives of the following organisations, committees and reference groups that assist the Council and the community in the provision of services to the people of Greater Dandenong. New appointments were made on 5 November 2015:

### Community Organisations

Organisation	Past Liaison(s) 2014–2015 01/07/2015–05/11/2015	Council Liaison(s) 2015–2016 06/11/2015–30/06/2016
Cyrene Centre*	Cr Roz Blades AM Alternate – Cr Maria Sampey	Cr Roz Blades AM Alternate – Cr Maria Sampey
Dandenong and District Historical Society	Cr Matthew Kirwan	Cr Matthew Kirwan
Dandenong Benevolent Society	Cr Angela Long Cr Jim Memeti	Cr Angela Long Cr Jim Memeti
Country Fire Authority	Cr Jim Memeti Cr Loi Truong	Cr Jim Memeti Cr Loi Truong
Noble Park Community Action Forum Inc.	Cr Roz Blades AM	Cr Roz Blades AM
South East Community Links ( <i>now incorporates SCAAB and DCAB</i> )	Cr Youhorn Chea Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong	Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong
Springvale and District Historical Society	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Heang Tak Cr Loi Truong	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Heang Tak Cr Loi Truong



Organisation	Past Liaison(s) 2014–2015 01/07/2015–05/11/2015	Council Liaison(s) 2015–2016 06/11/2015–30/06/2016
Springvale Benevolent Society	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly Cr Loi Truong	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly Cr Loi Truong

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

## Council Groups and Committees

Organisation	Past Representative(s) 2014–2015 01/07/2015–05/11/2015	Council Representative(s) 2015–2016 06/11/2015–30/06/2016
Audit Advisory Committee (AAC)	Mayor of the Day – Cr Sean O'Reilly Past Mayor – Cr Jim Memeti	Mayor of the Day Cr Roz Blades AM Cr Matthew Kirwan <i>(Note: The Mayor plus only one Councillor Representative has voting rights – who shall be determined by the AAC)</i>
CEO Performance Review Committee	Mayor of the Day Cr Peter Brown Cr John Kelly Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti Cr Maria Sampey	Mayor of the Day Cr Peter Brown Cr John Kelly Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti
Children & Family Partnership	Cr Roz Blades AM	Cr Roz Blades AM
Community Safety Advisory Committee	Mayor of the Day Cr Roz Blades AM Cr Angela Long Cr Maria Sampey	Mayor of the Day Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey Cr Loi Truong
Dandenong Market Pty Ltd	Cr John Kelly <i>Refer Note*</i>	Cr John Kelly
Dandenong Stadium Advisory Board	Cr Matthew Kirwan	Cr Angela Long
Disability Advisory Group	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey
Disability Community Reference Group	Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey	Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey Cr Loi Truong
Drum Advisory Committee	Cr Peter Brown	Cr Peter Brown

# Corporate Governance

Organisation	Past Representative(s) 2014–2015 01/07/2015–05/11/2015	Council Representative(s) 2015–2016 06/11/2015–30/06/2016
Family Violence Advisory Committee	Cr Roz Blades AM Cr Angela Long Cr Heang Tak	Cr Roz Blades AM Cr Angela Long Cr Heang Tak
Greater Dandenong Interfaith Network	Cr Roz Blades AM Cr Youhorn Chea	Cr Roz Blades AM Cr Youhorn Chea
Health and Wellbeing Advisory Group (may change to Health and Wellbeing Community Reference Group subject to Council Meeting of 23 November 2015)	Cr Youhorn Chea Cr Matthew Kirwan Cr. Maria Sampey	Cr Youhorn Chea Cr Matthew Kirwan Cr. Maria Sampey
Historical Societies and Civic Collection Future Directions Working Group	Cr Roz Blades AM Cr Matthew Kirwan	Cr Roz Blades AM Cr Matthew Kirwan
Leisure Contract Advisory Group (previously Aquatics Facilities Advisory group and Springers Leisure Centre Advisory Group)	Cr Roz Blades AM Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Roz Blades AM Cr Angela Long Alternate – Cr Matthew Kirwan
Lyndale Community Reference Group	Cr Matthew Kirwan	Cr Matthew Kirwan
Positive Aging Advisory Group	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey
Positive Aging Community Reference Group	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey
Public Art Advisory Group	Cr Matthew Kirwan	Cr Matthew Kirwan
Refugee and Asylum Seeker Communities Advisory Committee	Cr Roz Blades AM Cr Matthew Kirwan	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan
Taylor's Road Landfill Community Reference Group*	Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Angela Long Alternate – Cr Matthew Kirwan
Young Leaders	Mayor of the Day Ambassador – Cr Matthew Kirwan Ambassador – Cr Heang Tak Ambassador – Cr Sean O'Reilly	Mayor of the Day Ambassador – Cr Matthew Kirwan Ambassador – Cr Heang Tak Ambassador – Cr Sean O'Reilly

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

## Peak Industry Bodies

Organisation	Past Representative(s) 2014–2015 01/07/2015–05/11/2015	Council Representative(s) 2015–2016 06/11/2015–30/06/2016
Municipal Association of Victoria (MAV)*	Cr Peter Brown Alternate – Cr Matthew Kirwan	Cr Peter Brown Alternate – Cr Roz Blades AM
Victorian Local Governance Association (VLGA)*	Cr Youhorn Chea Alternate – Cr Heang Tak	Cr Matthew Kirwan Alternate – Cr Heang Tak

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

## Regional Organisations and Committees

Organisation	Past Representative(s) 2014–2015 01/07/2015–05/11/2015	Council Representative(s) 2015–2016 06/11/2015–30/06/2016
Alliance for Gambling Reform	Cr Matthew Kirwan ( <i>nominated by Council on 10/08/15 to 10/08/16</i> )	Cr Matthew Kirwan ( <i>to 10/08/16</i> )
Eastern Region Group of Councils (Mayor and CEO)	Mayor of the Day Chief Executive Officer	Mayor of the Day Chief Executive Officer
Eastern Transport Coalition* (previously ERiTG)	Cr Roz Blades AM	Cr Roz Blades AM
Inter Council Aboriginal Consultative Committee	Cr Angela Long	Cr Angela Long
Local Governments'/Metropolitan Waste Management Forum*	Cr John Kelly	Cr John Kelly
Roadsafe Committee – Outer South East Inc.	Cr Angela Long	Cr Angela Long
South East Melbourne Group of Councils (Mayor and CEO)	Mayor of the Day Chief Executive Officer	Mayor of the Day Chief Executive Officer
South East Region Gas Company (SERGASCO)	Cr John Kelly	Cr John Kelly

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

### Councillor Representatives

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

### Councillor Liaison

Councillor liaisons act as a liaison point between the organisation and Council as a whole and provide advice to Council or the organisation when decisions or relevant policy matters are discussed. Councillor liaisons will generally keep informed about the work and functions of the organisation and support the role of the organisation in accordance with Council policy or direction. If a councillor chooses to stand as an office bearer of the organisation this is undertaken

separately to the role of councillor liaison. It is not essential for Council to be involved in these groups – councillors are only involved when they have a particular interest and the time to participate.

### Advocacy

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

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

Regular liaison with the following groups:

- ◆ Australian Sports Commission
- ◆ Bicycle Victoria
- ◆ Committee for Dandenong
- ◆ Council Alliance for a Sustainable Built Environment (CASBE)
- ◆ Community Chef – shared Meals on Wheels service
- ◆ Dandenong Community Advice Bureau
- ◆ Eastern Group of Councils – group of ten eastern region councils
- ◆ Eastern Transport Coalition

- ◆ Eastern Treatment Plant Liaison Committee
- ◆ Federal Government Ministers and departments
- ◆ Level Crossing Removal Authority (LXRA)
- ◆ Melbourne Water
- ◆ Metropolitan Planning Authority (MPA)
- ◆ Metropolitan Waste Management Group (MWMG)
- ◆ Migrant Resource Centres
- ◆ Ministerial Advisory Committee on Public Libraries
- ◆ Municipal Association of Victoria (MAV)
- ◆ National Broadband Network Company
- ◆ Options Victoria
- ◆ Parks Victoria
- ◆ Places Victoria
- ◆ Port Phillip and Westernport Catchment Management Authority (PPWCMA)
- ◆ Public Transport Victoria
- ◆ Regional Development Australia (RDA)
- ◆ Regional Management Forums
- ◆ State Government Ministers and departments

# Corporate Governance

- ◆ South East Metro – group of six south-east Councils
- ◆ Southern and Eastern Integrated Transport Authority (SEITA)
- ◆ South East Council's Climate Change Alliance (SECCCA)
- ◆ South East Healthy Communities Partnership
- ◆ South East Integrated Water Management Group
- ◆ South East Melbourne Manufacturers Alliance (SEMMA)
- ◆ South East Metro Integrated Transport Group
- ◆ South East Water
- ◆ Sport and Recreation Victoria
- ◆ Sport associations such as AFL, Victorian Football Federation, Cricket Vic, and Softball Vic
- ◆ Springvale Community Aid and Advice Bureau (SCAAB)
- ◆ Taylors Road Landfill Community Reference Group
- ◆ Tennis Vic
- ◆ Vic Health
- ◆ Vic Roads
- ◆ Vic Sport
- ◆ Victorian Multicultural Commission
- ◆ Victoria Police
- ◆ Water Sensitive Cities – High Level Steering Committee

## Projects

Key advocacy projects for 2015–16 include the following:

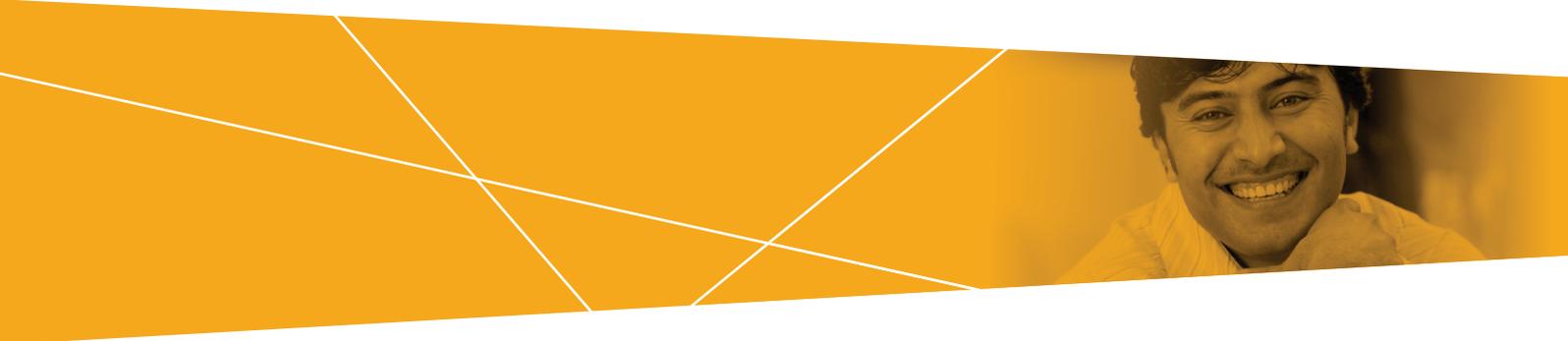
- ◆ influence over the introduction of rate capping to the Victorian local government sector
- ◆ the removal of three level crossings in Greater Dandenong with the implementation of 'Sky rail' and associated local concerns and requirements
- ◆ planning for the level crossing removal at Abbotts Road, Dandenong South
- ◆ new bus services in Keysborough South
- ◆ planning for a new P-12 school in the growth area of Keysborough South
- ◆ a shared funding commitment towards a new multipurpose sports and community facility at Tatterson Park
- ◆ the reinstatement of indexation of Federal financial assistance grants to local government via the State Government
- ◆ blackspot funding across the city
- ◆ additional resourcing for local services assisting residents with material aid, affordability and vulnerability
- ◆ gambling reform aimed at reducing the impact on Greater Dandenong residents
- ◆ increased support and resources for initiatives to combat family violence and alcohol abuse
- ◆ increased funding for local education and employment opportunities
- ◆ funding for local initiatives to support the business, manufacturing and auto industry
- ◆ the allocation of a greater proportion of landfill levy funds from the State Government towards waste reduction and resource recovery programs
- ◆ a commitment for the earliest possible closure of the Lyndhurst landfill
- ◆ an integrated approach to water management across the municipality and the region
- ◆ additional funding for closed circuit television (CCTV) systems to target crime hotspots
- ◆ additional funding for sustainable street lighting upgrades
- ◆ joint funding towards the Princes Highway/Robinson Street signalisation project
- ◆ availability of high speed broadband to industry and households
- ◆ review of the *Local Government Act*
- ◆ 40 km/hr zones in specific areas
- ◆ various items listed in Council's Asylum Seeker and Refugee Action Plan
- ◆ additional resources to promote social cohesion
- ◆ funding support for the Dandenong South Inland Port
- ◆ regulation of shisha under the *Tobacco Act*
- ◆ new rubbish dumping initiatives to reduce this statewide problem

## Audit Advisory Committee

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

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

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



### Audit Advisory Committee

MEMBERS	
Ms Linda MacRae 1 July 2015 – 30 June 2016	Chair
Cr Sean O'Reilly 1 July 2015 – 5 November 2015	Mayoral representative
Cr Heang Tak 6 November 2015 – 30 June 2016	Mayoral representative
Cr Roz Blades AM 6 November 2015 – 30 June 2016	Council representative
Cr Matthew Kirwan 6 November 2015 – 30 June 2016	Council representative
Mr David Ashmore 1 July 2015 – 30 June 2016	External member
Mr Mick Ulbrick 1 July 2015 – 30 June 2016	External member
CEO	Non-voting
Director Corporate Services	Non-voting
Manager Financial Services	Non-voting

Note: Either Cr Blades or Cr Kirwan has one vote only if all Councillors are in attendance at a meeting.

The Audit Advisory Committee met on four occasions during 2015–16.

Matters considered included:

- ◆ financial and performance statements for 2014–15
- ◆ the Auditor General's Audit Strategy for 2015–16
- ◆ Internal Audit Plan of Council for 2015–16
- ◆ the 2016–17 Budget
- ◆ Council's Long-Term Financial Strategy
- ◆ Council's Risk Management Strategy

# Corporate Governance

## Protected Disclosure Act 2012

The *Protected Disclosure Act 2012* encourages and facilitates the disclosure of improper conduct by employees, staff, officers or councillors. The Act also provides protection for persons making disclosures who may suffer reprisals as a result of their actions.

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

### Protected Disclosure Coordinator:

Mick Jaensch – Director Corporate Services

### Protected Disclosure Officers:

Anthony Camillo – Manager People and Procurement Services

Lisa Roberts – Manager Governance and Commercial Property

Matt Coughlan – Team Leader Risk Management and OHS

Number and types of disclosures made to Council as a public body	1
Number of disclosures referred to the Independent Broad-Based Anti-Corruption Commission (IBAC) for determination as to whether they were protected disclosures	1
Number and types of disclosed matters referred to the public body by IBAC for investigation	1
Number and types of disclosed matters referred by the public body to IBAC for investigation	0
Number of protected disclosures that were substantiated (in part) upon investigation, and the action still pending.	1



## 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*.

25 new FOI requests were received during 2015–16, of which 17 were considered valid and reportable. Ten were outstanding and actioned from the previous year.

The table below outlines the results of those requests.

	2015–16
Total number of requests	25
Access granted in full	5
Access granted in part	9
Other*	1
Access denied in full	0
Requests still under consideration	2
Number of internal reviews sought	0
Number of appeals lodged with VCAT	0
Number of requests transferred/withdrawn	0
<b>Total fees and charges collected</b>	<b>\$1635.30</b>

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

Information available for inspection (as required under Part 5, Section 12 of the Local Government (General) Regulations 2004 includes:

- ♦ details of current salaries and allowances fixed for the Mayor and councillors
- ♦ details of senior officers' gross salaries, allowances and other benefits for the current financial year and the previous financial year
- ♦ details of overseas or interstate travel undertaken in an official capacity for councillors or any member of Council staff in the previous 12 months
- ♦ names of Council officers and councillors required to submit a return

of interest during the financial year and the dates the returns were submitted

- ♦ agendas and minutes of ordinary and special Council meetings kept under Section 93 of the *Local Government Act 1989* except where such minutes relate to parts of meetings that have been closed to members of the public under Section 90 of the Act
- ♦ register of delegations kept under Sections 87, 88 and 98 of the *Local Government Act 1989*
- ♦ submissions received under Section 223 of the *Local Government Act 1989* during the previous 12 months
- ♦ register of authorised officers appointed under Section 224 of the *Local Government Act 1989*.

To inspect any of the above information, please contact Council's Governance Unit via (03) 8571 1000.

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

## Municipal Emergency Management

Council has a statutory obligation under the *Emergency Management Act 1986* and *2013* to plan for and assist the community in the mitigation, response and recovery from emergencies. As a result of the Bushfire Royal Commission and specific reviews, a number of changes are currently underway in the emergency management sector across the state.

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

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

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

Key activities undertaken in 2015–16 were:

- ♦ review and submission of recommendations to the Draft Emergency Management Planning Legislation
- ♦ presentation to Victorian Council of Social Service (VCOSS) / Municipal Association of Victoria (MAV) Emergency Management Forum on Heat Health – Working with the CALD community
- ♦ regular training for Council personnel in emergency management, and relief centre operation across all business units
- ♦ assistance with the Municipal Secondary Impact Assessment for the Wye River and Separation Creek Bush Fires
- ♦ further development of heatwave planning
- ♦ participation in multi-agency emergency management exercises to observe other practices and to enhance knowledge and capability
- ♦ flood mapping with Melbourne Water as well as increasing the flood levy around Willow Lodge Caravan Park
- ♦ regular meetings with the Relief and Recovery Planning Committee involving key non-government agencies that would assist Council and the community in the event of an emergency situation
- ♦ represented Council and Southern Metropolitan municipalities on numerous metropolitan council working groups in developing standard protocols and procedures for a common operating platform to assist communities.

# Corporate Governance

## Governance and Management Checklist

Governance and Management Items	Assessment
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation Date of adoption: 14/10/13
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of adoption: 14/10/13
3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act Date of adoption: 27/06/16
4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other sources required)	Budget adopted in accordance with section 130 of the Act Date of adoption: 27/06/16
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation  Dates of adoption: Asset Management Policy – 10/08/15 Fixed Asset Policy – 24/06/13 Asset Management Strategy – 10/08/15 Road Asset Management Plan – 01/05/15 Stormwater Drainage Asset Management Plan – 01/08/15 Building and Facilities Asset Management Plan – 31/07/15 Open Space Asset Management Plan – in progress Road Management Plan – 31/10/12 Sustainable Stormwater Strategy – 11/07/16
6. Rating strategy (setting out the rating structure of Council to levy rates and charges)	Current strategy in operation Date of adoption: 27/06/16
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of adoption: 27/01/15
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in adoption Date of adoption: 27/01/15
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 07/10/14
10. Procurement policy (policy under section 186a of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186a of the <i>Local Government Act</i> Date of approval: 12/05/14
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date of adoption: 01/03/13
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation Date of adoption: 15/10/13
13. Risk management framework (framework outlining Council's approach to managing risks to Council's operations)	Current framework in operation Date of adoption: 27/01/15
14. Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act Date of establishment: 08/07/96



Governance and Management Items	Assessment
15. Internal audit (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date of engagement of current provider: 01/10/09
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation Date of adoption: 01/07/14
17. Council plan reporting (report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports prepared and presented Date of reports: 9/11/15 8/02/16
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 10/08/15 9/11/15 8/02/16 9/05/16
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented Date of reports: 22/11/15 (Audit Committee meeting) 11/02/16 (Review workshop) 9/06/16 (Audit Committee meeting)
20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented Date of reports: 10/08/15 9/11/15 8/02/16 9/05/16
21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 234 of the Act Date statements presented: 13/10/15
22. Councillor Code of Conduct (Code under section 76c of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with section 76c of the Act Date of review: 27/06/16
23. Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act Date of review: 01/10/14
24. Meeting procedure (a local law governing the conduct of meetings of Council and special committees)	Meeting procedure local law made in accordance with section 91(1) of the Act Date local law made: 24/06/13

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



John Bennie  
Chief Executive Officer  
12 September 2016



Cr Heang Tak  
Mayor  
12 September 2016



04

Our  
Organisation



# Our Organisation

## Council



**Chief Executive Officer**  
John Bennie PSM



### Corporate Services Directorate

Director – Mick Jaensch

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



### Engineering Services Directorate

Director – Julie Reid

- ◆ City Improvement
- ◆ Infrastructure Services
- ◆ Infrastructure Planning



### Community Services Directorate

Director – Mark Doubleday

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



### City Planning, Design and Amenity Directorate

Director – Jody Bosman

- ◆ Building Services
- ◆ Planning and Design
- ◆ Regulatory Services



### Greater Dandenong Business Group

Group Manager – Paul Kearsley

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

## Our Staff

Council achievements for this financial year are:

- ◆ Finalised negotiations for a new Enterprise Agreement for the Organisation
- ◆ Continued to roll out the “Go One Better” continuous improvement program
- ◆ Developed a new Reward and Recognition program for employees
- ◆ Achieved White Ribbon Workplace Accreditation
- ◆ Achieved resolution of two longstanding industrial matters

### Enterprise Agreements

The Greater Dandenong City Council Enterprise Agreement 2012 reached its nominal expiry date on 30 June 2015. Negotiations were subsequently finalised during the year and a successful employee vote on the proposed new agreement conducted. The Greater Dandenong City Council Enterprise Agreement 2015 was approved by the Fair Work Commission on 4 February 2016 and will expire on 30 June 2018.

### Industrial Matters

One new industrial relations matter was lodged with the Fair Work Commission (by the Australian Services Union) in relation to a redundancy and was successfully settled through conciliation. Two longstanding matters carried over from the previous period in relation to Time In Lieu/Terms & Conditions (1) and Part-time & Additional Hours (1) have been settled through conciliation. Additionally negotiations for Greater Dandenong City Council Enterprise Bargaining Agreement 2015 were concluded successfully and it was approved by the Fair Work Commission on 4 February 2016.



### Staff Giving Scheme

Council employees continue to elect to make regular donations to agencies within the municipality under the Staff Giving Scheme. Eight organisations have benefited from this ongoing program which is administered via Payroll. The Staff Giving Committee also reviewed ways in which Council can continue to increase staff participation in this program. In 2015–16 council staff donated a total of \$22,823 to local agencies.

### Work Experience, Placements and Traineeships

During 2015–16 Council provided 16 students with placement. Organisational Development has continued to develop various resources to support the engagement of students and work placements for those living in the municipality. Council staff have also participated in programs involving mentoring of members of the community who are experiencing long term unemployment as well as providing opportunities for local high school students to participate in mock job application processes.

### Employee, Leadership and Management Development

Council remains committed to the development of current and upcoming leaders within the organisation. It blends formal training and development opportunities with on-the-job experiences via secondments and acting in different roles. This includes participation in the Inter-Council Leadership Challenge organised by the Local Government Managers of Australia and management development programs including the Rotary Achievers Program and the LGPro Ignite, Mastering Management, Emerging Leaders and Executive Leadership programs. Internal programs including time management, recruitment and behavioural interviewing skills, presentation skills and conducting effective performance reviews were also offered.

Of particular focus in 2015–16 was the continued roll out of a mental health awareness program to all staff. This program was delivered by a mental health expert and was designed to support staff to better understand mental health and its impacts. This program was complemented by the promotion and usage of the Council Employee Assistance Program which also supports employee wellbeing in the workplace.

# Our Organisation

## GREATER DANDENONG AN ORGANISATION OF EXCEPTIONAL CHARACTER



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



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



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

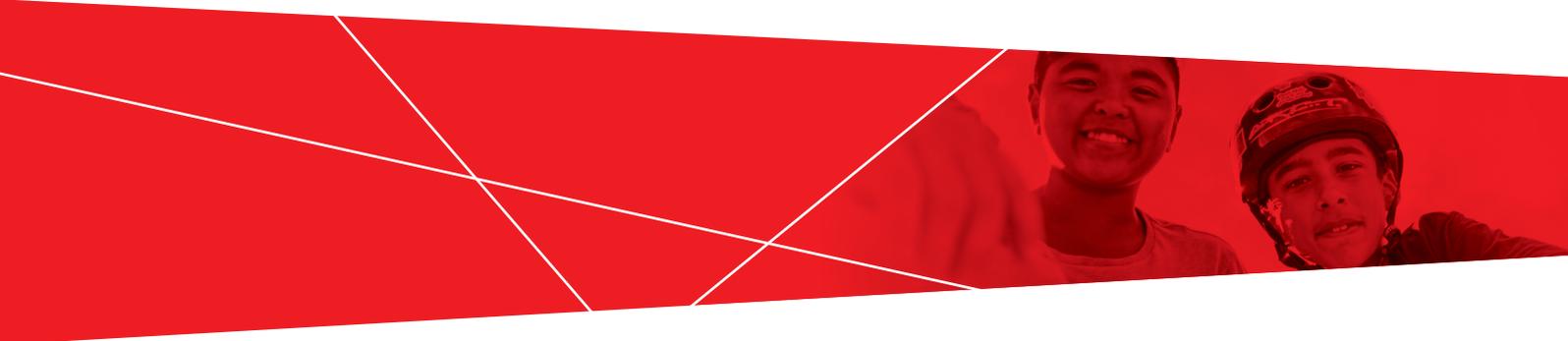


- We care about getting the best outcomes.
- We constantly ask: *What's the future and what's possible?*
- We have the **courage** to try new ideas.
- We strive for **excellence** in everything we do.



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

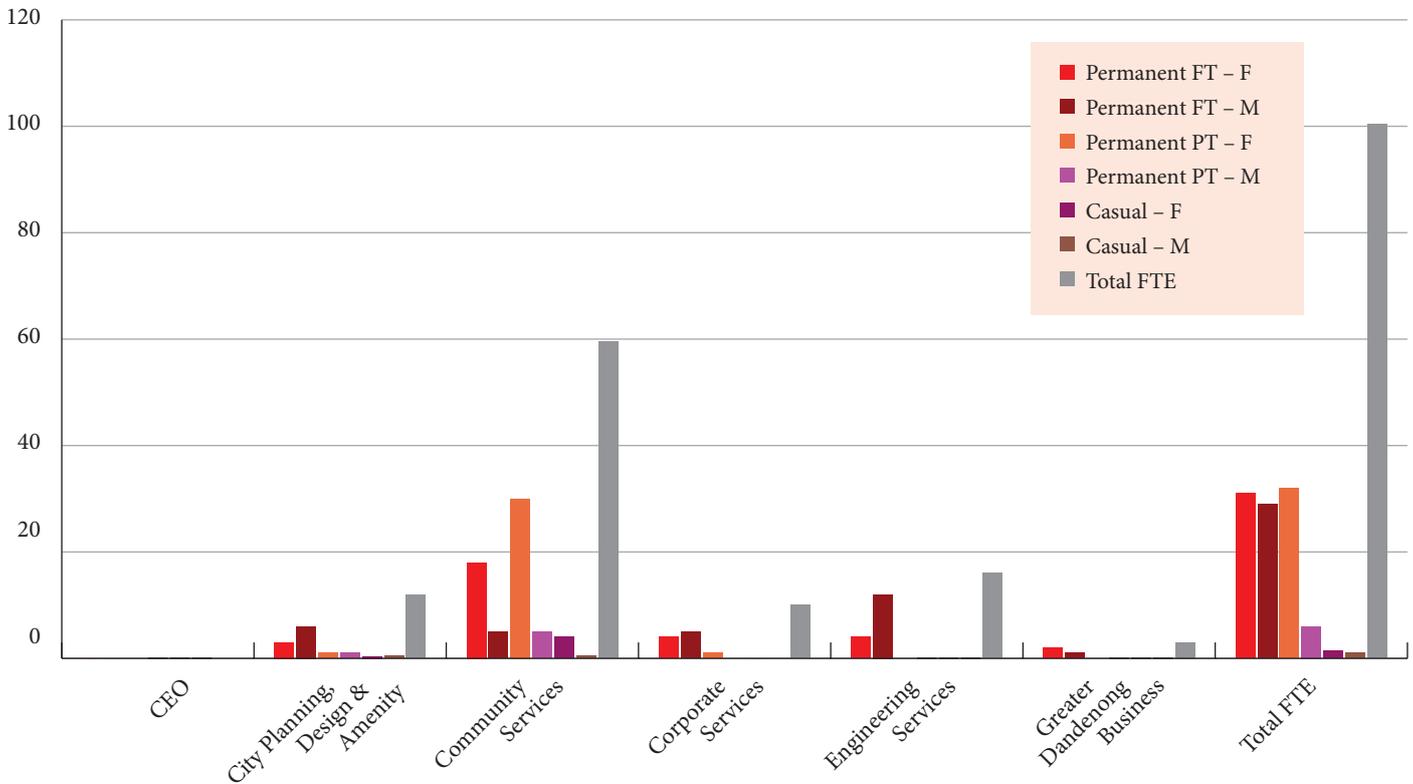




### Service Milestones

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

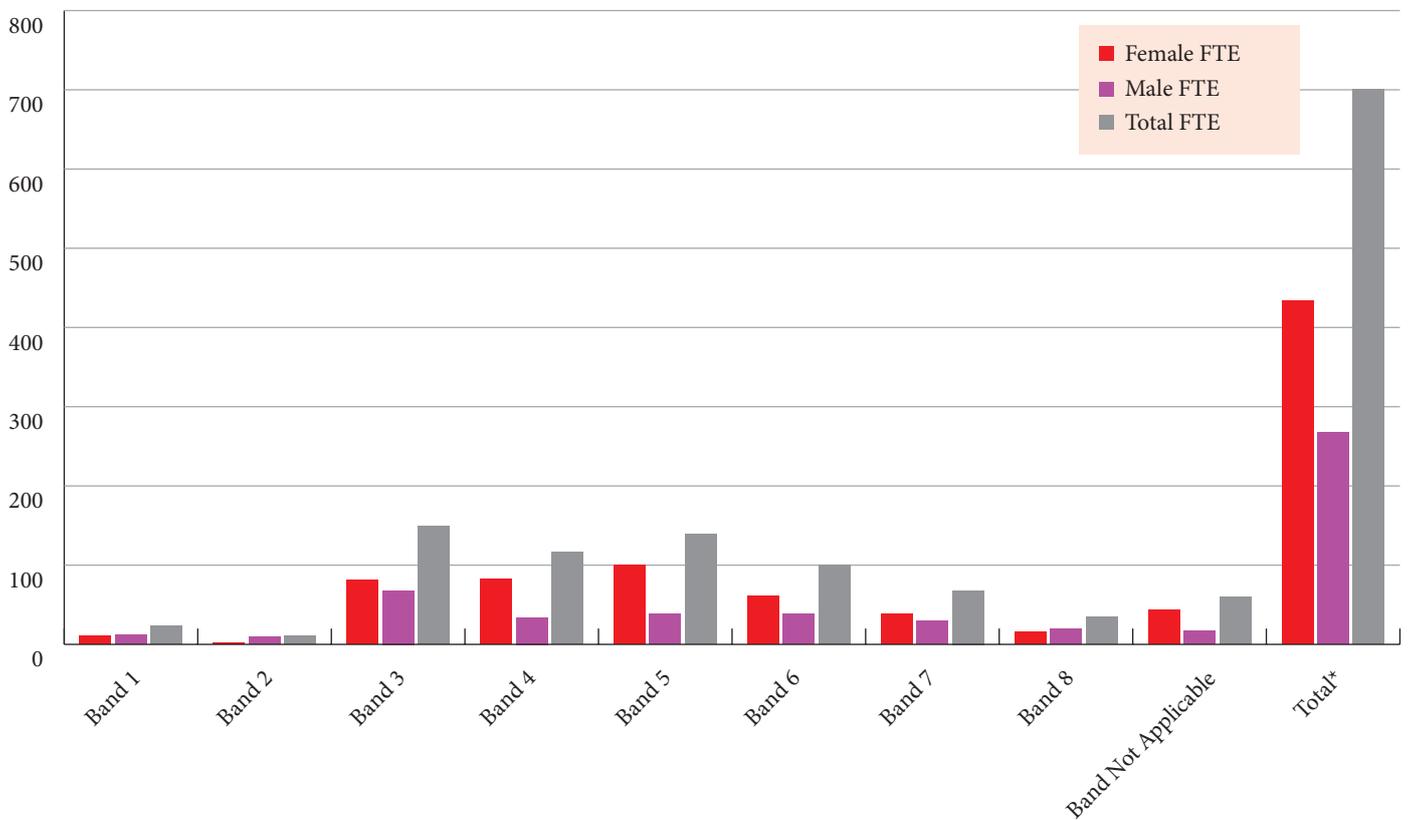
Employment Type/ Gender	CEO	City Planning, Design & Amenity	Community Services	Corporate Services	Engineering Services	Greater Dandenong Business	TOTAL FTE
Permanent FT - F	-	3	18	4	4	2	31
Permanent FT - M	-	6	5	5	12	1	29
Permanent PT - F	-	1	30	1	-	-	32
Permanent PT - M	-	1	5	-	-	-	6
Casual - F	-	.4	4	-	-	-	1.4
Casual - M	-	.5	.5	-	-	-	1
<b>Total</b>	-	<b>11.9</b>	<b>59.5</b>	<b>10</b>	<b>16</b>	<b>3</b>	<b>100.4</b>



# Our Organisation

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	11	12	23
Band 2	2	9	11
Band 3	81	68	149
Band 4	82	34	116
Band 5	100	39	139
Band 6	61	39	100
Band 7	38	30	68
Band 8	16	19	35
Band Not Applicable	43	17	60
<b>Total*</b>	<b>434</b>	<b>267</b>	<b>701</b>

\*This includes temporary and contract staff



## Equal Employment Opportunity (EEO)

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

### Training

- ◆ Induction awareness training was conducted
- ◆ 82 staff participated in EEO training workshops (including the Human Rights Charter)

## Family Violence Prevention Initiatives

Council is committed to the prevention of family violence both within the community and for any staff who may be experiencing this themselves. Following the inclusion of a Family Violence leave clause in Council's 2012 Enterprise Agreement, Council has implemented a number of initiatives designed to provide support to those at risk. Council maintains a network of staff voluntarily taking on the role of Family Violence Contact Officers. These officers provide support and referral to appropriate services to Council employees.

Council successfully achieved White Ribbon Workplace Accreditation which significantly strengthens Council's commitment and leadership to reducing the incidence of violence against women and children.

## 2014–17 Organisational Development Strategic Plan

Council's Strategic People Plan continued to be implemented providing a roadmap for our people initiatives over the coming one, three and five year periods. Initiatives focus on areas including cultural change, engagement, wellbeing, attraction and retention and leadership development. The strategy will be reviewed over the next 12 months.

## Staff Reward and Recognition Program

Council's Reward and Recognition scheme has been in operation since 2003 as a means of recognising and thanking individuals and teams who perform above and beyond the requirements of their role. During the year a project team reviewed the program and developed a new online reward and recognition program and framework. This will be launched in the new year and will ensure that Greater Dandenong's reward and recognition activities remain contemporary and best practice across Local Government.

## Complaints and Grievances

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

## The Year Ahead

- ◆ Implementation of actions arising from the Greater Dandenong City Council Enterprise Agreement 2015.
- ◆ Provision of ongoing support to the organisation during a period of change as Council works through the implications associated with the State Government's *Fair Go Rates Policy*.
- ◆ Implementation of the initiatives arising from the Organisational Development Strategic Plan including a review of the plan.
- ◆ Launch of the revised reward and recognition program.
- ◆ Finalisation of the integration of Council's bullying prevention and equal opportunity policies along with supporting resources which facilitate faster and more effective resolution of workplace issues.
- ◆ Implementation of the White Ribbon Workplace Accreditation action plan.
- ◆ Ongoing implementation, expansion and monitoring of the "Go One Better" continuous improvement program across the organisation.

## Absenteeism

In 2015–16 1,012 days were lost due to workplace injuries and of the days lost the majority occurred in the following Directorates:

31.42 per cent in Engineering Services  
19.76 per cent in Community Services  
18.37 per cent in City Planning, Design and Amenity

Absence due to illness decreased to 2.53 per cent in 2015–16 from 2.75 per cent in 2013–14 and 3.35 per cent in 2014–15.

## Health and Safety

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

Training opportunities were provided to management and staff which covered a number of areas including First Aid and CPR, Fire Warden emergency management, back care and manual handling. Alcohol and drug policy implementation, and mental health were a specific focus during the year and training was offered to all managers, team leaders and staff to understand their obligations.

## Health and Safety Management System

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

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

# Our Organisation

## Health and Wellbeing

Council has managed to sustain and improve the participation in its health and wellbeing program FLARE (Flourishing, Lively, Active, Restored Employees). Staff attended a range of programs including cooking demonstrations, fitness exercise classes, lifestyle programs and actively participated in the annual volleyball competition and mini Olympics.

## Achievements

A program of activities was developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing. This also included providing staff with assistance to access preventative measures in regards to smoking and alcohol. In 2016, Council achieved recognition from the Healthy Together Victoria Achievement Program for its work in relation to alcohol prevention.

An automated system for the recording of hazards and incidents (Elumina) was established to assist with the analysis of incidents and hazards that occurred in the workplace.

Substantial work was undertaken to assist with the development of building emergency response measures which also included the upgrade and protection of critical infrastructure located within the Civic Centre. This has also included the development of a visitor management system for contractors and staff.

## The Year Ahead

Goals for 2016–17 include:

- ◆ Implement, update and maintain an audit schedule to ensure business unit compliance with Australian Standard (AS 4801:2001).
- ◆ Development of specific OHS objectives and targets to ensure compliance.
- ◆ Update and maintain an annual workplace inspection program across all Council business units.
- ◆ Deliver a positive OHS cultural change program in conjunction with lessons learnt from the SAFESTART program.

- ◆ Develop an OHS strategy implementation plan in conjunction with the new Organisational Development Strategy.
- ◆ Continue to monitor and identify improvements to the management of work-related injury and return to work processes, with a focus on early intervention and preventative services.
- ◆ Prepare the organisation for the move to the MAV Self Insurance scheme for WorkCover that is due to commence on 1 July 2017.
- ◆ Strive to achieve the final recognition points of the Healthy Together Victoria Workplace achievement program.

## Asset Management

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

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

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

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

## Planning

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

## Information

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

## Knowledge

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

Optimised decision-making systems are in place to ensure that Greater Dandenong's infrastructure asset renewal and upgrade programs reflect industry best practice, defined service levels and minimum 'whole of life cycle' costs.



### Technology

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

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

### City Improvement Program

The City Improvement Program (CIP) is Council's ongoing program for the renewal, upgrade, expansion and creation of assets including but not limited to buildings, roads, stormwater drainage, parks, artwork, websites and library books. It consists of programs driven by Council's asset management plans and strategies, major projects (such as the Springvale Community Precinct redevelopment) and community-initiated requests.

The yearly City Improvement Program budget is determined within Council's annual budget formulation process and the size of this budget depends on the funds available relative to other Council commitments. Once the budget is approved, the greater majority

of projects are planned, designed and delivered by 30 June each year. The inception of the Capital Works Committee in 2015 allowed further rigor to be applied to the annual CIP budget process.

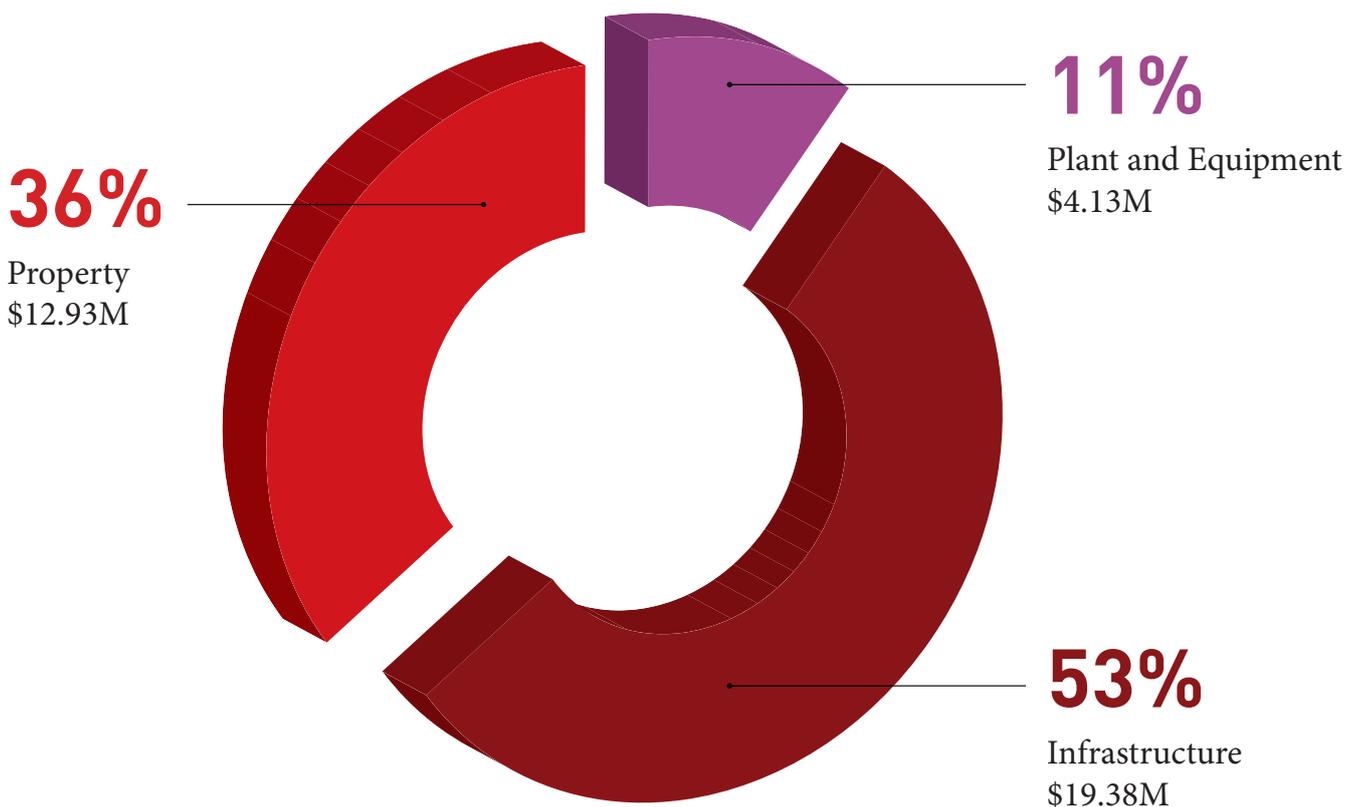
In 2015–16, Council invested \$36.44 million in capital expenditure across a variety of assets as shown in the City Improvement Program Expenditure and Project Highlights charts.

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*In 2015–16, Council invested \$36.44 million in capital expenditure across a variety of assets*

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### 2015–16 City Improvement Program Expenditure

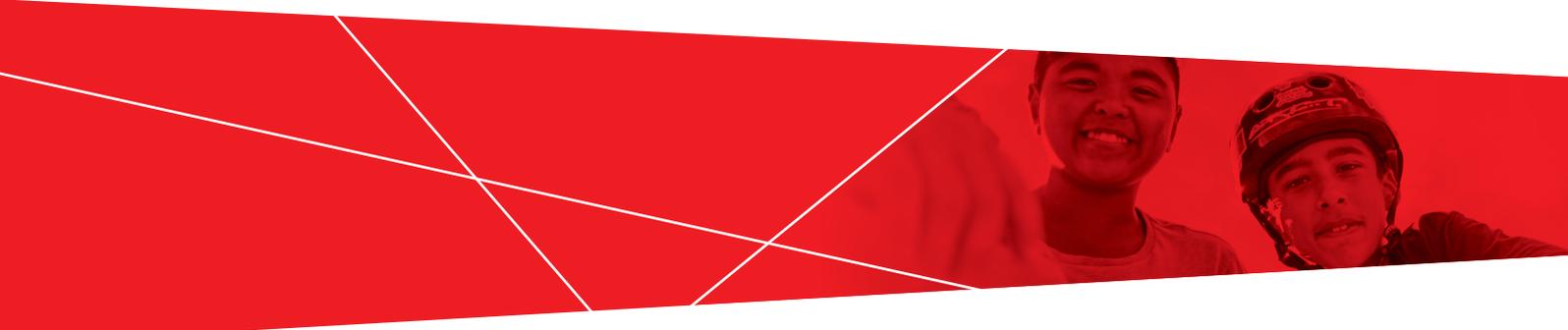


# Our Organisation

## Project Highlights

ASSET CLASS	PROJECT
Property	
Buildings	A number of key sporting pavilions were upgraded and developed to provide multiple community uses including the Alan Carter and Coomoorra Pavilions.  Three Early Learning Facilities were successfully completed and formally opened.
Plant and Equipment	
Library Books	Continuation of the renewal of Council's library books and resources
Plant, Machinery and Equipment	Ongoing renewal of Council's extensive fleet which supports operations and services across the municipality, including replacement of Council's heavy plant and motor vehicles.
Infrastructure	
Bridges	Completion of the Abbotts Road duplication including a new bridge crossing.
Drainage	Augmentation of drainage lines through Oldham Lane and Thomas Street to protect traders' shops from inundation during large storms.
Parks, Open Space and Streetscapes	Dandenong Park – demolition of redundant buildings to make way for the implementation of the Master Plan.  Implementation of the street lighting bulk replacement of existing lights with energy efficient luminaires (CEEP), which was partially funded by the Commonwealth Government.
Roads	Commonwealth Government part-funded Roads to Recovery program delivered throughout the municipality.





## Service Improvement Process (Best Value)

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

- ♦ provide a focus on identifying Best Value services for residents and stakeholders that they can understand, respond to and measure the unit's performance against
- ♦ build an organisational culture of innovation, trust and collaboration in the pursuit of continuous improvement in all endeavours
- ♦ build an organisational culture based on a team approach to the delivery of the best possible services to residents and other stakeholders
- ♦ comply with the Best Value principles established in Section 208 of the *Local Government Act 1989*.

There are two main components of the Service Improvement Process:

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

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

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

## Corporate Planning and Service Reviews

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

Council's suite of corporate plans includes the Imagine 2030 Community Plan, the Council Plan 2013–17 and several other high-level strategies and plans such as the Community Wellbeing Plan 2013–17. The Council Plan is supplemented by department business plans.

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

## Performance Measurement and Reporting

In 2015–16 Council regularly monitored its performance via Quarterly Performance Reports, which covered the financial and performance targets outlined in the Council Plan and Annual Budget.

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

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

## Local Government Performance Reporting Framework (LGPRF)

The Victorian Government introduced a new performance reporting framework in 2014–15 to ensure that all councils are measuring and reporting on their performance in a consistent way. The LGPRF is mandatory for all councils as part of the planning and reporting cycle. Council reported regularly in 2015–16 against the prescribed indicators.

## Continuous Improvement

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

For the year ahead, continued expansion of the program will be undertaken including consideration of an expanded scope of activities reviewed under this initiative, improved reporting and engagement of key stakeholders and increasing internal capability on improvement efforts across the organisation both at a corporate and a team level.

## Community Satisfaction

The Local Government Community Satisfaction Survey is coordinated annually by the Department of Transport, Planning and Local Infrastructure on behalf of Victorian Councils.

The City of Greater Dandenong (CGD) once again participated in the survey in 2016. The results achieved indicated that there are very high levels of community satisfaction with Council's services, with scores higher than the state-wide averages across all key areas measured.

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

CGD prides itself on our commitment to effective engagement with our community and making decisions in their best interest. Over the past 3 years Council has consistently outperformed the state-wide and metropolitan average in the following categories:

- ♦ Community consultation and engagement
- ♦ Advocacy – lobbying on behalf of the community
- ♦ Making community decisions
- ♦ Customer service
- ♦ Overall council direction

# Our Organisation



## Risk Management

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

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

## Insurance

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

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

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

## Strategies

Council has a Risk Management Policy and Strategy which have been reviewed to focus on better integration between the planning and risk functions. The risk management procedure was also enhanced to improve utilisation across the organisation. It was supported by training of departments across the organisation including Event Management, Project Management and other user groups.

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

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

A Risk Register has been implemented which contains both operational and strategic risks as identified by Council's business units and the Executive Management Team. These risks are monitored periodically to ensure that effective controls are maintained and to ensure there is adequate mitigation of risk. Emerging risks are identified during these reviews. In February a workshop was undertaken with the Management team and members of Council's Audit Advisory Committee to refresh and renew Council's key strategic risks.

## Business Continuity

The Business Continuity Plan ensures that the functions of Council can be continued in the event of a disaster affecting the operations and delivery of service with specific reference to 'Building Access Denial', 'Significant Staff Absence' (Pandemics) and 'IT Disaster and Records Recovery'. Council undertook a test of this plan during 2016 to identify opportunities for improvement and will continue a program of annual testing of the plan.

## Fraud Risk Management

Council has established a Fraud and Corruption Policy and Control Plan, which addresses the issues associated with the prevention of fraud and aligns with the new requirements of the *Protected Disclosure Act 2012*.

## Memberships

Council supports the activities of the following industry associations which support innovation and creativity in the risk and safety professions.

- ◆ Local Government Professionals (LGPro) – Special Interest Group for Risk
- ◆ Business Continuity Institute, an active network of organisations with a shared interest in developing resilient continuity and disaster recovery plans (financial member)
- ◆ Safety Institute of Australia is Australia's peak body for the health & safety profession. The group has a membership of over 4,000 individuals who may simply be interested in health and safety in the workplace, or be actively working in the field of OHS as Health and Safety Representatives, or OHS practitioners or professionals (financial member)
- ◆ Council also participates in the MAV Insurance (LMI) best practice forums

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

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05

Community  
Relations



# Community Relations

## Community Plan – Imagine 2030

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

The Community Plan was developed following an extensive consultation program throughout 2008 and 2009. This consultation also informs the planning stages of the Council Plan, and other plans such as the Community Wellbeing Plan.

Council adopted a new Community Engagement Policy in October 2013 that outlines the principles for community consultation. Community members are

encouraged to participate in the community consultation processes that Council undertakes. This assists Council to be aware of the community’s needs and priorities. There are several opportunities throughout the year to participate in consultation and Council actively seeks the community’s input.

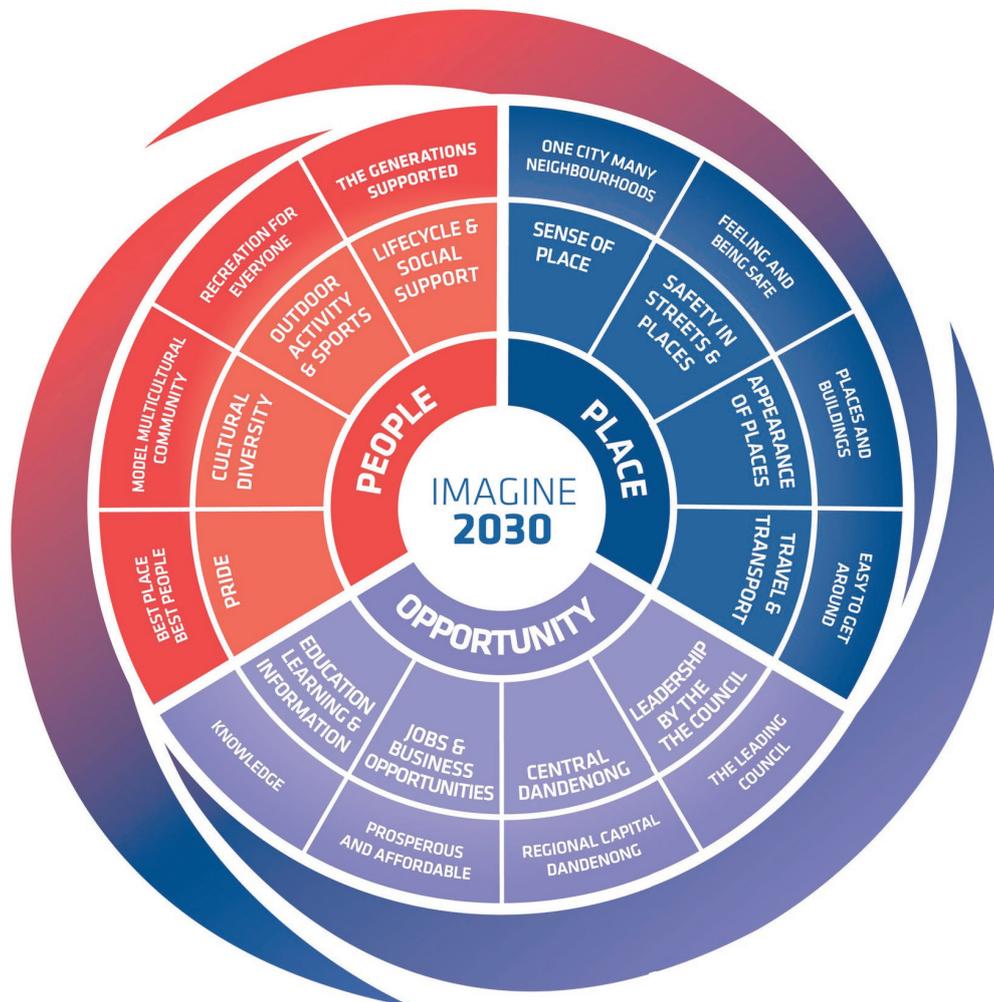
In 2012 Council undertook community consultation to again assess the community’s priorities. The findings from this consultation informed the development of the current Council Plan 2013–2017.

In 2016–17 further community consultation will be undertaken to influence the development of a new Council Plan and Community Wellbeing Plan for 2017–21.

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

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## Health and Wellbeing in Our Community

The City of Greater Dandenong's Community Wellbeing Plan (CWP) was developed for the period 2013–17.

This Plan is a requirement under the *Public Health and Wellbeing Act 2008* (Section 26) which states that all Councils must develop a four-year Municipal Public Health and Wellbeing Plan within 12 months of each general election of Council.

The Act specifies Council's functions and responsibilities with regard to public health and wellbeing and the plan outlines how Council will fulfil these and contribute to improved public health and wellbeing outcomes for residents in the municipality.

During the 2015–16 financial year, the implementation of the Community Wellbeing Plan 2013–17 has included ongoing activities of the Health and Wellbeing Advisory Committee to encourage collaborative planning with local health and community service agencies.

The responsibilities of the Health and Wellbeing Advisory Committee include:

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

All of these activities culminate in the implementation of the Community Wellbeing Plan and the development of the next Community Wellbeing Plan 2017–21, demonstrating Council's commitment to improving the health and wellbeing of all residents.

The Community Wellbeing Plan 2013–17 is available on Council's website [www.greaterdandenong.com](http://www.greaterdandenong.com)

## Annual Sustainability Report

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

The recently adopted 2016–30 Sustainability Strategy puts the City of Greater Dandenong on the path to becoming one of the most sustainable cities in Australia by 2030.

The new strategy was finalised after two rounds of extensive engagement with the community. The first round of engagement provided residents and businesses with the opportunity to identify key sustainability issues. The second round asked for feedback on a draft version of the sustainability strategy that responded to the issues raised by the community from the first round. The feedback process engaged with the community in the following ways:

- ◆ 9,324 viewed promotions for the strategy via Facebook.
- ◆ 700 people met with Council staff
- ◆ 186 formal submissions were made

The new strategy uses the following ten themes to help Council address key sustainability issues:

- ◆ Biodiversity and Open Space
- ◆ Water and Stormwater
- ◆ Climate and Energy
- ◆ Waste and Resources
- ◆ Transport and Movement
- ◆ Buildings and Places
- ◆ Environmental Pollution
- ◆ Local and Sustainable Food
- ◆ Local Community and Culture
- ◆ Local Business and Economy

Within each theme there are key objectives and targets that provide Council and the municipality with guidance and direction.

In September 2016, Council will use the new Annual Sustainability Report to monitor and report on its progress against objectives and targets in the 2016–30 Sustainability Strategy. This approach enables Council to make better sustainability decisions, by using the report to help identify issues and respond accordingly.

Some of the key highlights from the last year include:

- ◆ Council delivered the 2016 Sustainability Festival and Awards – attendance of over 18,000.
- ◆ The Dandenong Civic Centre was awarded a 5 Star Green Star As-Built.
- ◆ Council planted 20,344 indigenous plants.
- ◆ Council's Roadside Litter Prevention Program won the Keep Victoria Beautiful Sustainable Cities Award.
- ◆ Council continued the roll out of the Public Street Lighting Program – that will save at least 48,338 tonnes of CO<sub>2</sub> over 20 years.

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*The recently adopted 2016–30 Sustainability Strategy puts the City of Greater Dandenong on the path to becoming one of the most sustainable cities in Australia by 2030.*

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# Community Relations



## Disability Action Plan

Extensive consultation occurred in order to develop a draft Disability Action Plan and draft Disability Policy. The Disability Advisory Committee provided input to the review and development of the draft plan and policy. The draft plan and policy are ready for public exhibition before Council adoption later in 2016.

The Disability Advisory Committee (DAC) and a Disability Community Reference Group (DCRG) merged into the Disability Advisory Committee in 2015. The committee has independent representatives from the community, including service providers, local residents, councillor representatives and staff.

### Information

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

Community education about the needs and abilities of people with a disability occurred in partnership with disability organisations including:

- ◆ an information day at Dandenong Plaza educating retailers about guide dogs
- ◆ a state wide forum in Springvale promoting post polio related issues
- ◆ a Vietnamese aged and disability services expo

## Consultation

Consultations focused on:

- ◆ accessible parking
- ◆ Disability Action Plan themes
- ◆ accessible toilets
- ◆ accessible retail venues
- ◆ public transport access
- ◆ street safety
- ◆ Councils programs, activities and community facilities
- ◆ Opportunities for input on research including autism spectrum disorder

These consultations occurred with community members, staff and service providers through community events and focus groups. Feedback is also invited through the monthly e-newsletters.

## Employment

Council continued silver membership status with the Australian Network on Disability. Outcomes of this membership include a third internship opportunity for a person with a disability. Council has also participated in a number of forums and networks addressing employment issues for people with a disability. In conjunction with the Economic Development Unit a forum was held focusing on the benefits of employing people from diverse backgrounds including those with a disability. Council's "working from home" policy was updated to take into account reasonable adjustments.

## Buildings

Several council facilities including Paddy O'Donoghue Centre have undergone improvements to allow enhanced use by people with a disability.

In addition, extensive street works have been undertaken including the footpaths and parking areas around Dandenong Hospital.

## Technology

Portable hearing augmentation equipment has continued to be used to assist Community Care staff to communicate.

Promotion of technology occurred through the e-newsletter highlighting various apps and hardware to enable people to participate in the community.

## Training

Staff disability awareness training utilising videos, class based and practical experiential methods has been developed and was implemented across several areas of Council. Continued implementation of the *YouMeUs* online training module in Council's leisure facilities (Springers, Noble Park Aquatic Centre and Oasis) has occurred. *YouMeUs* has expanded the focus to include neighbourhood houses, customer service and general Council staff.

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*Council continued silver membership status with the Australian Network on Disability. Outcomes of this membership include a third internship opportunity for a person with a disability.*

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06

Community  
Funding  
Program



# Community Funding Program



## Community Support Grants Program

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

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

## Sponsorships Program

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

## Community Partnerships Funding Program

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

## Community Response Grants Program

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

- ◆ Not-for-profit community groups can apply for up to \$1000 for projects, programs, or activities that will benefit residents of the City of Greater Dandenong.
- ◆ Individual residents can apply for up to \$750 for travel and accommodation expenses to participate in elite sports events, to perform or produce works of art, or for training to serve the community as a volunteer.
- ◆ Eligibility and assessment criteria are listed in the guidelines attached to the application form which can be found at [www.greaterdandenong.com](http://www.greaterdandenong.com). This program is open year-round with no specific closing date.

## Community Support Grants Program

Applicant Name	Project Title	Amount Granted
AA combined groups at Palm Plaza	To provide a meeting room for four AA groups	\$11,709
AARDO (Afghan Australian Rehabilitation and Development Organization) Inc.	Promoting tolerance and understanding amongst Dandenong's Afghani community	\$4,973
AARDO (Afghan Australian Rehabilitation and Development Organization) Inc.	Improving community safety	\$4,000
Afghan Australian Association of Victoria Inc.	Settlement and providing services to Afghan migrants to be able to settle well in Dandenong region	\$1,000
Afghan-Australian Initiative Inc.	A positive response to negativity	\$3,509
Afghan-Australian Initiative Inc.	Global Participation – It Starts With Us! A one day student conference sponsoring 60 local students	\$1,783
Al-Ehssan Women's Group	Al-Ehssan support group for Muslim women	\$850
Antiochian Community Support Association	Arabic community unites to celebrate Australia Day 2016 with soccer tournament and BBQ	\$1,473
Arts Access Society Inc.	Art of Origin	\$5,000
Asylum Seeker Resource Centre Inc.	ASRC Dandenong education	\$10,373
Aus Audio Visual Arts Association Inc.	Free medical seminar at the Springvale Town Hall	\$1,500
Australia Melbourne Sibio Friendship Group Inc.	Regular meetings at the Noble Park Community Centre	\$3,024
Australia-Burma Society	Happy relationships happy families	\$2,973
Australia-Burma Society	Empowering women project	\$3,272
Australia-Burma Society	Burmese Lantern Festival	\$1,870
Australia-Burma Society	Diverse Youth Harmony and Burmese New Year Celebration	\$1,870
Australian Chollo Community Inc.	Workshop about violence against women and children in the community	\$2,973
Australian Vietnamese Women's Association Inc.	Sustainable living	\$8,973
Australian Youth Climate Coalition	Switched on schools Greater Dandenong	\$6,848
Bengali Association of Victoria Inc.	Multicultural Spring Festival – October 2016	\$2,473
Burgher Association of Australia Inc.	Video/Sound System to provide group activities to minimise loneliness for retired seniors	\$2,000
Burmese Women's Alliance	Women's wellbeing project	\$2,473
Burmese Women's Social Group	A social, educational and informative space for Burmese women in the community	\$2,473
C8 Journey Inc.	Bounce refugee youth mentoring workshops program	\$3,973
Cambodian Association of Victoria Inc.	Cambodian New Year and CAV 31st Year Anniversary – April 2016	\$3,911
Cambodian Association of Victoria Inc.	Supported disadvantaged Cambodian/Australian women's group	\$973
Cambodian Association of Victoria Inc.	Promoting friendly community with Cambodian culture	\$2,211
Cambodian Association of Victoria Inc.	Youth sport and recreational activities	\$2,763
Cancer Council of Victoria	Relay For Life at Ross Reserve, Noble Park	\$2,000

# Community Funding Program

Applicant Name	Project Title	Amount Granted
Circolo Pensionati Italiani Di Oakleigh E Clayton (Italian Pensioners Club Of Oakleigh And Clayton) Inc.	Regular social and recreational activities for Italian and ethnic groups	\$1,000
Country Women's Association – Dandenong Branch	Funding to cover costs of hire of Palm Plaza mall meeting room	\$3,477.27
Dandenong Cossacks Volleyball Club Inc.	Russian cup volleyball tournament	\$4,473
Dandenong Cossacks Volleyball Club Inc.	Junior volleyball loan uniform program	\$1,000
Dandenong Low Vision Group	Promote community awareness and enhance the health and wellbeing of residents who have a vision loss	\$1,000
Dandenong Neighbourhood House Inc.	New directions	\$10,000
Dandenong West Primary School Community Hub	Dandenong West Community Festival/Harmony Week Celebration – March 2016	\$5,473
Dandenong West Primary School Community Hub	Everyday English for Everyone: English as an additional language class for adult community members	\$6,000
Diaspora Action Australia Inc.	Civil inclusion and democratic education for refugees and new migrants in Greater Dandenong	\$4,973
El Hokamaa Senior Citizens	Weekly social gathering of senior citizens	\$1,000
Fusion Theatre Inc.	Inside Out: Building connections and collaborations between people with disabilities through theatre	\$8,000
Fusion Theatre Inc.	Movement in Conversation: movement-theatre approaches to language learning with asylum seeker women	\$3,048
Hazara Australian Community Association of Victoria	Afghan New Year (Nawroz) Celebration – March 2016	\$973
HUM TUM	Raising awareness of respectful relationships and gender equality in Dandenong's Indian community	\$3,973
Jesuran Welfare Services Inc.	Tamil Alcoholics Anonymous	\$3,973
Keysborough Freedom Club Coop Ltd	A community fair to celebrate Keysborough freedom club's 40 years of service to the community	\$1,000
Keysborough Learning Centre	Asylum Seekers, living, learning and sharing in Greater Dandenong	\$4,000
Life Without Barriers	Health and wellbeing classes for female asylum seekers – Women Matter	\$5,973
Lopit Community Association of Australia (LCAA) Inc.	Training Lopit women and children in traditional bead making and cultural arts	\$2,000
Lyndale Secondary College	Guest speaker program	\$2,973
Magwi Development Agency Australia Victoria Branch Inc.	Women and children family violence training	\$1,617
Malayalee Association of Victoria Inc.	Onam celebration and cultural program at Springvale Town Hall	\$2,000
Narcotics Anonymous	Weekly meetings of Narcotics Anonymous for the Afghani and Iranian community	\$4,393
New Hope Foundation	Out and About in Australia	\$1,275
Noble Park Community Action Forum Inc.	Community awareness, education and community building activities	\$925
Noble Park Community Centre Inc.	Noble Park Community Centre Art Show	\$2,200

Applicant Name	Project Title	Amount Granted
Noble Park Football Club Juniors Inc.	The startup of the Noble Park Netball Club	\$1,000
Noble Park Football Club Juniors Inc.	Three new Auskick centres	\$1,000
Noble Park Occasional Childcare Inc.	Healthy affordable meals for families and lunches for children prepared safely and hygienically	\$675
Oasis Otters Swimming Club	Oasis Otters Twilight Encouragement Meet	\$2,173
Parkrun Inc.	5km walk & run free every Sat 8:30am – Wachter Reserve.	\$4,973
Polish Community Council of Victoria	Seniors Social Club	\$1,000
Reading Out of Poverty Inc.	Read, Learn & Play – Early intervention literacy program for disadvantaged children	\$2,973
Red Chamber Chinese Opera Group Inc.	Multicultural Festival Opera Event - March 2016	\$973
River Jiang Arts Inc.	East and west Christmas Carol Music Show	\$1,480
Rodriguan Social Club of Victoria	Seniors Exchange Day	\$973
Rugratz Playgroup	Improving Educational & Multicultural Resources for Rugratz Playgroup	\$1,000
Serbian Community Association of Australia Inc.	Building stronger social networks for seniors of CALD background	\$3,973
Serbian Community Association of Australia Inc.	Taking care of our environment	\$1,650
Shakti Migrant & Refugee Women's Support Group Melbourne Inc.	Strengthening of local response to domestic violence in ethnic CALD communities	\$5,750
South East Community Links Inc.	SEAAC Multicultural Homework Support Program	\$6,523
South East Community Links Inc.	Purchase of two Automated External Defibrillators	\$1,800
South East Liberian Women, Youth and Children Association Inc.	Celebration of Liberia's Independence Day	\$1,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	Build residents association bridges	\$2,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	Clean Up Australia	\$1,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	Lantern Festival	\$3,500
South Eastern Region Melbourne Oromo Community Association in Victoria	Oromo community common day event at Dandenong Harmony Centre – June 2016	\$2,973
South Eastern Region Polio Support Group	Polio Day 2015 at the Springvale Town Hall	\$3,000
South Sudan Equatorians Association Inc.	Establishing new junior and senior soccer teams	\$1,000
South Sudanese-Australian Academic Society Inc.	Youth and Family Fun Day on Australia Day 2016	\$1,473
Southern Cross Kids Camps	Kids overcoming abuse for greater connectedness	\$2,400
Space2b Social Design Inc.	Ready to Fly: A creative and business mentoring program for new migrants and refugees	\$11,973
Springvale Learning and Activities Centre Inc.	SLAC 70+ Anniversary	\$2,000
Springvale Mandarin Network	Multicultural Ping Pong Tournament and Mother's Day & Dragon Boat Festival Celebration of 2016	\$1,973
Springvale Neighbourhood House Inc.	Celebrating the cultural richness of City of Greater Dandenong through music, song, dance & fashion	\$6,000

# Community Funding Program

Applicant Name	Project Title	Amount Granted
Stand Up: Jewish Commitment to a Better World Ltd	Sudanese youth engagement program	\$11,973
The Association of Hazaras in Victoria Inc.	Nawroz Festival – March 2016	\$1,473
The Association of Hazaras in Victoria Inc.	End of Ramadan celebration	\$1,500
The Big Issue in Australia Limited	Dandenong street soccer program	\$3,500
The Fiji Islamic and Cultural Society of Victoria Inc.	Two community events – February and August 2016	\$1,573
The Fiji Islamic and Cultural Society of Victoria Inc.	Community celebrations of Eid and the Prophet's birthday	\$1,000
The Russian Senior Citizens Club in Dandenong Inc.	Administration, exercise and dancing classes and computer lessons	\$1,000
The Song Room Limited	Community harmony in Noble Park	\$6,973
Twich Women's Sewing Collective Inc.	The Art of Hand-Beading: A Promotion of African Adornment	\$4,050
Ulang Community Association of Australia Inc.	Create awareness & counselling sessions for families, children to improve tolerance & understanding	\$2,973
Ulang Community Association of Australia Inc.	Culture week training & festival for young people	\$2,773
Ventana Hispana (Spanish Window)	Amigos Para Siempre (Friends Forever)	\$1,500
Victorian Multi Ethnic Slavic Welfare Association Inc.	Ageing well in the Slavic community	\$1,000
Vietnamese Freedom Day Club	Running of the Vietnamese Freedom Day Club	\$973
Xinjiang Chinese Association of Australia Inc.	Activities at Noble Park Community Centre	\$4,000
<b>TOTAL</b>	<b>99 applications</b>	<b>\$314,411.36</b>

## Community Response Grants Program

Applicant Name	Project Title	Amount Granted
Aaliyah Corles	2016 Australian Wushu Games	\$500
AARDO (Afghan Australian Rehabilitation and Development Organization) Inc.	Information session on health and physical activity	\$500
AARDO (Afghan Australian Rehabilitation and Development Organization) Inc.	Iftar dinners	\$420
Afghan Australian Philanthropic Association Inc.	Afghan New Year Festival	\$700
Albanian Sakie Islamic Society of Dandenong Inc.	Excursions	\$550
Alexandar Ivetic	Karate Junior World Championships	\$640
Andrew McGill	Blackball International World Championships	\$390
Anglicare Victoria	Unaccompanied minor asylum seeker art competition	\$500
Arona Banderas Galuvao	School Sports Australia Rugby League championships	\$490
Association of Australian Students from Afghanistan Inc.	Dialogue – A community forum to discuss education	\$1,000
Association of Ukrainians in Victoria	Annual Ukrainian Cultural Day	\$470
Australian Breastfeeding Association	Purchase new couches for the breastfeeding centre	\$450
Australian Hazara Women's Friendship Network Inc.	Computer classes and learner driving classes	\$1,000
Bangladesh Cultural Group Inc.	Youth volunteering program	\$600
Baraka Education and Tutoring Services Inc.	EduPower Group tutoring program	\$1,000
Beit Jala Palestinian Association – Australia Inc.	Christmas celebration	\$530

Applicant Name	Project Title	Amount Granted
Butterfly Mums Supported Playgroup	Startup of the Butterfly Mums supported playgroup	\$930
Cambodian Association of Victoria Inc.	Cambodian singing contest	\$640
Carers of Africa Inc.	Fundraising Event for Carers of Africa	\$600
Ceylonese Welfare Organisation Inc.	End of year luncheon	\$360
Ceylonese Welfare Organisation Inc.	Mid-year luncheon	\$340
Cook Islanders Welfare Association Inc.	Volunteer home visiting program	\$900
Cornish College	Community workshop on disposal of plastic waste	\$310
Country Women's Association – Noble Park Branch	Purchase of wool and other materials	\$500
Dandenong Cranbourne RSL Sub-Branch Inc.	Family Christmas Party at the Dandenong RSL	\$460
Dandenong Day Nursery Inc.	Celebration of 40 Years working in the community	\$930
Dandenong Harmony Community Managed Co-operative Ltd	Establishing a musical group for elderly residents	\$650
Dandenong High School	Dandenong High School Breakfast Club	\$800
Dandenong West Primary School Community Hub	Cultural Awareness of Maori & Pasifika communities	\$500
Declan McBean	Victorian Athletics Team	\$750
Denise Pilien	National Youth Archery Championships	\$430
Elaine Parkinson	2016 Australian Super National Championships	\$430
Ethnic Chinese Happy Age Association of Victoria Inc.	Celebration of Chinese Full Moon Festival	\$410
Friends of Refugees Inc.	Refugee Week event	\$660
Gemma Proy	2016 Super Nationals Indoor Netball Tournament	\$500
Greek Community of Springvale and Districts Limited	Christmas party and excursion	\$1,000
Hamed Afshin Azar	2016 Georgina Hope Foundation Australian Age Swimming Championships	\$500
Hassan Afshin Azar	2016 Georgina Hope Foundation Australian Age Swimming Championships	\$500
Italian Elderly Citizen Club Noble Park Inc.	Christmas 2015 and Easter 2016 functions	\$560
Italian Elderly Citizen Club Noble Park Inc.	Mother's Day celebrations	\$340
Italo-Spanish Club Inc.	Father's Day Celebration	\$900
Jayden van Geelen	Australian artistic roller skating championships	\$480
Jordan Castle	NSW Special Olympics State Games	\$500
Judo Victoria Inc.	Southern Cross International Open Tournament	\$940
Keysborough Primary School	Community garden and meeting place	\$880
Kotahitanga Netball Melbourne	Kotahitanga Netball Tournament	\$430
Lachlan McDonnell	Victorian Under 15 School Sports Victoria Volleyball Team	\$480
Lazar Ajdukovic	2016 Shito-ryu Shukokai Karate Do World Cup Competition	\$750
Lions Club of Dandenong Inc.	Hire of the Dandenong Central Senior Citizens Centre	\$500
Living Waters Victoria Worship Centre Inc.	Fridge and freezer for food donations program	\$480
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Macedonian National Day	\$310

# Community Funding Program

Applicant Name	Project Title	Amount Granted
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Macedonian Seniors Christmas celebration	\$260
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Celebrate International Women's Day	\$850
Magwi Development Agency Australia Victoria Branch Inc.	Materials and equipment for Acholi Language School	\$500
Mitchell Wilcox	National Baseball Championships	\$490
Mountain Districts Darts Association Inc.	Automated external defibrillator	\$750
Murle Community Association in Victoria Australia Inc.	Community celebration	\$730
Napoli Family Dandenong Inc.	Celebration of Mother's Day	\$310
Nathan Ephraums	School Sports Australia Hockey Tour of South Africa	\$640
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon – Dandenong Branch	Annual BBQ for Italian Seniors	\$270
Nikolaus Dusterwald	2016 Shitoryu Shukokai World Cup and Gishinkan Cup	\$640
Noble Park Community Centre Inc.	60th Anniversary celebrations	\$500
Noble Park Football Club Juniors Inc.	Assist children from disadvantaged families to play football	\$520
Noble Park North Multicultural Elderly Citizens Club Inc.	Father's Day celebration	\$360
Noble Park North Multicultural Elderly Citizens Club Inc.	Monthly activities	\$560
North Dandenong Junior Football Club	Promoting the Club	\$500
Oasis Otters Swimming Club	Swimming competition	\$650
Omid Cultural Association Inc.	Refugee Week celebration	\$930
Overseas Indian Cultural Congress	Purchase of digital projector	\$300
Owen Davies	Public screening of "Just Dandenong"	\$340
Ramblers Community Walking Group	Excursion to Castlemaine	\$300
Rodriguan Social Club of Victoria	Morning melody	\$320
Rugratz Playgroup	New playgroup session	\$960
Sankalp – EK Nishchay Inc.	Marathi Language School	\$520
Sathya Sai Organisation of Australia	Meals for the needy at the Dandenong Market	\$680
Sesilia Felise	Australian Indoor Netball Junior National Championships	\$350
SEWA International (AUST)	Indian Independence Day	\$330
Shadi Corles	Australian Kung Fu Wushu Games 2016	\$500
Sheryll Beasy	Australian Darts Championships	\$290
Shukrullah	Voluntary assistance for new migrants	\$500
South Eastern Region Melbourne Oromo Community Association in Victoria	Purchase of laptop and digital camera	\$430
South Sudan Equatorians Association Inc.	Annual Christmas celebration	\$530
Southern Pirates Cricket Club Inc.	Purchase of cricket bowling machine	\$260
Spanish Speaking Friendship Club of Springvale	Mother's Day, Father's Day, Christmas and the Club anniversary	\$600
Special Olympics – Dandenong Valley Region	Volunteer support for basketball tournament	\$330

Applicant Name	Project Title	Amount Granted
Springvale Ballroom Dancing Club Inc.	Weekly ballroom dancing classes	\$840
Springvale Christian Community Centre Inc.	Meals program at the Paddy O'Donoghue Centre	\$650
Springvale Football Club	Springvale Football Club 40th anniversary celebration	\$760
Springvale Monash Legal Service Inc.	Purchase of lectern and PA system	\$310
Springvale Monash Legal Service Inc.	Volunteer appreciation event	\$330
Springvale Rise Primary School	Child minding assistance for English language classes	\$520
Springvale Senior Citizens Multicultural Club Inc.	Excursion to Phillip Island	\$800
Sri Lanka German Technical Training Institute Old Boys Association Australia Inc.	Sinhala & Tamil New Year celebration	\$930
SSJG Ministries Inc.	Data projector and screen	\$520
St Aidan's Anglican Parish of Noble Park	Purchasing garden tools	\$550
St Gerards School	Multicultural cookbook	\$740
St Mary's Netball Club	Victorian State team trials	\$520
St Mary's Netball Club	Participation in the Peninsula Waves Netball Club	\$460
The Association of Hazaras in Victoria Inc.	Quarterly newsletter	\$500
The Cyrene Centre	BBQ fundraisers	\$320
The Friends of Rowan Park Club Inc.	Armistice Day Peace Concert	\$730
Too Low in English Programme, Dandenong	Free English language classes for recently arrived migrants, refugees and asylum seekers	\$1,000
Ukrainian Elderly People's Club, Noble Park	Christmas break-up dinner for Ukrainian Seniors	\$310
United Sri Lankan Muslim Association of Australia Inc.	Sri Lankan Independence Day	\$580
Valewood Toastmasters Club	Hire the Dandenong North Senior Citizens Centre	\$520
Victorian Myanmar Muslim Community Inc	Community celebration and BBQ at Burden Park	\$600
Victorian Tamil Cultural Association Inc.	Thai Thirunal celebration and 25th anniversary celebration	\$600
Vietnamese Australian Senior Association of Victoria (VASA – VIC) Inc.	Mother's Day celebrations	\$310
Vietnamese Community in Australia – Victoria Chapter	Exhibition to mark the 40th anniversary of Vietnamese settlement	\$650
Wallarano Primary School	Adult English language class excursion to Sorrento	\$330
Wallarano Primary School – School Council	School fete	\$640
Wesley Mission Victoria	Christmas party for vulnerable children	\$280
Wesley Mission Victoria	Carers support group art therapy program	\$640
White Star Dandenong Soccer Club Inc.	Purchase new soccer equipment and uniforms	\$480
Women's Health in the South East Inc.	Health and Wellbeing prevention program for CALD women	\$750
Yarraman Oaks Primary School	Australian record attempt for dancing the Hokey Pokey	\$460
Zinzan Kahu	Under 12 Rugby League tournament	\$500
<b>TOTAL</b>	<b>117 applications</b>	<b>\$65,520</b>

# Community Funding Program

## Community Partnerships Funding Program

Applicant Name	Project Title	Amount Granted
Dandenong Community Advisory Bureau Inc.	Operational support	\$40,122
Springvale Community Aid & Advice Bureau Inc.	Operational support	\$62,591
Dandenong Neighbourhood House Inc.	Operational support	\$68,321
Keysborough Learning Centre	Operational support	\$72,164
Noble Park Community Centre Inc.	Operational support	\$39,076
Springvale Learning and Activities Centre Inc.	Operational support	\$39,076
Springvale Neighbourhood House Inc.	Operational support	\$66,855
Wellsprings for Women Inc.	Operational support	\$103,337
Dandenong & District Benevolent Society	Operational support	\$38,025
Springvale Benevolent Society Inc.	Operational support	\$17,672
St Vincent De Paul Society	Operational support	\$17,672
St. Joseph's Catholic Church Springvale	Operational support	\$9,932
We Care Community Services Inc.	Operational support	\$18,624
Cornerstone Contact Centre Inc.	Operational support	\$18,624
Concern Australia Welfare Inc.	Operational support	\$20,242
Cambodian Association of Victoria Inc.	Operational support	\$21,218
City of Greater Dandenong Band Inc.	Operational support	\$21,948
Dandenong & District Historical Society Inc.	Operational support	\$7,725
Springvale & District Historical Society	Operational support	\$6,695
Interfaith Network of the City of Greater Dandenong Inc.	Operational support	\$85,543
South East Community Links Inc.	Operational support	\$308,139
<b>TOTAL</b>	<b>21 applications</b>	<b>\$1,083,601</b>

*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.*



## Sponsorships Program

Applicant Name	Project Title	Amount Granted
Chand Raat Eid Festival (CREF) Incorporated	Chand Raat Eid Festival (CREF) 2015	\$5,000
Dandenong Agricultural & Pastoral Society Inc.	Dandenong Show 2015	\$20,000
Dandenong Basketball Association Inc.	Dandenong Rangers Women's National Basketball League (WNBL) Season	\$30,000
Dandenong Thunder Inc.	Dandenong Thunder NPL Club Sponsorship	\$8,000
Dandenong Women's Cricket Club	Dandenong Young Lions	\$6,550
Greater Dandenong Chamber of Commerce	Dandenong Carols by Candlelight	\$10,000
Latin American Friendship Fonda la Clinica of Victoria Inc.	Chilean Latin American September Festival 2015	\$15,000
Lions Club of Noble Park Keysborough Inc.	Summer Community Festival	\$22,000
Rotary Club of Dandenong Inc.	Cinema Under the Stars with Family Fun Day and Fun Run	\$10,000
Springvale Asian Business Association	2016 Springvale Lunar New Year Festival	\$35,000
Vietnamese Community in Australia – Victoria Chapter	Vietnamese Tet Festival 2016	\$12,000
Windmill Theatre Company Inc.	Production of Disney's "The Little Mermaid"	\$15,000
<b>TOTAL</b>	<b>12 applications</b>	<b>\$188,550</b>





# 07

## Service Summaries – A Year in Review



# Service Summaries – A Year in Review





## City Planning, Design and Amenity – Building Services

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

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

### Achievements

- ◆ Building compliance improved through education and enforcement including 11 prosecutions undertaken, 147 building notices and 248 orders issued on non-compliant building work
- ◆ 2,679 resident requests for information by solicitors and building surveyors answered within required timelines
- ◆ 1,738 privately issued building permits recorded on Council's systems
- ◆ 740 report and consent applications assessed, including 184 siting consents and 107 build over easement consents
- ◆ 14 Essential Safety Measures inspections carried out resulting in safer buildings.

## City Planning, Design and Amenity – Planning and Design

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

### Achievements

- ◆ Determined over 1,100 planning applications (an increase of over 200 applications from 2014–15), and improved the percentage of applications determined within the statutory timeframe from 45 per cent in 2014–15 to 59 per cent;
- ◆ Finalising and adopting the Sustainability Strategy;
- ◆ Development and adoption of the sustainability website;
- ◆ Completion of the panel hearing for C182 – Residential zones review;
- ◆ Progression of C143 – Green Wedge Management Plan to a panel hearing;
- ◆ Undertook industrial and commercial land supply, and neighbourhood activity centre studies

## City Planning, Design and Amenity – Regulatory Services

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

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

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

### Achievements

- ◆ The Planning Compliance team undertook a project to develop a monitoring and enforcement tool to assist in improving water quality in the natural watercourses flowing through the municipality. This project resulted in the identification of a number of businesses that needed to improve their waste water management practices. The project demonstrated the effectiveness of the tool Council developed, which will now be permanently adopted.
- ◆ Local Laws and Litter Prevention staff worked closely with other council departments to develop a No Butts Litter campaign which was given State Government funding due to its innovative approach.
- ◆ The Public Health Unit conducted over 2,300 food premises inspections and successfully managed food sales at over 60 community events across the year.
- ◆ The Parking Management team rolled out 127 new parking ticket machines across the municipality, as well as a new pay on exit system at the Walker Street car park. These new machines offer customers several different payment options including a tap and go credit card feature, making parking even more simple and convenient.

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*Local Laws and Litter Prevention staff worked closely with other council departments to develop a No Butts Litter campaign which was given State Government funding due to its innovative approach.*

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# Service Summaries – A Year in Review

## Community Services – Community Care

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

### Achievements

- ◆ Participation in the Commonwealth My Aged Care Demonstration Project and subsequent implementation of the Commonwealth Home Support Program
- ◆ Review of Home and Community Care (HACC) services
- ◆ Commencement of the review of the Disability Action Plan
- ◆ Commencement of the review of the Ageing is about Living strategy
- ◆ Support of the Positive Ageing Advisory Committee and Disability Advisory Group
- ◆ Contribution to employment and traineeship opportunities through membership of the Australian Network on Disability and provision of internships.

## Community Services – Community Arts, Culture and Library Services

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

Library services are delivered in a variety of locations and methods through Dandenong and Springvale library branches. This is complemented by library outreach programs and services, home delivery, bulk loans of materials to institutions and through the online library. Additionally, libraries oversee Council's historical civic collections, the shared historic archive, liaison with local history groups, preservation of digital records and a program of local history exhibitions.

Arts and Cultural Development focuses on public art, festivals and events, creative programs, artist development and cultural venues including Heritage Hill and Walker Street Gallery.

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

Community Services Facilities manage the operations of a range of community centres and halls. These include the Paddy O'Donoghue Centre, the Jan Wilson Centre and the Castle as well as seniors halls and a number of shared use facilities.

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

### Achievements

- ◆ The 'Home and Art' Exhibition and Art Prize showcased the positive artistic contribution of asylum seeker and refugee artists. The inaugural exhibition featured 14 shortlisted artists from 33 entries received from across the country.
- ◆ The first Short Cuts Film Festival was

a valuable addition to the arts calendar and featured 14 short films, selected from 45 entries from secondary school students, community groups, film students and professional film makers.

- ◆ A new arts activity program, 'Get Creative' offered participatory workshops for adults, children, families and seniors. Diverse activities such as website design, yoga, life drawing and Bollywood dancing were offered at cultural venues across the municipality. The first two terms engaged 1,500 participants in 198 activities.
- ◆ Drum Theatre celebrated its 10th anniversary in February 2016 with a concert attended by 350 people. It featured local artists as well as renowned singer Sylvie Paladino who had performed at the Drum Theatre opening concert ten years prior.
- ◆ The 'Friends of Drum Theatre' membership program had 604 members in 2015–16.
- ◆ Venue hire usage increased by 4.72 per cent on the previous year. There were 531 hirers of the venue with 80 being new to Drum Theatre.
- ◆ There were 1,242,325 visits to the Dandenong and Springvale Libraries. The overall Library Service satisfaction rate was very high at 90.83 per cent.
- ◆ There was an increase in usage of the four Senior Centres (20 per cent increase) and Jan Wilson Centre (38 per cent) during 2015–16.
- ◆ There was an overall increase in attendance of 16 per cent at each of Council's four major events. Snow Fest in particular showed a large increase in interest and attendance with 32,000 people attending – a 60 per cent increase on the previous year.
- ◆ The Events team supported 19 large community event applications as well as many small events, with an estimated community attendance of 200,000 people.



## Community Services – Community Development, Facilities and Recreation

The Community Development, Facilities and Recreation Department engages with the community to strategically advocate, plan and deliver practical outcomes that reflect community values. The Department comprises social planning, community funding, volunteer services, community development, indigenous and diverse communities, health and wellbeing, leisure planning, sport development, recreation development and leisure centre management.

The aim of the department is to:

- ♦ build active, healthy and connected communities
- ♦ provide a safe and harmonious community where residents feel included and respected

### Achievements:

- ♦ Completed major infrastructure improvements including the redevelopment of the Alan Carter and Coomora Reserve sport pavilions, new and upgraded floodlights at Tatterson Park and Ross Reserve, new cricket nets at Noble Park and Wachter Reserve.
- ♦ Several successful grant applications exceeding \$5.9 million from State and Federal government across infrastructure, community development and activation programs
- ♦ Community funding over \$1.5 million granted for programs, events and initiatives through the Community Partnership, Sponsorship, Community Support and Community Response grants programs
- ♦ Introduced new initiatives including the first sport awards with over 30 club nominations, Active Autumn, Spring into Summer and the Girls Expo with 141 participants

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## *Greater Dandenong Youth and Family Services were recognised with two National Local Government Awards*

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- ♦ Delivered 23 social cohesion initiatives within an Office of Multicultural affairs funded program, including three community leader Forums with Afghan communities comprising 100 participants. Also held a Mayoral forum celebrating the 'Success of Multiculturalism in Greater Dandenong' attended by over 100 community leaders from diverse cultural backgrounds.
- ♦ Activations to encourage healthy activity and exercise across workplaces and schools attracted 20 workplaces, 32 schools and in excess of 200 individuals.
- ♦ Coordinated Harmony Square activations (600 attendees) for the AFL Grand Final, Australian Tennis Open, International World Cricket Cup together with a range of programs at sporting locations including Girls Sport Expo (140 participants) and walk to school activities (4 schools).
- ♦ Engaged with 29,300 students from primary and secondary schools and 41,840 workers in workplaces in health and wellbeing activities and promotions. In addition promoted and supported the Jamie's Ministry of Food initiative with 550 people enrolled for cooking classes.

## Community Services – Community Wellbeing

The Community Wellbeing department focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families in the city. It includes the Community Development, Health and Wellbeing, Community funding, Youth and Family Services, Children's Services, Maternal and Child Health and Parenting teams.

### Achievements

- ♦ Greater Dandenong Youth and Family Services were recognised with two National Local Government Awards: Winner – Multicultural Australia category for Creating Change and Highly Commended – Disability Inclusion Category for Walkfest; as well as receiving the Victorian Young Achiever Award – Group Achievement in the Community Category for Unite Alliance.
- ♦ Inaugural Children's Forum for children to have an active voice in planning activities and events in the municipality and to promote Greater Dandenong as a Child Friendly City.
- ♦ Delivered three Early Years Facilities, including Kindergarten, Maternal and Child Health and community meeting rooms at Dandenong Primary, Dandenong West and Springvale Rise Primary.
- ♦ Youth and Family Services led a three-part approach to social cohesion including coordinating a regional response forum, delivery of accredited workforce training, and facilitating the school based program Creating Change promoting cultural harmony.
- ♦ Delivered programs such as IMPACT, Work Inspirations and Young Leaders to tackle youth unemployment and disengagement from education through increasing work readiness and enhancing civic participation.
- ♦ Maternal and Child Health (MCH) implemented the Refugee Health Innovation and New Directions- Mothers and Babies projects for Refugee and Asylum Seeker and the Aboriginal and Torres Strait islander families.

# Service Summaries – A Year in Review

## Greater Dandenong Business Group – Activity Centre Revitalisation

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

### Achievements

- ◆ Co-ordinated an extensive community engagement process that resulted in a community led Design Framework for the Springvale Road Boulevard and concept designs for improvements to Springvale Activity Centre Laneways.
- ◆ Facilitated the construction (currently underway) of the \$25 million Quest serviced apartment development and the completion of the \$85m Australian Taxation Office in October 2015 within the 7ha Places Victoria acquisition precinct in central Dandenong.
- ◆ Advocated successfully to secure the nomination of Dandenong as Victoria's first ever Indian Cultural Precinct which included an announcement in December 2015 of a \$500,000 state grant.
- ◆ Delivered the Activity Centres Revitalisation 'Place Making' Framework including the installation of award winning interpretive signage in Springvale; the preparation of Activity Centre Profiles and community consultation to establish a community led vision for the Walker Street Car Park artwork project.

## Greater Dandenong Business Group – Economic Development

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

### Achievements

- ◆ The Stakeholder business magazine was published on a quarterly basis and distributed to over 6,000 local businesses, with distribution numbers increasing by 17 per cent during the period.
- ◆ The cultural and food precincts tours and events were promoted through a number of marketing initiatives, including Where Magazine (35,000 distribution to Melbourne and metro accommodation facilities), and Victoria's Cultural Guide (annual) with a distribution to all information centres within Victoria.
- ◆ The Great Bites booklet promoting eateries in the three major activity centres was revised in 2016. In addition a Hidden Gems booklet listing eating venues in smaller shopping strips was produced and distributed to all households. Great Bites is now available at the Federation Square visitor centre.
- ◆ Implementation commenced on both the Regional Food Strategy and Greater Dandenong Tourism Strategy, including the launch and commencement of a Food Manufacturer's Collaborative Alliance workshop series.
- ◆ To promote the city's reputation as a key destination for food and cultural experiences, media tours were held, as well as 14 Council led food and cultural tours delivered.
- ◆ The annual Business Grants program was conducted to encourage start ups, business growth, and business relocations (into Greater Dandenong) with the maximum six grants issued.

## Greater Dandenong Business Group – South East Business Networks

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

### Achievements

- ◆ In collaboration with Kingston, Knox and Hume Councils, completed Stage II of the ASPIRE project – an online exchange register which intelligently matches business to business (B2B) material resources with potential recyclers or purchasers of waste by-products to reduce waste to landfill and encourage the circular economy to support sustainable economic development.
- ◆ Encouraged manufacturers to access and implement a diversity of new technologies, processes and business models to better position them for the future and encouraged business-business activities, including delivery of a new LEAN Academy for local manufacturers.
- ◆ Completed the first of a two-year Manufacturers' Revitalisation project designed to assist those impacted by the withdrawal of the key automotive companies to consider their business models and structures and transition to new products; industries and services.
- ◆ SEBN Young Leaders Network enjoyed considerable growth, with young people from a diverse range of businesses having access to various experts and well-known leaders of business, strengthening their ability to adopt more senior / responsible roles within their organisations.



- ◆ Increased employment opportunities through a number of initiatives including:
  - ◇ Partnered with the Department of Premier & Cabinet to implement the local Back to Work project.
  - ◇ Launched the 'One Percent Campaign', which was developed to encourage business to 'give a jobseeker who is experiencing disadvantage a helping hand to employment'.
  - ◇ Provided input to VET programs through the Victorian Skills Commission Review and to the Employment Services Review.
  - ◇ Strengthened the Work Local Greater Dandenong portal and activities connecting local business to jobseekers.
- ◆ Raised record funds of \$55,000 for the State Schools Relief fund at this year's CGD-Industry 'Take a Swing for Charity' Golf Day in February 2016.

## Engineering Services – City Improvement

This business unit incorporates the Project Delivery team and Building Maintenance team.

Project Delivery is responsible for project management and project delivery of Council's City Improvement Program (CIP) associated with property, plant and equipment, and infrastructure capital works projects.

Building Maintenance organises and carries out repairs and maintenance activities to council owned building assets, including reactionary and programmed maintenance. Building Maintenance also manages the lift maintenance, office cleaning and the security services contracts.

## Achievements

- ◆ The Commonwealth Government part-funded Roads to Recovery local road rehabilitation program was 100 per cent completed to budget and on time, and 100 per cent of the Road Renewal Program (crack sealing, major patching and resurfacing and rehabilitation) was completed to budget and deadline.
- ◆ A number of significant road safety Blackspot projects were completed on time.
- ◆ Building Maintenance successfully implemented and completed the annual Maintenance Program across Council owned buildings, and for customer service requests exceeded the 90 per cent KPI.
- ◆ Achieved 100 per cent compliance in Essential Safety Measures (i.e. occupancy permits, maintenance determinations and certificates of final inspections) for all Council owned buildings.
- ◆ Building Maintenance completed the biennial building condition assessment of all Council building assets.
- ◆ Achieved a zero injury incident rate.

# Service Summaries – A Year in Review

## Engineering Services – Infrastructure Planning

### Transportation

This unit incorporates the following functions **Strategic Transport Planning** which delivers transport planning projects, leads regional transport coordination, liaison and advocacy, and delivers expert advice on long-term transport needs for the city; and **Transport System Management** which develops and coordinates, local area traffic management, sustainable transport and freight.

### Achievements

- ◆ Regional leadership on transport issues – developed South East Regional Freight Strategy and advocated for CGD's transportation interests in level crossing removal projects
- ◆ Commenced review of the Integrated Transport Strategy
- ◆ Established a Transport Strategy for Dandenong South
- ◆ Reviewed the Traffic Safety Strategy
- ◆ Assisted with the development of the Cycling Strategy and prepared Bicycle Network Plan
- ◆ Reviewed options for parking and traffic management of local precincts like Menzies Avenue
- ◆ Successfully advocated for new bus services in the Keysborough South area

### Asset Planning

Asset Planning is responsible for the long term planning for Council's road, stormwater, building and facilities infrastructure assets. The unit also advocates the needs of the Greater Dandenong community to other government bodies and organisations aiming to ensure that plans for infrastructure assets and services are integrated with Council's future plans.

### Achievements

- ◆ Successful implementation of the public lighting renewal of 5,320 high energy consuming mercury vapour lights with LED lights. Estimated reduction in annual electricity tariff and operations costs of \$350,000 annually.
- ◆ 52 new street lights installed following requests from residents through the public consultation process.
- ◆ Sustainable stormwater strategy completed
- ◆ Achieved Core National Asset Management Assessment Framework (NAMAF) performance benchmark in the implementation of the MAV STEP Asset Management program.
- ◆ Successfully attracted Federal Government funding for Abbots Road bridge duplication project (\$1.14 million) and Roads to Recovery road renewal funding (\$1.9 million).

## Engineering Services – Infrastructure Services

Infrastructure Services is responsible for the maintenance of the city's road, drainage, and footpath network, parks, recreational and sporting facilities. Key focus points are improving asset life, functionality and safety for the community and residents. It also manages Council's fleet and waste collection services including waste education and graffiti removal.

Through the Civil Development Unit, Infrastructure Services is also responsible for the approval of engineering plans for new developments and the issue of asset protection, civil works and vehicle crossing permits.

### Achievements

- ◆ Approval and construction supervision of 18 new subdivision developments (ten residential and eight industrial developments) resulting in the creation of 625 new lots (519 residential and 106 industrial lots).
- ◆ Comprehensive audit of all plant and equipment to provide detailed data for improved management of Council's fleet
- ◆ Asylum Seeker Park Program at Roth Hetherington Botanic Gardens completed
- ◆ Development of a Council adopted Waste & Litter Strategy
- ◆ Council's household garbage to landfill reduced by 1.5 per cent or 433 tonnes, despite an increase in the number of households receiving a garbage collection service
- ◆ The Parks Team has built on its edible garden displays which have supported charities, encouraged our community to "grow at home" and adopt healthy eating habits. This has attracted the attention of the Melbourne media and industry bodies who have commended this work
- ◆ Public place recycling has been further expanded to 9 strip shopping centres across the municipality
- ◆ E-waste is now being collected and recycled from At Call Hard Waste Collections and dumped rubbish waste streams

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*Council's household garbage to landfill reduced by 1.5 per cent or 433 tonnes, despite an increase in the number of households receiving a garbage collection service*

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## Corporate Services – Media and Communications

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

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

### Achievements

- ◆ Worked closely with IT on the development of Council's first Digital Strategy, which was adopted by Council and is now being implemented.
- ◆ Coordinated the development and implementation of key branding and community information campaigns, including a primary role in the Short Cuts Film Festival, Walk Against Family Violence, Sunset Cinema, Get Creative, and a complete rebrand of Drum Theatre materials.
- ◆ Developed a number of materials to promote the role of Mayor and councillors, including printed brochure and digital animation.
- ◆ Managed a number of community consultation campaigns via Council's online community engagement tool, Our Say, for projects including the Disability Action Plan, Annual Budget, Neighbourhood Houses, Road Safety

Strategy and the Springvale Laneway and Boulevard project.

- ◆ Managed implementation of the new Local Government Performance Reporting Framework (LGPRF) and participated in an Internal Audit to ensure compliance.
- ◆ Improved online engagement through social media, with an increase in uptake on Greater Dandenong's official Facebook page of 71 per cent; official Twitter feed of 29 per cent; and an increase of 27 per cent on the official Instagram feed, with 1,859 followers since it was established in July 2014. There are also 139 subscribers to Council's official YouTube account.
- ◆ Sourced and curated a total of 878 content items for the digital screens, including the Urban Screen.

## Corporate Services – Customer Service and Civic Facilities

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

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

### Achievements

- ◆ Customer service staff responded to 131,686 calls to the call centre and answered 88.83 per cent of those within 20 seconds, well inside the annual target.
- ◆ In the 2016 Community Satisfaction Survey, the City of Greater Dandenong scored 76 for customer service. This result was seven points higher than the statewide average and three points higher than the Melbourne Metro group

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*The Civic Facilities team provided a service to over 220,000 guests from 2400 bookings, including a number of civic receptions to recognise community events, milestones and organisations.*

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average to which we are compared.

- ◆ Developed and implemented an updated and significantly improved version of Council's internal knowledge system, Council Assist.
- ◆ Reviewed and updated the process for issuing Disabled Parking Permits bringing it into alignment with VicRoads guidelines. The more rigorous assessment of applications led to a reduction of permits from over 9,000 a year ago to 7,587 as of June 2016. This represents a reduction in illegitimately held permits and has freed up access to spaces for those in genuine need.
- ◆ The Civic Facilities team provided a service to over 220,000 guests from 2,400 bookings, including a number of civic receptions to recognise community events, milestones and organisations. This resulted in usage of venues increasing by over 20,000 guests and 400 bookings compared to the previous year.
- ◆ Substantial works and maintenance was undertaken across most venues which has improved the appeal and usage of these facilities. Menzies Hall had the majority of upgrades, with an increase in stage size and added change room to meet the growing demands of the community.
- ◆ Extensive involvement in planning for the refurbishment of the Springvale Town Hall.

# Service Summaries – A Year in Review



## Corporate Services – Information Technology Services

Information Technology Services 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.

### Achievements

- ◆ Development of a Digital Strategy 2016–2020 to guide Council's Digital future. The Digital Strategy aims at identifying new projects and services to leverage and adapt to changes in technology and to provide the best possible services to our residents and business community.
- ◆ Commenced the implementation of the “mygreaterdandenong.com” portal as part of Council's Digital Strategy. This will allow residents to register against their property and access payment history, payments and applications.
- ◆ Release of 12 datasets on the data.gov website providing access to public data. These datasets include registered dog and cat information, playgrounds, waste collection and rain gardens.
- ◆ Continuous improvement with the processing of utility payments by Accounts Payable and the Contracts unit. Large volume and heavily labour intensive processes have been streamlined due to the implementation of a process that bulk loads more than 1,600 invoices annually.
- ◆ Skype for Business rollout commenced, enhancing Council's phone system and reducing call costs. Allows Council to collaborate in business using features such as video calls, voice calls and online meetings.

## Corporate Services – Financial Services

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

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



## Achievements

- ◆ Completed mid-year review of the 2015–16 Budget recognising changed circumstances underlying the adopted budget.
- ◆ Council's Long Term Financial Strategy was updated for the period 2016–17 to 2020–21 to form the basis of the Budget for 2016–17, and Council's Annual Budget for 2016–17 was adopted by Council on 27 June 2016.
- ◆ Monthly financial reports to the Executive Management Team and a quarterly financial report to Council enabled Council to deliver services and capital works within budget.
- ◆ Production of the 2015–16 Annual Financial Statements including the receipt of an unqualified audit opinion from the Victorian Auditor-General.
- ◆ Council's Rating Strategy was updated and adopted by Council on 27 June 2016 and the 2016 general revaluation was completed for more than 60,000 rateable properties as at 1 January 2016 in accordance with legislative timeframes.
- ◆ Council's financial system, Computron was upgraded to include a Procurement Portal. This portal is a web based procurement solution designed for end users not trained in procurement and is structured to ensure compliance with Council's Procurement Policy.

## Corporate Services – Governance

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

The Governance unit is responsible for the management and coordination of Council Meetings and Councillor Briefing Sessions and all associated documentation, managing Council's election process, ensuring legislative compliance processes across the organisation are effective, policy development, processing Freedom of Information and Information Privacy requests, hosting citizenship ceremonies on behalf of the Department of Immigration and Border Protection,

organising civic events and functions to recognise the Greater Dandenong community and providing support to the Mayor, councillors, CEO and Directors.

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

## Achievements

- ◆ Management of the Mayor and Councillors annual and civic events for the Greater Dandenong community.
- ◆ Successful implementation of the legislative compliance program across the organisation for the *Local Government Act 1989* and internal audit function.
- ◆ Leasing of new retail tenancies within the Civic Centre and achieving targets for expected rental revenue across the municipality.
- ◆ Implementation of electronic titles management in conjunction with Land Titles Victoria.
- ◆ Implemented leasing database management software and various procedures related to the commercial property function.
- ◆ Development of a Records Management Strategy.

## Corporate Services – People and Procurement Services

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

- ◆ Occupational Health and Safety
- ◆ Management of Workcover claims and return to work programs
- ◆ Learning and development activities, recruitment and selection of employees
- ◆ Employee relations, development and

implementation of human resource policies and programs

- ◆ Payroll and superannuation
- ◆ Purchasing and Procurement Systems
- ◆ Contract Management Systems
- ◆ Insurance and Risk Management
- ◆ Continuous Improvement Initiatives

## Achievements

- ◆ Continued roll out of a mental health awareness program to all staff. This program was delivered by a mental health expert and was designed to support staff to better understand mental health and its impacts. This program was complemented by the promotion and usage of the Council Employee Assistance Program which also supports employee wellbeing in the workplace.
- ◆ Council provided 32 students with placement opportunities across Directorates.
- ◆ Council was recognised as achieving best practice workplace benchmarks to address harmful alcohol consumption as part of the Achievement Program. Achieving recognition for alcohol is in addition to recognition for the work carried out in mental health and wellbeing in 2015.
- ◆ Council's water monitoring program identified 28 leaks during the financial year using the Utility Tracker and live monitoring system.
- ◆ Reduced daily water usage at affected sites from 165,856 litres per day to 5,277 litres per day. Leakage checks are carried out on 23 meters on a daily basis and any issues identified are investigated and repaired.
- ◆ Implementation of new ETendering Systems and Contract Register.
- ◆ Participation in the new MAV Strategic Procurement Development program.
- ◆ Managed the process required to achieve White Ribbon accreditation.



08

Performance



# Performance

## Meeting Our Strategic Objectives

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

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

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



## Strategic Objective 1: A Healthy, Active and Safe Community

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

✓ Achieved    ✗ Not Achieved

Priorities	Actions	2015–16
1.1 Promote healthy lifestyles	1.1.1 Develop and implement the Community Wellbeing Plan 2013–17	✓
1.2 Promote physical activity, leisure and recreation	1.2.1 Develop and implement the Recreation Strategy	✓
	1.2.3 Promote increased participation in sports and recreation across the city – conduct various community events and activities (eg. Sports Fest; Sports Forums; walking and cycling events)	✓
	1.2.4 Provide high quality multi-use sport and recreation facilities for residents and visitors to enjoy	✓
1.3 Community participation and lifelong learning	1.3.1 Implement the Library Strategy 2012–16. Commence the development of a new Library Strategy 2017–21	✓
	1.3.2 Develop, implement and promote the Literacy Framework to provide opportunities for residents to access literacy activities	✓
	1.3.3 Increase participation in the library services through increased web presence and access; and programs participation	✓
	1.3.4 Promote volunteering in the City through engagement, training and recognition of volunteers in Council and community	✓
	1.3.5 Facilitate community development activities that promote community participation, leadership and support for local community groups	✓
	1.3.6 Implement the Community Funding Program to provide resources for local community activities	✓
	1.3.7 Increase participation in arts and cultural programs and activities	✓
	1.3.8 Increase cybersafety awareness in the community through the Libraries obtaining eSmart accreditation through the national Alannah and Madeline Foundation and the Telstra Foundation program	✓
1.4 Provide community facilities to promote community participation	1.4.1 Provide high quality library facilities – Dandenong Library and redevelopment of the Springvale Library	✓
	1.4.2 Continue to progress scoping and redevelopment of multi-use community facilities to meet current and future needs	✓
	1.4.3 Develop Neighbourhood Houses Future Directions Plan. Commence implementation.	✓
1.5 Ensure public health standards are maintained	1.5.1 Provide immunisation services to children to prevent disease	✓
	1.5.2 Maintain and promote food safety in local cafes and restaurants	✓
	1.5.3 Implement and monitor Asset Management Plans for maintaining essential services and infrastructure maintenance – stormwater and drainage	✓

# Performance

Priorities	Actions	2015-16
1.6 Improve safety in public spaces and improve perceptions of safety in Greater Dandenong	1.6.1 Develop, implement and review the Community Safety Plan 2015-19	✓
	1.6.3 Implement CCTV projects across the city	✓
	1.6.4 Monitor and report perceptions of safety in the community	✓
1.8 Provide support for families and children	1.8.1 Review and implement the Municipal Early Years Plan (Develop Children's Plan 2015-19)	✓
	1.8.2 Provide social support and activities for young children and their parents/carers through the Playgroup Development Program <i>A CGD specific policy will no longer be developed as the State Government guidelines have been implemented</i>	✗
	1.8.3 Provide Family Support Services for vulnerable families	✓
	1.8.4 Provide Maternal and Child Health Services and increase the participation rates for key ages and stages checks	✓
1.9 Engagement and support for young people	1.9.1 Implement the Youth Strategy	✓
1.10 Inclusion and support for the health and wellbeing of older people	1.10.1 Implement Ageing is about Living: Strategic Directions to facilitate the health and wellbeing of older people in Greater Dandenong 2012-15	✓
	1.10.2 Provide direct services for older people through the Integrated Community Care model – implementing a client centred approach that promotes independence and collaborative service planning	✓

## Major initiatives as funded in the 2015-16 Budget:

INITIATIVES	PROGRESS
Implement key actions in ACTIVATE – the Recreation Strategy to increase active participation – inclusive of: Walking Strategy, Cycling Strategy, and a second trend analysis regarding participation in recreation	Completed
Scope and prepare a Masterplan for a Community Hub in Keysborough including site identification.	The State Government announced funding for a primary school for Keysborough South in the may budget this year. The Department of Education and Training is in the process of finalising the purchase of a site and are also in discussions with Council about the co-location of a Community Hub and master planning for the site.

## Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Results		Material Variation
	2015	2016	
<b>Libraries</b>			
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.8	6.20	
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	95.28%	85.97%	Council made a considerable investment in library resources in 2015–16 after the opening of the new Dandenong Library in April 2014.
Service cost <i>Cost of library service</i> [Direct cost to Council of the library service / Number of visits]	\$4.60	\$4.59	
<b>Aquatic Facilities</b>			
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.5	5.50	
Health and Safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	5	7	Council had a slight increase in reportable incidents in 2015–16. Resurfacing work has commenced on the Oasis aquatic centre to minimise any further risks.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.67	\$1.46	On review of data provided in the first year of reporting Council has amended its 2014–15 result of \$2.62 to \$1.67 to reflect that maintenance costs have been excluded in both years as per the cost definition.
<b>Animal Management</b>			
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.12	1.17	

# Performance

Service Indicator/Measure	Results		Material Variation
	2015	2016	
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	36.41%	37.09%	Over 80% of cats impounded in this municipality are either wild, feral or un-owned which affects the ability for these animals to be reclaimed. Cats make up 55–60% of all animals impounded and therefore have a negative impact on return rates, with less than 5% being reclaimed. By contrast over 75% of dogs are reclaimed.
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$48.85	\$55.69	The City of Greater Dandenong has lower than average pet ownership levels, coupled with the lowest registration fees in the south east region. Both of these matters impact on cost recovery, leading to higher than average operating costs per animal.
<b>Food Safety</b>			
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.61	1.76	
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x100	146%	147.23%	CGD continues to conduct regular inspections to ensure new and existing proprietors understand and meet their obligations.
Service Cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$525.87	\$538.73	
<b>Home and Community Care</b>			
Timeliness <i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of the HACC service/Number of new clients who have received a HACC service]	N/A	21.41	CGD was a participant in the Commonwealth HACC pilot program in 2015–16 with two other councils. This calculation has therefore been based on the date of service acceptance by Council rather than the date of referral to the service.
Service standard <i>Compliance with community care common standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	88.89%	88.89%	CGD's last audit was completed in 2012. Another audit is due in late 2016.



Service Indicator/Measure	Results		Material Variation
	2015	2016	
Service cost <i>Cost of domestic care service</i> [Cost of the domestic care services/Hours of domestic care service provided]	N/A	\$49.58	All Council Home Care workers provide domestic, personal and respite care services and therefore the hourly wage is identical for all services.
Service cost <i>Cost of personal care service</i> [Cost of the personal care service/Hours of personal care service provided]	N/A	\$49.58	
Service cost <i>Cost of respite care service</i> [Cost of the respite care service/Hours of respite care service provided]	N/A	\$49.58	
<b>Maternal and Child Health</b>			
Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	106.00%	0.00%	Due to data integrity issues with the CDIS system used by a large number of Victorian Councils accurate results are currently not available for the 2015-16 reporting year.
Service Standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100%	0.00%	
Service cost <i>Cost of the MCH service</i> [Cost to Council of the MCH service/Hours worked by MCH nurses]	N/A	\$71.80	

# Performance

## Strategic Objective 2. A City that Celebrates its Diversity with Pride

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

Priorities	Actions	Status 2015–16
2.1 Promote access and equity to all of council's services and across the city	2.1.1 Implement the Disability Action Plan and report bi-annually on the outcomes for each objective of the Disability Action Plan	✓
	2.1.4 Ongoing implementation and review of the Aboriginal Policy as a platform to review Council's service provision	✓
	2.1.5 Develop, implement and review the Diversity, Access and Equity Policy	✓
2.3 Promote community celebration and showcase the cultural diversity of the city	2.3.1 Implement the Festivals and Events Plan 2012–15. Commence the development of a new Festival and Events Plan 2016–20	✓
2.4 Promote arts, culture and heritage across the city	2.4.1 Develop and implement the Drum Theatre Strategic and Business Plan 2015–17 to provide a wide range of events and performances at the Drum Theatre	✓
	2.4.2 Develop and implement an Arts and Cultural Heritage Strategy 2015–18	✓
	2.4.3 Promote increased engagement with heritage in the city in collaboration with relevant stakeholders	✓
	2.4.4 Develop and implement the Civic and Historical archive including the digitization program	✓
	2.4.5 Review and implement the Public Art Strategy and Framework to provide accessible art to enhance civic spaces	✓
	2.4.6 Leverage opportunities provided by Council's new civic space in Dandenong to promote community engagement and showcase the arts	✓
	2.4.7 Provide access to the arts through exhibitions at Council managed facilities including Walker Street Gallery	✓
	2.4.8 Promote opportunities for local artists to exhibit and artists' networks across the city; and specifically utilise social media to promote these	✓

### Major initiatives as funded in the 2015–16 Budget:

INITIATIVES	PROGRESS
Development of an expansive Arts, Culture and Heritage Strategy	Completed
Continue to expand the role of festivals and events in Greater Dandenong and review the Festival and Events Plan to seek further engagement of the community	Completed
Further develop the Drum Theatre Strategic plan and direction seeking to engage more groups and individuals in the Drum across a wide range of functions, shows, activities and meetings	Completed



### Strategic Objective 3. An Environmentally Sustainable City

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

Priorities	Actions	Status 2015–16
3.1 Create a greener city	3.1.1 Develop and implement the Green Wedge Management Plan	✓
	3.1.2 Implement the Leafy Legacy tree planting strategy – increase the number of street trees across the city	✓
	3.1.3 Promote Indigenous vegetation in our open spaces	✓
3.2 Respond to Climate Change and promote sustainable options to achieve real change within the community	3.2.1 Implement Stage 1 and develop Stage 2 of the Environmental Sustainability Strategy	✓
	3.2.2 Promote sustainable practice across Council's services and functions and manage Council's resource consumption to reduce greenhouse emissions and other pollutants	✓
	3.2.3 Encourage a sustainable approach to the management of our water resources through integrated water management plans and strategies	✓
3.3 Best practice waste management and promotion of recycling	3.3.1 Develop the Waste and Litter Strategy	✓
	3.3.2 Conduct Community and School Waste Education Programs	✓
3.4 Sustainable transport options	3.4.1 Implement the Bicycle Shared Paths Network Plan to increase options for walking and cycling in the city	✓
	3.4.2 Review and implement the Integrated Transport Strategy for improved transport options	✓
3.5 Maintain parks and reserves – promote recreation in the natural environment and promote conservation	3.5.1 Maintain local parks to a high standard	✓
	3.5.2 Implement the Open Space Strategy to increase and manage open space across the city	✓
	3.5.3 Upgrades to council's parks and reserves in line with masterplans	✓

### Major initiatives as funded in the 2015–16 Budget:

INITIATIVES	PROGRESS
Green Wedge Management Plan	Completed
Sustainability Strategy 2015 (prepare a Draft Sustainability Strategy 2015 in consultation with the community and stakeholders by June 2016) \$65,000	Completed
Commence a review of the Integrated Transport Strategy	Completed

# Performance

## Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Result		Material Variation
	2015	2016	
<b>Waste Collection</b>			
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	227.22	69.17	In 2014–15 CGD undertook a major bin swap project which replaced all 3 waste & recycling bins at over 52,000 households across the city. This resulted in a higher than normal bin collection request result. The 2015–16 result reflects business as usual for years previous to 2014–15.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	20.91	3.33	In 2014–15 CGD undertook a major bin swap project which replaced all 3 waste & recycling bins at over 52,000 households across the city. This resulted in a higher than normal number of bins missed. The 2015–16 result reflects business as usual for years previous to 2014–15.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$105.41	\$112.23	
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$21.22	\$17.37	Income generated from recyclables was not included in the 2014–15 reporting period. With this inclusion the net cost in 2015–16 is lower.

## Strategic Objective 4. A City Planned for the Future

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

Priorities	Actions	Status 2015–16
4.1 Best practice urban design and development, and activation to create livable neighbourhoods and workplaces	4.1.1 Implement the Greater Dandenong Planning Scheme to achieve a balance of residential, retail and industrial development across the city	✓
4.3 Plan for population growth and demographic change	4.3.1 Monitor and report demographic changes and trends to inform service delivery and all planning processes	✓
	4.3.3 Provide high quality infrastructure for children and young families through implementation of the Early Years Infrastructure Plan	✓
4.4 Management of local roads, traffic and parking	4.4.2 Monitor and report community satisfaction with local streets and footpaths	✓
4.6 Advocate for improved transport options within the city and regionally to improve access to our city	4.6.1 Review and implement the Integrated Transport Strategy <i>Review completed. Implementation to commence in 2016–17</i>	✓
	4.6.2 Advocate for regional transport infrastructure	✓
	4.6.3 Advocate for improved public transport in our city	✓
	4.6.4 Maintain active membership of the Eastern Transport Coalition and the South East Integrated Transport Group	✓
4.8 Create a clean and attractive city we can all be proud of	4.8.1 Maintain clean streets and public places – Cleaning Services – street sweeping; Council's kerbside recycling and waste; and shopping centres	✓
	4.8.2 Adopt a proactive approach to the prevention of graffiti across the city; and maintain a high service standard for prompt removal of graffiti from public places	✓

### Major initiatives as funded in the 2015–16 Budget:

INITIATIVES	PROGRESS
Review the existing Springvale Structure Plan and commence draft plans on all designated Neighbourhood Activity Centres \$100,000	Completed

# Performance

## Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Results		Material Variation
	2015	2016	
<b>Statutory Planning</b>			
<b>Timeliness</b> <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	146	135	Council has reduced the median days for decisions by 11 days due to the commencement of initiatives to improve the efficiency of the statutory planning process during 2015–16. Current trends indicate ongoing increased performance into the 2016–17 financial year.
<b>Service standard</b> <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	45.04%	58.38%	Council has increased the percentage of applications determined within 60 statutory days by 13.34% due to the commencement of initiatives to improve the efficiency of the statutory planning process during 2015–16. Current trends indicate ongoing increased performance into the 2016–17 financial year.
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,860.17	\$2,759.44	Due to the efficiencies achieved in the statutory planning process, Council has reduced the cost of the statutory planning service by approximately \$100 per application during 2015–16.
<b>Roads</b>			
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads ] x100	43.1	44.69	
<b>Condition</b> <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	82.95%	78.02%	CGD's intervention level for sealed roads is set high to ensure high performance and accommodate higher demands on our road network. This result appears lower in comparison to a number of other councils which can be explained by the difference in intervention levels set across the sector, in some cases much less than CGD's.
<b>Service cost</b> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$0	\$0	No reconstruction of sealed local roads was undertaken in 2015–16.



Service Indicator/Measure	Results		Material Variation
	2015	2016	
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$22.00	\$19.99	

### Strategic Objective 5. A Thriving and Resilient Economy

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

Priorities	Actions	Status 2015–16
5.4 Consolidate Dandenong as the regional capital	5.4.1 Showcase the revitalised central activity district in collaboration with stakeholders including the Committee for Dandenong	✓
	5.4.2 Attract quality retailers to Lonsdale Street	✓
	5.4.3 Advocate for resources to consolidate the revitalisation initiatives for Central Dandenong	✓
	5.4.5 Advocate for the Dandenong Central Activity Area to be highly prioritized in the Metropolitan Planning Strategy	✓
5.5 Revitalise Springvale activity centre	5.5.2 Scope general revitalisation projects for Springvale activity centre and implement staged works	✓
5.6 Revitalise Noble Park activity centre	5.6.1 Scope revitalisation projects for Noble Park and implement staged works	✓
5.7 Support a strong retail sector and Neighbourhood Activity Centres	5.7.1 Create opportunities for greater choice and opportunity in the retail sector	✓
5.8 Promote Tourism and Visitation to the city	5.8.1 Develop a Tourism Strategy for the city	✓
	5.8.7 Leverage opportunities provided by Council's new civic space in Dandenong to encourage visitation	✓
5.9 Capacity building for economic development, to create stronger and more competitive businesses	5.9.1 Provide networks for local industry through South East Business Networks – promoting best practice and innovation across the sector	✓
5.11 Promote a resilient economy and foster wellbeing	5.11.1 Promote Corporate Social Responsibility	✓
	5.11.2 Provide support for and promote local Social Enterprises	✓
	5.11.3 Facilitate the development and implementation of the City of Greater Dandenong Charitable Fund	✓

# Performance

## Major initiatives as funded in the 2015–16 Budget:

INITIATIVES	PROGRESS
Tourism Strategy Action Plan implementation – to implement agreed recommended action plan items that are considered high priority within the strategy	Completed
Consultation with the community on revised Springvale and Noble Park Activity Centre Structure Plans	Delayed until 2016–17. Springvale and Noble Park Activity Centre Structure Plans revisions yet to be finalised.
Implementation of the Regional Food Strategy	Completed

## Strategic Objective 6. A Proactive Council that Listens and Leads

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

Priorities	Actions	Status 2015–16
6.1 Enhance the ways we communicate with our residents and stakeholders and increase Council's web presence	6.1.1 Continue to improve functionality and features of Council's website; including increased translated information	✓
	6.1.3 Increase social media activity for communication and engagement, across several platforms	✓
6.4 Sound financial management for a sustainable Council	6.4.4 Sound management of Council's assets for the long term	✓
6.5 Sound organisational management promoting best practice, continuous improvement and innovation	6.5.1 Utilise proven information management options and solutions for an efficient and effective organisation, and an increasingly mobile workforce	✓
	6.5.2 Ensure best quality practice through performance monitoring and reporting	✓
6.6 An organisation of excellence for streamlined service delivery	6.6.2 Monitor community satisfaction with council's services through participation in the Community Satisfaction Survey and regular client feedback surveys conducted across service delivery areas	✓
6.7 Proactive and responsive customer service function across council	6.7.1 Ensure customer service is timely and efficient; and accessible across our city	✓
6.8 Greater Dandenong as employer of choice	6.8.1 Utilise the Organisational Development Strategy to promote a positive workplace culture based on respect	✓

## Major initiatives as funded in the 2015–16 Budget:

INITIATIVES	PROGRESS
Further enhance the 'Our-Say' on-line collaboration technology tool to allow residents of the City of Greater Dandenong to interact and communicate views to Council on a wide range of issues on-line	Completed
Support the activation of the Civic Square through interactive and entertaining scheduling on the big screen in order to maximise community benefit and contribute positively to events and passive participation in this space	Completed

## Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Results		Material Variation
	2015	2016	2016
<b>Governance</b>			
<b>Transparency</b> <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	1.65%	0.50%	Council rarely makes any decisions at meetings closed to the public. In 2014–15 some meetings were closed to consider the reappointment of the CEO with this matter concluding early in 2015–16. The result for this indicator has dropped.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	61	62	
<b>Attendance</b> <i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	82.64%	98.81%	In 2014–15 one of CGD's Councillors took extended leave. In 2015–16 no extended leave was taken resulting in a much higher attendance rate.
<b>Service cost</b> <i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$54,384.27	\$53,269.18	



09

Performance  
Statement



# Performance Statement

## Description of Municipality

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

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*The City of Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east*

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## Sustainable Capacity Indicators

For the year ended 30 June 2016

INDICATOR/MEASURE	RESULTS		MATERIAL VARIATIONS
	2015	2016	
<b>Own-source revenue</b> <i>Own-source revenue per head of municipal population</i> [Own-source revenue/Municipal population]	\$870.85	\$947.90	
<b>Recurrent grants</b> <i>Recurrent grants per head of municipal population</i> [Recurrent grants/Municipal population]	\$248.00	\$174.51	Council received 50% or \$5.37 million of its 2015–16 Victoria Grants Commission funding in the previous financial year (in addition to the 2014–15 allocation). This resulted in only 50% of the 2015–16 allocation being received in this financial year. If the grant had not been received early the indicator results would be \$210.06 (2015–16) and \$212.08 (2014–15). This grant is Council's major operating grant.
<b>Population</b> <i>Expenses per head of municipal population</i> [Total expenses/Municipal population]	\$1,078.60	\$1,105.51	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure/Municipal population]	\$5,962.70	\$6,033.37	
<i>Population density per length of road</i> [Municipal population/Kilometres of local roads]	223.16	219.77	
<b>Disadvantage</b> <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	1	1	

## Service Performance Indicators

For the year ended 30 June 2016

INDICATOR/MEASURE	RESULTS		MATERIAL VARIATIONS
	2015	2016	
<b>Aquatic Facilities</b> <b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	4.32	4.44	
<b>Animal Management</b> <b>Health and Safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	20	25	Council is diligent in prosecuting offenders in order to protect the health and safety of animals, humans and the environment.
<b>Food Safety</b> <b>Health and Safety</b> <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/ Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100	90.91%	100.00%	
<b>Governance</b> <b>Satisfaction</b> <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	62	61	
<b>Home and Community Care</b> <b>Participation</b> <i>Participation in HACC service</i> [Number of people that received a HACC service/ Municipal target population for HACC services] x100 <b>Participation</b> <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service/ Municipal target population in relation to CALD people for HACC services] x100	19.67%  15.95%	13.55%  12.23%	The change in year on year result is due to Home Maintenance and Planned Activity Group services being excluded from the 2015–16 results as per the reporting definition. These services were included in the 2014–15 results.
<b>Libraries</b> <b>Participation</b> <i>Active library members</i> [Number of active library members/Municipal population] x100	35.06%	33.06%	This result includes all active members of the Library including those that use Library computer resources.

# Performance Statement

INDICATOR/MEASURE	RESULTS		MATERIAL VARIATIONS
	2015	2016	
<b>Maternal and Child Health</b> <b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/ Number of children enrolled in the MCH service] x100 <b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/ Number of Aboriginal children enrolled in the MCH service] x100	79.57%	0.00%	Due to data integrity issues with the CDIS system used by a large number of Victorian Councils accurate results are currently not available for the 2015–16 reporting year.
79.22%	0.00%		
<b>Roads</b> <b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	67	66	
<b>Statutory Planning</b> <b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	50.00%	42.31%	In 2015–16 Council had 11 decisions of 26 upheld at VCAT. In 2014–15 Council had a total of 9 of 18 decisions upheld.
<b>Waste Collection</b> <b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	45.08%	46.40%	

## Financial Performance Indicators

DIMENSION / INDICATOR / MEASURE	RESULTS 2015	RESULTS 2016	FORECASTS				MATERIAL VARIATIONS AND COMMENTS	
			2017	2018	2019	2020		
<b>Efficiency</b>								
<b>Revenue level</b>								
E1 <i>Average residential rate per residential property assessment</i> [Residential rate revenue/ Number of residential property assessments]	\$864.45	\$1,192.35	\$1,210.38	\$1,218.68	\$1,242.50	\$1,267.35	The 2014–15 result of \$864.45 did not include the residential waste charge. The 2015–16 result includes waste charges applicable to residential properties. If residential waste charges were included in the comparative year of 2014–15, the result would be \$1,22.55 compared to the 2015–16 result of \$1,192.35.	
<b>Expenditure level</b>								
E2 <i>Expenses per property assessment</i> [Total expenses/Number of property assessments]	\$2,608.70	\$2,675.09	\$2,738.05	\$2,732.37	\$2,749.88	\$2,783.50		
<b>Workforce turnover</b>								
E3 <i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	7.69%	7.97%	10.00%	10.00%	10.00%	10.00%		
<b>Liquidity</b>								
<b>Working capital</b>								
L1 <i>Current assets compared to current liabilities</i> [Current assets/Current liabilities]x100	172.67%	178.97%	152.06%	162.01%	156.04%	171.08%	The decrease in forecast working capital from 2016 to 2017 is due to \$11.49 million of non-current assets classified as held for sale at 30 June 2016 and cash funding for carry overs to 2016–17. The increase in forecast working capital from 2019 to 2020 is due mainly to the reduction in current borrowings due to the repayment of a \$4.90 million loan bill facility that matures in November 2019. This increases current liabilities in 2019 from the normal repayment of borrowings by \$4.90 million.	

# Performance Statement

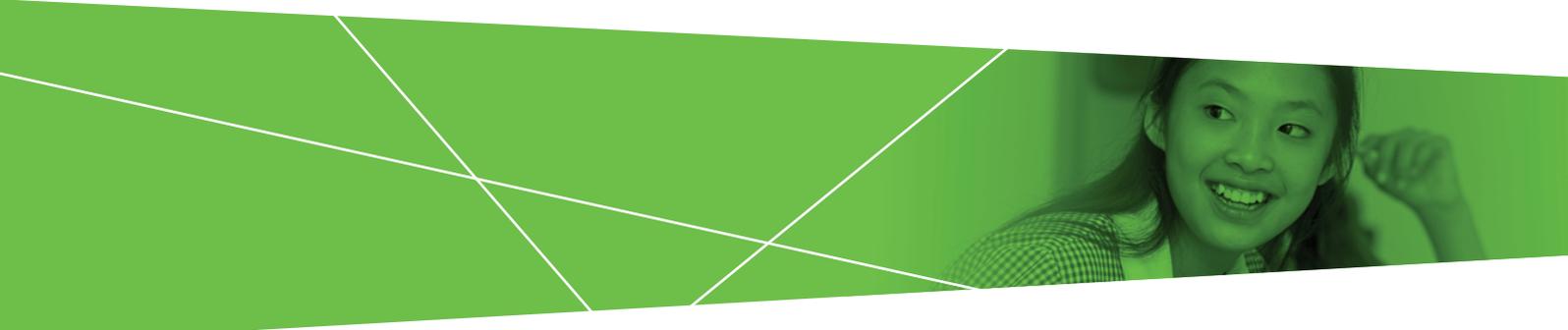
DIMENSION/INDICATOR/ MEASURE	RESULTS 2015	RESULTS 2016	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
			2017	2018	2019	2020	
<b>Unrestricted cash</b>							
L2 <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash/ Current liabilities]x100	65.57%	57.85%	68.48%	74.24%	73.25%	78.43%	The 2016 result is due to higher current liability obligations at 30 June 2016 relating to trust funds and deposits held (\$10 million higher than in the previous financial year). The forecast indicator increases to 78.43% in 2020 from the actual of 57.85% in 2016 due to the inclusion of cash funding for carried forward capital works and unspent conditional grants in 2016 (these amounts are not forecast in the 2017 to 2020 financial years). In addition, the indicator increases over the next four years due mainly to an increase in cash backed reserves.
<b>Obligations</b>							
<b>Asset renewal</b>							
O1 <i>Asset renewal compared to depreciation</i> [Asset renewal expense/ Asset depreciation]x100	62.61%	73.03%	60.67%	49.25%	45.18%	46.49%	Asset renewal compared to depreciation is high due to expenditure that was classified as operating however was deemed capital in nature at 30 June 2016 – mainly relating to roads and drains \$1.04 million). This is combined with additional roads to recovery renewal funding being received and expended on local rehabilitation works of \$577,000. In addition, depreciation in 2016 was lower than in 2015. A downward trend is forecast for this indicator from 2016 to 2020 due primarily to progressively higher depreciation on a growing asset base, whilst renewal requirements remain relatively stable.
O2 <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings/Rate revenue]x100	56.80%	48.52%	44.07%	40.75%	44.42%	44.42%	The decrease from 2015 to 2016 represents the reduction in debt through the repayment of borrowings during the financial year of \$4.39 million.



DIMENSION / INDICATOR / MEASURE	RESULTS 2015	RESULTS 2016	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
			2017	2018	2019	2020	
<b>O3 Loans and borrowings compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x100  <b>Indebtedness</b>	12.16%	7.07%	5.47%	5.11%	4.92%	8.38%	The decrease from 2015 to 2016 is due to the refinancing of a loan (Local Government Funding Vehicle) in 2014-15 of \$4.9 million which resulted in an increase in repayments in the 2014-15 financial year.
<b>O4 Non-current liabilities compared to own source revenue</b> [Non-current liabilities/ Own source revenue]x100	48.18%	39.99%	34.21%	32.89%	33.32%	37.22%	The lower result is attributable to a reduction in loans and borrowings and upwards movements in own sourced revenue (rates and charges and user fees).
<b>Operating position</b> <b>Adjusted underlying result</b> <b>OP1 Adjusted underlying surplus (or deficit)</b> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue]x100	4.25%	1.87%	9.58%	5.27%	6.31%	7.44%	The lower result in 2016 is due to 50% or \$5.37 million of the 2015-16 Victoria Grants Commission funding being received in advance in 2014_15, resulting in only 50% of VGC funding in 2015-16. This is Council's major operating grant and is forecast to be received annually in the years 2017 to 2020 (ie - no advance payments). The peak result in 2017 is also affected by a forecast gain on asset sale relating to the sale of a former depot site.
<b>Stability</b> <b>Rates concentration</b> <b>S1 Rates compared to adjusted underlying revenue</b> [Rate revenue/Adjusted underlying revenue]x100  <b>Rates effort</b> <b>S2 Rates compared to property values</b> [Rate revenue/Capital improved value of rateable properties in the municipality]x100	65.25%	69.59%	65.27%	68.46%	69.16%	69.40%	Higher percentage of rates compared to adjusted underlying revenue primarily due to 50% or \$5.37 million of the 2015-16 Victoria Grants Commission funding being received in the previous financial year (2014-15).
	0.35%	0.31%	0.33%	0.32%	0.31%	0.31%	

# Performance Statement





## Certification of the Performance Statement

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



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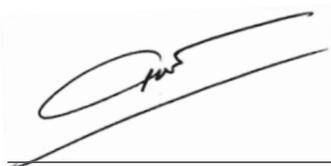
Michelle Hansen CPA  
*Principal Accounting Officer*  
Date: 12 September 2016

In our opinion, the accompanying Performance Statement of the City of Greater Dandenong for the year ended 30 June 2016 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

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



---

Heang Tak  
*Mayor*  
Date: 12 September 2016



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Matthew Kirwan  
*Councillor*  
Date: 12 September 2016



---

John Bennie PSM  
*Chief Executive Officer*  
Date: 12 September 2016

# Performance Statement

## VAGO

Victorian Auditor-General's Office

Level 24, 35 Collins Street  
Melbourne VIC 3000  
Telephone 61 3 8601 7000  
Facsimile 61 3 8601 7010  
Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au)  
Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

### INDEPENDENT AUDITOR'S REPORT

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

##### *The Performance Statement*

I have audited the accompanying performance statement for the year ended 30 June 2016 of the City of Greater Dandenong which comprises the statement, the related notes and the certification of the performance statement.

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

The Councillors of the City of Greater Dandenong are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

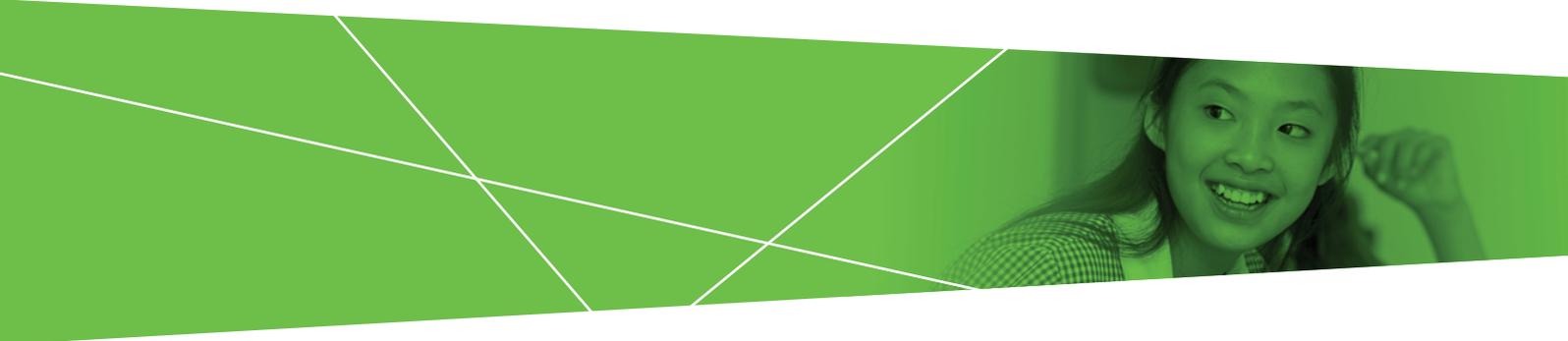
##### *Auditor's Responsibility*

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

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

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

*Auditing in the Public Interest*



**Independent Auditor's Report (continued)**

*Independence*

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

*Auditor's Opinion*

In my opinion, the performance statement of the City of Greater Dandenong in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

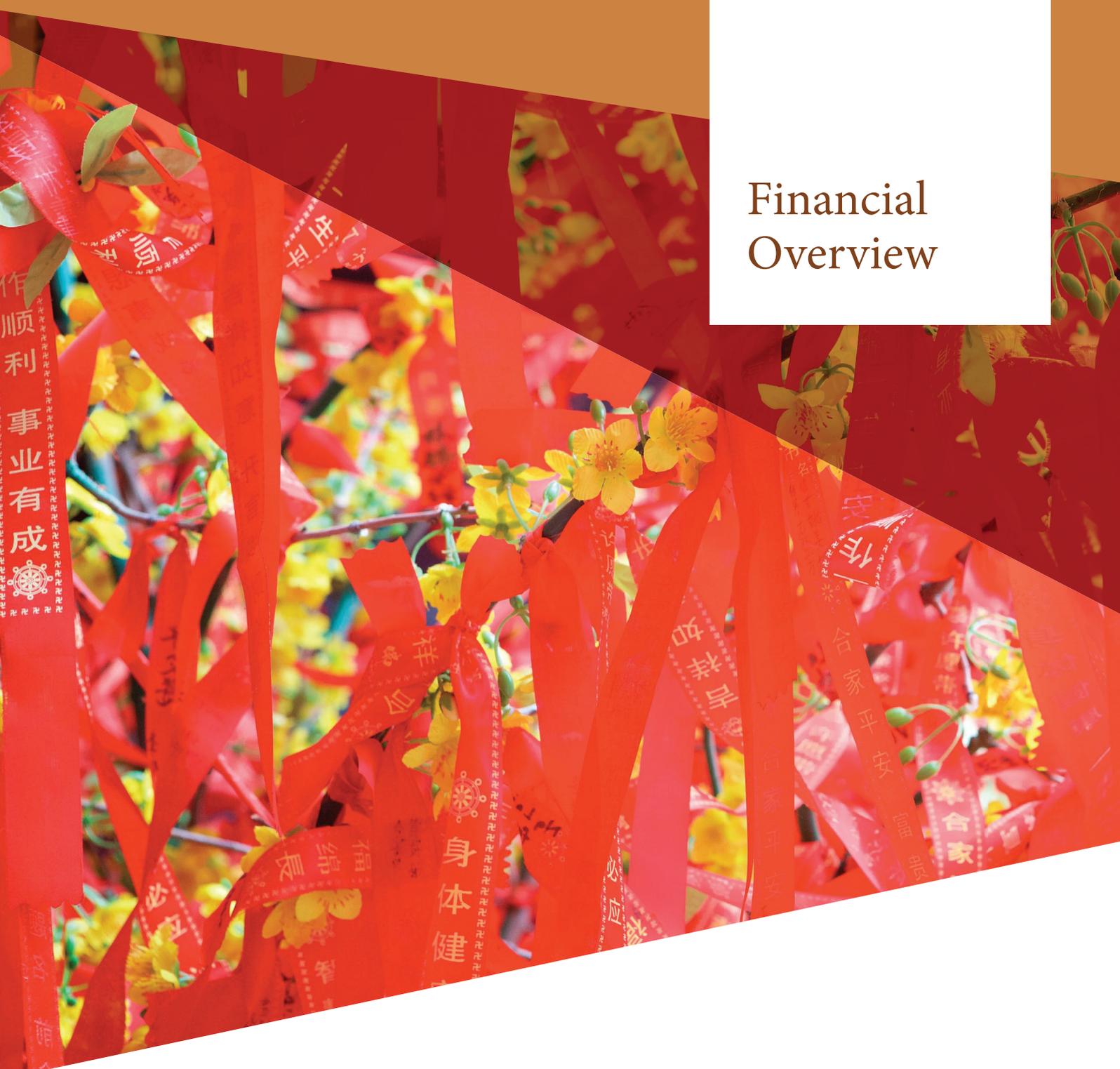
MELBOURNE  
13 September 2016

  
Dr Peter Frost  
Acting Auditor-General



# 10

## Financial Overview



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# Financial Overview

## Understanding the Financial Report

### Financial Overview

Understanding Council's financial performance from financial statements prepared in accordance with Australian Accounting Standards can frequently be problematic and the purpose of this overview is to provide readers with greater clarity about the financial outcomes for the 2015–16 financial year.

The financial statements comprise of consolidated financial statements of Council and those entities over which Council has the power to govern the financial and operating policies so as to obtain the benefits from their activities. For 2015–16 this represents the consolidated performance of the Council and Dandenong Market Pty Ltd. Council's financial statements have been prepared in accordance with the Local Government Model Financial Report as required by the *Local Government (Planning and Reporting) Regulations 2014*.

Council's 2015–16 Comprehensive Income Statement highlights that Council achieved a surplus for the financial year of \$48.42 million (\$48.66 million in 2014–15). This result is, however, impacted upon by a combination of items – some of which are operational in nature and occur every year and others which are highly dynamic and change significantly each year.

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

Finally a review of Council's asset valuations led to a revaluation increment of \$192.43 million in the value of Council's land and buildings leading to a Comprehensive Income Statement surplus outcome of \$240.85 million.

### Comprehensive Income Statement

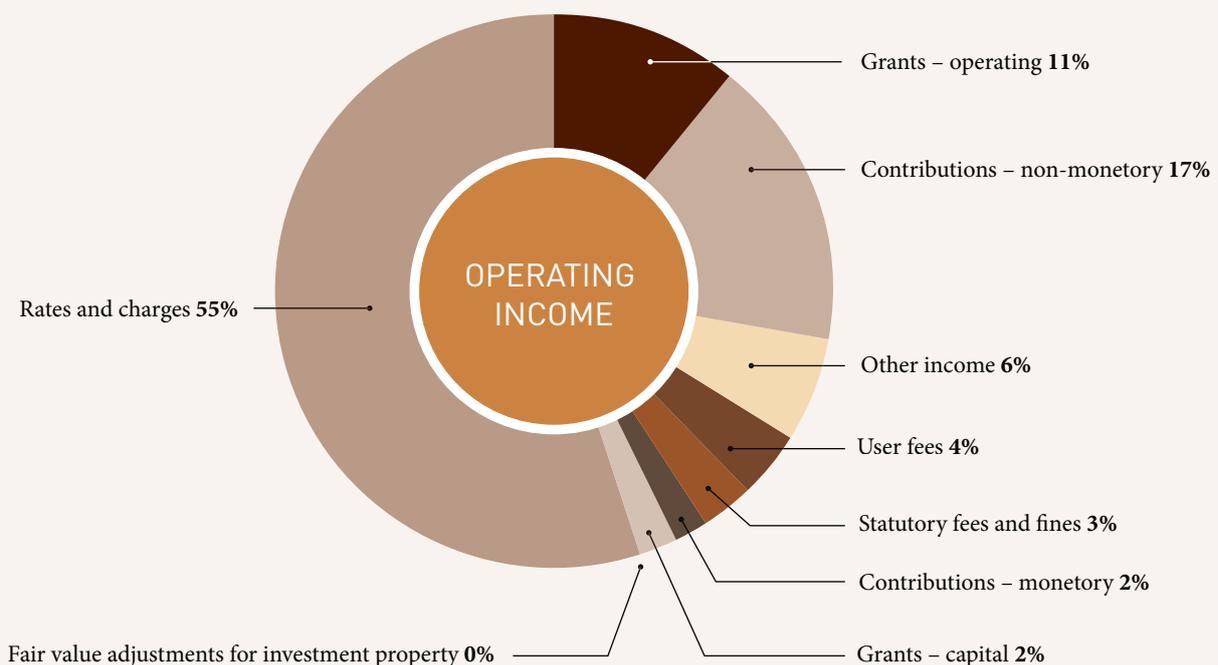
This Statement shows:

- ◆ The sources of Council's revenue under various income headings.

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

### Income

Council's operating income for 2015–16 was \$221.27 million (\$216.66 million in 2014–15) including rates and charges income (\$120.65 million), fees and charges (\$14.33 million), operating grants (\$25.29 million), capital grants (\$5.05 million), monetary contributions (\$3.83 million), contributions of non-monetary assets, mainly from sub division activity (\$38.26 million), fair value adjustments for investment property (\$358,000) and other income (\$13.49 million). The breakdown of operating income by major categories (excluding net loss on Property, infrastructure, plant and equipment) is depicted in the graph below:



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

**Fees, charges and fines** – Income from these sources were \$14.33 million for the year (\$12.58 million in 2014–15). The major sources of income are:

Statutory fees and fines	\$5.93 million
Parking fees	\$3.54 million
Aged care services	\$1.03 million

**Grants operating** – operational grant income comprises a general purpose grant of \$5.32 million (which includes \$711,000 for local roads), and tied grants of \$19.97 million which were essentially for community care and community wellbeing services.

**Grants capital** – capital grants received were \$5.05 million. These grants are mainly non-recurrent in nature essentially for the purposes of funding the capital works program and are expended on these services in addition to the funds allocated by Council from other sources of revenue. (Refer note 6 of Financial Report).

**Contributions monetary and non-monetary** – contributions monetary (cash) of \$3.83 million received were mainly for public open space development. Capital non-monetary contributions of \$38.26 million were mainly from “gifted” assets from developer activity.

**Fair value adjustment for investment property** – fair value adjustments for investment property of \$358,000, which is a non-cash item. This is the result of several land and building assets classified as ‘Investment property’ as they are held primarily to earn rental income. Australian Accounting Standards require any revaluation of these assets to fair value to be recognised in the Comprehensive Income Statement, rather than in the Asset Revaluation Reserve like other fixed assets held at fair value by Council.

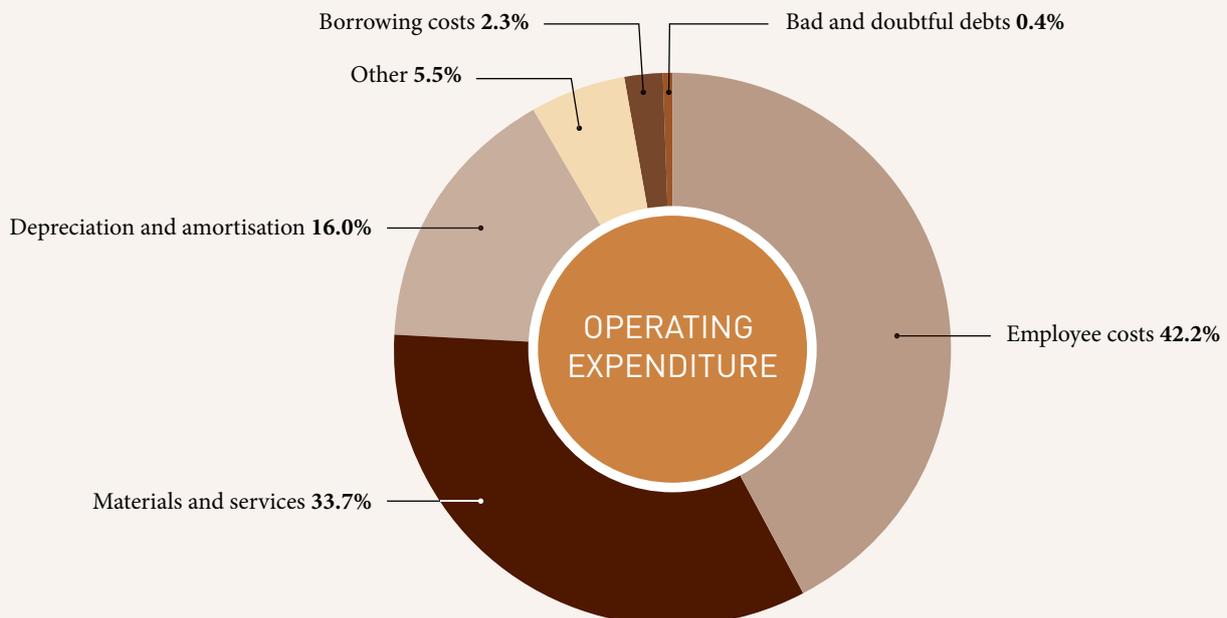
**Other income (\$13.49 million)** – This item of income essentially relates to fees for provision of valuation data to State Revenue Office, interest received on investments and other sundry income.

### Expenditure

Total operating expenditure for 2015–16 including depreciation was \$172.85 million (\$168.00 million in 2014–15).

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

**Employee costs (\$72.85 million)** – Employee and labour costs including salary-oncosts such as WorkCover premium, provision for employee entitlements and Council’s superannuation contributions on behalf of employees.



# Financial Overview

**Materials and services (\$58.11 million)** – Included in this category are the following major costs relating to:

Contract payments	\$32.09 million
Office administration	\$6.14 million
Building and general maintenance	\$5.81 million
Consultants and professional services	\$3.80 million
Utilities	\$3.79 million
Information technology	\$2.13 million

**Bad and doubtful debts – (\$690,000)** – mainly relates to new provisions recognised during the year for parking fine debtors (\$516,000) and other debtors (\$174,000).

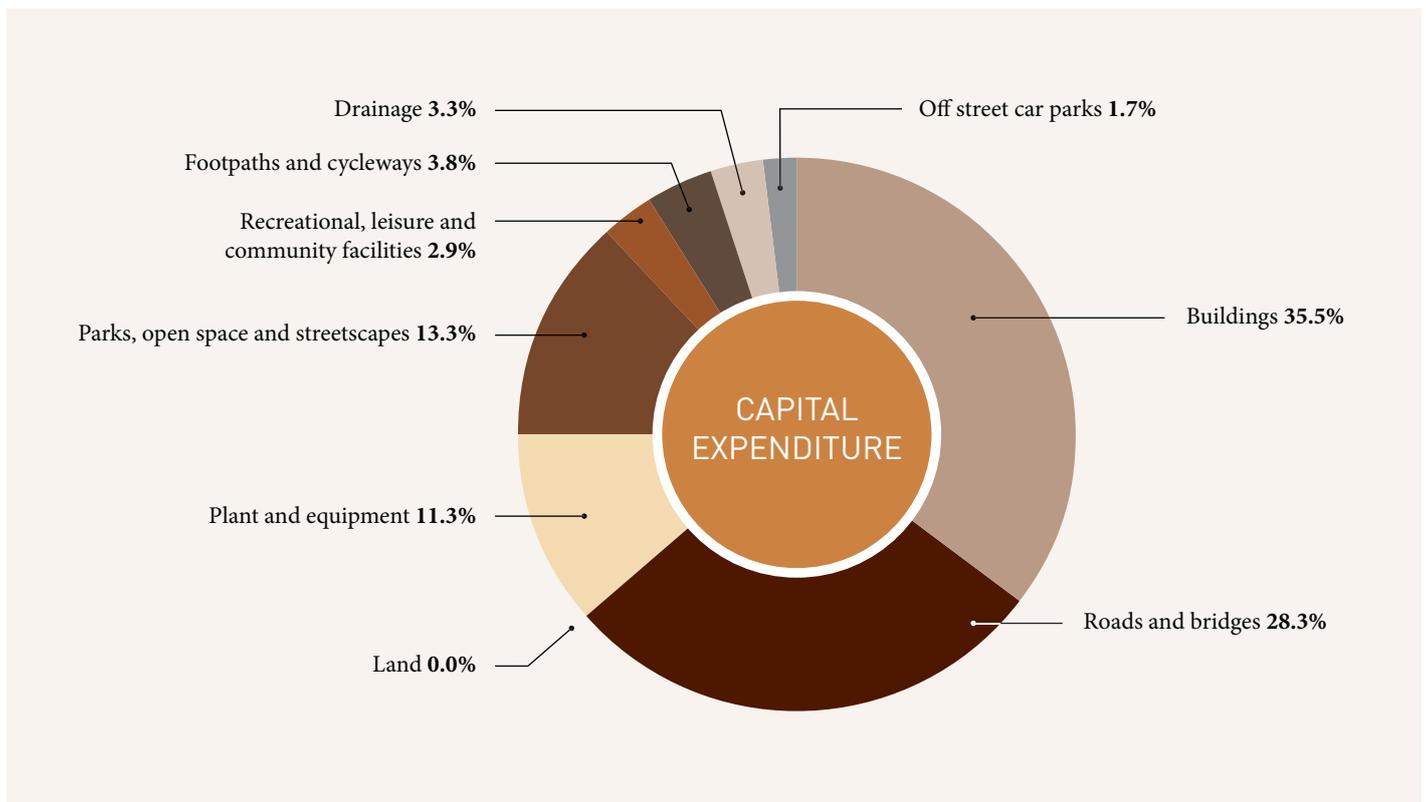
**Depreciation and amortisation (\$27.52 million)** – the depreciation expense reflects the diminution in the value of assets due to wear and tear and obsolescence. It has no impact on the cash position of Council. Cash flow is impacted only at the time of purchase and sale of assets.

**Borrowing costs (\$4.03 million)** – represents interest on Council's long term borrowings.

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

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

Council spent \$36.44 million on capital expenditure during the year. This comprises expansion (\$146,000) upgrade (\$7.69 million), renewal (\$20.09 million) and new assets (\$8.51 million).



## Balance Sheet

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

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

The components of the Balance Sheet include:

### *Current and non-current assets*

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

### *Current and non-current liabilities*

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

### *Net assets*

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

### *Total equity*

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

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

Council's financial position improved by \$240.85 million during the year, made up of a surplus of \$48.42 million and an asset revaluation increment of \$192.43 million. The difference between the assets and liabilities amounting to \$1.91 billion is the net worth of the Council to its ratepayers and community (\$1.66 billion in 2015).

Council's borrowing at 30 June 2016 was \$58.03 million, which is 48.10% of rate revenue (Government prudential limit is 80%). Loan repayments of \$19.06 million are planned over the next five years under Council's borrowing strategy. Council intends to retire these debts through cash flows generated from operations.

# Financial Overview

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

	\$M	%
<u>Assets:</u>		
Land	982.55	48.31
Roads and bridges	309.21	15.20
Drainage	247.35	12.16
Buildings (including leasehold improvements)	236.36	11.62
Footpaths and cycleways	56.79	2.79
Works in progress	24.48	1.20
Recreational, leisure and community facilities	18.05	0.89
Parks, open space and streetscapes	16.27	0.80
Plant and equipment	13.13	0.65
Off street car parks	10.13	0.50
Cash and other assets	107.65	5.29
Other non-current assets	0.56	0.03
Non-current assets classified as held for sale	11.49	0.56
Investment property	10.32	0.51
	<b>2,034.11</b>	<b>100.00</b>

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

	\$M	%
Long-term borrowing	58.03	46.60
Trust funds and deposits	30.62	24.59
Employee entitlements	17.13	13.76
Creditors	16.30	13.09
Other interest-bearing liabilities	2.44	1.96
	<b>124.52</b>	<b>100.00</b>

## Statement of changes in equity

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

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

## Cash Flow Statement

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

Council's cash arises from, and is used in, three main areas: Cash flows to and from the following sources:

### *Cash flows from operating activities*

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

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

### *Cash flows from investing activities*

Cash flow from investing activities shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets, the cash received from the sale of these assets and cash received from sale of property held for resale.

### *Cash flows from financing activities*

Cash flows from financing activities includes proceeds from borrowing, the repayment of loans and repayment of other interest-bearing liabilities.

During the 2015–16 financial year Council repaid \$4.39 million of its long term debt. \$1.12 million payment of other interest-bearing liabilities relate to Council's agreement with VicTrack and Places Victoria to purchase land parcels in the Dandenong Railway Precinct. The purchase price was established by the Valuer General Victoria, to be paid in equal instalments over three years with the final instalment in June 2018.

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

**Note:** – *The above financial report summary does not form part of the statutory reporting and hence not subject to audit certification. It has been written to assist the Greater Dandenong community in better understanding the financial operations and financial position of their Council. Commentary must be read in conjunction with the Financial Report.*



11

# Annual Financial Report

For the year ended 30 June 2016





## Table of Contents

### Financial Statements

Comprehensive Income Statement .....	116
Balance Sheet .....	117
Statement of Changes in Equity .....	118
Statement of Cash Flows.....	119
Statement of Capital Works .....	120

### Notes to Financial Statements

Introduction .....	121
Note 1 Significant accounting policies .....	121
Note 2 Budget comparison .....	128
Note 3 Rates and charges .....	132
Note 4 Statutory fees and fines .....	132
Note 5 User fees .....	132
Note 6 Grants .....	133
Note 7 Contributions .....	134
Note 8 Net gain (loss) on disposal of property, infrastructure, plant and equipment .....	135
Note 9 Other income .....	135
Note 10 Employee costs .....	136
Note 11 Materials and services .....	136
Note 12 Bad and doubtful debts .....	136
Note 13 Depreciation and amortisation .....	137
Note 14 Borrowing costs .....	137
Note 15 Other expenses .....	137
Note 16 Cash and cash equivalents .....	138
Note 17 Trade and other receivables .....	139
Note 18 Other financial assets .....	140
Note 19 Non-current assets classified as held for sale .....	140
Note 20 Other assets .....	140
Note 21 Property, infrastructure, plant and equipment .....	141
Note 22 Investment Property .....	147
Note 23 Trade and other payables .....	147
Note 24 Trust funds and deposits .....	147
Note 25 Provisions .....	148
Note 26 Interest-bearing loans and borrowings .....	149
Note 27 Other interest-bearing liabilities .....	149
Note 28 Reserves .....	150
Note 29 Reconciliation of cash flows from operating activities to surplus (deficit) .....	152
Note 30 Financing arrangements .....	152
Note 31 Commitments .....	153
Note 32 Operating leases .....	155
Note 33 Superannuation .....	155
Note 34 Contingent liabilities and contingent assets .....	156
Note 35 Financial instruments .....	157
Note 36 Related party transactions .....	158
Note 37 Events occurring after balance date .....	160
Note 38 Adjustments directly to equity .....	160
Note 39 Reconciliation of Council and consolidated accounts .....	161
Certification of the Financial Report .....	164
Auditor-General's Office – Independent Auditor's Report .....	165

# Annual Financial Report

For the year ended 30 June 2016

## Comprehensive Income Statement

For the year ended 30 June 2016

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Income</b>			
Rates and charges	3	120,654	110,740
Statutory fees and fines	4	5,932	5,659
User fees	5	8,394	6,926
Grants – operating	6	25,293	37,541
Grants – capital	6	5,049	2,441
Contributions – monetary	7	3,833	3,128
Contributions – non-monetary	7	38,261	36,617
Fair value adjustments for investment property	22	358	–
Other income	9	13,493	13,606
<b>Total income</b>		<b>221,267</b>	<b>216,658</b>
<b>Expenses</b>			
Employee costs	10	(72,850)	(70,264)
Materials and services	11	(58,114)	(52,880)
Bad and doubtful debts	12	(690)	(1,095)
Depreciation and amortisation	13	(27,521)	(28,947)
Borrowing costs	14	(4,034)	(4,139)
Net loss on disposal of property, infrastructure, plant and equipment	8	(193)	(3,009)
Other expenses	15	(9,447)	(7,668)
<b>Total expenses</b>		<b>(172,849)</b>	<b>(168,002)</b>
<b>Surplus for the year</b>		<b>48,418</b>	<b>48,656</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment	28(a)	192,430	74,406
<b>Total comprehensive result</b>		<b>240,848</b>	<b>123,062</b>

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

## Balance Sheet

As at 30 June 2016

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	16	88,664	79,127
Trade and other receivables	17	16,650	13,943
Non-current assets classified as held for sale	19	11,490	–
Other assets	20	2,337	3,071
<b>Total current assets</b>		<b>119,141</b>	<b>96,141</b>
<b>Non-current assets</b>			
Trade and other receivables	17	331	326
Other financial assets	18	230	230
Property, infrastructure, plant and equipment	21	1,904,088	1,677,386
Investment property	22	10,320	9,874
Non-current assets classified as held for sale	19	–	490
<b>Total non-current assets</b>		<b>1,914,969</b>	<b>1,688,306</b>
<b>Total assets</b>		<b>2,034,110</b>	<b>1,784,447</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	23	16,304	15,746
Trust funds and deposits	24	29,595	19,418
Provisions	25	16,463	15,178
Interest-bearing loans and borrowings	26	3,120	4,359
Other interest-bearing liabilities	27	1,184	1,117
<b>Total current liabilities</b>		<b>66,666</b>	<b>55,818</b>
<b>Non-current liabilities</b>			
Trust funds and deposits	24	1,017	1,039
Provisions	25	675	1,217
Interest-bearing loans and borrowings	26	54,912	58,059
Other interest-bearing liabilities	27	1,255	2,439
<b>Total non-current liabilities</b>		<b>57,859</b>	<b>62,754</b>
<b>Total liabilities</b>		<b>124,525</b>	<b>118,572</b>
<b>Net assets</b>		<b>1,909,585</b>	<b>1,665,875</b>
<b>Equity</b>			
Accumulated surplus		773,238	727,248
Reserves	28	1,136,347	938,627
<b>Total equity</b>		<b>1,909,585</b>	<b>1,665,875</b>

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

# Annual Financial Report

For the year ended 30 June 2016

## Statement of Changes in Equity

For the year ended 30 June 2016

		Consolidated			
2016	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		1,665,875	727,248	911,395	27,232
Adjustment directly to equity	38	2,831	2,831	–	–
<b>Adjusted balance at beginning of the financial year</b>		<b>1,668,706</b>	<b>730,079</b>	<b>911,395</b>	<b>27,232</b>
Surplus for the year		48,418	48,418	–	–
Net asset revaluation increment	28(a)	192,430	–	192,430	–
Revaluation reversal – disposed assets	28(a)	–	(35)	35	–
Impairment loss reversal	28(a)	31	–	31	–
Transfers to other reserves	28(b)	–	(13,028)	–	13,028
Transfers from other reserves	28(b)	–	7,804	–	(7,804)
<b>Balance at end of the financial year</b>		<b>1,909,585</b>	<b>773,238</b>	<b>1,103,891</b>	<b>32,456</b>

		Consolidated			
2015		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		1,539,852	679,030	836,989	23,833
Adjustment directly to equity	38	2,961	2,961	–	–
<b>Adjusted balance at beginning of the financial year</b>		<b>1,542,813</b>	<b>681,991</b>	<b>836,989</b>	<b>23,833</b>
Surplus for the year		48,656	48,656	–	–
Net asset revaluation increment	28(a)	74,406	–	74,406	–
Transfers to other reserves	28(b)	–	(7,914)	–	7,914
Transfers from other reserves	28(b)	–	4,515	–	(4,515)
<b>Balance at end of the financial year</b>		<b>1,665,875</b>	<b>727,248</b>	<b>911,395</b>	<b>27,232</b>

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

## Statement of Cash Flows

For the year ended 30 June 2016

	Note	Consolidated 2016 Inflows/ (Outflows) \$'000	Consolidated 2015 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		120,241	109,984
Statutory fees and fines		4,880	4,513
User fees		9,222	7,278
Grants – operating		27,052	38,399
Grants – capital		4,824	2,334
Contributions – monetary		3,907	3,066
Interest received		2,794	2,669
Trust funds and deposits taken		37,428	34,645
Other receipts		10,834	11,822
Net GST refund		8,370	7,407
Employee costs		(71,595)	(70,945)
Materials and services		(66,428)	(59,565)
Trust funds and deposits repaid		(29,820)	(25,807)
Other payments		(10,379)	(8,432)
<b>Net cash provided by operating activities</b>	29	51,330	57,368
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(34,567)	(37,291)
Proceeds from sale of property held for resale		1,327	–
Proceeds from sale of property, infrastructure, plant and equipment		1,016	534
<b>Net cash used in investing activities</b>		(32,224)	(36,757)
<b>Cash flows from financing activities</b>			
Finance costs		(4,066)	(4,137)
Proceeds from borrowings (includes refinancing)		–	4,900
Repayment of borrowings (includes refinancing)		(4,386)	(9,230)
Repayment of other interest- bearing liabilities		(1,117)	–
<b>Net cash used in financing activities</b>		(9,569)	(8,467)
Net increase in cash and cash equivalents		9,537	12,144
Cash and cash equivalents at the beginning of the financial year		79,127	66,983
<b>Cash and cash equivalents at the end of the financial year</b>	16	<b>88,664</b>	<b>79,127</b>
Financing arrangements	30		
Restrictions on cash assets	16		

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

# Annual Financial Report

For the year ended 30 June 2016

## Statement of Capital Works

For the year ended 30 June 2016

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Property</b>			
Land		–	5,825
<b>Total land</b>		–	5,825
<b>Buildings</b>			
Buildings		12,934	14,152
Leasehold improvements		–	84
<b>Total buildings</b>		12,934	14,236
<b>Total property</b>		12,934	20,061
<b>Plant and equipment</b>			
Plant, machinery and equipment		2,766	2,030
Fixtures, fittings and furniture		6	123
Computers and telecommunications		299	268
Library books		1,054	998
<b>Total plant and equipment</b>		4,125	3,419
<b>Infrastructure</b>			
Roads		10,130	6,202
Bridges		165	48
Footpaths and cycleways		1,368	1,756
Drainage		1,189	1,272
Recreational, leisure and community facilities		1,049	2,591
Parks, open space and streetscapes		4,838	3,335
Off street car parks		637	87
<b>Total infrastructure</b>		19,376	15,291
<b>Total capital works expenditure</b>		<b>36,435</b>	<b>38,771</b>
<b>Represented by:</b>			
New asset expenditure		8,506	15,684
Asset renewal expenditure		20,093	18,119
Asset upgrade expenditure		7,690	4,732
Asset expansion expenditure		146	236
<b>Total capital works expenditure</b>		<b>36,435</b>	<b>38,771</b>

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

## Notes to the Financial Report

### Introduction

The City of Greater Dandenong was established in December 1994 with the amalgamation of the former City of Springvale and former City of Dandenong, and is a body corporate. The Council's main office is located at 225 Lonsdale Street, Dandenong, 3175.

### Statement of compliance

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

### Note 1 Significant accounting policies

#### (a) Basis of accounting

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

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

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

estimates relate to:

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

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

#### (b) Change in accounting policies

There has been no change in accounting policies from the previous period.

#### (c) Principles of consolidation

The consolidated financial statements of Council incorporates all entities controlled by Council as at 30 June 2016, and their income and expenses for that part of the reporting period in which control existed.

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

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

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

Entities consolidated into Council include:

- Dandenong Market Pty Ltd

Refer note 39 for a reconciliation between Council, Dandenong Market Pty Ltd and consolidated for the 2015-16 financial year.

#### (d) Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

At balance date there were no committees of management that was controlled by the Council.

#### (e) Revenue recognition

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

##### *Rates and charges*

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

##### *Statutory fees and fines*

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

##### *User fees*

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

##### *Grants*

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

Where grants are recognised as revenues during the financial year, were obtained on the condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant is disclosed in note 6.

# Annual Financial Report

For the year ended 30 June 2016

## **Note 1 Significant accounting policies (continued)**

The note also discloses the amount of unused grants from prior years that were expended on Council's operations during the current year.

### *Contributions*

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

### *Sale of property, infrastructure, plant and equipment*

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

### *Interest*

Interest is recognised as it is earned.

### *Other income*

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

## **(f) Fair value measurement**

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

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

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

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

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

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

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

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

## **(g) Cash and cash equivalents**

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

## **(h) Trade and other receivables**

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

## **(i) Other financial assets**

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense. Details in relation to other financial assets are included in note 18.

## **(j) Non-current assets classified as held for sale**

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

## **(k) Recognition and measurement of property, infrastructure, plant and equipment**

### *Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction and an appropriate share of directly attributable variable and fixed overheads.

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

### *Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than land under roads, leasehold improvements, recreational, leisure and community facilities, parks, open space and streetscapes and plant and equipment are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arm's length transaction. Subsequent to the initial recognition of assets, non-current physical assets (other than the

**Note 1 Significant accounting policies  
(continued)**

asset classes detailed directly above) are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

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

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

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

*Land*

The revaluation of land at 1 January 2016 resulted in an increase in the fair value of land of \$174.62 million (22.85%) consistent with property market movements of the various suburbs in the municipality.

*Land under roads*

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

**(1) Depreciation and amortisation of property, infrastructure, plant and equipment**

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

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

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

# Annual Financial Report

For the year ended 30 June 2016

## Note 1 Significant accounting policies (continued)

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

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

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

**Note 1 Significant accounting policies (continued)**

**(m) Repairs and maintenance**

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

**(n) Investment property**

Investment property, comprising retail complexes, are held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Investment property are not subject to depreciation. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

**(o) Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**(p) Trust funds and deposits**

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to note 24). Amounts received from developers relating to the Development Contribution Plans (DCP) are held as deposits and are a surety for the construction of DCP infrastructure. Upon completion of the infrastructure, Council will refund the developer the deposit. Due to the uncertainty of when the developer may submit a claim for refund, the monies held are treated as a current liability.

**(q) Borrowings**

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

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

*Borrowing costs*

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

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

During 2015–16 Council restructured one of the loan facilities with National Australia Bank to take up the benefits of a reduced payback period, interest rate and loan cost over the term of the loan. As a result the loan term reduced from 25 years to 24 years and the interest rate reduced from 6.35% to 6.15%.

**(r) Employee costs and benefits**

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

*Wages, salaries and annual leave*

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

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

*Long service leave*

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

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

The components of this current liability are measured at:

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

# Annual Financial Report

For the year ended 30 June 2016

## Note 1 Significant accounting policies (continued)

### (r) Employee costs and benefits (continued)

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

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

### (s) Leases

#### *Operating leases*

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

#### *Leasehold improvements*

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter.

### (t) Goods and Services Tax (GST)

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

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

### (u) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet are disclosed in note 34 'Contingent liabilities and contingent assets'.

### (v) Contingent assets, contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively (refer note 34).

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

## Note 1 Significant accounting policies (continued)

### (w) 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.

<b>Pronouncement</b>	<b><i>AASB 15 Revenue from Contracts with Customers</i></b>
<b>What's new?</b>	This standard is to establish the principles that an entity shall apply to report useful information to users of the financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer.
<b>Impact/action</b>	The impact of this standard will need to be assessed in line with the final deliberations by the AASB on the application of this standard.
<b>Effective date</b>	Periods beginning on or after 1 January 2018.

<b>Pronouncement</b>	<b><i>AASB 16 Leases</i></b>
<b>What's new?</b>	This standard sets out the principles for the recognition, measurement, presentation and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the Balance Sheet, Comprehensive Income Statement and cash flows of an entity.
<b>Impact/action</b>	The impact of this standard will need to be assessed in line with the final deliberations by the AASB on the application of this standard.
<b>Effective date</b>	Periods beginning on or after 1 January 2019.

<b>Pronouncement</b>	<b><i>AASB 124 Related Party Disclosures (AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities)</i></b>
<b>What's new?</b>	This standard has been extended to include the Related Party Disclosures for Not-for-Profit Public Sector Entities. The objective of this Standard is to ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.
<b>Impact/action</b>	Impacts on the level and nature of the disclosures will be assessed based on the eventual implications arising from the amendments to AASB 124.
<b>Effective date</b>	Periods beginning on or after 1 July 2016.

### (x) Rounding

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

# Annual Financial Report

For the year ended 30 June 2016

## Note 2 Budget comparison

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

The budget figures detailed below are those adopted by Council on 22 June 2015. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

### a) Income and expenditure

	Consolidated Actual 2016 \$'000	Council Actual 2016 \$'000 <i>(note 39)</i>	Council Budget 2016 \$'000	Council Variance 2016 \$'000 <i>Fav (Unfav)</i>	Ref
<b>Income</b>					
Rates and charges	120,654	120,750	119,237	1,513	
Statutory fees and fines	5,932	5,932	7,311	(1,379)	(a)
User fees	8,394	8,394	11,738	(3,344)	(b)
Grants – operating	25,293	25,233	30,185	(4,952)	(c)
Grants – capital	5,049	5,049	4,378	671	
Contributions – monetary	3,833	3,833	1,625	2,208	(d)
Contributions – non-monetary	38,261	38,261	18,000	20,261	(e)
Net gain on disposal of property, infrastructure, plant and equipment	–	–	1,361	(1,361)	(f)
Fair value adjustments for investment property	358	358	–	358	
Other income	13,493	9,348	5,054	4,294	(g)
<b>Total income</b>	<b>221,267</b>	<b>217,158</b>	<b>198,889</b>	<b>18,269</b>	
<b>Expenses</b>					
Employee costs	(72,850)	(72,107)	(73,348)	1,241	
Materials and services	(58,114)	(54,947)	(53,042)	(1,905)	
Bad and doubtful debts	(690)	(637)	(829)	192	
Depreciation and amortisation	(27,521)	(27,512)	(30,559)	3,047	(h)
Borrowing costs	(4,034)	(4,034)	(4,057)	23	
Net loss on disposal of property, infrastructure, plant and equipment	(193)	(193)	–	(193)	(f)
Other expenses	(9,447)	(9,425)	(7,154)	(2,271)	(i)
<b>Total expenses</b>	<b>(172,849)</b>	<b>(168,855)</b>	<b>(168,989)</b>	<b>134</b>	
<b>Surplus for the year</b>	<b>48,418</b>	<b>48,303</b>	<b>29,900</b>	<b>18,403</b>	

**Note 2 Budget comparison (continued)**

**a) Income and expenditure**

**Explanation of material variations**

Ref	Item	Explanation
(a)	Statutory fees and fines	Statutory fees and fines are \$1.38 million lower than the Original Budget mainly due to a reclassification of items included in three categories – statutory fees and fines, user fees and other income, between the Original Budget and the 2015–16 actuals. The reclassification occurred at the end of 2014–15 to comply with the new Local Government Model Financial Report after the adoption of the 2015–16 Original Budget. Excluding the reclassification, the unfavourable variance in statutory fees and fines is \$333,000 (5.32%) which is due to lower than expected parking fine income due to an amnesty period to allow customers to adapt to new ticket machines.
(b)	User fees	User fees are \$3.34 million lower than the Original Budget due mainly to the reclassifications outlined in item (a) above. Excluding the reclassification, user fees were \$1.06 million lower than the Original Budget due primarily to changes in the scheduling of new/replacement ticket machine installations, vandalism of new ticket machines and theft of cash boxes from older ticket machines.
(c)	Grants – operating	Operating grant income was \$4.95 million lower than expected in the Original Budget due to \$5.37 million (50%) of the 2015–16 Victoria Grants Commission funding allocation being distributed to Council early in June 2015.
(d)	Contributions – monetary	As a result of a higher than anticipated level of economic activity, Council received higher than budgeted open space contributions from developers of \$2.26 million during 2015–16. These contributions are restricted in their use and are transferred to reserves at the end of the financial year and are set aside for open space projects. The timing of receipt and amount of open space contributions are difficult to predict.
(e)	Contributions – non-monetary	These contributions represent assets that are transferred to Council's ownership from developers upon completion of subdivisions. A greater number of subdivisions were completed and finalised during 2015–16 than expected in the Original Budget. The timing of these asset transfers is outside of Council's control and difficult to predict. This item is a non-cash accounting entry.
(f)	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	The disposal of property, infrastructure, plant and equipment resulted in a loss in 2015–16 instead of a gain as expected in the Original Budget due to: <ul style="list-style-type: none"> <li>– two property sales that were delayed and did not occur in 2015–16.</li> <li>– an extension to the settlement date on the last lot of Metro 3175 (now December 2016).</li> <li>– write off of fixed assets of \$848,000 caused by the replacement of infrastructure assets, mainly drainage and footpaths and a number of building demolitions in Dandenong Park.</li> </ul>
(g)	Other income	Other income is \$4.29 million higher than budget due mainly to the income reclassifications detailed in item (a) above. Excluding these reclassifications, there is a favourable variance of \$997,000 in other income from the Original Budget caused by: <ul style="list-style-type: none"> <li>– interest on investments \$514,000.</li> <li>– interest on rate arrears \$172,000.</li> <li>– recycling and sorting income of \$211,000 due to a higher rate per tonne received in relation to the contract arrangement of Council's waste collection and receipt of recyclables.</li> </ul>
(h)	Depreciation and amortisation	Depreciation expense was lower than the Original Budget due mainly to the effect of the revaluation of infrastructure asset classes valued at fair value at 30 June 2015, which occurred after the adoption of the Original Budget, combined with a review of expiry dates in building assets as part of the independent revaluation conducted at 1 January 2016.
(i)	Other expenses	Other expenses were higher than expected in the Original Budget due mainly to the replacement of street light globes with energy efficient luminaires that occurred on non– Council owned assets and could not be capitalised to the fixed asset register. These costs were included as part of the capital budget.

# Annual Financial Report

For the year ended 30 June 2016

## Note 2 Budget comparison (continued)

### b) Capital works

	Consolidated Actual 2016 \$'000	Council Actual 2016 \$'000	Council Budget 2016 \$'000	Council Variance 2016 \$'000 <i>Fav (Unfav)</i>	Ref
<b>Property</b>					
Land	-	-	3,000	3,000	(j)
<b>Total land</b>	-	-	<b>3,000</b>	<b>3,000</b>	
Buildings	12,934	12,934	12,790	(144)	
<b>Total buildings</b>	<b>12,934</b>	<b>12,934</b>	<b>12,790</b>	<b>(144)</b>	
<b>Total property</b>	<b>12,934</b>	<b>12,934</b>	<b>15,790</b>	<b>2,856</b>	
<b>Plant and equipment</b>					
Plant, machinery and equipment	2,766	2,766	2,796	30	
Fixtures, fittings and furniture	6	6	5	(1)	
Computers and telecommunications	299	299	313	14	
Library books	1,054	1,054	1,174	120	
<b>Total plant and equipment</b>	<b>4,125</b>	<b>4,125</b>	<b>4,288</b>	<b>163</b>	
<b>Infrastructure</b>					
Roads	10,130	10,130	4,775	(5,355)	(k)
Bridges	165	165	-	(165)	
Footpaths and cycleways	1,368	1,368	1,865	497	
Drainage	1,189	1,189	1,745	556	
Recreational, leisure and community facilities	1,049	1,049	995	(54)	
Parks, open space and streetscapes	4,838	4,838	6,030	1,192	(l)
Off street car parks	637	637	1,890	1,253	(m)
<b>Total infrastructure</b>	<b>19,376</b>	<b>19,376</b>	<b>17,300</b>	<b>(2,076)</b>	
<b>Total capital works expenditure</b>	<b>36,435</b>	<b>36,435</b>	<b>37,378</b>	<b>943</b>	
<b>Represented by:</b>					
New asset expenditure	8,506	8,506	13,302	4,796	(n)
Asset renewal expenditure	20,093	20,093	18,604	(1,489)	(o)
Asset upgrade expenditure	7,690	7,690	5,472	(2,218)	(p)
Asset expansion expenditure	146	146	-	(146)	
<b>Total capital works expenditure</b>	<b>36,435</b>	<b>36,435</b>	<b>37,378</b>	<b>943</b>	

Note 2 Budget comparison (continued)

b) Capital works (continued)

Explanation of material variations

Ref	Item	Explanation
(j)	Land	The \$3.00 million favourable variance is due to a delay in the acquisition of land for the Keysborough South Community Hub development. The delay has been caused by investigations into and negotiations with the Department of Education and Training about co-locating the hub on a particular site.
(k)	Roads	The actual expenditure on roads was higher than the Original Budget due mainly to expenditure relating to the Abbotts Road bridge duplication project (\$4.52 million) which was carried over from 2014–15 (not included in the Original Budget) and additional funding received for Roads to Recovery which resulted in higher matched expenditure (\$563,000).
(l)	Parks, open space and streetscapes	Capital expenditure was lower than the Original Budget due mainly to a street lighting project (\$1.01 million) where the costs were recorded as operating expenditure (budgeted as capital expenditure) because the works occurred on non-Council owned assets.
(m)	Off street car parks	Actual expenditure was lower than the Original Budget due mainly to a delay in the design phase for the VicTrack/Metro 3175 car park project (\$1.06 million). Finalisation of the design was delayed due to a high pressure gas line on the site requiring approval and service scanning to check the existing drainage system. This project is expected to be completed in 2016–17 and the remaining budget will be carried over.
(n)	New	Capital new expenditure was \$4.80 million lower than the Original Budget due to the delay in the land acquisition for the Keysborough South Community Hub (\$3.00 million), a change in the timing of expenditure for Tatterson Park Community Pavilion to match approved grant funding instalments – not known at the time of adopting the 2015–16 Original Budget (\$1.62 million) and a delay in the VicTrack/Metro 3175 car park project (\$1.06 million).
(o)	Renewal	Renewal expenditure was \$1.49 million higher than the Original Budget due to library books being classified as new in the Original Budget and renewal for the 2015-16 Actuals (\$1.05 million), expenditure transferred from operating due to its capital nature relating mainly to roads and buildings (\$1.04 million) which was not included in the Original Budget for capital renewal offset partly by a favourable variance of \$509,000 in the annual building renewal program.
(p)	Upgrade	Upgrade expenditure was \$2.22 million higher than the Original Budget due mainly to the Abbotts Road bridge duplication project (\$4.52 million) which was carried over from the prior year, offset partly by the street lighting project (\$1.01 million) which was budgeted in capital but transferred to operating in the 2015–16 actuals as it related to non-Council owned lighting assets and a delay in the Princes Highway and Robinson Street intersection project (\$500,000).

# Annual Financial Report

For the year ended 30 June 2016

## Note 3 Rates and charges

Council uses the Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements on it, and is determined by independent valuers and certified by the Valuer General Victoria. The valuation base used to calculate general rates for 2015–16 was \$31.17 billion (\$30.41 billion in 2014–15).

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
Residential		47,937	44,942
Commercial		11,626	10,429
Industrial		41,995	38,051
Farm		472	461
Cultural and recreational		411	325
Waste management charge – residential		14,734	13,418
Supplementary rates and rates adjustment		2,336	2,176
Maintenance levy		1,143	938
<b>Total rates and charges</b>		<b>120,654</b>	<b>110,740</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016 and the valuation first applied to the rating period commencing 1 July 2016.

## Note 4 Statutory fees and fines

Infringements and costs		3,204	3,110
Court recoveries		825	715
Building and town planning fees		1,591	1,412
Land information certificates		107	92
Permits		205	330
<b>Total statutory fees and fines</b>		<b>5,932</b>	<b>5,659</b>

## Note 5 User fees

Aged and health services		1,027	1,149
Child care/children's programs		822	360
Parking		3,542	2,708
Registration and other permits		1,196	1,136
Asset protection fees		465	323
Sub-division fees		746	581
Other fees and charges		596	669
<b>Total user fees</b>		<b>8,394</b>	<b>6,926</b>

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 6 Grants</b>			
Grants were received in respect of the following:			
<b>Summary of grants</b>			
Commonwealth funded grants		13,752	23,622
State funded grants		16,590	16,360
<b>Total grants</b>		<b>30,342</b>	<b>39,982</b>
<b>Operating grants</b>			
<i>Recurrent – Commonwealth Government</i>			
Victoria Grants Commission*		5,321	16,150
Family day care		3,337	4,063
General home care		2,084	2,130
<i>Recurrent – State Government</i>			
Aged care		8,888	8,621
Maternal and child health		1,875	1,926
Community health		–	1,156
School crossing supervisors		222	186
Libraries		901	873
Family and children services		1,260	761
Community education		57	54
Emergency management		73	13
Community wellbeing		110	82
Community development		119	203
Right @ Home		223	266
Other		192	188
<b>Total recurrent operating grants</b>		<b>24,662</b>	<b>36,672</b>
<i>*50% or \$5.37 million of Victoria Grants Commission funding for 2015–16 was distributed early to Council in June 2015.</i>			
<i>Non-recurrent – Commonwealth Government</i>			
Other		13	17
<i>Non-recurrent – State Government</i>			
Community wellbeing		119	183
Community development		5	126
Family and children		314	208
Emergency management		–	40
Waste management		5	8
Economic development		–	58
Sports and recreation		8	19
Libraries		90	65
Other		77	145
<b>Total non-recurrent operating grants</b>		<b>631</b>	<b>869</b>
<b>Total operating grants</b>		<b>25,293</b>	<b>37,541</b>

# Annual Financial Report

For the year ended 30 June 2016

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 6 Grants (continued)</b>			
<b>Capital grants</b>			
<i>Recurrent – Commonwealth Government</i>			
Roads to recovery		1,926	674
<i>Recurrent – State Government</i>			
Cultural facilities		46	45
Other		80	52
<b>Total recurrent capital grants</b>		<b>2,052</b>	<b>771</b>
<i>Non-recurrent – Commonwealth Government</i>			
Community Energy Efficiency Program		423	538
Community safety		–	50
Other		648	–
<i>Non-recurrent – State Government</i>			
Education and early childhood development		192	–
Cultural activity centre		–	18
Community safety		166	250
Sports and recreation		804	426
Roads		764	341
Other		–	47
<b>Total non-recurrent capital grants</b>		<b>2,997</b>	<b>1,670</b>
<b>Total capital grants</b>		<b>5,049</b>	<b>2,441</b>
<b>Unspent grants received on condition that they be spent in a specific manner</b>			
Balance at start of the year		8,311	5,082
Received during the financial year and remained unspent at balance date		2,223	8,244
Received in prior years and spent during the financial year		(7,863)	(5,015)
Balance at end of the year		2,671	8,311
<b>Note 7 Contributions</b>			
Monetary		3,833	3,128
Non-monetary		38,261	36,617
<b>Total contributions</b>		<b>42,094</b>	<b>39,745</b>
<i>Contributions of non-monetary assets were received in relation to the following asset classes:</i>			
Land		24,330	25,668
Buildings		235	287
Infrastructure			
– Roads		5,386	4,693
– Footpaths and cycleways		942	1,229
– Drainage		7,368	4,740
<b>Total contributions – non-monetary</b>		<b>38,261</b>	<b>36,617</b>

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 8 Net gain (loss) on disposal of property, infrastructure, plant and equipment</b>			
<i>Net gain on sale of inventory property*</i>			
Proceeds of sale (Council share of 25.47%)		–	1,327
Less carrying amount of assets sold		–	(368)
		–	959
<i>Net gain on sale of property, infrastructure, plant and equipment</i>			
Proceeds of sale		1,016	534
Less carrying amount of assets sold		(361)	(132)
		655	402
<i>Net loss on write off / replacement of property, infrastructure, plant and equipment</i>			
Property		(219)	(2,350)
Infrastructure		(617)	(2,016)
Plant and equipment		(12)	(4)
		(848)	(4,370)
<b>Net loss on disposal of property, infrastructure, plant and equipment</b>		(193)	(3,009)
*Council has an agreement with Places Victoria for a residential development of the former Dandenong sale yards. Places Victoria is responsible for the development of the land under this agreement, and is entitled to 74.53% of the proceeds of this developed land with Council's share being 25.47%.			
<b>Note 9 Other income</b>			
Interest on investments		2,280	2,100
Interest on rates		562	617
Interest – other		–	8
Dandenong Market rental		5,381	4,895
Property rental		983	974
Other rent		1,450	1,255
Other		2,837	3,757
<b>Total other income</b>		13,493	13,606

# Annual Financial Report

For the year ended 30 June 2016

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 10 a) Employee costs</b>			
Wages and salaries		56,375	54,254
WorkCover		1,664	1,361
Casual staff		1,409	1,583
Superannuation		5,356	5,182
Long service leave oncost		1,764	1,822
Fringe benefits tax		655	648
Other		5,627	5,414
<b>Total employee costs</b>		<b>72,850</b>	<b>70,264</b>
<b>b) Superannuation</b>			
Council made contributions to the following funds:			
<b>Defined benefit plan</b>			
Employer contribution to Local Authorities Superannuation Fund (Vision Super)		474	541
		474	541
Employer contributions payable at reporting date.		-	-
<b>Accumulation funds</b>			
Employer contribution to Local Authorities Superannuation Fund (Vision Super)		3,382	3,448
Employer contribution - other funds		1,465	1,358
		4,847	4,806
Employer contributions payable at reporting date (Dandenong Market Pty Ltd)		2	9
Refer note 33 for further information relating to Council's superannuation obligation.			
<b>Note 11 Materials and services</b>			
Contract payments		32,089	29,583
Building maintenance		1,119	1,069
General maintenance		4,687	3,547
Works in progress (unable to be capitalised)		3,468	1,454
Utilities		3,788	3,828
Office administration		6,139	6,607
Information technology		2,134	1,854
Insurance		887	938
Consultants and professional services		3,803	4,000
<b>Total materials and services</b>		<b>58,114</b>	<b>52,880</b>
<b>Note 12 Bad and doubtful debts</b>			
Parking fine debtors		516	806
Other debtors		174	289
<b>Total bad and doubtful debts</b>		<b>690</b>	<b>1,095</b>

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 13 Depreciation and amortisation</b>			
Property		5,090	5,888
Plant and equipment		4,286	4,045
Infrastructure		18,145	19,014
<b>Total depreciation and amortisation</b>		<b>27,521</b>	<b>28,947</b>
<i>Refer to note 21 for a more detailed breakdown of depreciation and amortisation charges.</i>			
<b>Note 14 Borrowing costs</b>			
Interest – borrowings		3,822	4,133
Interest – other		212	6
<b>Total borrowing costs</b>		<b>4,034</b>	<b>4,139</b>
<b>Note 15 Other expenses</b>			
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals		87	78
Auditors' remuneration – internal		115	160
Audit – other		1	2
Councillors' allowances		412	406
Operating lease / rentals		888	922
Other expenses		1,365	909
Community grants and contributions		6,579	5,191
<b>Total other expenses</b>		<b>9,447</b>	<b>7,668</b>

# Annual Financial Report

For the year ended 30 June 2016

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 16 Cash and cash equivalents</b>			
Cash on hand		5,047	8,266
Cash at bank		7,430	6,755
Term deposits		76,187	64,106
<b>Total cash and cash equivalents</b>		<b>88,664</b>	<b>79,127</b>
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
- Trust funds and deposits	24	30,612	20,457
<b>Total restricted funds</b>		<b>30,612</b>	<b>20,457</b>
<b>Total unrestricted cash and cash equivalents</b>		<b>58,052</b>	<b>58,670</b>
<b>Intended allocations*</b>			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Employee provisions	25	17,138	16,395
Statutory and other reserves	28(b)	32,456	27,232
Cash held to fund carried forward operational projects		1,713	7,851
Cash held to fund carried forward capital works		7,728	6,639
<b>Total funds subject to intended allocations</b>		<b>59,035</b>	<b>58,117</b>

\*Users of the financial report should refer to note 28(b) for details of funds held in reserve and note 31 for details of existing Council commitments.

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 17 Trade and other receivables</b>			
<b>Current</b>			
Rates debtors	1(e)	6,439	6,033
Infringement debtors		4,904	4,565
Provision for doubtful debts – infringements		(1,448)	(1,351)
Net GST receivable		1,442	1,588
Other debtors		5,521	3,444
Provision for doubtful debts – other debtors		(208)	(336)
<b>Total current trade and other receivables</b>		<b>16,650</b>	<b>13,943</b>
<b>Non-current</b>			
Narre Warren landfill – financial contribution		258	253
Other debtors – refundable deposit		73	73
<b>Total non-current trade and other receivables</b>		<b>331</b>	<b>326</b>
<b>Total trade and other receivables</b>		<b>16,981</b>	<b>14,269</b>

#### a) Ageing of receivables

At balance date other debtors representing financial assets with balances outstanding beyond Council's terms of trade were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade and other receivables (current and non-current) excluding statutory receivables and provisions for doubtful debts were:

Current (not yet due)	863	529
Past due by up to 30 days	223	812
Past due between 31 and 180 days	269	647
Past due between 181 and 365 days	335	340
Past due by more than 1 year	719	765
<b>Total trade and other receivables</b>	<b>2,409</b>	<b>3,093</b>

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

2014–15 comparatives for the above ageing of debtors have been amended to exclude town planning debtors.

#### b) Movement in provisions for doubtful debts

Balance at the beginning of the year	1,687	2,131
New provisions recognised during the year	690	1,095
Amounts already provided for and written off as uncollectible	(712)	(1,536)
Amounts provided for but recovered during the year	(9)	(3)
<b>Balance at end of year</b>	<b>1,656</b>	<b>1,687</b>

# Annual Financial Report

For the year ended 30 June 2016

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 18 Other financial assets</b>			
<i>Non-current</i>			
Financial assets held for sale			
Unlisted shares – Regional Kitchen Pty Ltd – at cost		230	230
Total non-current other financial assets		230	230
<b>Total other financial assets</b>		<b>230</b>	<b>230</b>
<b>Note 19 Non-current assets classified as held for sale</b>			
Non-current assets classified as held for sale – current		11,490	–
Non-current assets classified as held for sale – non-current		–	490
<b>Total non-current assets classified as held for sale</b>		<b>11,490</b>	<b>490</b>
Non-current assets classified as held for sale comprises \$11 million for the sale of land at View Road, Springvale (former Springvale Depot) which is expected to settle in September 2016 and \$490,000 for sale of the final lot of Metro 3175 which is due to settle in December 2016.			
<b>Note 20 Other assets</b>			
Prepayments		851	473
Accrued income		1,486	2,598
<b>Total other assets</b>		<b>2,337</b>	<b>3,071</b>

Note 21 Property, infrastructure, plant and equipment

SUMMARY OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Consolidated

	At 30 June 2016			At 30 June 2015*		
	At cost / fair value \$'000	Accum. depreciation \$'000	Written down value \$'000	At cost / fair value \$'000	Accum. depreciation \$'000	Written down value \$'000
Land	979,896	–	979,896	791,237	–	791,237
Buildings	364,943	(136,165)	228,778	324,080	(121,805)	202,275
Plant and equipment	35,402	(22,274)	13,128	48,479	(35,244)	13,235
Infrastructure	1,056,746	(398,938)	657,808	1,028,573	(381,204)	647,369
Work in progress	24,478	–	24,478	23,270	–	23,270
<b>Total</b>	<b>2,461,465</b>	<b>(557,377)</b>	<b>1,904,088</b>	<b>2,215,639</b>	<b>(538,253)</b>	<b>1,677,386</b>

SUMMARY OF WORK IN PROGRESS

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write Offs \$'000	Closing WIP \$'000
Buildings	13,064	9,098	(11,793)	(940)	9,429
Plant and equipment	75	76	(74)	–	77
Infrastructure	10,131	12,827	(5,457)	(2,529)	14,972
<b>Total</b>	<b>23,270</b>	<b>22,001</b>	<b>(17,324)</b>	<b>(3,469)</b>	<b>24,478</b>

\*The balances of land and buildings at 30 June 2015 have been restated to exclude 'Investment property' which is now separately classified (refer note 22).

# Annual Financial Report

For the year ended 30 June 2016

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

PROPERTY	Consolidated								
	Land – specialised* \$'000	Land – non-specialised* \$'000	Total land \$'000	Buildings – specialised* \$'000	Buildings – non-specialised* \$'000	Leasehold improvements \$'000	Total buildings \$'000	Work in progress \$'000	TOTAL PROPERTY \$'000
<b>Opening balance at 1 July 2015</b>									
At cost	35,332	–	35,332	–	–	1,416	1,416	13,064	49,812
At fair value*	612,377	144,300	756,677	322,704	–	–	322,704	–	1,079,381
Accumulated depreciation†	–	–	–	(121,015)	–	(791)	(121,806)	–	(121,806)
	<b>647,709</b>	<b>144,300</b>	<b>792,009</b>	<b>201,689</b>	<b>–</b>	<b>625</b>	<b>202,314</b>	<b>13,064</b>	<b>1,007,387</b>
<b>Movements in fair value/cost</b>									
Acquisition of assets at cost	5,029	–	5,029	–	–	17	17	9,098	14,144
Acquisition of assets at fair value	19,301	–	19,301	3,708	–	–	3,708	–	23,009
Revaluation increments (decrements)	141,777	32,840	174,617	28,310	–	–	28,310	–	202,927
Fair value/cost of assets disposed	(60)	–	(60)	(1,387)	–	–	(1,387)	(940)	(2,387)
Transfers in (out)	6,270	(17,270)	(11,000)	10,167	–	8	10,175	(11,793)	(12,618)
	<b>172,317</b>	<b>15,570</b>	<b>187,887</b>	<b>40,798</b>	<b>–</b>	<b>25</b>	<b>40,823</b>	<b>(3,635)</b>	<b>225,075</b>
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	–	–	–	(4,988)	–	(102)	(5,090)	–	(5,090)
Accumulated depreciation of disposals	–	–	–	1,228	–	–	1,228	–	1,228
Revaluation increments (decrements)	–	–	–	(10,497)	–	–	(10,497)	–	(10,497)
	<b>–</b>	<b>–</b>	<b>–</b>	<b>(14,257)</b>	<b>–</b>	<b>(102)</b>	<b>(14,359)</b>	<b>–</b>	<b>(14,359)</b>
<b>Closing balance at 30 June 2016</b>									
At cost	40,361	–	40,361	–	–	1,441	1,441	9,429	51,231
At fair value	779,665	159,870	939,535	363,502	–	–	363,502	–	1,303,037
Accumulated depreciation	–	–	–	(135,272)	–	(893)	(136,165)	–	(136,165)
	<b>820,026</b>	<b>159,870</b>	<b>979,896</b>	<b>228,230</b>	<b>–</b>	<b>548</b>	<b>228,778</b>	<b>9,429</b>	<b>1,218,103</b>

\*The opening at fair value and accumulated depreciation balances include equity adjustments relating to 2014–15 of \$810,000 (fair value) and \$7,000 (accumulated depreciation) and 2015–16 of \$812,000 (fair value) and \$8,000 (accumulated depreciation) – refer note 38 for further details

†The opening balance at 1 July 2015 of specialised and non-specialised land and buildings at fair value have been restated to correctly classify land values adjusted by an unobservable input (discount factor) as specialised land. There is no change in the fair value of land and buildings, just the split between specialised and non-specialised.

PLANT AND EQUIPMENT		Consolidated				
	Plant, machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and telecomm's \$'000	Library books \$'000	Work in progress \$'000	TOTAL PLANT AND EQUIPMENT \$'000
<b>Opening balance at 1 July 2015</b>						
At cost	15,373	8,530	6,232	18,344	75	48,554
Accumulated depreciation	(9,458)	(5,810)	(4,647)	(15,329)	-	(35,244)
	<b>5,915</b>	<b>2,720</b>	<b>1,585</b>	<b>3,015</b>	<b>75</b>	<b>13,310</b>
<b>Movements in cost</b>						
Acquisition of assets at cost	2,643	98	453	1,053	76	4,323
Cost of assets disposed	(3,465)	(776)	-	(13,388)	-	(17,629)
Transfers in (out)	-	168	137	-	(74)	231
	<b>(822)</b>	<b>(510)</b>	<b>590</b>	<b>(12,335)</b>	<b>2</b>	<b>(13,075)</b>
<b>Movements in accumulated depreciation</b>						
Depreciation and amortisation	(2,032)	(706)	(557)	(991)	-	(4,286)
Accumulated depreciation of disposals	3,093	775	-	13,388	-	17,256
	<b>1,061</b>	<b>69</b>	<b>(557)</b>	<b>12,397</b>	<b>-</b>	<b>12,970</b>
<b>Closing balance at 30 June 2016</b>						
At cost	14,551	8,020	6,822	6,009	77	35,479
Accumulated depreciation	(8,397)	(5,741)	(5,204)	(2,932)	-	(22,274)
	<b>6,154</b>	<b>2,279</b>	<b>1,618</b>	<b>3,077</b>	<b>77</b>	<b>13,205</b>

# Annual Financial Report

For the year ended 30 June 2016

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

	INFRASTRUCTURE										Consolidated	
	Roads	Bridges	Footpaths and cyceways	Drainage	Recreational, leisure and community facilities	Parks, open space and streetscapes	Off street car parks	Work in progress	TOTAL INFRASTRUCTURE	GRAND TOTAL PROPERTY, & EQUIP, INFRAST.	\$'000	\$'000
<b>Opening balance at 1 July 2015</b>												
At cost	-	-	-	-	30,811	41,931	-	10,131	82,873	181,239		
At fair value*	441,177	54,653	71,256	372,170	-	-	18,615	-	957,871	2,037,252		
Accumulated depreciation*	(175,601)	(14,284)	(16,004)	(129,466)	(13,802)	(26,203)	(5,864)	-	(381,224)	(538,274)		
	<b>265,576</b>	<b>40,369</b>	<b>55,252</b>	<b>242,704</b>	<b>17,009</b>	<b>15,728</b>	<b>12,751</b>	<b>10,131</b>	<b>659,520</b>	<b>1,680,217</b>		
<b>Movements in fair value/cost</b>												
Acquisition of assets at cost	-	-	-	-	173	687	-	-	860	19,327		
Acquisition of assets at fair value	9,081	166	2,430	7,515	-	-	345	12,827	32,364	55,373		
Fair value/cost of assets disposed	(152)	(98)	(253)	(386)	(79)	(18)	(34)	(2,529)	(3,549)	(23,565)		
Transfers in (out)	4,400	-	1,021	1,122	2,302	1,839	(3,928)	(5,457)	1,299	(11,088)		
	<b>13,329</b>	<b>68</b>	<b>3,198</b>	<b>8,251</b>	<b>2,396</b>	<b>2,508</b>	<b>(3,617)</b>	<b>4,841</b>	<b>30,974</b>	<b>40,047</b>		
<b>Movements in accumulated depreciation</b>												
Depreciation and amortisation	(8,366)	(653)	(1,712)	(3,739)	(1,431)	(1,983)	(261)	-	(18,145)	(27,521)		
Accumulated depreciation of acquisitions	-	-	-	(3)	-	-	-	-	(3)	(3)		
Accumulated depreciation of disposals	62	50	52	138	77	19	5	-	403	18,887		
Impairment loss reversal (reval. reserve)	-	31	-	-	-	-	-	-	31	31		
Transfers (in) out	(1,250)	-	-	-	-	-	1,250	-	-	-		
	<b>(9,554)</b>	<b>(572)</b>	<b>(1,660)</b>	<b>(3,604)</b>	<b>(1,354)</b>	<b>(1,964)</b>	<b>994</b>	<b>-</b>	<b>(17,714)</b>	<b>(8,606)</b>		
<b>Closing balance at 30 June 2016</b>												
At cost	-	-	-	-	33,207	44,439	-	14,972	92,618	179,328		
At fair value	454,506	54,721	74,454	380,421	-	-	14,998	-	979,100	2,282,137		
Accumulated depreciation	(185,155)	(14,856)	(17,664)	(133,070)	(15,156)	(28,167)	(4,870)	-	(398,938)	(557,377)		
	<b>269,351</b>	<b>39,865</b>	<b>56,790</b>	<b>247,351</b>	<b>18,051</b>	<b>16,272</b>	<b>10,128</b>	<b>14,972</b>	<b>672,780</b>	<b>1,904,088</b>		

\*The opening at fair value and accumulated depreciation balances include equity adjustments relating to 2014-15 of \$2.61 million (fair value) and \$448,000 (accumulated depreciation) and 2015-16 of \$2.04 million (fair value) and \$20,000 (accumulated depreciation) – refer note 38 for further details.

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

**Valuation of land and buildings**

A valuation of land and buildings at 1 January 2016 was undertaken by qualified independent valuers, Proval (Vic) Pty Ltd. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

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

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

The revaluation of land at 1 January 2016 resulted in an increase in the fair value of land of \$174.62 million (22.85%) consistent with property market movements of the various suburbs in the municipality.

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

Details of the written down value of Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Land*	–	159,870	779,665
Buildings	–	–	228,230
<b>Total written down value</b>	–	159,870	1,007,895

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

**Valuation of infrastructure**

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

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

Details of the written down value of Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Roads	–	–	269,351
Bridges	–	–	39,865
Footpaths and cycleways	–	–	56,790
Drainage	–	–	247,351
Off street car parks	–	–	10,128
<b>Total written down value</b>	–	–	623,485

# Annual Financial Report

For the year ended 30 June 2016

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

Asset class (infrastructure)	Revaluation date	Valued by
Roads	30 June 2015	Council valuation
Bridges	30 June 2013	Independent valuation
Footpaths and cycleways	30 June 2015	Council valuation
Drainage	30 June 2015	Council valuation
Off street car parks	30 June 2015	Council valuation

### Description of significant unobservable inputs into level 3 valuations

Specialised land is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restrictions of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 20% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$12 and \$3,100 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and range from \$300 to \$50,000 per square metre. The remaining useful lives of specialised buildings are determined on the basis of the current condition of buildings and vary from 2 years to 99 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

### Reconciliation of specialised land at fair value \*

	2016 \$'000	2015 \$'000
Parks and reserves	533,360	413,890
Floodway	8,430	7,258
Public use	17,810	15,140
Industrial	27,439	22,664
Other	192,626	153,425
<b>Total specialised land</b>	<b>779,665</b>	<b>612,377</b>

\*Excludes land under roads which represents specialised land valued at cost.

	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 22 Investment property</b>		
Balance at beginning of financial year	9,874	9,874
Additions	88	–
Fair value adjustments	358	–
Balance at end of financial year	10,320	9,874
<i>Valuation of investment property</i>		
Valuation of investment property has been determined in accordance with an independent valuation by Proval (Vic) Pty Ltd who have recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.		
The prior year comparatives have been amended to reclassify Investment property from the land and building asset classes disclosed in note 21 – Property, infrastructure, plant and equipment.		
<b>Note 23 Trade and other payables</b>		
Trade payables	12,213	12,651
Net GST payable	18	3
Accrued expenses	4,073	3,092
<b>Total trade and other payables</b>	<b>16,304</b>	<b>15,746</b>
<b>Note 24 Trust funds and deposits</b>		
<b>Current</b>		
Fire services levy <sup>*</sup>	961	1,436
Road deposits	544	1,269
Landscape deposits	1,792	1,044
Open space contributions	3,401	586
Development contribution plans (DCP)	22,191	14,164
Other refundable deposits <sup>*</sup>	706	919
<b>Total current trust funds and deposits</b>	<b>29,595</b>	<b>19,418</b>
<b>Non-current</b>		
Other refundable deposits <sup>*</sup>	1,017	1,039
<b>Total non-current trust funds and deposits</b>	<b>1,017</b>	<b>1,039</b>
<b>Total trust funds and deposits</b>	<b>30,612</b>	<b>20,457</b>

*\*Purpose and nature of items*

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

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

# Annual Financial Report

For the year ended 30 June 2016

## Note 25 Provisions

	Annual leave \$'000	Long service leave \$'000	Other \$'000	Total \$'000
<b>2016</b>				
Balance at beginning of the financial year	5,868	10,062	465	16,395
Additional provisions	5,270	1,769	134	7,173
Amounts used	(5,172)	(1,286)	(152)	(6,610)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	–	180	–	180
Balance at the end of the financial year	5,966	10,725	447	17,138
<b>2015</b>				
Balance at beginning of the financial year	5,811	9,252	468	15,531
Additional provisions	5,039	1,820	68	6,927
Amounts used	(4,984)	(1,240)	(71)	(6,295)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	2	230	–	232
Balance at the end of the financial year	5,868	10,062	465	16,395

	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Employee provisions</b>		
<i>Current provisions expected to be wholly settled within 12 months</i>		
Annual leave	5,788	5,683
Long service leave	854	729
Other	448	465
	7,090	6,877
<i>Current provisions expected to be wholly settled after 12 months</i>		
Annual leave	177	185
Long service leave	9,196	8,116
	9,373	8,301
<b>Total current provisions</b>	16,463	15,178
<b>Non-current</b>		
Long service leave	675	1,217
<b>Total non-current provisions</b>	675	1,217
<i>Aggregate carrying amount of employee provisions:</i>		
Current	16,463	15,178
Non-current	675	1,217
Total aggregate carrying amount of employee provisions	17,138	16,395

	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>Note 26 Interest-bearing loans and borrowings</b>		
<b>Current</b>		
Borrowings – secured	3,120	4,359
	3,120	4,359
<b>Non-current</b>		
Borrowings – secured	54,912	58,059
	54,912	58,059
<b>Total interest-bearing loans and borrowings</b>	<b>58,032</b>	<b>62,418</b>
Borrowings are secured over the general rates of Council as per section 141 of the Local Government Act 1989.		
a) The maturity profile for Council's borrowings is:		
Not later than one year	3,120	4,359
Later than one year and not later than five years	15,469	17,088
Later than five years	39,443	40,971
	58,032	62,418
<b>Note 27 Other interest-bearing liabilities</b>		
<b>Current</b>		
Land purchase – interest-bearing	1,184	1,117
	1,184	1,117
<b>Non-current</b>		
Land purchase – interest-bearing	1,255	2,439
	1,255	2,439
<b>Total other interest-bearing liabilities</b>	<b>2,439</b>	<b>3,556</b>

In 2014–15, Council entered into an agreement with VicTrack and Places Victoria to purchase land parcels in the Dandenong Railway Precinct. The purchase price was established by the Valuer General Victoria, Council paid a 10% deposit in 2014–15 and the first instalment in June 2016 with the final instalment due in June 2018. The property is security in respect to the unpaid price.

# Annual Financial Report

For the year ended 30 June 2016

## Note 28 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous valuations for assets disposed \$'000	Impairment loss (credited against previous increments)/ reversed \$'000	Balance at end of reporting period \$'000
<b>(a) Asset revaluation reserves</b>					
<b>2016</b>					
<b>Property</b>					
Land	507,839	174,617	-	-	682,456
Buildings	9,515	17,813	35	-	27,363
	517,354	192,430	35	-	709,819
<b>Infrastructure</b>					
Roads	188,977	-	-	-	188,977
Bridges	16,568	-	-	31	16,599
Footpaths and cycleways	15,101	-	-	-	15,101
Drainage	170,324	-	-	-	170,324
Off street car parks	3,071	-	-	-	3,071
	394,041	-	-	31	394,072
<b>Total asset revaluation reserves</b>	<b>911,395</b>	<b>192,430</b>	<b>35</b>	<b>31</b>	<b>1,103,891</b>
<b>2015</b>					
<b>Property</b>					
Land	507,839	-	-	-	507,839
Buildings	9,515	-	-	-	9,515
	517,354	-	-	-	517,354
<b>Infrastructure</b>					
Roads	192,948	(3,971)	-	-	188,977
Bridges	16,568	-	-	-	16,568
Footpaths and cycleways	36,169	(21,068)	-	-	15,101
Drainage	70,329	99,995	-	-	170,324
Off street car parks	3,621	(550)	-	-	3,071
	319,635	74,406	-	-	394,041
<b>Total asset revaluation reserves</b>	<b>836,989</b>	<b>74,406</b>	<b>-</b>	<b>-</b>	<b>911,395</b>

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 1(k).

**Note 28 Reserves (continued)**

	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
<b>(b) Other reserves</b>				
<b>2016</b>				
Insurance reserve	423	-	-	423
Re-vegetation reserves	576	(13)	-	563
Public open space reserve	7,296	(1,305)	3,763	9,754
Keysborough South maintenance levy	945	(1,063)	1,143	1,025
Major projects reserve	5,512	(1,281)	2,448	6,679
Council funded development contribution reserve	11,306	(4,142)	1,800	8,964
Spring Valley landfill rehabilitation	761	-	-	761
Springvale Activity Precinct – parking and development	190	-	-	190
Local Government Funding Vehicle	223	-	3,874	4,097
<b>Total other reserves</b>	<b>27,232</b>	<b>(7,804)</b>	<b>13,028</b>	<b>32,456</b>
<b>2015</b>				
Insurance reserve	423	-	-	423
Re-vegetation reserves	514	-	62	576
Public open space reserve	5,494	(934)	2,736	7,296
Keysborough South maintenance levy	785	(777)	937	945
Major projects reserve	6,752	(2,665)	1,425	5,512
Council funded development contribution reserve	9,645	(139)	1,800	11,306
Spring Valley landfill rehabilitation	220	-	541	761
Springvale Activity Precinct – parking and development	-	-	190	190
Local Government Funding Vehicle	-	-	223	223
<b>Total other reserves</b>	<b>23,833</b>	<b>(4,515)</b>	<b>7,914</b>	<b>27,232</b>

**Nature and purpose of other reserves:**

*Insurance reserve*

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

*Re-vegetation reserves*

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

*Public open space reserve*

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

*Keysborough South maintenance levy*

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

*Major projects reserve*

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

*Council funded development contributions reserve*

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

*Spring Valley landfill rehabilitation reserve*

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

# Annual Financial Report

For the year ended 30 June 2016

## Note 28 Reserves (continued)

### *Springvale Activity Precinct parking and development reserve*

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

### *Local Government Funding Vehicle*

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

	Note	Consolidated 2016 \$'000	Consolidated 2015 \$'000
<b>(c) Total reserves</b>			
Asset revaluation reserve	28(a)	1,103,891	911,395
Other reserves	28(b)	32,456	27,232
<b>Total reserves</b>		<b>1,136,347</b>	<b>938,627</b>

## Note 29 Reconciliation of cash flows from operating activities to surplus

<b>Surplus for the year</b>		48,418	48,656
Depreciation and amortisation		27,521	28,947
Loss on disposal of property, infrastructure, plant and equipment		193	3,009
Fair value adjustments		(358)	-
Contributions of non-monetary assets		(38,261)	(36,617)
Works in progress unable to be capitalised (expensed)		3,468	1,454
Borrowing costs		4,034	4,139
<b>Change in assets and liabilities</b>			
Increase in trade and other receivables		(375)	(1,082)
Increase in trust funds and deposits		7,608	8,838
Increase in prepayments		(383)	(98)
(Decrease) Increase in trade and other payables		(1,790)	853
Increase (Decrease) in employee provisions		1,255	(731)
<b>Net cash provided by operating activities</b>		<b>51,330</b>	<b>57,368</b>

## Note 30 Financing arrangements

Interest-bearing loans and borrowings – secured	26	58,032	62,418
Interest-bearing liabilities – other (land purchase)	27	2,439	3,556
Credit card facilities		200	200
Bank overdraft		2,500	2,500
<b>Total facilities</b>		<b>63,171</b>	<b>68,674</b>
Used facilities		60,474	66,001
<b>Unused facilities</b>		<b>2,697</b>	<b>2,673</b>

### Note 31 Commitments

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
The Council has entered into the following commitments:					
<b>2016</b>					
<b>Works and services contracts</b>					
Building maintenance services	3,880	3,322	-	-	7,202
Parking management	555	71	-	-	626
Animal management	124	63	-	-	187
Recycling	1,845	1,909	6,138	548	10,440
Garbage collection	4,743	4,909	15,783	1,408	26,843
Works (roads and drains) services	350	350	322	-	1,022
Landfill maintenance services	2,572	-	-	-	2,572
Open space management	3,213	1,895	105	-	5,213
Leisure centres management services	1,036	-	-	-	1,036
Consultancies	261	-	-	-	261
Cleaning services	920	573	-	-	1,493
Meals for delivery	605	605	1,160	-	2,370
Other contracts	1,750	400	1,200	1,800	5,150
Dandenong Market Pty Ltd commitments	1,524	1,277	3,898	338	7,037
<b>Total</b>	<b>23,378</b>	<b>15,374</b>	<b>28,606</b>	<b>4,094</b>	<b>71,452</b>
<b>Capital</b>					
Buildings	10,784	984	36	-	11,804
Works (roads and drains)	1,276	-	-	-	1,276
<b>Total</b>	<b>12,060</b>	<b>984</b>	<b>36</b>	<b>-</b>	<b>13,080</b>

# Annual Financial Report

For the year ended 30 June 2016

## Note 31 Commitments (continued)

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2015</b>					
<b>Works and services contracts</b>					
Building maintenance services	4,193	3,682	3,324	–	11,199
Parking management	198	34	–	–	232
Animal management	121	41	–	–	162
Recycling	1,637	1,718	5,688	2,637	11,680
Garbage collection	4,160	4,368	14,460	6,704	29,692
Works (roads and drains) services	1,088	413	133	–	1,634
Landfill maintenance services	3,443	–	–	–	3,443
Open space management	2,756	343	54	–	3,153
Leisure centres management services	1,131	1,036	–	–	2,167
Consultancies	432	63	–	–	495
Cleaning services	1,980	–	–	–	1,980
Meals for delivery*	597	605	1,765	–	2,967
Other maintenance	225	7	2	–	234
Other contracts	2,843	582	1,249	2,239	6,913
Dandenong Market Pty Ltd commitments	434	347	50	–	831
<b>Total</b>	<b>25,238</b>	<b>13,239</b>	<b>26,725</b>	<b>11,580</b>	<b>76,782</b>
<b>Capital</b>					
Buildings	534	–	–	–	534
Works (roads and drains)	500	200	133	–	833
Street furniture	112	55	18	–	185
<b>Total</b>	<b>1,146</b>	<b>255</b>	<b>151</b>	<b>–</b>	<b>1,552</b>

\*Comparative figures for 2014-15 has been adjusted to reflect the inclusion of meal deliveries in the commitment note.

### Note 32 Operating leases

#### (a) Operating lease commitments

	Consolidated 2016 \$'000	Consolidated 2015 \$'000
Not later than one year	276	241
Later than one year and not later than five years	343	273
	<b>619</b>	<b>514</b>

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

#### (b) Operating lease receivables

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

Not later than one year	1,379	1,290
Later than one year and not later than five years	3,997	4,338
Later than five years	704	1,308
	<b>6,080</b>	<b>6,936</b>

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

### Note 33 Superannuation

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

#### Accumulation

The Fund's accumulation categories, Vision My Super/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2016, this was 9.5% required under Superannuation Guarantee legislation (for 2014-15, this was 9.5%)).

#### Defined Benefit

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

There is no proportional split of the defined benefit liabilities, assets or costs between the

participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

#### Funding arrangements

The Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 105.8%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns	7.0% pa
Salary information	4.25% pa
Price inflation (CPI)	2.5% pa

Vision Super has advised that the estimated VBI at quarter ended 30 June 2016 was 102.0%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

#### Employer contributions

##### Regular contributions

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund's Actuary, the Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014-15). This rate will increase in line with any increase to the Superannuation Guarantee (SG) contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

# Annual Financial Report

For the year ended 30 June 2016

## **Note 33 Superannuation (continued)**

### *Funding calls*

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

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

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

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

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

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

### **2015 interim actuarial investigation surplus amounts**

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which the Council is a contributing employer:

A VBI surplus of \$130.8 million; and

A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015.

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

The Council was notified of the 30 June 2015 VBI during August 2015.

### **Future superannuation contributions**

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2017 is estimated to be \$486,356.

## **Note 34 Contingent liabilities and contingent assets**

### **Contingent liabilities**

#### *Defined benefit superannuation scheme*

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund (refer note 33). As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

#### *Guarantees for loans to other entities*

The Council has agreed to guarantee a bank loan taken out by the Dandenong Basketball Association (DBA). The original loan (and maximum extent of possible Council exposure) was \$2 million. At balance date the amount outstanding balance is \$205,000 (\$280,000 as at 30 June 2015).

The Commonwealth Bank of Australia (Council's banker) at the request of the Council, issued guarantees in favour of Urban Renewal Authority of Victoria for \$1.24 million in respect of development works of the Dandenong Municipal Building project. At balance date the outstanding liability is \$nil (\$744,000 as at 30 June 2015). A guarantee to the value of \$744,000 was cancelled on 5 January 2016.

The Council is a guarantor on a bank loan taken out by the Noble Park Football Social Club Ltd. The original loan (and maximum extent of possible Council exposure) was \$650,000. At balance date the amount outstanding balance is \$115,830 (\$195,011 as at 30 June 2015).

The Council is also a guarantor on a bank loan taken out by the Keysborough Bowls Club Inc. The original loan (and maximum extent of possible Council exposure) was \$150,000. At balance date the amount outstanding balance is \$144,772 (\$69,579 as at 30 June 2015).

### *Legal actions*

Council is presently involved in a number of confidential legal matters, which are being conducted through Council's solicitors. The estimated potential financial effect of these matters may be up to \$630,000 (\$287,000 as at 30 June 2015).

### *Development Contribution Plans (DCP)*

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

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

New development in each of the areas is required to meet its share of the total cost of delivering the required infrastructure works – as measured by its projected share of usage – through development contributions collected under the DCP's. The balance of works not covered by development contributions has been agreed to be funded by Council. The total value of these works is estimated to be around \$13.6 million.

### **Contingent assets**

#### *Development Contribution Plans (DCP)*

Under the two DCPs noted previously, developers construct infrastructure assets which are vested with Council when Council issues a Statement of Compliance. These assets are brought to account as revenue

(Contributions – Non Monetary Assets) and capitalised. At reporting date, developers had commenced construction of assets that will eventually be transferred to the Council subject to Council issuing a Statement of Compliance. Council cannot reliably measure the value of the assets involved prior to completion and the timing of recognition.

### Note 35 Financial instruments

#### (a) Objectives and policies

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

#### (b) Market risk

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

#### Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

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

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

We manage the interest rate exposure on our net debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the relevant state government department each year.

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

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

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

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

#### (c) Credit risk

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

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

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of Council's contingent liabilities are disclosed in note 34.

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

#### (d) Liquidity risk

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

To help reduce these risks Council:

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

# Annual Financial Report

For the year ended 30 June 2016

## **Note 35 Financial instruments (continued)**

### **(d) Liquidity risk (continued)**

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees disclosed in note 34, and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 26.

### **(e) Fair value**

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

#### *Fair value hierarchy*

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

### **(f) Sensitivity disclosure analysis**

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

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 1.75%.

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

## **Note 36 Related party transactions**

### **(i) Responsible Persons**

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

#### **Councillors**

Councillor Roz Blades AM  
Councillor Peter Brown  
Councillor Youhorn Chea  
Councillor John Kelly  
Councillor Matthew Kirwan  
Councillor Angela Long  
Councillor Jim Memeti  
Councillor Sean O'Reilly –  
(Mayor 6/11/2014 to 5/11/2015)  
Councillor Maria Sampey  
Councillor Heang Tak –  
(Mayor 5/11/2015 – current)  
Councillor Loi Truong

#### **Chief Executive Officer**

John Bennie PSM

#### **Dandenong Market Board Members**

Ms Julie Busch  
Mr Christopher Smith  
Mr Franz Madlener  
Mr Tom Mollenkopf  
Mr Tim Cockayne

**Note 36 Related party transactions (continued)**

**(ii) Remuneration of Responsible Persons**

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

	2016 No.	2015 No.
\$1 – \$9,999	–	2
\$10,000 – \$19,999	–	3
\$20,000 – \$29,999	4	1
\$30,000 – \$39,999	10	9
\$60,000 – \$69,999	1	1
\$70,000 – \$79,999	–	1
\$350,000 – \$359,999	1	–
\$370,000 – \$379,999	–	1
\$380,000 – \$389,999	1	–
<b>Total</b>	<b>17</b>	<b>18</b>
Total remuneration for the reporting year, for Responsible Persons included above, amounted to:	<b>\$'000</b>	<b>\$'000</b>
Council	818	831
Dandenong Market Pty Ltd	126	103
	<b>944</b>	<b>934</b>

**(iii) Senior Officers remuneration**

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$139,000.

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

	2016 No.	2015 No.
Income range:		
< \$138,999	–	6
\$139,000 – \$139,999	1	–
\$140,000 – \$149,999	9	4
\$150,000 – \$159,999	1	5
\$160,000 – \$169,999	8	3
\$170,000 – \$179,999	5	6
\$180,000 – \$189,999	2	1
\$190,000 – \$199,999	1	–
\$220,000 – \$229,999	–	1
\$230,000 – \$239,999	–	2
\$240,000 – \$249,999	3	3
\$250,000 – \$259,999	2	–
	<b>32</b>	<b>31</b>
Total remuneration for the reporting year for Senior Officers included above, amounted to:	<b>\$'000</b>	<b>\$'000</b>
	5,256	5,123

# Annual Financial Report

For the year ended 30 June 2016

## Note 36 Related party transactions (continued)

### (iv) Responsible persons retirement benefits

No retirement benefits were made by the Council to a Responsible Person during 2015–16 (2014–15 \$nil).

### (v) Loans to Responsible Persons

No loans were made, guaranteed or secured by the Council to a Responsible Person during 2015–16 (2014–15 \$nil).

### (vi) Transactions with Responsible Persons

No transactions were entered into by the Council with Responsible Persons outside the normal course of Council business, other than remuneration and reimbursement of expenses during 2015–16 (2014–15 \$nil).

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

Responsible persons include five individuals who held the position of Director in Dandenong Market Pty Ltd (DMPL) during the 2015–16 year.

## Note 37 Events occurring after balance date

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

## Note 38 Adjustments directly to equity

In the 2015–16 financial year, it was identified that Council had received ownership and control of assets (found and gifted assets) prior to the current financial year. The majority of the assets (\$2.71 million in 2015–16 and \$1.64 million in 2014–15) related to gifted infrastructure assets by developers of new subdivisions. These adjustments to equity are detailed below by net written down value and occurred in the 2015–16 financial year, but were adjusted against opening equity and assets of the following years:

## Note 38 Adjustments directly to equity (continued)

	2016 \$'000	2015 \$'000
<b>Property</b>		
Land	581	728
Land under roads	192	–
Buildings	38	75
<b>Infrastructure</b>		
Bridges	262	55
Drains	1,723	2,095
Footpaths and cycleways	11	–
Recreational, leisure and community facilities	24	8
	<b>2,831</b>	<b>2,961</b>

### Note 39 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts

Dandenong Market Pty Ltd is a wholly owned subsidiary of Greater Dandenong City Council. Dandenong Market Pty Ltd manages the Dandenong Market on the terms set out in a management service agreement dated 30 November 2012 between Dandenong Market Pty Ltd and Greater Dandenong City Council. The management service agreement runs concurrently with the Lease Agreement (50 years) and provides for annual agreement extensions at Council's discretion. An extension has been exercised by Council up to 30 June 2017. The following Comprehensive Income Statement, Balance Sheet and Statement of Cash Flows has been provided to show the individual financial positions of the Council and The Dandenong Market Pty Ltd and consolidated accounts for the 2015–16 financial year. These financial statements should be read in conjunction with the accompanying notes in the financial report.

#### Comprehensive Income Statement

For the year ended 30 June 2016

	Council 2016 \$'000	DMPL 2016 \$'000	Consolidation Adjustment 2016 \$'000	Consolidated Accounts 2016 \$'000
<b>Income</b>				
Rates and charges	120,750	–	(96)	120,654
Statutory fees and fines	5,932	–	–	5,932
User fees	8,394	–	–	8,394
Grants – operating	25,233	60	–	25,293
Grants – capital	5,049	–	–	5,049
Contributions – monetary	3,833	–	–	3,833
Contributions – non-monetary	38,261	–	–	38,261
Fair value adjustments for investment property	358	–	–	358
Other income	9,348	5,738	(1,593)	13,493
<b>Total income</b>	<b>217,158</b>	<b>5,798</b>	<b>(1,689)</b>	<b>221,267</b>
<b>Expenses</b>				
Employee costs	(72,107)	(780)	37	(72,850)
Materials and services	(54,947)	(3,447)	280	(58,114)
Bad and doubtful debts	(637)	(53)	–	(690)
Depreciation and amortisation	(27,512)	(9)	–	(27,521)
Borrowing costs	(4,034)	–	–	(4,034)
Net loss on disposal of property, infrastructure, plant and equipment	(193)	–	–	(193)
Other expenses	(9,425)	(1,394)	1,372	(9,447)
<b>Total expenses</b>	<b>(168,855)</b>	<b>(5,683)</b>	<b>1,689</b>	<b>(172,849)</b>
<b>Net surplus for the year</b>	<b>48,303</b>	<b>115</b>	<b>–</b>	<b>48,418</b>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to surplus or deficit in future periods</b>				
Net asset revaluation increment	192,430	–	–	192,430
<b>Total comprehensive result</b>	<b>240,733</b>	<b>115</b>	<b>–</b>	<b>240,848</b>

# Annual Financial Report

For the year ended 30 June 2016

## Note 39 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (continued)

### Balance Sheet

As at 30 June 2016

	Council 2016 \$'000	DMPL 2016 \$'000	Consolidation Adjustment 2016 \$'000	Consolidated Accounts 2016 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	88,075	589	-	88,664
Trade and other receivables	16,550	100	-	16,650
Non-current assets classified as held for sale	11,490	-	-	11,490
Other assets	2,328	21	(12)	2,337
<b>Total current assets</b>	<b>118,443</b>	<b>710</b>	<b>(12)</b>	<b>119,141</b>
<b>Non-current assets</b>				
Trade and other receivables	331	-	-	331
Other financial assets	230	-	-	230
Property, infrastructure, plant and equipment	1,904,077	11	-	1,904,088
Investment property	10,320	-	-	10,320
<b>Total non-current assets</b>	<b>1,914,958</b>	<b>11</b>	<b>-</b>	<b>1,914,969</b>
<b>Total assets</b>	<b>2,033,401</b>	<b>721</b>	<b>(12)</b>	<b>2,034,110</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	15,853	463	(12)	16,304
Trust funds and deposits	29,595	-	-	29,595
Provisions	16,429	34	-	16,463
Interest-bearing loans and borrowings	3,120	-	-	3,120
Other interest-bearing liabilities	1,184	-	-	1,184
<b>Total current liabilities</b>	<b>66,181</b>	<b>497</b>	<b>(12)</b>	<b>66,666</b>
<b>Non-current liabilities</b>				
Trust funds and deposits	997	20	-	1,017
Provisions	664	11	-	675
Interest-bearing loans and borrowings	54,912	-	-	54,912
Other interest-bearing liabilities	1,255	-	-	1,255
<b>Total non-current liabilities</b>	<b>57,828</b>	<b>31</b>	<b>-</b>	<b>57,859</b>
<b>Total liabilities</b>	<b>124,009</b>	<b>528</b>	<b>(12)</b>	<b>124,525</b>
<b>Net assets</b>	<b>1,909,392</b>	<b>193</b>	<b>-</b>	<b>1,909,585</b>
<b>Equity</b>				
Accumulated surplus	773,045	193	-	773,238
Reserves	1,136,347	-	-	1,136,347
<b>Total equity</b>	<b>1,909,392</b>	<b>193</b>	<b>-</b>	<b>1,909,585</b>

**Note 39 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (continued)**

**Statement of Cash Flows**

For the year ended 30 June 2016

	<b>Council</b>	<b>DMPL</b>	<b>Consolidation</b>	<b>Consolidated</b>
	<b>2016</b>	<b>2016</b>	<b>Adjustment</b>	<b>Accounts</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>2016</b>	<b>2016</b>
			<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from operating activities</b>				
Rates and charges	120,337	-	(96)	120,241
Statutory fees and fines	4,880	-	-	4,880
User fees	9,222	-	-	9,222
Grants – operating	26,992	60	-	27,052
Grants – capital	4,824	-	-	4,824
Contributions – monetary	3,907	-	-	3,907
Interest received	2,780	14	-	2,794
Trust funds and deposits taken	37,419	9	-	37,428
Other receipts	6,402	5,870	(1,438)	10,834
Net GST refund	8,519	(43)	(106)	8,370
Employee costs	(70,860)	(783)	48	(71,595)
Materials and services	(63,227)	(4,815)	1,614	(66,428)
Trust funds and deposits repaid	(29,816)	(4)	-	(29,820)
Other payments	(10,357)	-	(22)	(10,379)
<b>Net cash provided by operating activities</b>	<b>51,022</b>	<b>308</b>	<b>-</b>	<b>51,330</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(34,567)	-	-	(34,567)
Proceeds from sale of property held for resale	1,327	-	-	1,327
Proceeds from sale of property, infrastructure, plant and equipment	1,016	-	-	1,016
<b>Net cash used in investing activities</b>	<b>(32,224)</b>	<b>-</b>	<b>-</b>	<b>(32,224)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(4,066)	-	-	(4,066)
Repayment of other interest bearing liabilities	(1,117)	-	-	(1,117)
Repayment of borrowings	(4,386)	-	-	(4,386)
<b>Net cash used in financing activities</b>	<b>(9,569)</b>	<b>-</b>	<b>-</b>	<b>(9,569)</b>
Net increase in cash and cash equivalents	9,229	308	-	9,537
Cash and cash equivalents at the beginning of the financial year	78,846	281	-	79,127
<b>Cash and cash equivalents at the end of the financial year</b>	<b>88,075</b>	<b>589</b>	<b>-</b>	<b>88,664</b>

# Annual Financial Report

For the year ended 30 June 2016

## Certification of the Financial Statements

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



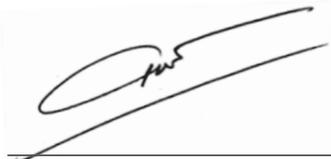
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Michelle Hansen CPA  
*Principal Accounting Officer*  
Date: 12 September 2016

In our opinion the accompanying Financial Statements present fairly the financial transactions of the City of Greater Dandenong for the year ended 30 June 2016 and the financial position of the Council as at that date.

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulation 2014* on 12 September 2016 to certify the Financial Statements in their final form.



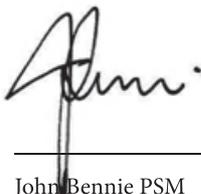
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Heang Tak  
*Mayor*  
Date: 12 September 2016



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Matthew Kirwan  
*Councillor*  
Date: 12 September 2016



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John Bennie PSM  
*Chief Executive Officer*  
Date: 12 September 2016

# VAGO

Victorian Auditor-General's Office

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## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, City of Greater Dandenong

#### *The Financial Report*

I have audited the accompanying financial report for the year ended 30 June 2016 of the City of Greater Dandenong which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

#### *The Councillors' Responsibility for the Financial Report*

The Councillors of the City of Greater Dandenong are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

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

#### *Auditor's Responsibility*

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

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

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

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

# Annual Financial Report

For the year ended 30 June 2016

## Independent Auditor's Report (continued)

### *Independence*

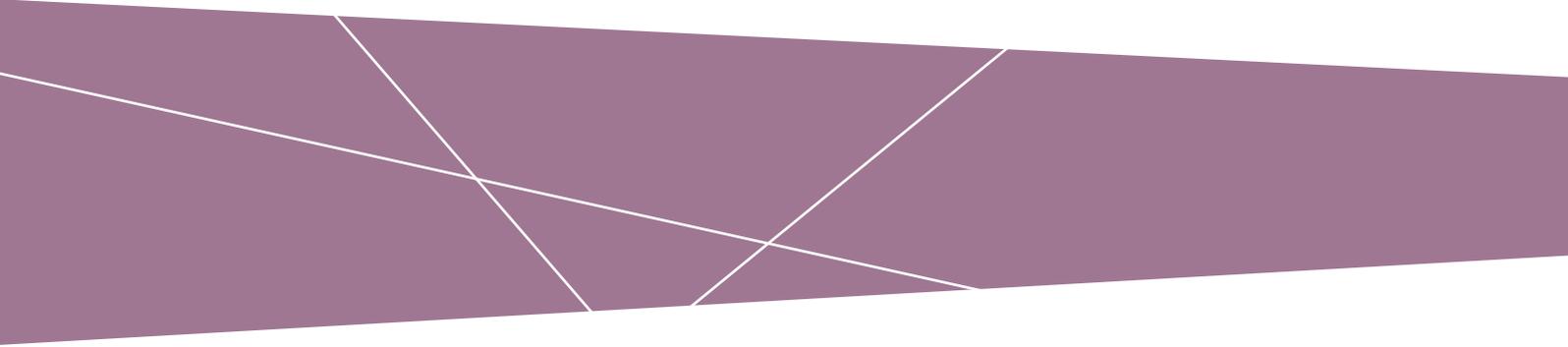
The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable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

### *Opinion*

In my opinion the financial report presents fairly, in all material respects, the financial position of the City of Greater Dandenong as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE  
13 September 2016

  
Dr Peter Frost  
Acting Auditor-General



## Customer Service Centre locations

### Dandenong Civic Centre

Level 2, 225 Lonsdale Street, Dandenong  
Hours of operation: 8.30am - 5pm Monday to Friday

### Springvale

397-405 Springvale Road, Springvale  
Hours of operation: 8.30am - 5pm Monday to Friday

### Parkmore

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

### Paddy O'Donoghue Centre

18 - 32 Buckley Street, Noble Park  
Hours of operation: 9am - 5pm Monday to Friday

*Please note: cash payments not accepted at this centre*



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Fax 8571 5196



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Internet: [www.iprelay.com.au](http://www.iprelay.com.au)



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[greaterdandenong.com](http://greaterdandenong.com)

