

Greater Dandenong Annual Report 2013-14



our vision

Our Vision

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

Our Key Strategic Objectives

People

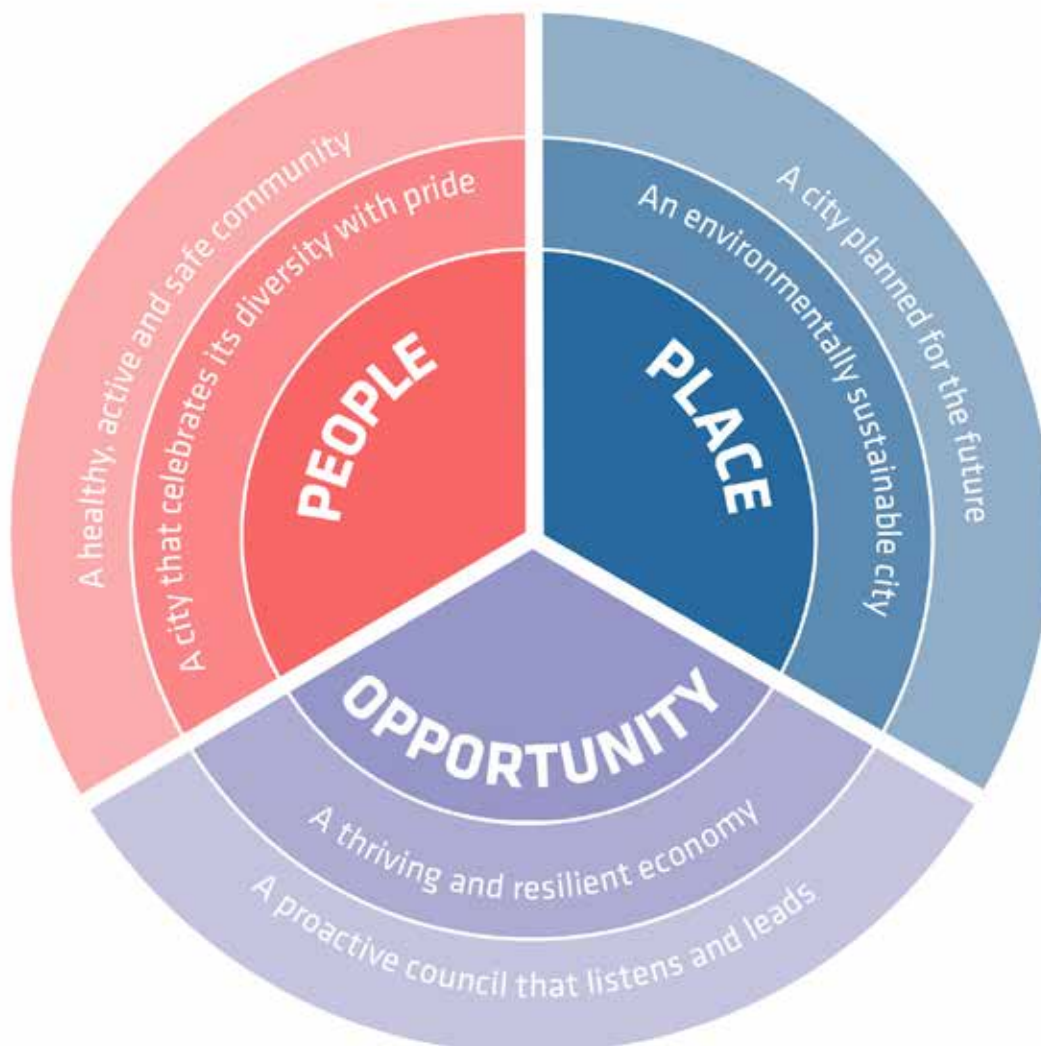
- A healthy, active and safe community
- A city that celebrates its diversity with pride

Place

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

Opportunity

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



Our Great City



Great Place

- Recognised as the capital of Melbourne's south-east
- Outstanding new library facility and civic space in central Dandenong
- Victoria's manufacturing heartland and home to 12,500 businesses
- Playground and picnic areas upgraded across the city
- Boasting 615.5 hectares of open space including 198 parks
- Revitalisation of activity centres – Dandenong, Springvale and Noble Park
- Quality infrastructure including 660km of local roads and 1,098km of footpaths

Great People

- Over 147,000 residents
- People from over 150 nations
- 60 per cent of residents born overseas
- 64 per cent of residents speak languages other than English
- Over 70,000 people employed locally
- Over 400 local community groups and service clubs
- An active and committed volunteer community

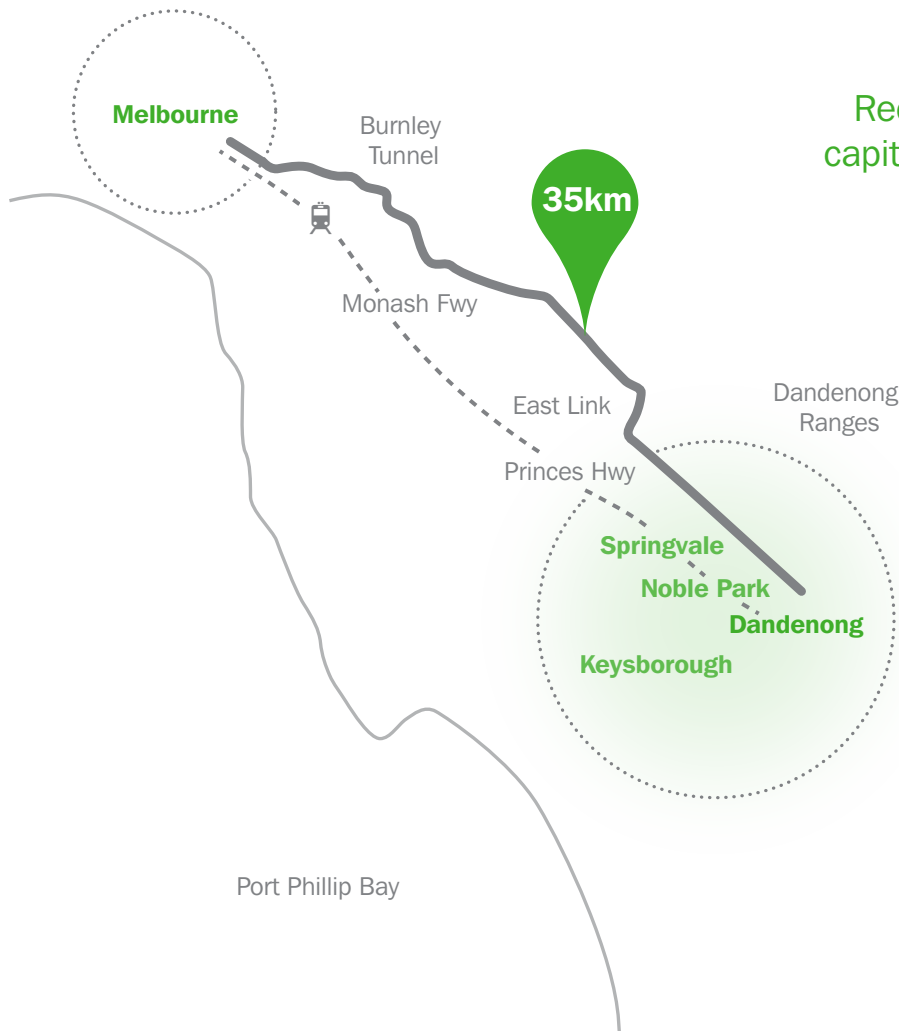
Great Times

- State-of-the-art cultural facilities including the multi-million dollar Drum Theatre
- Arts events and festivals held monthly
- Sandown Racing – cars, horses and greyhounds
- Scenic bike paths stretching 53km from Jells Park to Carrum Beach
- 200 active sports clubs
- Largest basketball and volleyball stadium in the southern hemisphere
- Indoor and outdoor swimming pools
- Victoria's largest Lunar New Year festival

Great Shops

- The iconic Dandenong Market
- Little India and Afghan Bazaar cultural precincts
- Modern shopping complexes at Dandenong and Keysborough
- Wide variety of cultural cuisine and fresh produce
- Over 50 Asian restaurants and specialty supermarkets
- Extensive range of factory outlets
- Showcase of cuisines from around the world

our city



Recognised as the capital of Melbourne's south-east.

Our Great City



Snapshot of Greater Dandenong

Geography and Population

- Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east, approximately 35km from Melbourne's CBD.
- Around 147,000 people live in Greater Dandenong.

Cultural Diversity

- The City of Greater Dandenong is the most culturally diverse community in Victoria.
- Greater Dandenong is the second most diverse community in Australia, with residents from over 150 different birthplaces.
- Over half (60 per cent) of our population were born overseas, with 55 per cent from nations where English is not the main spoken language, double the Melbourne metropolitan average of 26 per cent.
- Birthplaces include Vietnam, Cambodia, Sri Lanka, India, China, Italy, Greece, Bosnia, Afghanistan, New Zealand and Britain.
- The number of Greater Dandenong residents born overseas rose 13,700 between 2006-11 including more than 6,000 Indian-born residents, nearly 2,000 Sri Lankans, 1,100 Vietnamese and 900 Afghans.
- The diversity of this city is reflected in the range of religious faiths including Buddhism (18 per cent), Islam (11 per cent), Hinduism (4 per cent) and Christianity (50 per cent).

Spoken Languages

Nearly two-thirds (64 per cent) of the residents of Greater Dandenong speak languages other than English – the largest proportion in Victoria, and twice the corresponding metropolitan level. The most widely spoken languages in this community are Vietnamese, Khmer, Chinese, Greek, Punjabi and Sinhalese.

One in seven residents – accounting for 19,000 people or 14 per cent of the population – has limited fluency in spoken English – four times the metropolitan level of 4 per cent. Among residents who speak languages other than English at home, 39 per cent had limited English fluency, including 50 per cent of women and 30 per cent of men. Substantial numbers of residents who speak Vietnamese, Khmer and Chinese languages have limited English fluency.

Nearly two-thirds (64 per cent) of the residents of Greater Dandenong speak languages other than English – the largest proportion in Victoria, and twice the corresponding metropolitan level. The most widely spoken languages in this community are Vietnamese, Khmer, Chinese, Greek, Punjabi and Sinhalese.

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Message from the Mayor



Message from the Mayor

The past year has seen major changes in the City of Greater Dandenong with the opening of the new Greater Dandenong Civic Centre which boasts the incredible new Dandenong Library, outdoor civic space, Big Screen, community meeting spaces and city chambers.

This major project was opened in March 2014 with a grand opening celebration held in April which attracted thousands of community members.

The new Library has been enthusiastically embraced by the community with record numbers of people visiting to experience state-of-the-art technology, computer gaming area, expanded children's area and more.

The \$65 million project is a flagship endeavour of the significant public and private Revitalising Central Dandenong project that has transformed the area.

Community Satisfaction Survey Results

We were once again extremely pleased to perform well in the annual State-wide Local Government Community Satisfaction Survey.

Our residents rated Greater Dandenong's performance well above the state average in all areas.

When compared with 10 other councils in the outer metropolitan areas, Greater Dandenong either outperformed or equalled its neighbours in all areas.

These results reflect Council's commitment to excellent customer service and continuous improvement. We are high achievers and will continue to strive to be the best and serve our community with excellence.

The Community Satisfaction Survey results can be found on page 51 of this report.

A Voice for Our Community

Council has taken a proactive advocacy role over the past year to act as a voice for our community.

We have successfully called on the Victorian and Australian Governments to improve services, provide additional funding and make policy changes to improve the lives of our community.

The new Dandenong Civic Centre received substantial funding from the Australian Government (\$6 million from the Regional Development Fund) and the Victorian Government (\$1.25 million from the Living Libraries Infrastructure and Community Support Programs).

Other projects Council has successfully obtained funding for include \$3.4 million to upgrade nine local kindergartens, \$1 million to build three new early learning centres and \$200,000 to upgrade Menzies Avenue Dandenong North – just to include a few.

We have also been a strong voice for positive change in our community in many ways, including organising the successful White Ribbon Day march through central Dandenong, lobbying the Victorian Government for tighter controls on electronic gaming machines in our community and supporting the proposed Port of Hastings expansion which will boost the region's economy.

These are just a few highlights of the many ways Council is working to build an even stronger, connected and resilient community in Greater Dandenong.

Cr Jim Memeti
Mayor



“The new Library has been enthusiastically embraced by the community with record numbers of people visiting to experience state-of-the-art technology, computer gaming area, expanded children’s area and more.”

Mayor Jim Memeti

Chief Executive Officer's Report



In its first months of operation, the Civic Centre has hosted remarkable levels of attendance and participation – and demonstrated overwhelming levels of community pride and satisfaction for a facility the community can now call their own.

Chief Executive Officer's Report

The most significant civic event and public building launch since the 'Grand Old Lady', Dandenong Town Hall was opened in 1888, occurred in this financial year, when on 12 April 2014, Mayor Jim Memeti and his Council colleagues officially opened the Greater Dandenong Civic Centre.

The journey towards this outcome has been reported over many Annual Reports and any delay in delivery of this iconic facility has been due entirely to the cautious, objective, diligent and strong corporate governance practices exercised by successive Councils.

It is a tribute to this Council that it has committed itself to, and now delivered upon, this outcome on behalf of the Greater Dandenong community.

In its first months of operation, the Civic Centre has hosted remarkable levels of attendance and participation – and demonstrated overwhelming levels of community pride and satisfaction for a facility the community can now call their own. The new Dandenong Library opened on 17 March 2014 and has experienced a significant increase in attendance since. The Dandenong Library, a key anchor activity in the Centre, has generated an average 2,584 visits per day/18,009 visits per week since opening – well above the highest previously recorded. The Civic Square, still in its infancy as a key attractor, has accommodated people with diverse interests from the opening event, to the increasingly popular *Nocturnal*, to the World Cup soccer final and any number of other micro activities.

It would not be an overstatement to suggest that this Centre – with its Library, state of the art community facilities, civic square, next generational screen, community meeting spaces and commercial rental opportunities – has exceeded all expectations.

It is appropriate to place great emphasis on the delivery of this project – for which contractual documentation demonstrates on-time completion, to highly specified standards and close to \$1 million below the project budget – as this outcome reinforces the 'capacity' of a Council and community that have a vision for better public places.

While celebrating this long awaited outcome, it can also be noted that this was achieved without any adverse impact on service delivery; unforeseen or predicted budget impacts; and maintaining ongoing and high customer satisfaction ratings.

With this signature project now complete, Greater Dandenong's standing as a prominent city in a developing region is reinforced and the presentation of Dandenong as a Central Activity Area within Melbourne's 'poly-centric city' framework remains sound.

This Council does not rest however, and 2014-15 will see the commencement of the next Council revitalisation project – the implementation of the 'Springvale Civic Centre Master Plan'. Specific actions in 2014-15 are limited, but by the end of the next financial year and as we move into 2015-16, the new vision for this important precinct in Springvale will begin to emerge.

Greater Dandenong is highly regarded as a revitalising city that:

- increasingly responds to regional needs
- has principal and neighbourhood activity centres that reflect growing standards of amenity and opportunity
- is well-served by public transport (but with many remaining needs)
- has significantly improved infrastructure and assets, and
- remains a centre for employment in the region.

This holistic approach of including Springvale, Noble Park and Keysborough – along with Dandenong – into any discussion on Greater Dandenong, is a hallmark of the success that the community will ultimately enjoy.

The State Government's commitment to grade separate the Dandenong rail line from Springvale Road materialised in 2013-14 and from the moment the ribbon was cut on the physical separation of road from rail, decongestion benefits emerged and opportunities for the future of the activity centre became more apparent. Complementary public and private investment in this centre will emerge as the economy strengthens and advancing Council's growth and development objectives, as well as lay foundations for a vibrant and successful retail and commercial precinct.

Council's Strategic Focus

In 2013-14, Council has demonstrably maintained its focus on:

- ▶ **Advocacy for better outcomes** – the completion of the Springvale grade separation being principal among these and grade separations along the entire Dandenong line – all of which will lead to lesser congestion and greater productivity for our business sector.
- ▶ **Securing partnerships in the delivery of community needs** – evidenced by stronger, ongoing relationships with State and Federal agencies in the support of disadvantaged people and newly arrived migrants and refugees.
- ▶ **Commitment to the progressive enhancement of community infrastructure** – with increasingly high levels of capital investment including essential investment in 'renewals' (looking after the infrastructure we already have).

- ▶ **Creating a sound and sustainable financial strategy which ensures operational resourcing and capital investments that satisfy community expectations** – Council is pushing toward a decade of financial sustainability as it records strong and responsible financial outcomes that reflect prudence and sound fiscal management by Council.

Advocacy

This time last year, I reported on the importance of a referendum to secure greater financial security for local governments. This referendum did not proceed at the November 2013 election, so risks remain regarding the Federal Government's ability to sustain direct funding of local governments. Other spheres of government may dispute that any risk exists, but while there is some degree of risk Council will continue to take any steps that protect the financial integrity of the Council as a corporation.

Capital Investment

Capital investment was at an unsustainably high level in 2013-14 influenced significantly by the capital cost of construction of the Greater Dandenong Civic Centre. \$63.58 million was expended on all projects in this year of which \$14.67 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.



It would not be an overstatement to suggest that this Centre – with its Library, state of the art community facilities, civic square, next generational screen, community meeting spaces and commercial rental opportunities – has exceeded all expectations. (John Bennie, CEO)

Council's capacity to fund this investment grows. 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 expenditure
- ▶ pursuing external grant funds through partnerships and advocacy as outlined above
- ▶ 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 underlying operating result was a deficit of \$2.70 million. An ongoing challenge to Council's 'bottom line' remains the necessity to contribute to a sector wide and highly conservative Local Authority Defined Benefits Superannuation Scheme – although sound financial management saw obligations met in 2014-15 without any additional increase in rates.

After considering non-operating income and expenditure, the surplus was \$54.54 million.

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

Council remains in a sound financial position, but moreover, its forward financial projections would forecast this status continuing – subject of course to continuing, prudent management – with a growing capacity to meet the reasonable needs of the community and the ongoing demands of ageing infrastructure that Council will always seek to present to increasingly higher standards of quality.

Capital Improvements

As stated above, of the \$63.58 million spent on capital improvements during the year, \$14.67 million was on asset renewals with a further \$7.03 million on upgrades to existing infrastructure assets and \$34.39 million on major projects.

The funding of basic infrastructure – roads, footpaths and drains – is always a challenge, but it is pleasing to report that in 2013-14, \$6.17 million was spent on this essential area. This significant investment continues to underpin the importance of Council's maintenance and protection of existing assets.

An extensive list of improvement projects was completed in 2013-14 and these are outlined elsewhere in this report.

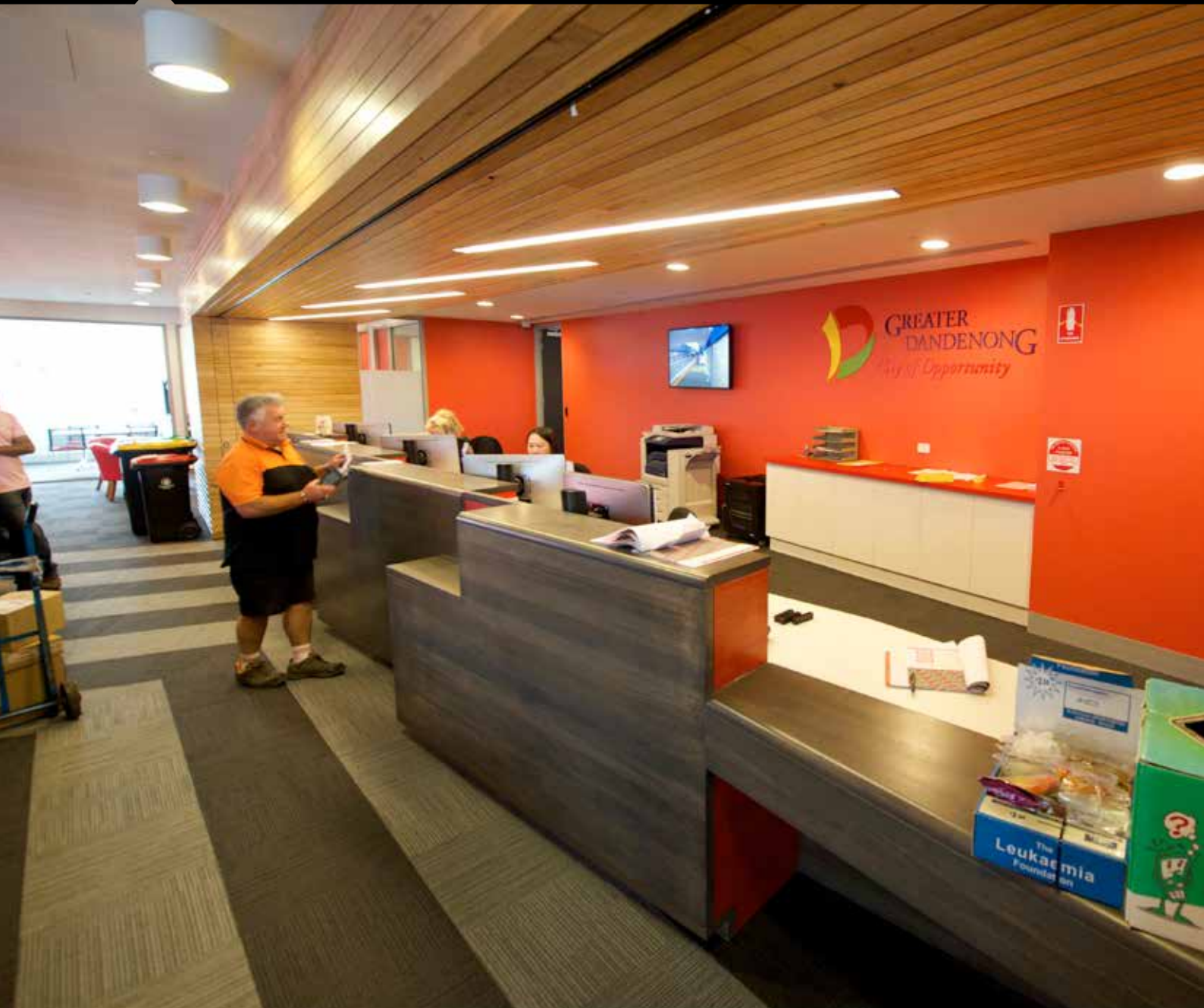
2013-14 can be counted as yet another successful year for Council. But with each successful year comes a new challenge – to meet if not exceed community expectations and on this basis, 2014-15 presents as yet another opportunity to serve the people and businesses of Greater Dandenong to the best of our corporate ability.

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



John Bennie PSM
Chief Executive Officer

Performance Highlights



Customer Service staff managed 137,450 telephone enquiries – an increase of over 10,000 on the previous year, with 81.14 per cent of calls answered within 20 seconds.

Performance Highlights

A Healthy, Active and Safe Community

HIGHLIGHTS

- ▶ Library visits across 2013-14 included 901,642 physical visits; 275,967 website visits; and 27,135 library visiting programs were provided.
- ▶ Food safety inspections totalled 3,348 during 2013-14.
- ▶ Home and Community Care services comprising of home care, personal care, respite and home maintenance services saw an average of 3,306 residents per quarter accessing the service.
- ▶ The Community Wellbeing Plan was endorsed by Council in April 2014. A Health and Wellbeing Advisory Committee will guide the implementation.
- ▶ 63 Health champions trained and implemented health and wellbeing activities and promoted messages in the community.
- ▶ Implementation of the “No Drinking in Springvale” project completed. Council was successful in obtaining \$250,000 from the Public Safety Infrastructure Fund for safety infrastructure works in the Menzies Avenue precinct in Dandenong North.



Together we are creating better service with our communities.



63 Health champions trained and implementing health and wellbeing activities and promoting messages in the community.

diversity



A City that Celebrates its Diversity with Pride

HIGHLIGHTS

- ▶ Council ran the following festivals during 2013-14, where community feedback was assessed as follows:
 - Snow Fest (86 per cent positive)
 - Little Day Out (97 per cent positive)
 - Australia Day (98 per cent positive)
 - Autumn Fest (89 per cent positive)
- ▶ Heritage Hill saw an increase of 10.53 per cent in attendance numbers from the 2012-13 figures.
- ▶ To help promote inclusion and participation in the community, CGD hosted a Mental Health Expo (500 people attended) and the SICMAA Disability Expo 2014 (600 people attended).



Nearly two-thirds (64 per cent) of the residents of Greater Dandenong speak languages other than English – the largest proportion in Victoria, and twice the metropolitan level.

Performance Highlights



Greater Dandenong councillors and local MPs officially open the new Dandenong Civic Centre, library and giant screen.

An Environmentally Sustainable City

HIGHLIGHTS

- ▶ Stage 7 – Green Wedge Management Plan consultation on the draft completed and consultation results were posted on the CGD website. Council will be considering the Final Management Plan in August/September 2014.
- ▶ During the year, to promote indigenous vegetation in our open spaces 20,890 seedlings were planted. Also 1,141 seedlings were given away at The Dandenong Show and to a number of schools as part of educational programs.
- ▶ The ‘Sustainability Festival’ was held on Sunday 30 March at the Dandenong Market. The festival was a huge success with 3,000 attending the event.
- ▶ Across the city in alignment with the Leafy Legacy tree planting scheme 1,364 street trees were planted.

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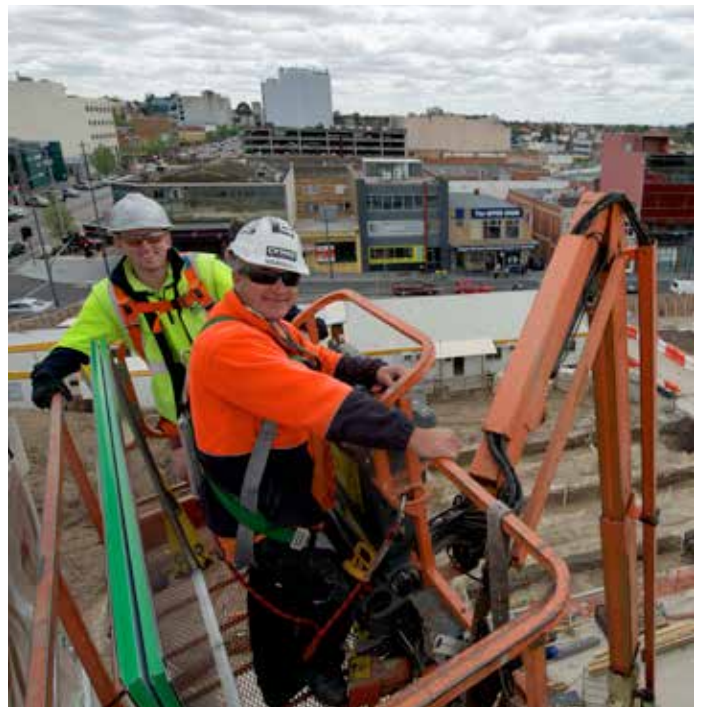


In addition to the Municipal Building Project, implementation of programmed capital works projects (completed and in construction) was valued at \$32,355,649.

A City Planned for the Future

HIGHLIGHTS

- ▶ Residential, commercial and industrial building investments throughout 2013-14 measured by value of building permits included 1,195 residential permits to the value of \$224,089,656 and 358 commercial/industrial permits to the value of \$379,502,787. The combined value of permits for this financial year was \$603,592,443.
- ▶ Implementation of programmed capital works projects (completed and in construction) was valued at \$32,355,649. This was in addition to the Municipal Building Project.
- ▶ Protection of Council assets via a proactive graffiti removal program resulted 'in time' average 98.67 per cent over the year (from a ten day response service standard).
- ▶ Implementation of the reviewed Residential Zones into the Greater Dandenong Planning Scheme.



Performance Highlights



91 networking activities were hosted to provide networks for local industry, promote best practice and innovation...

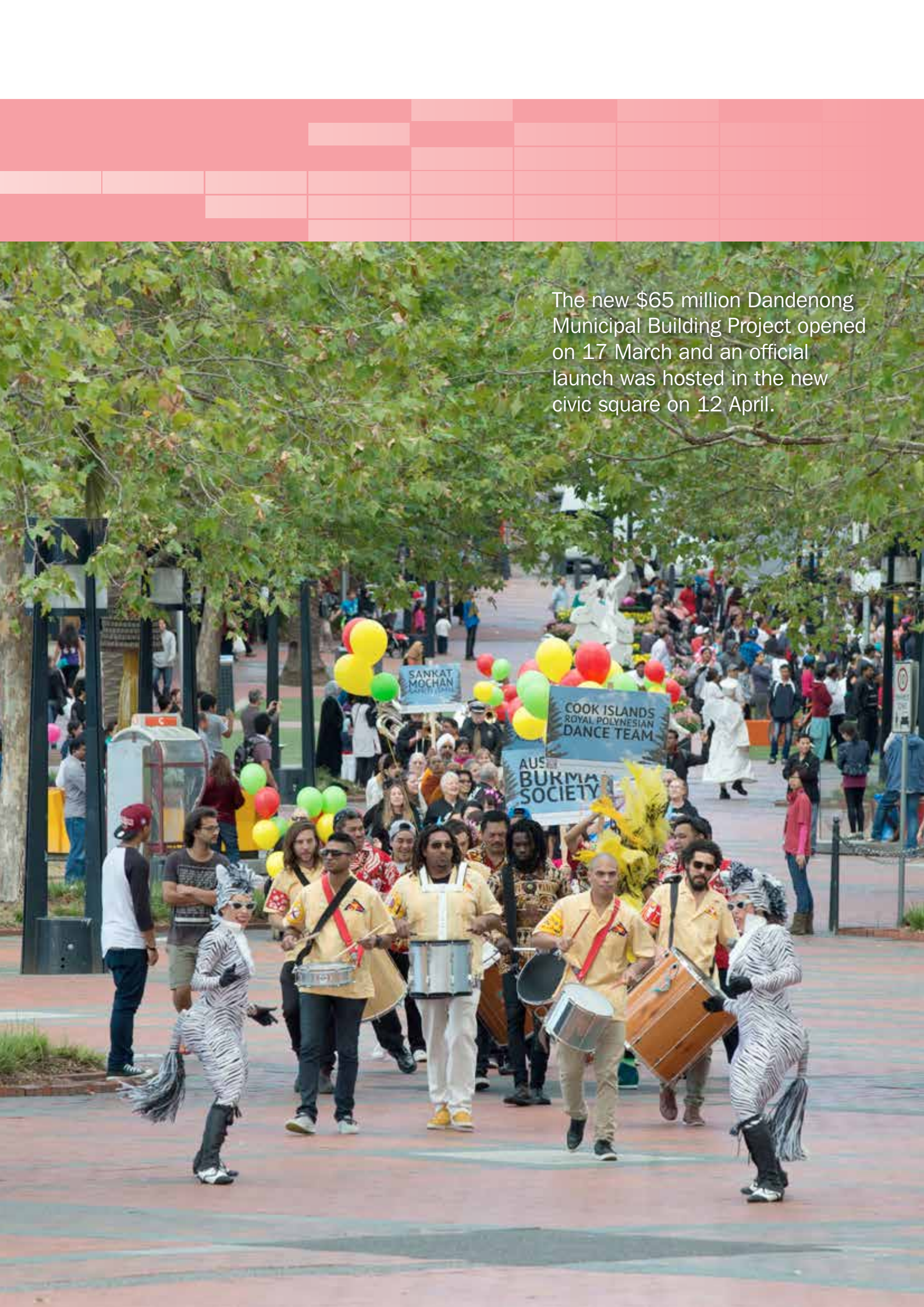
As part of the Ongoing Revitalisation Projects for Springvale, the Springvale level crossing removal delivered a new station opening on 22 April.

A Thriving and Resilient Economy

HIGHLIGHTS

- ▶ The new \$65 million Dandenong Municipal Building Project opened on 17 March and an official launch was hosted in the new Civic Square on 12 April. The city's Big Screen has been a major feature of both specific events (Film Festival, World Cup Live, Nocturnal) and also as an atmospheric backdrop, with (live news, music, curated programs of animation, youth and advocacy content; Tweet and SMS interaction) to everyday activities as residents go about their business within this precinct.
- ▶ As part of the Ongoing Revitalisation Projects for Springvale, the Springvale level crossing removal delivered a new station opening on 22 April and all major works completed by 30 June 2014. A consultant was appointed to undertake Stage 1 of the Springvale Structure Plan review.

- ▶ Ongoing Revitalisation Projects for Nobel Park has seen Stage 1 of the Douglas Street streetscape project commenced. Concept design for the Ross Reserve Master Plan Youth Precinct and Urban Plaza (including skate park) were completed and funds are secured from the 2014-15 budget for construction.
- ▶ 91 networking activities were hosted to provide networks for local industry, promote best practice and innovation and three South Eastern Business Network (SEBN) activities were conducted.
- ▶ Completed and launched the \$1.1 million Afghan Bazaar Stage 1 Streetscape Improvement project for Thomas Street Dandenong in April 2014.
- ▶ The City of Greater Dandenong Regional Food Strategy, and Greater Dandenong Tourism Strategy, and associated action plans were developed with significant community stakeholder input.

A vibrant cultural parade is taking place in a park-like setting with many trees and a paved walkway. In the foreground, two women in white and black zebra-striped outfits with long black boots and headpieces are dancing. Behind them, a group of men in yellow shirts and white pants are playing various drums, including snare and bass drums. Further back, a large crowd of people is gathered, many holding colorful balloons in shades of yellow, red, and green. Several blue signs are visible, reading "SANKAT MOCHAN", "COOK ISLANDS ROYAL POLYNESIAN DANCE TEAM", and "AUSTRALIAN BURMA SOCIETY". The scene is festive and celebratory.

The new \$65 million Dandenong Municipal Building Project opened on 17 March and an official launch was hosted in the new civic square on 12 April.

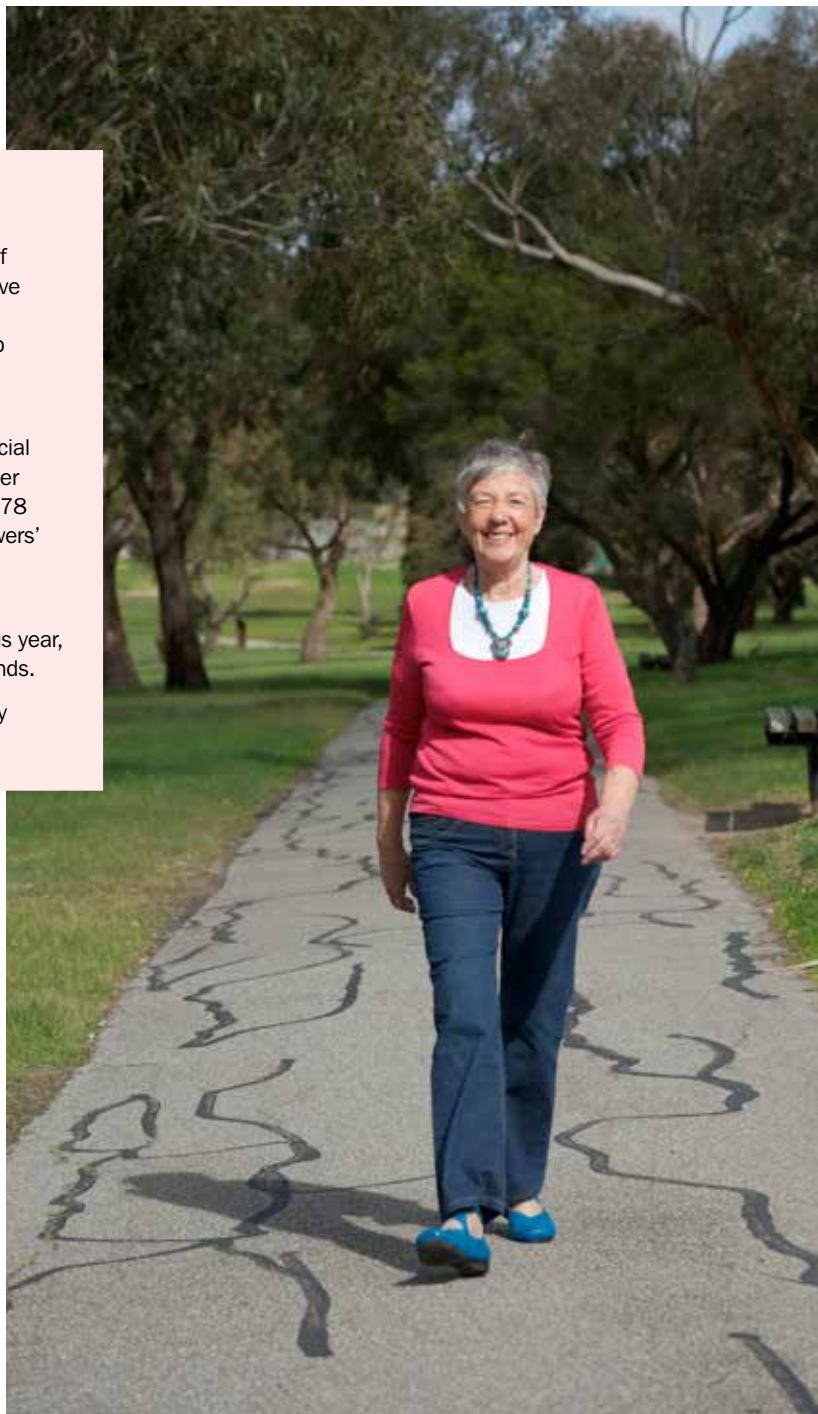
Performance Highlights

A Proactive Council that Listens and Leads

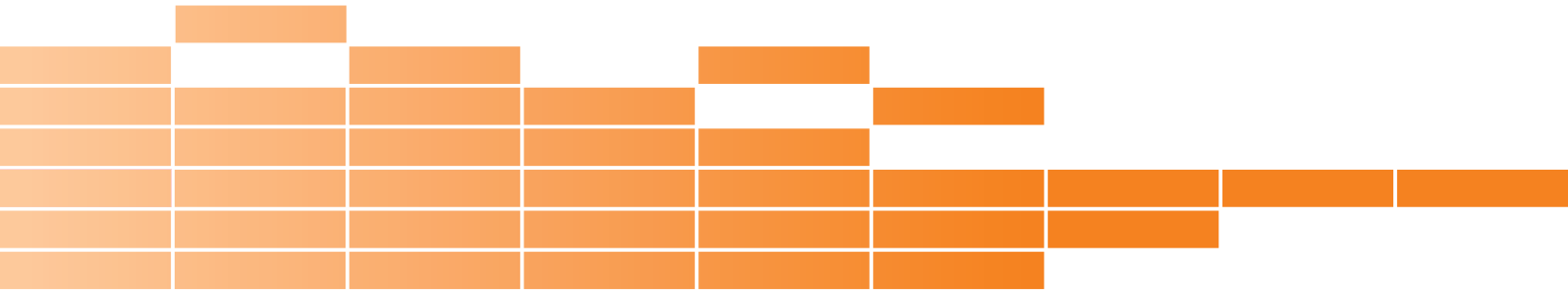
HIGHLIGHTS

- ▶ In the 2014 Community Satisfaction Survey the City of Greater Dandenong scored 77 for customer service (five points higher than the statewide average of 72 and 4 points higher than the Outer Melbourne Metro group average of 73).
- ▶ Online engagement through Social Media increased considerably, with an increase in uptake on CGD's official Facebook page of 134 per cent; an increase of 150 per cent across all Council Facebook pages; a total of 5,078 new Facebook 'likes' for the year; and 241 new 'followers' on Twitter.
- ▶ Customer Service staff managed 137,450 telephone enquiries – an increase of over 10,000 on the previous year, with 81.14 per cent of calls answered within 20 seconds.
- ▶ Council's Long Term Financial Strategy was adopted by Council on 23 June 2014.

In the 2014 Community Satisfaction Survey the City of Greater Dandenong scored 77 for customer service (five points higher than the statewide average of 72 and 4 points higher than the Outer Melbourne Metro group average of 73).



A Walking Business Challenge completed in collaboration with the Community Wellbeing Department and seven local businesses, with 41 teams and 320 participants. Funding of \$10,000 received from Vic Health for 'Walk to School' initiative.



Corporate Governance



The City of Greater Dandenong is committed to good corporate governance.

Corporate Governance



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

The Council

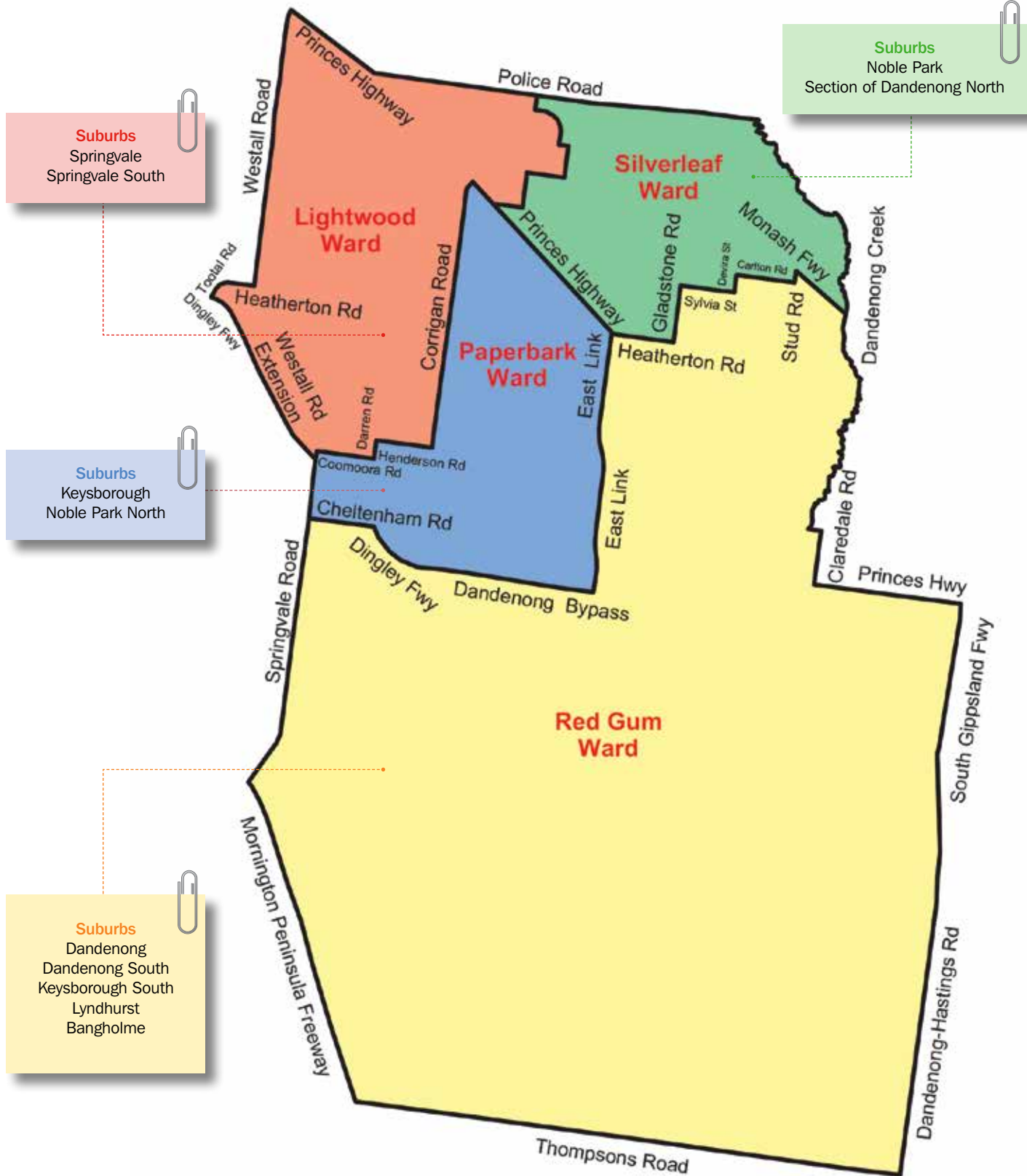
The City of Greater Dandenong's 11 Councillors are elected as representatives of all residents and ratepayers within the city. Their key responsibilities include:

- 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 2016 Council elections are yet to be scheduled.

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your council



Corporate Governance

Your Councillors

LIGHTWOOD WARD

lightwood

Suburbs: Springvale and Springvale South



Cr Youhorn Chea

- Mayor – 5 December 2011-26 October 2012
- Term as a Councillor: 1997-present
- Mayoral Terms: 2001-2002, 2006-2007, 2011-2012

Cr Chea believes it is important for Council to maintain a strong focus on facilities for young people, job creation and increased community safety.



Cr Sean O'Reilly

- Term as a Councillor: 2012-present

This is Cr O'Reilly's first term as a Councillor with Greater Dandenong. Some of Cr O'Reilly's goals are to ensure cleanliness within the city and work towards improvements for residents.



Cr Loi Truong

- Term as a Councillor: 2008-present

Cr Truong was motivated to stand for Council to advocate for the interests of the community and to deliver to his constituents the value they deserve for their rates. One of Cr Truong's goals is to assist the migrant community to integrate with the Australian way of life.

PAPERBARK WARD

paperbark

Suburbs: Keysborough and Noble Park North



Cr Roz Blades AM

- Term as a Councillor: 1997-present
- Mayoral Terms: 1992 (Springvale) 1998-1999, 2010-2011

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



Cr Peter Brown

- Term as a Councillor: 2003-present
- Mayoral Term: 2005-2006

Having served as a Councillor with the former City of Springvale for seven years, Cr Brown is motivated by a desire to improve the quality of life for residents in terms of care and management of the physical environment.



Cr Heang (Meng) Tak

- Term as a Councillor: 2012-present

This is Cr Tak's first term as a Councillor with Greater Dandenong. His priorities as a Councillor include low rates, aged care for migrant seniors, improving child care, library services, community safety and protecting open spaces.

RED GUM WARD

red gum

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



Cr Matthew Kirwan

- Term as a Councillor: 2012-present

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



Cr Angela Long

- Mayor – 1 July 2013 to 7 November 2013
- Term as a Councillor: 1997-2005 and 2008-present
- Mayoral Terms: 2000-2001, 2012-2013

Cr Long has a commitment to developing the city's future and addressing residents' needs. She would like to achieve a number of goals during her time as a Councillor and plans to continue to work with the community to achieve better outcomes for the city and upgrade all council facilities for the benefit of the residents of Greater Dandenong. She has lived in Greater Dandenong almost all her life.



Cr Jim Memeti

- Mayor – 7 November 2013 to 30 June 2014
- Term as a Councillor: 2005-present
- Mayoral Term: 2009-2010, 2013-2014

Cr Memeti works hard for everyone in Greater Dandenong and to improve perceptions of Dandenong. He believes it is important to work together with fellow Councillors to get excellent results for this municipality. Additionally, he is a strong supporter of local charities and is extremely grateful for the contribution they have made, and continue to make, to the city.

SILVERLEAF WARD

silverleaf

Suburbs: Noble Park and a section of Dandenong North



Cr John Kelly

- Term as a Councillor: 1997-present
- Mayoral Term: 2007-2008

Cr Kelly was also a Councillor with the former Dandenong Council from 1991 to 1994. He is committed to ensuring the Greater Dandenong Council is open and transparent in its operations, encourages increased community consultation in decision-making and ensures that people's views and concerns are heard.



Cr Maria Sampey

- Term as a Councillor: 2000-present
- Mayoral Term: 2004-2005

Cr Sampey joined Council in 2000 and is passionate about ensuring local parkland is retained and upgraded to be more user-friendly for families and young people.

Corporate Governance

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.



Council meetings are held on the second and fourth Monday of each month and commence at 7pm.

Council's Role

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

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

Code of Conduct – Councillors

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

The 'Code of Conduct – Councillors' is a key component of Greater Dandenong's commitment to open and accountable government and is available online at www.greaterdandenong.com.

Council Meetings

Council conducts its business in open and publicly advertised meetings.

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

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

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

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

During 2013-14, there were 22 ordinary meetings and one special meeting of Council.

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

COUNCILLORS FROM 1 JULY 2013-30 JUNE 2014	ORDINARY MEETINGS	SPECIAL MEETINGS
Number of Meetings Held	22	1
Cr Roz Blades AM	19	1
Cr Peter Brown	21	1
Cr Youhorn Chea	20	1
Cr John Kelly	19	1
Cr Matthew Kirwan	21	1
Cr Angela Long	19	1
Cr Jim Memeti	20	1
Cr Sean O'Reilly	21	1
Cr Maria Sampey	7	1
Cr Heang Tak	21	1
Cr Loi Truong	18	1

Council Meetings Online

As part of Council's commitment to open and accountable government, all ordinary and special meetings of Council are webcast on www.greaterdandenong.com.

During 2013-14, the average number of 'log-ins' per meeting to the live webcasts was 18 with 65 '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 2013- 23 December 2013	\$85,741 (plus 9.25% superannuation equivalent) with the use of a fully maintained vehicle
24 December 2013- 30 June 2014	\$87,884 (plus 9.25% superannuation equivalent) with the use of a fully maintained vehicle

Councillor's Allowance

1 July 2013- 23 December 2013	\$26,843 (plus 9.25% superannuation equivalent)
24 December 2013- 30 June 2014	\$27,514 (plus 9.25% superannuation equivalent)

Councillor Support, Reimbursement and Accountability Policy

The Accessibility, Transparency and Accountability Charter was replaced by the Councillor Support, Reimbursement and Accountability Policy on 28 October 2013.

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

Corporate Governance

Councillor Representation and Community Consultations

On 7 November 2012, 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 7 November 2013:



Community Organisations

ORGANISATION	PAST REPRESENTATIVE(S)/LIAISONS 01/07/2013-07/11/2013	COUNCIL LIAISON(S) 07/11/2013-30/06/2014
Cyrene Centre [#]	Cr Roz Blades AM Alternate – Cr Maria Sampey	Cr Roz Blades AM Alternate – Cr Maria Sampey
Dandenong and District Historical Society	Cr John Kelly Cr Matthew Kirwan	Cr John Kelly Cr Matthew Kirwan
Dandenong Benevolent Society	Cr Angela Long Cr Jim Memeti	Cr Angela Long Cr Jim Memeti
Country Fire Authority	Cr Jim Memeti Cr Loi Truong	Cr Jim Memeti Cr Loi Truong
Dandenong Retail Traders Association	Cr Angela Long Cr Matthew Kirwan	Cr Angela Long
Noble Park Community Action Forum Inc.	Cr Roz Blades AM	Cr Roz Blades AM
Springvale and District Historical Society	Cr Roz Blades AM Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong
Springvale Benevolent Society	Cr Youhorn Chea Cr Sean O'Reilly	Cr Roz Blades AM Cr Youhorn Chea
Springvale Community Aid and Advice Bureau	Cr Youhorn Chea Cr Heang Tak Cr Loi Truong	Cr Youhorn Chea Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong

NB: # denotes alternate councillor required when nominated councillor cannot attend a meeting.

... organisations, committees and reference groups that assist the Council and the community in the provision of services to the people of Greater Dandenong.



During 2013-14 Council continued with significant advocacy programs to gain increased funding and levels of service for the city and residents from funding opportunities provided by state and federal government agencies.

Council Groups and Committees

ORGANISATION	PAST REPRESENTATIVE(S) 01/07/2013-07/11/2013	COUNCIL REPRESENTATIVE(S) 07/11/2013-30/06/2014
Aquatic Facilities Advisory Group	Cr John Kelly Cr Roz Blades AM	Cr John Kelly Cr Roz Blades AM
Audit Advisory Committee	Mayor of the Day Cr Youhorn Chea	Mayor of the Day Cr Angela Long
CEO Performance Review Committee	Mayor of the Day Cr Roz Blades AM Cr Youhorn Chea	Mayor of the Day Cr Youhorn Chea Cr Angela Long
Children & Family Partnership	Cr Roz Blades AM Cr Sean O'Reilly	Cr Roz Blades AM Cr Sean O'Reilly
Community Road Safety Reference Group	Cr Maria Sampey Cr Loi Truong	Cr Maria Sampey Cr Loi Truong
Community Safety Advisory Committee	Mayor of the Day Cr Maria Sampey	Mayor of the Day Cr Maria Sampey

Corporate Governance

ORGANISATION	PAST REPRESENTATIVE(S) 01/07/2013-07/11/2013	COUNCIL REPRESENTATIVE(S) 07/11/2013-30/06/2014
Cultural & Heritage Collections Advisory Committee	Cr Roz Blades AM	Cr Roz Blades AM Cr Matthew Kirwan
Dandenong Market Pty Ltd [#]	Cr Maria Sampey Alternate – Cr Matthew Kirwan	Cr John Kelly Alternate – Cr Matthew Kirwan
Dandenong North Community Reference Group (Menzies Avenue)	–	Cr Matthew Kirwan Cr Angela Long
Dandenong Stadium Advisory Board	Cr John Kelly	Cr John Kelly
Disability Advisory Group	–	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
Drum Advisory Committee	Cr Peter Brown Alternate – Cr John Kelly	Cr John Kelly
Family Violence Advisory Committee	–	Cr Roz Blades AM Cr Angela Long Cr Heang Tak
Greater Dandenong Interfaith Network	Cr Roz Blades AM Cr Youhorn Chea	Cr Roz Blades AM Cr Youhorn Chea
Health and Wellbeing Advisory Group	–	Cr Youhorn Chea
Heritage Infrastructure Working Group	Cr Roz Blades AM Cr John Kelly Cr Matthew Kirwan Cr Sean O'Reilly	Cr Roz Blades AM Cr Matthew Kirwan Cr Sean O'Reilly
Project Control Group – Dandenong Municipal Building (Advisory) (until June 2014)	Cr Roz Blades AM Cr Peter Brown Cr Youhorn Chea Cr John Kelly Cr Angela Long Cr Jim Memeti Cr Heang Tak	Cr Roz Blades AM Cr Peter Brown Cr Youhorn Chea Cr John Kelly Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti Cr Heang Tak
Project Control Group – Springvale Strategic Civic Centre (Advisory) (until Masterplan completed)	Cr Roz Blades AM Cr Peter Brown Cr Youhorn Chea Cr Jim Memeti Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong	Cr Roz Blades AM Cr Peter Brown Cr Youhorn Chea Cr Jim Memeti Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong

ORGANISATION	PAST REPRESENTATIVE(S) 01/07/2013-07/11/2013	COUNCIL REPRESENTATIVE(S) 07/11/2013-30/06/2014
Public Art Advisory Group	Cr Peter Brown Cr Youhorn Chea	Cr Youhorn Chea
Springers Leisure Centre Advisory Group [#]	Cr Matthew Kirwan Alternate – Cr Peter Brown	Cr Angela Long Alternate – 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

Peak Industry Bodies

ORGANISATION	PAST REPRESENTATIVE(S)/ LIAISONS 01/07/2013-07/11/2013	COUNCIL REPRESENTATIVE(S) 07/11/2013-30/06/2014
Municipal Association of Victoria (MAV) [#]	Cr Peter Brown Alternate – Cr Maria Sampey	Cr Maria Sampey Alternate – Cr Youhorn Chea
Victorian Local Governance Association (VLGA) [#]	Cr Youhorn Chea Alternate – Cr Heang Tak	Cr Youhorn Chea Alternate – Cr Heang Tak

Regional Organisations and Committees

ORGANISATION	PAST REPRESENTATIVE(S)/ LIAISONS 01/07/2013-07/11/2013	COUNCIL REPRESENTATIVE(S) 07/11/2013-30/06/2014
Eastern Region Group of Councils (Mayor and CEO)	Mayor of the Day CEO	Mayor of the Day CEO
Eastern Transport Coalition [#] (previously ERITG)	Cr Roz Blades AM	Cr Roz Blades AM Alternate – Cr Matthew Kirwan
Inter Council Aboriginal Consultative Committee	Cr Angela Long	Cr Angela Long
Local Governments'/Metropolitan Waste Management Forum [#]	Cr John Kelly Cr Matthew Kirwan	Cr John Kelly Alternate – Cr Matthew Kirwan
Roadsafe Committee – Outer South East Inc	Cr Angela Long	Cr Angela Long
South East Melbourne Group of Councils (Mayor and CEO)	Mayor of the Day CEO	Mayor of the Day CEO
South East Region Gas Company (SERGASCO)	Cr John Kelly	Cr John Kelly

NB: # denotes alternate councillor required when nominated councillor cannot attend a meeting.

Corporate Governance



Councillor Representatives

Council representatives participate as a member of these groups by representing Council's views and to inform Council of key issues related to these organisations/groups. They act as a reference point between the organisation/group and Council as a whole and provide advice to Council or the organisation/group when decisions or major policy matters are discussed.

Councillor 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.

Advocacy

There are many services and funding opportunities provided by state and federal government agencies that support Greater Dandenong residents. During 2013-14 Council continued with significant advocacy programs to gain increased funding and levels of service for the city from these external sources.

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

Meetings held and/or interaction with the following groups:

- Australian Sports Commission
- Bicycle Victoria
- Council Alliance for Sustainable Urban Environment (CASBE)
- Community Chef – shared Meals on Wheels service
- Dandenong Community Advice Bureau
- Department of Environment and Primary Industries
- Department of Health and the Department of Human Services regarding immunisation programs for secondary age migrant and refugee children, disability and aged care services
- Department of Justice
- Department of Premier and Cabinet
- Department of State Development, Business and Innovation

advocacy



During 2013-14 Council continued with significant advocacy programs to gain increased funding and levels of service for the city...

- ▶ Department of Transport, Planning and Local Infrastructure (incorporating the former DPCD)
- ▶ Eastern Group of Councils – group of ten eastern region councils
- ▶ Eastern Transport Coalition
- ▶ Eastern Treatment Plant Liaison Committee
- ▶ Federal Government South East Development Area Consultative Committee
- ▶ Melbourne Water
- ▶ Migrant Resource Centres
- ▶ Ministerial Advisory Committee on Public Libraries
- ▶ Metropolitan Waste Management Group (MWMG)
- ▶ Metropolitan Planning Authority (MPA) (various advisory and working groups)
- ▶ Municipal Association of Victoria (MAV)
- ▶ National Broadband Network Company
- ▶ Options Victoria
- ▶ Parks Victoria
- ▶ Places Victoria (previously VicUrban)
- ▶ Port Phillip and Westernport Catchment Management Authority (PPWCMA)
- ▶ Regional Development Australia
- ▶ Regional Management Forums
- ▶ South East Council's Climate Change Alliance (SECCCA)
- ▶ Service based industry network groups
- ▶ South East Healthy Communities Partnership
- ▶ South East Integrated Water Management Group
- ▶ South East Melbourne Manufacturers Alliance (SEMMA)
- ▶ South East Metro Integrated Transport Group
- ▶ South East Metro – group of six south-east Councils
- ▶ Southern and Eastern Integrated Transport Authority (SEITA)
- ▶ South East Water
- ▶ Sport and Recreation Victoria
- ▶ Sport associations such as AFL, VSF, Cricket Vic, Softball Vic, Tennis Vic
- ▶ Springvale Community Aid and Advice Bureau (SCAAB)
- ▶ Taylors Road Landfill Community Reference Group
- ▶ Vic Health
- ▶ Vic Roads
- ▶ Vic Sport
- ▶ Victorian Multicultural Commission
- ▶ Victoria Police
- ▶ Water Sensitive Cities – High Level Steering Committee

Corporate Governance



Greater Dandenong Mayor Memeti (right), Victorian MP Brad Battin (left) and kindergarten children cut the red ribbon to officially open the Dandenong North-East Kindergarten extensions.

Projects

Continued advocacy for:

- grade separation across the city, and appropriate planning for the Caulfield/Dandenong rail line projects, including Remington Drive bridge
- blackspot funding across the city
- additional funds for further Stages of the Noble Park Aquatic Centre (NPAC) project
- additional funding for the next stage of the Tatterson Park Stormwater Harvesting Project
- Living Links projects and final Master Plan (PPWCMA)
- additional funding for Stage 2 of the Integrated Water Management Plan
- an integrated approach to water management across the municipality and the region
- participation in Council Alliance for Sustainable Urban Environment's advocacy for economically sustainable development incorporation into the planning scheme
- additional funds for the Municipal Building Project
- significantly improved water/irrigation solutions for sportsfields – with Council's sportsground assets ranked highly in condition within the region
- additional funding for closed circuit television (CCTV) systems to target crime hotspots
- additional police resources across the city, with the successful deployment of Protective Service Officers at local railway stations
- additional funding for sustainable street lighting upgrades
- integrated health planning on the social impacts of alcohol
- support for drainage solutions to prevent future flooding
- a statewide strategy on appropriately located zones for waste facilities
- National Broadband Network funding
- Closure of Lyndhurst landfill site
- Improved Public Transport to Dandenong South, and Keysborough
- funding for programs run through SEBN related to the auto industry and the supply chain
- funding for the Manufacturers Connectivity Centre
- funding for Streetlife programs

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 2013-30 June 2014	Chair
Cr Jim Memeti Mayoral Representative: 7 November 2013-30 June 2014	Council Representative
Mayoral Representative: 1 July 2013-7 November 2013 Cr Angela Long Councillor Representative: 7 November 2013-30 June 2014	Council Representative
Cr Youhorn Chea Councillor Representative: 1 July 2013-7 November 2013	Council Representative
Mr David Ashmore 1 July 2013-30 June 2014	External member
Mr Mick Ulbrick 1 July 2013-30 June 2014	External member
CEO	Non-voting
Director Corporate Services	Non-voting
Manager Financial Services	Non-voting

The Audit Advisory Committee met on four occasions during 2013-14.

Matters considered included:

- financial and performance statements for 2012-13
- the 2014-15 Budget
- Council's Long-Term Financial Strategy
- Internal Audit Plan of Council for 2013-14
- Council's Risk Management Strategy
- the Auditor General's Audit Strategy for 2013-14.

Protected Disclosure Act 2012

The *Whistleblowers Protection Act 2001* was repealed by the *Protected Disclosure Act 2012* on 10 February 2013.

Its purpose is to encourage and facilitate 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 the Council's internet and intranet sites. A printed copy can also be obtained on request from the 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	0
Number and types of disclosed matters referred by the public body to IBAC for investigation	0
Number of protected disclosures that were substantiated upon investigation, and the action taken on completion of the investigation	0

Corporate Governance

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 the Council's internet and intranet sites.

Freedom of Information (FOI)

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

Twenty-three new FOI requests were received during 2013-14.

The table below outlines the results of those requests.

	2013-14
Total number of requests	23
Access granted in full	9
Access granted in part	8
Other – not finalised/proceeded with	1
Access denied in full	2
Requests still under consideration	2
Number of internal reviews sought	0
Number of appeals lodged with VCAT	1
Number of requests transferred/withdrawn	1
Total charges collected	\$834.50

Information Available for Inspection

Information available for inspection (as required under Part 5, Section 11 of the *Local Government (General) Regulations 2004*) includes:

- ▶ details of current salaries and allowances fixed for the Mayor and Councillors
- ▶ details of senior officers' gross salaries, allowances and other benefits for the current financial year and the previous financial year
- ▶ details of overseas or interstate travel undertaken in an official capacity for Councillors or any member of Council staff in the previous 12 months
- ▶ names of Council officers and Councillors required to submit a return of interest during the financial year and the dates the returns were submitted
- ▶ agendas and minutes of ordinary and special Council meetings kept under Section 93 of the *Local Government Act 1989* except where such minutes relate to parts of meetings that have been closed to members of the public under Section 90 of the Act
- ▶ register of delegations kept under Sections 87, 88 and 98 of the *Local Government Act 1989*
- ▶ submissions received under Section 223 of the *Local Government Act 1989* during the previous 12 months
- ▶ register of authorised officers appointed under Section 224 of the *Local Government Act 1989*.

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

Corporate Governance



Council's Emergency Management Team has been working on implementing some of the known changes early... (from the Bushfire Royal Commission recommendations).

Municipal Emergency Management

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

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

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

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

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...

Key activities undertaken in 2013-14 were:

- ▶ As a result of extensive heatwave conditions early in 2014, Council enacted its Heatwave Plan which included regular contact with over 1,000 of the most vulnerable members of our community to help them prepare and remain safe during the hot conditions. Council extended the hours of operations for some community venues to help people stay out of the heat and promoted 'what to do during a heatwave' messages through its website, social media and community venues.
- ▶ Continued regular training for Council personnel in emergency management, and relief centre operation across all business units.
- ▶ A trial of an early warning flood system for Willow Lodge Caravan Park in partnership with Melbourne Water.
- ▶ The Municipal Fire Prevention Plan (MFPP), the Heatwave and Pandemic Plans were reviewed and updated.
- ▶ Participated in a multi-agency emergency management exercise to observe other practices and to enhance knowledge and capability.
- ▶ Completion of Relief Centre Standard Operations Guidelines, should the situation arise in response to an emergency to open a relief centre, whether within Greater Dandenong or for a neighbouring municipality and/or community.
- ▶ 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.



Our Organisation



Staff Giving Scheme donations of \$14,963 were made by employees during 2013-14 and since its inception staff have donated a total of over \$80,000.

Our Organisation

Council



Chief Executive Officer
John Bennie



Corporate Services Directorate
Executive 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
Executive Director – Bruce Rendall

- City Improvement
- Infrastructure Planning
- Infrastructure Services
- Municipal Building Project



Community Services Directorate
Executive Director – Mark Doubleday

- Community Care
- Libraries
- Community Engagement
- Community Facilities, Sport and Recreation
- Community Wellbeing



**City Planning, Design
and Amenity Directorate**
Executive Director – Jody Bosman

- Building Services
- Planning and Design
- Regulatory Services



**Greater Dandenong
Business Group**
Group Manager – Paul Kearsley

- Activity Centre Revitalisation
- Economic Development
- Business Networks



Our Organisation: (Clockwise from the front) John Bennie (Chief Executive Officer), Jody Bosman (City Planning, Design and Amenity Directorate), Bruce Rendall (Engineering Services Directorate), Mick Jaensch (Corporate Services Directorate), Paul Kearsley (Greater Dandenong Business Group), Mark Doubleday (Community Services Directorate).

Our Staff

Council achievements for this financial year are:

- Commencement of the Staff Consultative Committee – committee strengthening initiative designed to transition discussions to interest based negotiations, to expedite processes and lead to higher quality outcomes.
- Partnering with various business units to support 'people-related' initiatives including matters associated with complaint resolution, four restructure processes, application of legislation including *Fair Work Act 2009*, departmental team building and staff survey initiatives.
- Ongoing preparation and review of Council's Organisational Development (OD) Strategy.
- Continuous review of business process related to operational human resources (HR) activities to ensure best practice and procedure including implementation of templates and associated audit processes.
- Skills enhancement of the OD team with specific training initiatives in Privacy and Information Management, 'SAFESTART' OHS Initiative, team building with REACH principles (characteristics developed by Council to build on its shared values) and supporting responses to staff experiencing family violence.
- Continued use of an online Exit Interview Process to enhance the capture of valuable information from departing staff. Used for periodic reporting to Executive, Staff Consultative Committee and de-identified report preparation for departments experiencing higher than anticipated resignations.
- Researched, developed, consulted and implemented new policies and procedures in relation to family violence, reasonable adjustments for staff with a permanent or temporary disability and volunteering leave.
- Completed an audit of all sources used to advertise recruitment vacancies including analysis of cost, value for money, known percentage of referral from websites and consolidated our advertising options to reduce unnecessary costs.
- Maintained Council Policy review cycle with the review and adoption of numerous policies including Council's Policy and Procedure for Performance and Behavioural Issues, Mobile Device, Privacy, Study Assistance Guidelines, Computer Purchase Scheme and Motor Vehicle Code of Practice.
- Following the appointment and roll out of a new Employee Assistance Program provider, OD and OHS teams have continued to promote usage, monitor feedback and meet regularly with the provider to review de-identified issue trends.

Our Organisation

GREATER DANDENONG AN ORGANISATION OF EXCEPTIONAL CHARACTER



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



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



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



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



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





opportunity

Employee Engagement Survey

An Employee Engagement Survey was conducted in early 2013, providing an insight into employee engagement and feedback across Council.

During 2013-14, each of the Directorates engaged staff in various workgroups and planning days to review ways in which to address the issues arising from the survey. Of particular note Community Services, Planning and the Operations Centre established working parties and/or engaged an external provider to facilitate the process.

OD continued to focus on and prioritise strategic initiatives that supported the key areas identified in the survey for improvement including career progression and reward and recognition initiatives.

Move to the Dandenong Civic Centre

The move to the new Municipal Building in March 2014 and the change management associated with this process was a primary focus for the OD team throughout 2013-14. Work included preparing to respond to staff queries and concerns, communications, supporting managers with appropriate resources and processes to respond to staff matters and preparing a 'welcome pack' for staff on arrival.

Enterprise Agreements

Work was completed on implementation of all action items arising from the Greater Dandenong City Council Enterprise Agreement (EBA) 2012, with the exception of two clauses:

- Training and Development and Worklife Balance, which will be undertaken in 2014-15
- Implementation included a Green Travel Plan, Family Violence and Volunteer Initiatives.

Work will now commence on preparing for the 2015 Enterprise Agreement including consideration of how 'interest based' negotiation principles can be incorporated into the process to expedite agreement and quality outcomes.

Industrial Matters

Three industrial relations matters were lodged with the Fair Work Commission by the Australian Services Union in relation to the application of the 2012 Enterprise Agreement in the areas of time in lieu of overtime, additional hours for part time employees and the requirement for a staff member to provide medical certificates rather than statutory declarations in some circumstances for extended absences. All three matters remained in progress at the conclusion of the 2013-14 period.

...646 employees (68 per cent of total staff) participated in training opportunities in a range of internal and external program areas including presentation skills, occupational health and safety, performance appraisal training for managers and staff, time management and conflict resolution training.

Staff Giving Scheme

Council employees may elect to make regular donations to agencies within the municipality under the Staff Giving Scheme.

The recipient agencies are:

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

Donations of \$14,963 were made by employees during 2013-14 and since its inception staff have donated a total of over \$80,000 via payroll deductions and vouchers.

The Staff Giving Committee met to review ways in which Council could increase staff participation in this program which has resulted in enhancement of communication on a regular basis to staff on these initiatives.

Work Experience, Placements and Traineeships

Council values the contribution that work experience provides and is committed to providing this community service to schools and students. 28 students were placed across the organisation in a range of work functions during the year.

Of these 28 students, two graduation student placements between 4-12 weeks were provided in Organisational Development and City Improvement.

Collaboration with Youth Services enabled five staff to act as mentors in a pilot program for youth within the municipality. The Work Inspirations program was conducted with the engagement of a business banking institution and Dandenong Secondary College.

To support increased opportunities for youth and recent students, we developed an information pack for Managers/Team Leaders outlining the various options for engaging students including process and legal requirements for volunteers, students, trainees and graduates.

Our Organisation

Council continues to actively engage in identifying leadership and management development activities for staff.



The Community Wellbeing Plan 2013-17 guides integrated wellbeing actions across the municipality and provides a whole of Council approach to considering health and wellbeing.

Leadership and Management Development

Council continues to actively engage in identifying leadership and management development activities for staff. This includes participation in the inter-Council Leadership Challenge organised by the Local Government Managers of Australia (six staff participated) and management development programs including one staff member in the Rotary Achievers Program and two staff members in the LGPro Ignite, Mastering Management and Emerging Leaders programs. Six staff participated in the Adaptive Leadership Program conducted by Juno Consulting. This innovative program is designed to develop leadership skills whilst providing mentoring to long term unemployed people within the community. Internal programs including recruitment and behavioural interviewing skills, presentation skills and conducting effective performance reviews were also offered.

Employee Development

Ongoing professional and personal development continued in 2013-14. A total of 6,302 hours by 646 employees (68 per cent of total staff) participated in training opportunities in a range of internal and external program areas including presentation skills, occupational health and safety, performance appraisal training for managers and staff, time management and conflict resolution training.

Corporate training programs were temporarily suspended between December 2013 to April 2014 due to Christmas / New Year and then transition to the Dandenong Civic Centre. Planning and programs resumed in April 2014 with a focus on REACH integration, programs that supported training and development needs identified in the Performance Development and Planning (PDP) process and opportunities to enhance leadership skills.

In late 2013 a program was designed and delivered to third and fourth level management to increase awareness of the *Fair Work Act 2009* and requirements in relation to flexible work options and union delegate roles and responsibilities.

A process for Managers to regularly review ongoing Compliance Training needs for existing staff (EEO, OHS, privacy etc.) was integrated into the PDP process.

Service Milestones

95 staff achieved service milestones for reaching 5, 10, 20, 30 and 40 years service and received recognition for their achievement and contribution to Council.

95 staff achieved service milestones for reaching 5, 10, 20, 30 and 40 years service...



Staff Numbers	MALE	EFT	FEMALE	EFT	TOTAL	TOTAL EFT
Full-time	237	237	236	236	473	473
Part-time	73	32	307	170	380	202
Casual	38	12	68	25	106	37
Total	348	281	611	431	959	712

Equal Employment Opportunity

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

This included the following initiatives:

Training

- ▶ Induction awareness training. 51 staff participated in EEO training workshops (including the Human Rights Charter) and 50 staff attended Cultural Awareness training.
- ▶ Appointment and training of a new EEO Representative at a Council worksite that did not previously have a representative.

Initiatives

- ▶ Re-accreditation as a Breastfeeding Friendly Workplace through the Australian Breastfeeding Association and establishment of facilities within the new Dandenong Civic Centre.
- ▶ Development and implementation of a Reasonable Adjustments Policy in partnership with Quality and Inclusion in Community Services and external provider Australian Network on Disability.
- ▶ Ongoing work in relation to the Prevention of Family/Domestic Violence Committee chaired by the CEO.

Complaints and Grievances

- ▶ Complaints and grievance numbers remained relatively consistent with the previous year. There were four complaints received by Council. Two have been satisfactorily resolved following external/internal investigations. One is nearing the conclusion of the investigation process. One investigation process has concluded, but finalisation of outcomes remains outstanding.

The Year Ahead

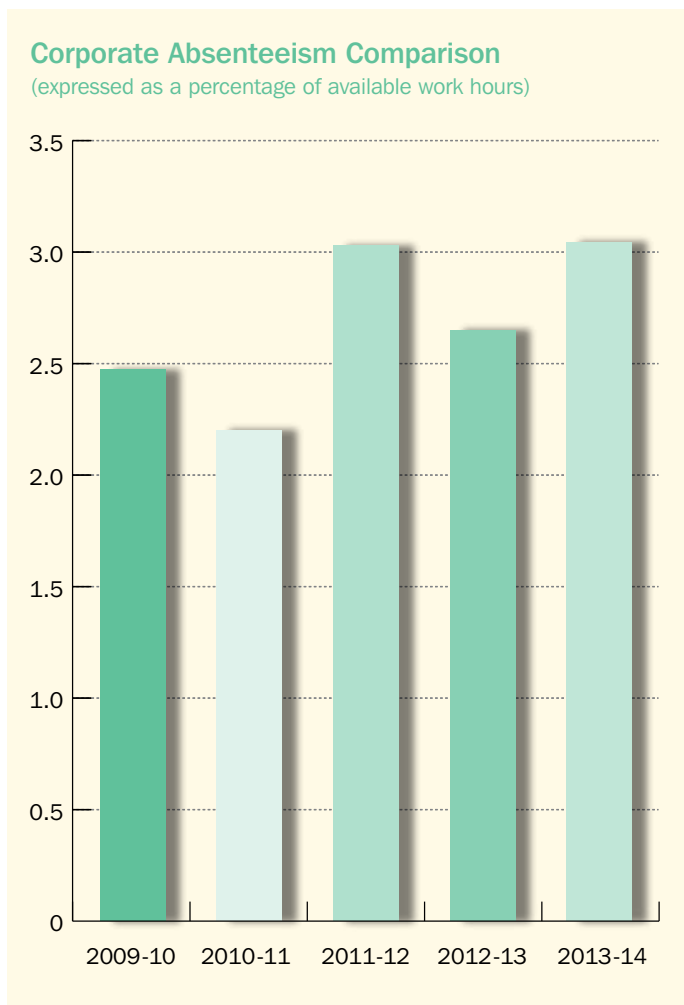
- ▶ Integration of REACH will continue with specific focus on incorporating the characteristics into corporate and departmental team building activities, rewarding and recognising staff demonstrating these characteristics in the workplace and imbedding REACH within our recruitment, selection and leadership and development processes.
- ▶ Preparation for the 2015 Enterprise Agreement negotiations will commence in the later part of 2014.
- ▶ Continue to implement an 'interest based' negotiation model for Staff Consultative Committee (on-going Committee Strengthening initiative) and explore the expansion of this to the Enterprise Agreement Negotiation Committee to be established for the 2015 negotiations.
- ▶ Expansion of Council's internal approach to EEO initiatives by partnering with Community Development in the implementation of Council's Diversity Policy. It is anticipated this will extend to initiatives which increase staff awareness of personal bias to better facilitate conscious decision which fosters diversity for both internal and external processes.
- ▶ Business process review and/or regular matter de-brief sessions that support OD's transition from an operational HR focus towards strategic OD initiatives that support high performance. This will include a review of Complaints Investigation Processes.
- ▶ Further integration of the Prevention of Violence Against Women initiatives and support of White Ribbon Day in November 2014.
- ▶ With the successful move to the new Civic Centre in Dandenong work has commenced on fostering greater opportunities for collaboration of staff across the organisation.
- ▶ Work is underway to relaunch the Breakthrough program of continuous improvement across the organisation at both a corporate and local level.

Our Organisation

Absenteeism

Days lost through injury fell by 13.92 per cent in 2013-14 (688 days) when compared with 2012-13 figures of 776 days.

Absence due to illness increased from 2.68 per cent of available working hours in 2012-13 to 2.75 per cent in 2013-14.



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, stress management, back care and manual handling.

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). Compliance audits are periodically undertaken in accordance with Council's internal auditing program and annual workplace inspections of all business units are conducted and reported on.

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

Health and Wellbeing

Council has maintained an active health and wellbeing program, providing staff with a range of activities to try. Following the submission of entries a decision was made by the Health and Wellbeing Committee to approve the name FLARE: 'Flourishing, Lively, Active, Restored Employees'. This slogan provides an important method of branding for the range of services provided by Council. It provides an immediate and cognitive impact that will evoke a positive response from our staff to actively participate in Council's health and wellbeing program.

Staff attended a range of fitness exercise classes, lifestyle programs and actively participated in the annual volleyball competition and mini Olympics. Council has increased its involvement in the Global Corporate Challenge (GCC) in which participants record their accumulated steps each day. The GCC is the world's largest corporate health program and the only one of its kind with independently proven results. The GCC seeks to promote teamwork, reduce absenteeism, and create a culture of resilience across the entire organisation.

Achievements

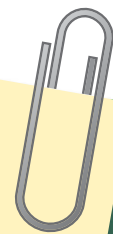
Council was acknowledged under recognition point 1 of the Healthy Together Achievement Program for workplaces. There are also 28 other businesses across this municipality working in the same way. A program of activities has been developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing and assistance for staff with preventative measures in regards to smoking and alcohol.

As a result of the relocation of workplaces to the new Civic Centre in central Dandenong, significant work was completed in the adjustment of Council's WorkCover declaration.

Emergency Management Procedures and plans were developed and implemented at the Drum Theatre complex including a trial evacuation of the theatre complex.

Significant work was completed in the preparation and management of the relocation of over 300 staff to the new Civic Centre in central Dandenong. Work included conducting development emergency management procedures, risk management and business continuity planning for relocating major Council infrastructure, input, assessment and selection of furniture, fixtures and fittings for the new offices.

goals



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.



Work is underway to relaunch the Breakthrough program of continuous improvement across the organisation at both a corporate and local level.

The Year Ahead

Goals for 2014-15 include:

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

Our Organisation

Asset Management

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

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

Council has an Asset Planning Unit, a Business Improvements and Asset Systems Support Team and an Asset Management Project Team that oversees the development of asset management policy and strategy, implementation, monitoring and the continuous improvement of asset management projects, 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. The strategy forms a major component of Council's Corporate Risk Management Framework for the strategic and operational management of infrastructure assets. A Road Management Plan (RMP) has been adopted by Council in terms of the *Road Management Act 2004* and defines levels of service delivery for roads. A draft Drainage Management Plan has also been developed along the same lines of a Road Management Plan.

Planning

Asset Management Plans for Roads (including paths and bridges), drainage, facilities and buildings have been developed. Those plans are currently under review to accommodate enhanced service planning and financial sustainability considerations. Life cycle management plans for parks, reserves and sports grounds, and car parks have been developed and implemented. A reviewed timetable is in place to ensure that these Asset Management Plans remain current and relevant.

Information

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

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.



Great Place: Quality infrastructure including 660km of local roads and 1,098km of footpaths.

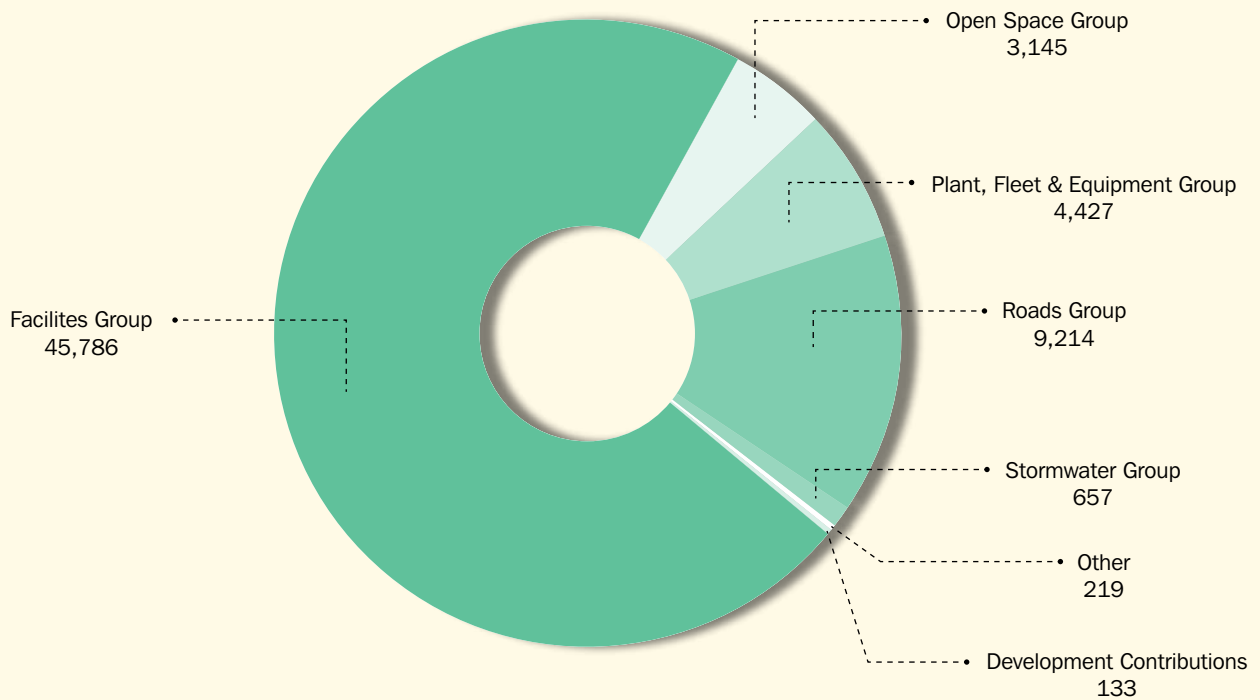
City Improvement Program

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

The yearly City Improvement Program budget is determined within Council's annual budget formulation process and the size of this budget depends on the funds available relative to other Council commitments. Once approved, projects are planned, designed and delivered by 30 June each year. In 2013-14 Council invested \$63.58 million in capital expenditure across a variety of asset types as shown in the chart below:



2013-14 City Improvement Expenditure by Asset Group (\$'000)



Our Organisation

Highlights

GROUP	PROJECT NAME
Facilities	Springvale Municipal Building Project Council has completed site works in respect of the former Springvale Depot as part of the forecast redevelopment of the Springvale Civic Precinct.
Facilities	Municipal Building Project – Dandenong A new municipal civic centre, located in the heart of Dandenong on the corner of Walker and Lonsdale Streets, was completed in March 2014. The project is a landmark capital development that will provide the City of Greater Dandenong community with a leading edge Library facility that caters for all ages and interests and access to community meeting space.
Facilities	Dandenong Netball Centre Modification works to the existing disabled change rooms and signage installation to commensurate with Dandenong Stadium and Springers Leisure Centre.
Facilities	Edinburgh Reserve Pavilion Redevelopment of the pavilion social room, kitchen and both sets of change rooms including shower and toilet areas.
Facilities	Noble Park Football Club and Cricket Club Expansion works to the change room facilities.
Facilities	Springvale Customer Service relocation Renovation of the Springvale Council Chambers for the ongoing provision of customer services in Springvale following the relocation to the new Dandenong Civic Building.
Facilities	Dandenong North Kindergarten (McFees Road) and Dandenong South Kindergarten (Canberra Avenue) Refurbishment and renovations works at these Kindergartens includes the upgrade and expansion of facilities to meet increase in demand for kindergarten places and policy changes from Council of Australian Government (COAG) for universal access.
Facilities	Thomas Street car park Works including electrical services, external doors, boom gates and swipe card access ticketing.
Facilities	Building Renewal Program – Large and Moderate Projects
Open Space	Dogs off leash infrastructure – Booth and Warner Reserve
Open Space	Neighbourhood Passive Parks Upgrade Program
Open Space	Tattersson Park Northern Precinct landscape and Springers Reserve car park expansion design
Open Space	Keysborough Tennis Court resurfacing
Open Space	Sporting Ground Sub-surface Drainage Installation Program
Open Space	Dandenong Park Master Plan implementation (Riverside Precinct)
Open Space	Playground Renewal and Upgrade Program in line with this Playground Strategy
Open Space	Ross Reserve Master Plan implementation (Landscaping)
Roads	Local Area Traffic Management (LATM) implementation and renewal program
Roads	Springvale level crossing removal associated works

GROUP	PROJECT NAME
Roads	Douglas Street Streetscape improvement project
Roads	Footpath Kerb and Channel Renewal Program
Roads	Leafy Legacy Street Tree Planting Program
Roads	Walker and Thomas Streetscape interface
Roads	Road Resurfacing/rehabilitation and Major Patching Program (part funded by Commonwealth Government Roads to Recovery program)
Drainage and Stormwater	Oldham Lane car park drainage mitigation project
Drainage and Stormwater	Stormwater Pit Cover Replacement Program
Drainage and Stormwater	Minor Stormwater Renewal Program
Drainage and Stormwater	Major Stormwater Renewal Program – pipe replacement and relining works
Plant, Fleet and Equipment (PF&E)	Plant, fleet and equipment group includes the ongoing replacement program for Council's heavy plant (trucks, sweepers etc.) and motor vehicle fleet. It further includes the ongoing renewal of library book stock and information technology replacement.



Our Organisation

Service Improvement Process (Best Value)

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

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

There are two main components of the Service Improvement Process:

- ▶ Corporate Planning Framework incorporates annual business planning and service reviews
- ▶ Continuous Improvement initiatives are coordinated through People and Procurement Services.

The Best Value principles provide the foundation for these processes:

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

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 the Annual Plan.

The Council Plan provides an overarching strategic direction for Council's operations, and is delivered through an integrated corporate and service planning framework. This framework encompasses annual business plans and service profiles. The annual business planning

process includes service reviews to ensure an appropriate balance of resources to outputs, and to adjust services according to changing needs. Furthermore, process reviews of services, technological advancements and encouraging innovation within the workplace, then provide refinements at the service level.

Performance Measurement and Reporting

In 2013-14 Council regularly monitored its performance via Quarterly Performance Reports, which covered the financial and performance targets against the Annual Plan.

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 of Council's endeavours.

Continuous Improvement

Historically Council has employed a 'Lean' and 'Six Sigma' improvement methodology and applied this to major business processes. Every year the Executive Team select a major council business process for review having taken into consideration the results of an organisational diagnostic tool, emerging factors such as sector or government trends/initiatives and relevant local issues.

Examples of recent processes reviewed using this methodology include:

2010-11	<ul style="list-style-type: none"> • Completion of the Food Services re-design for the Regional Food Kitchen. • Review of Council's Procurement Process in conjunction with the State Government initiative Council's Reforming Business Program.
2011-12	<ul style="list-style-type: none"> • Library Services Introduction of Radio Frequency Identification Technology (RFID).
2012-13	<ul style="list-style-type: none"> • During this year improvement activities were monitored through the quarterly reporting.
2013-14	<ul style="list-style-type: none"> • During this year, improvement activities were monitored through the quarterly reporting process.

For the year ahead, a re-launch of the Continuous Improvement Program will be undertaken including an expanded scope of activities reviewed under this initiative, improved reporting and engagement of key stakeholders and increasing internal capability on improvement efforts across the organisation both at a corporate and a local level.

Additional information on the improvement methodology or summaries of the improvement projects undertaken can be obtained from the People and Procurement Services Department on (03) 8571 5245.

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

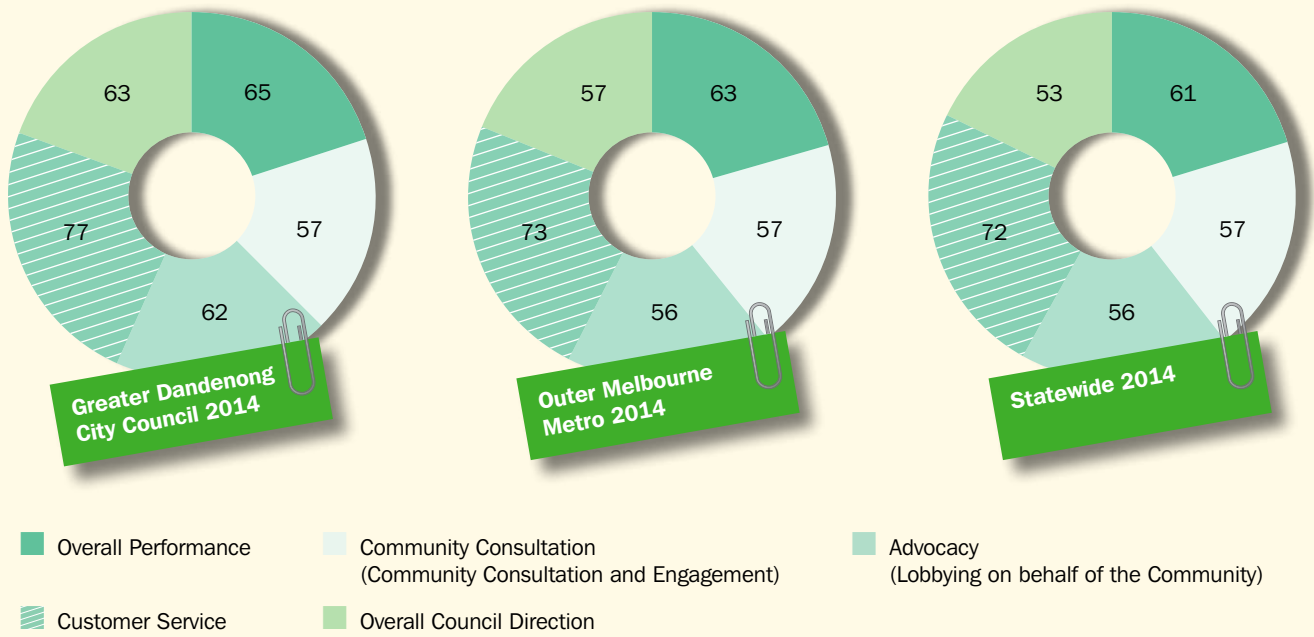
Community Satisfaction

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

The City of Greater Dandenong participated in the 2014 Survey. The results achieved indicated that there are very high levels of community satisfaction with Council's services, with scores higher than the statewide and group 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.

Summary of Key Community Satisfaction Index Score Results Performance Measures



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.

A Road Management Plan has been developed in accordance with the provisions of the *Road Management Act 2004*.

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 has been reviewed to focus on better integration between the planning and risk functions.

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

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

A Risk Register has been implemented which contains both operational and strategic risks as identified by Council's Business Units and the Executive Management Team. These risks are monitored periodically to ensure that effective controls are maintained and to ensure there is adequate mitigation of risk. Emerging risks are identified during these reviews.

Business Continuity

The Business Continuity Plan ensures that the functions of Council can be continued in the event of a disaster affecting the operations and delivery of service with specific reference to 'Building Access Denial', 'Significant Staff Absence' (Pandemics) and 'IT Disaster and Records Recovery'. During 2014, Council undertook an extensive review of its IT Disaster response as part of the relocation to the new civic centre. This included the review of local area response plans.

Fraud Risk Management

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

Memberships

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

Council is also a member of the Continuity Forum, an active network of organisations with a shared interest in developing resilient continuity and disaster recovery plans. It also participates in the MAV Insurance (LMI) best practice forums.

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.

Community Relations



Use of the National Relay Service and hearing loop technology has been made available throughout the new council building.

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.

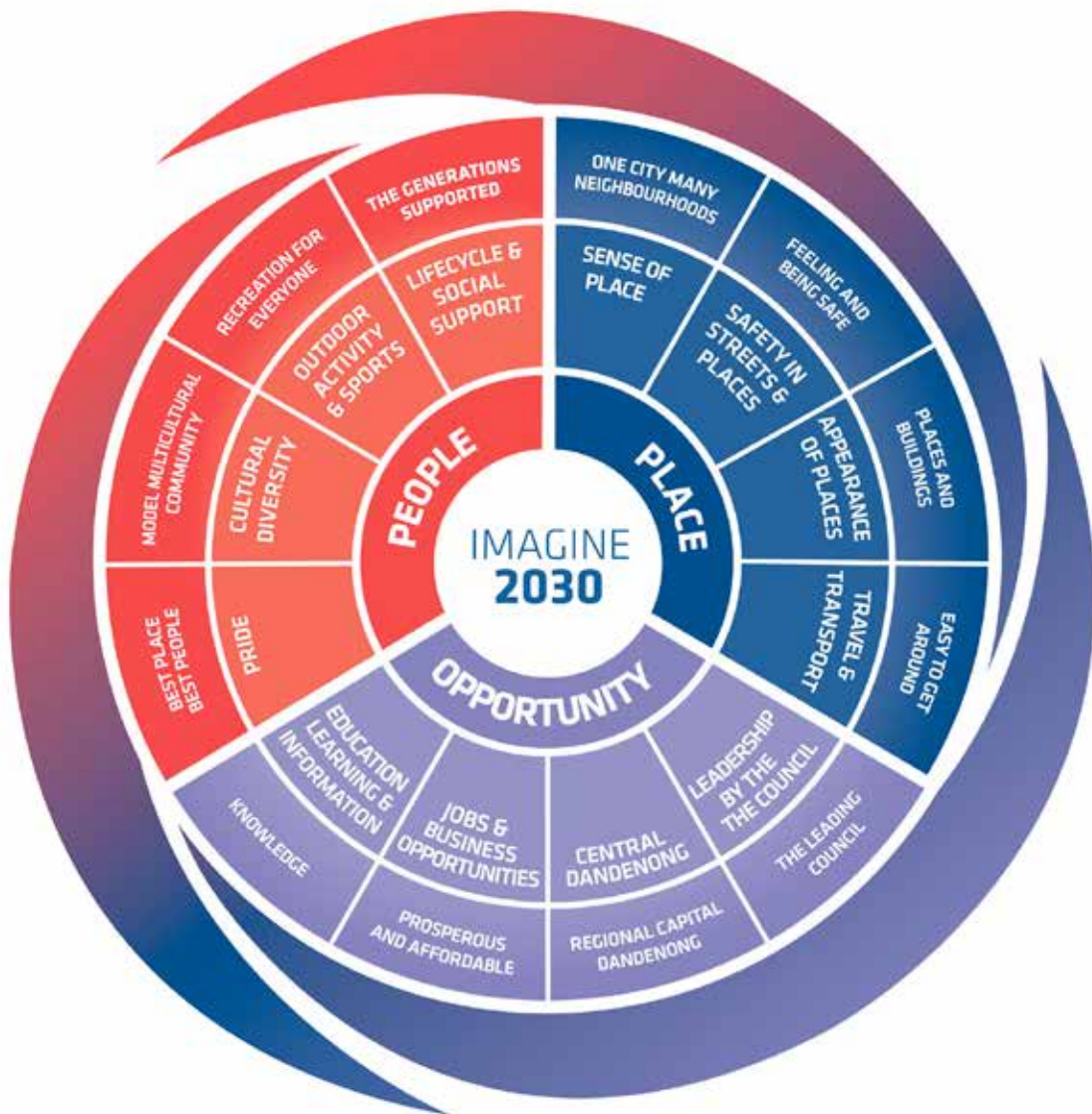
This consultation also informs the planning stages of the Council Plan, and other plans such as the Community Wellbeing Plan.

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 next Council Plan 2013-2017, and will also be used as a foundation for other planning and consultation processes.



participate



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.

Community Relations



The Community Support Grants Programs 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.

Health and Wellbeing in Our Community

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

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

The Act specifies Council's functions and responsibilities with regards to Public Health and Wellbeing, and the Plan outlines how Council will fulfill these and contribute to improved public health and wellbeing outcomes for residents in the municipality.

During the 2013-14 financial year, the implementation of the Community Wellbeing Plan 2013-17 has included ongoing activities of the Community Wellbeing Plan Reference Group to encourage collaborative planning with local health and community service agencies.

The role of the Reference Group includes:

- ▶ Contributing to the implementation and regular review of the Community Wellbeing Plan (CWP)
- ▶ Investigating opportunities to address the Priorities and Strategic Actions of the CWP
- ▶ Identifying potential partnerships, particularly in areas of overlapping programs or service gaps.

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

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



Assume a sustainable approach to the management and use of water resources.

The report illustrates Greater Dandenong's commitment to maintaining the health of the natural environment, reducing ecological impact and building a sustainable future for residents.

State of the Environment Report

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

The State of the Environment Report 2013-14 centres upon the themes of biodiversity, water, waste, sustainable transport and climate change.

Through a number of initiatives, the Council aims to:

- ▶ Improve biodiversity and the health of ecosystems throughout the municipality
- ▶ Assume a sustainable approach to the management and use of water resources
- ▶ Commence an integrated method of waste management across the municipality
- ▶ Implement a safe integrated sustainable municipal transport system
- ▶ Reduce greenhouse gas emissions and increase the resilience to the impacts of climate change across the municipality.

The actions identified in this report have specific objectives which focus on achieving intermediate outcomes, and have been established through consultation with the relevant departments responsible for their implementation.



18 consultations were undertaken with community members throughout the year covering several topics including access to public spaces, parking, streets, recreation, respite and transport.

The 'Disability Action & Inclusion' enews is now sent to around 300 local people with disabilities and community organisations.

Disability Action Plan

The Disability Action Plan and the Disability Policy are now in the fourth year of implementation and are due for review in 2014. Consequently a Disability Advisory Committee (DAC) and a Disability Community Reference Group (DCRG) have been formed to review these documents and advise council of the direction over the next four years. Both the DAC and DCRG have independent representatives from the community, including representatives from service providers, local residents, Councillor representatives and staff.

Information

The 'Disability Action & Inclusion' enews is now sent 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 encourage participation in consultative opportunities.

Consultation

18 consultations were undertaken with community members throughout the year covering several topics including access to public spaces, parking, streets, recreation, respite and transport. Consultation occurs through community events and focus groups and is also invited through the enewsletters. There was one community forum (Aged and Disability Services Expo) created in partnership with the Springvale Indo-Chinese Mutual Assistance Association Inc. held at the Springvale Town Hall.

Employment

Council commenced a silver membership with the Australian Network on Disability in 2013. This has resulted in opportunities for continued work on employment and traineeship within council and in the wider community with local businesses. A successful three month disability internship was completed within council and initiated the adoption of a reasonable adjustment policy. The South East Disability Employment Network has been established to look at increasing opportunities for employment for people with disabilities. The network involves members from other Councils, employment services, local learning networks and DHS.

Community Relations

Buildings

Following an access audit of Council's buildings a 20 year action plan to meet access requirements has been developed. After the joint efforts of Council and local disability organisations an accessible care facility was built in the new Dandenong municipal office. Taxi pick up and drop off points around the new building have been established. Council was able to achieve the inclusion of lifts and ramps at the new Springvale Station. The refurbishment of the Liberty Swing has made access and use of the swing easier and more enjoyable.

Technology

Portable hearing augmentation equipment has been implemented to assist Community Care staff to assist with community consultations. Use of the National Relay Service and hearing loop technology has been made available throughout the new council building with staff training sessions in the use of this equipment being provided. The Recharge Scheme has been installed at eight locations around the municipality allowing people using electric scooters and wheelchairs to recharge them on site. The Council disability website has been transformed to have a larger access to information, services and assistance within the city.

Training

Information sessions for library and customer service staff were provided to increase front line communication, accessibility and information for people with disabilities.

Training for staff at the three recreational/leisure facilities (Springers, Noble Park Aquatic Centre and Oasis) was provided to increase the skills and confidence to better engage and include all people, initially targeting people with a disability. This has been done through an online learning tool as a pilot program.

A leadership program for local woman with disabilities has commenced to assist them to be leaders in their community, bringing together diverse backgrounds to share experiences and solutions to problems of social disadvantage.

The Disability Action Plan is available on Council's website www.greaterdandenong.com.



The Disability Action Plan assists everyone in our city to enjoy local facilities.



Community Funding Program



The Community Grants Program assists local groups/organisations in running cultural festivals and activities, like the Lunar New Year Festival held in Springvale.

Community Grants Program

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

Community Support Grants Program

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

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

Health and Wellbeing Grants

Health and Wellbeing Grants were offered during 2013-14 to support projects that improve the health and wellbeing of our community where we live, learn, work and play.

Funding of \$20,000 was made available for these projects by Healthy Together Greater Dandenong, a joint initiative of the City of Greater Dandenong and the Victorian State Government.

Sponsorships Program

The City of Greater Dandenong provides sponsorships 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.

Councillor Donations Fund

The Councillor Donations Fund is open both to groups and individual residents of the City of Greater Dandenong:

Not-for-profit community groups can request up to \$1,000 for projects, programs, or activities that will benefit residents of the City of Greater Dandenong.

Individual residents can request up to \$750 for travel and accommodation expenses to participate in elite sports events, to perform or produce works of art, or for training to serve the community as a volunteer.

Information about the purposes for which requests can be considered is attached to the request form. The program is open year-round with no specific closing date.





support

Community Support Grants Program (CSGP)

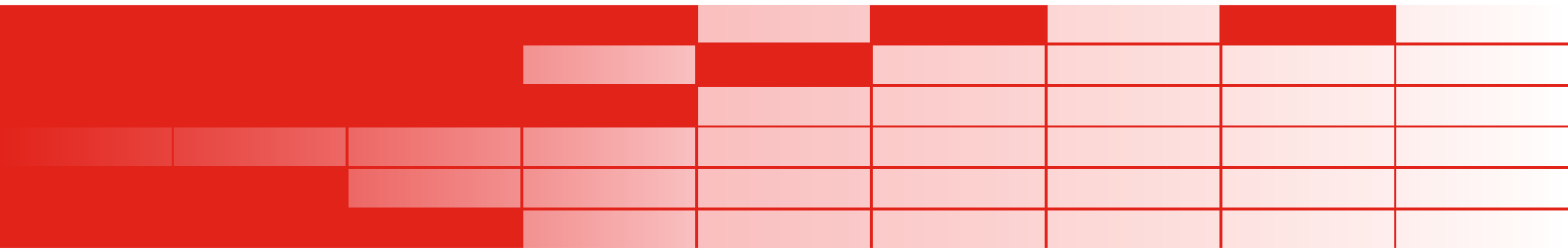
Round 1

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
AA Combined Groups at Palm Plaza	Alcoholics Anonymous meetings	\$10,684
Afghan Australian Association of Victoria Inc.	Community activities and functions at the Jan Wilson Community Centre	\$2,000
African Communities Foundation Australia	Noble Park African Youth Drop In Centre	\$7,100
African Communities Foundation Australia	African Women's Group and Kids Club	\$5,000
Alzheimer's Disease and Related Disorders Association of Victoria Inc.	Dance, Drama, and Drum to Fight Dementia: An Intergenerational Multicultural Seniors Festival	\$3,860
ARAFEMI Vic Inc.	Fostering Recovery through Art (FRART)	\$3,000
Asian Women's Friendship Association	Yoga & art class	\$804
Association of Hazaras in Victoria Inc.	End of Ramadan celebration	\$1,000
Aus Audio Visual Arts Association Inc.	Free medical seminar at the Springvale Town Hall	\$1,000
Australian Burma Development Association	Burmese Tazaungmone Festival	\$1,500
Australian Hazara Students Group	All Hazara Youth Conference	\$1,500
Australian Muslim Women's Centre for Human Rights	Community lunch and meeting for Refugee Muslim Women	\$2,500
Bor Community Association of Australia Inc.	Use of Utilities information session	\$1,000
C8 Journey Inc.	Bounce Refugee Youth Mentoring Program	\$3,000
Cambodian Association of Victoria Inc.	Supported disadvantaged Cambodian/Australian Women's Group	\$1,860
Cambodian Association of Victoria Inc.	Youth sport and recreational activities	\$2,790
Cambodian Association of Victoria Inc.	A fun walk in the shopping centre and Celebrate our Cultural Ceremony	\$1,560
Chollo Community Christian Fellowship Inc.	Bringing together to empower and support the Sudanese Community	\$2,000
Country Women's Association – Dandenong Branch	Hall hire to support activities of the CWA	\$3,816
Dandenong & District Historical Society Inc.	New website for the Dandenong & District Historical Society	\$4,000
Dandenong Community Advisory Bureau Inc.	Cross-cultural training for volunteers	\$6,930
Dandenong Eid Festival Inc.	Dandenong Eid-al-Adha Festival 2013	\$5,000
Dandenong Neighbourhood House Inc.	Connecting creative communities through art therapy	\$10,000
Fusion Theatre Inc.	Visible – altering community perceptions of difference	\$10,000
Haileybury Athletics Club Inc.	Athletics equipment for Ross Reserve – Stage 1	\$5,000
Hazara Australian Community Association of Victoria	Young Dandenong Soccer Team	\$1,000
Hazara Australian Community Association of Victoria	Ramadan Eid Celebration	\$1,000
Judo Victoria Inc.	Southern Cross International Judo Tournament	\$4,581
Keysborough Learning Centre	Volunteer leadership & training program	\$3,000
Liberian Community of Victoria Inc.	Community forum to encourage youth to get back to school and Flag Day Ceremony	\$1,000
LINK Employment and Training	Photo Voice community project	\$1,000

Community Funding Program

Round 1

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Lopit Community Association of Australia	Training Lopit Young People in cultural arts and performances	\$2,350
Lopit Community Association of Australia	Training Lopit Young People in cultural arts and performances	\$2,350
Magwi Development Agency Australia Victoria Branch Inc.	Water safety swimming skills for children	\$1,016
Nasir Community Association Inc.	Nasir community students' weekend homework support program	\$2,500
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon – Dandenong Branch	Social functions for multicultural senior citizens	\$524
Neighbourhood Watch Victoria Inc.	Junior Watcher Activity Program	\$3,000
Noble Park Chess Club Inc.	Traditional National Chess Championship plus subsidiary tournament for players of all standards	\$10,000
Noble Park Community Action Forum Inc.	Community awareness, education & community building campaign	\$1,075
Noble Park Community Centre Inc.	Noble Park Community Art Show	\$2,500
Noble Park Occasional Childcare Inc.	Family health and services information session	\$1,036
Nuer Christian United Churches	Strengthening families in the Sudanese community	\$2,000
Project Respect Inc.	Information provision for women in the sex industry in Greater Dandenong	\$6,000
Red Chamber Chinese Opera Group Inc.	Mid-Autumn Festival Celebration	\$1,000
SEWA International (AUST)	Celebration of festivals and events	\$2,000
Shakti Migrant & Refugee Women's Support Group Melbourne Inc.	Community advocacy training & volunteer experience for Asian, African, & Middle Eastern women	\$3,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	Community services include information, counselling, assisting with immigration, Centrelink and the ATO	\$2,000
South Waverley Sandown Cobras Football Club Inc.	All abilities sports at Edinburgh Reserve	\$3,505
Springvale Basketball Club Inc.	Basketball for all	\$5,000
Springvale Italian Senior Citizens Club	30th Anniversary of the Club	\$1,000
Springvale Mandarin Network	Springvale Chinese Art Festival	\$2,800
Springvale Park Special Developmental School	Siblings Club	\$3,800
St James Anglican Church	150th Celebration of St James and the Dandenong Community	\$8,615
The Big Issue in Australia Limited	Dandenong community street soccer	\$3,300
THE HE Vietnamese Language Centre	Australian Identity	\$1,000
The Russian Senior Citizens Club in Dandenong Inc.	Transport, exercise and administration for Seniors Club	\$4,500
The United Vietnamese Buddhist Congregation of South Eastern Melbourne Inc.	Community wellbeing and health program	\$2,500
TLIE (Too Low in English)	TLIE volunteer program	\$5,436
U3A Dandenong Inc.	Arts and Crafts Show	\$1,000
Ventana Hispana (Spanish Window)	We Are One and Many	\$1,400
Victorian Immigrant and Refugee Women's Coalition	Women building respectful and resilient communities	\$6,000
Victorian Multi Ethnic Slavic Welfare Association Inc.	There is no age limit to stay active in the community	\$1,000



Round 1

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Victorian Tamil Cultural Association Inc.	The Thai Thirunal Thamilar Thirunal Celebration	\$2,000
Victorian Tamil Cultural Association Inc.	Navarathri Festival – Festival of Education	\$1,000
Vietnamese Performing Arts Centre	Social dance classes	\$1,000
Young African Connection	Young African Connection Soccer tournament and awards community dinner	\$3,500
TOTAL	65 applications	\$206,841



Community Funding Program



The grand total amount allocated through all community funding programs in the 2013-14 financial year was \$1,531,722.

Round 2

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Al-Ehssan Women's Group	Al-Ehssan Support Group for Women	\$850
Arbias Ltd	Serenity & Harmony – celebrating diversity	\$3,000
Arts Access Society Inc.	The Arts Studio	\$3,300
Association of Australian Students from Afghanistan (AASA)	Nawroz Festival	\$3,000
Association of Hazaras in Victoria Inc.	Afghan New Year Celebration	\$1,500
Association of Hazaras in Victoria Inc.	Drive Safe	\$2,500
Australia-Burma Society	Diverse Youth Leadership Project	\$3,388
Australia-Burma Society	Burmese New Year Celebration and its Harmony Soccer Cup	\$2,500
Australia-Burma Society	Burmese Lantern Festival	\$1,500
Australian Indian Innovations Inc.	Holi Festival 2014	\$2,500
Avocare Ltd	Food safety training for local food relief, food rescue and food service volunteers	\$3,800
Bangladesh Cultural Group Inc.	Solidarity Curriculum Day for migrants	\$1,500


Round 2

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Bengali Association of Victoria Inc.	Multicultural Historical Drama	\$2,500
Bosnia Hercegovnia Centre of Springvale Inc.	Provide equipment and costumes for a Folklore Group and Women's aerobic and pilates training	\$1,000
Burmese Women's Alliance	Art & craft project	\$1,500
Dandenong Community Advisory Bureau Inc.	Development of a website to improve community access to information and support services	\$1,000
Dandenong Family Drug Help Support Group	Peer based self help group for families and friends of those with substance abuse	\$730
Dandenong Little Athletics Centre	New centre uniforms	\$1,000
Dandenong Primary School	140 Years birthday celebration	\$2,000
Dandenong Women's Cricket Club	Get into cricket with the Lions	\$2,500
Darfur Australia Network Inc.	A multicultural indoor soccer tournament for peace	\$3,000
Eastern Regions Mental Health Association Inc.	A Christmas Day lunch in Dandenong for homeless and alone people	\$700
Eelam Tamil Association Victoria	Strengthening community resilience	\$2,000
HOPE Worldwide (Australia) Ltd	Social cricket and volleyball for Asylum Seekers	\$4,000
HUM TUM	Raising awareness of respectful relationship and gender equality in Dandenong Indian community	\$3,000
Italian Elderly Citizen Club Noble Park Inc.	Valentine's Day family BBQ in the park	\$600
Jewish Aid Australia Limited	Sudanese youth engagement	\$7,000
Keysborough Learning Centre	First aid training for volunteers	\$2,400
Killester College	Keeping up with the Kids – digital literacy for parents and other adults	\$1,000
Lutheran Church of Australia Victorian District – South East Melbourne Region Mission Council	YAP Youth Activities Program for Sudanese Youth	\$2,000
Magwi Development Agency Australia Victoria Branch Inc.	Family Traditional Get Together Day	\$600
Malayalee Association of Victoria Inc.	Malayalam Class for Kids	\$1,000
Multicultural Arts Victoria Inc.	The Hazaragi Project – An arts and skills development project for Dandenong's Hazara community	\$2,500
Multicultural Women's Friendship Network	Providing women with support and wellbeing to prevent social isolation	\$1,000
Multicultural Women's Friendship Network	Family Violence Awareness Campaign	\$1,500
Netball Victoria	Netball for all	\$5,000
Noble Park Chess Club Inc.	Junior coaching program	\$600
Noble Park Community Action Forum Inc.	Community awareness, education and community building activities	\$1,200
Noble Park Occasional Childcare Inc.	Commonwealth Games Day	\$600
Pacific Parents Support Group	Host Pacific Play School Festival 2014	\$2,000
River Jiang Arts Inc.	2014 Horse Year Lantern Show – full day event	\$1,500
Rodriguan Social Club of Victoria Inc.	Activities for seniors to improve their wellbeing	\$1,000
Rotary Club of Noble Park	Dolly Parton Imagination Library	\$3,500
Serbian Orthodox Dance Group Sumadija	Multicultural Family Day	\$600

Community Funding 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.



APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Skate Victoria Inc.	Junior Roller Derby Development Program	\$1,500
South Group Indoor Biased Bowls Association Inc.	Indoor Bias Bowls Tournament at the Dandenong Showgrounds	\$2,000
Southern Cross Kids Camps	Dandenong Kids for Boundless Futures: restoring abused children for a vibrant community	\$2,400
Southern Ethnic Advisory & Advocacy Council	Refugee Week Celebration	\$3,000
Southern Migrant & Refugee Centre Inc.	Learner Driver Assistance Program for Bridging Visa E Holders	\$8,000
Springvale Learning and Activities Centre Inc.	Dandenong community stories	\$2,500
Springvale Mandarin Network	Chinese New Year and Australian Day Celebration	\$1,500
Springvale Neighbourhood House Inc.	Celebrating Our Diversity Day	\$2,500
Springvale Park Special Developmental School	Teen Club	\$2,700
Springvale Rise Primary School	English Language classes and 'Let's Read' literacy program for isolated/newly arrived families in CGD	\$3,000
St John Ambulance Australia (Victoria) Inc.	Fully stocked First Aid kits for St John Ambulance Greater Dandenong Division volunteers	\$1,282
Strength Multicultural Volleyball Inc.	Multicultural Volleyball Tournament 2014	\$1,500
The Union of Greater Upper Nile States Inc.	Third Anniversary of the Independence of South Sudan Celebration	\$2,500
TRY Australia	Mentoring in the Hood – Group based mentoring for young people aged 7-17 years	\$6,000
Twich Women's Sewing Collective Inc.	Developing Twich Women Group: through innovation and building a stronger enterprise	\$4,000
U3A Dandenong Inc.	20 Year Anniversary Celebrations	\$500
VEIL Education Inc.	Pop into Dandenong, and play Against Violence	\$1,000
Victorian Tamil Cultural Association Inc.	Quarterly community newsletter	\$1,500
Vietnamese Freedom Day Club	Vietnamese Freedom Day Club – Caring for the wellbeing of the Vietnamese community	\$1,000
Vision Australia Limited	Tandem bikes for all abilities in Greater Dandenong	\$2,000
Xinjiang Chinese Association of Australia, Inc.	Activities at Noble Park Community Centre	\$3,500
TOTAL	65 applications	\$143,750

projects



Southern Cross International Judo Tournament, hosted at Springers Leisure Centre.



Workshop hosted by Serbian Community Association of Australia.

Health and Wellbeing Grants

Round 1

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Harrisfield Kindergarten Inc.	Harrisfield healthy recipes	\$800
Liech Nuer Community Association in Australia Inc.	Healthy cooking and better nutrition for Liech Kids	\$3,000
Sandown Park Kindergarten Inc.	Growing our own veggies and sharing our growing experiences	\$432
Serbian Community Association of Australia Inc.	Healthy eating in the Serbian community	\$2,200
Springvale Park Special Developmental School	Springvale Park's Edible Garden	\$3,000
VEIL Education Inc.	Healthy Generation – food for primary school children	\$1,500
TOTAL	6 applications	\$10,932

Round 2

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Arabic Women Seniors Group	Healthy Eating Healthy Living – Teach seniors how to cook healthy traditional food	\$2,000
Australian Red Cross Society	Healthy Living for Every Culture – Student workshops at Noble Park English Language Centre	\$3,560
Lyndale Secondary College	Lyndale Kitchen Workshop and Community Outdoor Eating Area – Sustainability Program	\$2,500
South East Liberian Women, Youth and Children Association Inc.	Skills training in hair plaiting and cooking	\$1,000
TOTAL	4 applications	\$9,060

Community Funding Program



Dandenong Neighbourhood House Men's Shed program.

Sponsorships Program

APPLICANT NAME	PROJECT TITLE	AMOUNT GRANTED
Dandenong Agricultural & Pastoral Society Inc.	Dandenong Show 2013	\$15,000
Dandenong Basketball Association Inc.	Dandenong Jayco Rangers WNBL Basketball Team	\$30,000
Dandenong Basketball Association Inc.	2014 Southern Cross Challenge	\$2,000
Greater Dandenong Chamber of Commerce	Greater Dandenong Carols by Candlelight 2013	\$15,000
Latin American Friendship Fonda la Clinica of Victoria Inc.	Chilean Latin American September Festival 2013	\$10,000
Lions Club of Noble Park Keysborough Inc.	Annual Summer Community Festival	\$18,000
Melbourne Racing Club	Greater Dandenong Race Day 2014	\$17,000
Orchid Societies Council of Victoria	Melbourne Orchid Spectacular 2013	\$3,000
Springvale Asian Business Association	Springvale Lunar New Year Festival 2014	\$25,000
Vietnamese Community in Australia – Victoria Chapter	Vietnamese Tet Festival 2014	\$10,000
Windmill Theatre Company Inc.	Production of "Joseph and the Amazing Technicolor Dreamcoat"	\$15,000
TOTAL	11 sponsorships provided	\$160,000

Community Partnerships Funding Program

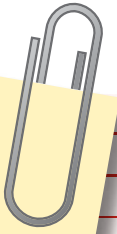
ORGANISATION	FUNDING PURPOSE	AMOUNT FUNDED
Community Advice Bureaus		
Dandenong Community Advisory Bureau Inc.	Operational Support	\$151,276
Springvale Community Aid & Advice Bureau Inc.	Operational Support	\$235,992
	Sub-Total	\$387,268
Neighbourhood Houses and Community Centres		
Dandenong Neighbourhood House Inc.	Operational Support	\$64,399
Keysborough Learning Centre Inc.	Operational Support	\$68,020
Noble Park Community Centre Inc.	Operational Support	\$36,833
Springvale Learning and Activity Centre Inc.	Operational Support	\$36,833
Springvale Neighbourhood House Inc.	Operational Support	\$63,017
Wellsprings for Women Inc.	Operational Support	\$97,405
	Sub-Total	\$366,507
Material Aid Agencies		
Dandenong & District Benevolent Society Inc.	Operational Support	\$34,386
Springvale Benevolent Society Inc.	Operational Support	\$15,201
St Vincent de Paul Society	Operational Support	\$15,201
Joey's Van	Operational Support	\$7,906
We Care Community Services Inc.	Operational Support	\$16,099
Cornerstone Contact Centre Inc.	Operational Support	\$16,099
	Sub-Total	\$104,891
Community Services		
Care & Communication Concern	Handbrake Turn Dandenong	\$19,080
Cambodian Association of Victoria Inc.	Ethnic Youth Development Officer	\$20,000
	Sub-Total	\$39,080
Cultural Services		
City of Greater Dandenong Band	City of Greater Dandenong Band	\$20,688
Dandenong & District Historical Society	Dandenong & District Historical Society	\$2,500
Springvale & District Historical Society	Springvale & District Historical Society	\$2,000
Interfaith Network of the City of Greater Dandenong Inc.	Organisational Support and Annual Gathering	\$15,500
	Sub-Total	\$70,001
GRAND TOTAL		\$938,433

Community Funding Program

Councillor Donations Fund

APPLICANT NAME	PROJECT PURPOSE	AMOUNT FUNDED
Aaliyah Corles	Assist Aaliyah to compete at the South Pacific Wushu Games	\$510
Advocacy for Oromia Association in Victoria Australia Inc.	Organise welcoming events for new arrivals	\$100
Africa Day Australia Inc.	Hold auditions for the Africa's Got Talent competition	\$805
Albanian Sakie Islamic Society of Dandenong Inc.	Provide activities for children and youth	\$1,000
Alexandar Ivetic	Support Alexandar to compete in the Australian Karate Federation National Championships in Hobart	\$109
Apsara Melbourne Band	Purchase musical instruments and assist in running music classes	\$991
Association of Hazaras in Victoria	Assist Afghan asylum seekers living in the community in Greater Dandenong	\$150
Association of Ukrainians in Victoria – South Eastern Branch	Stage the annual Ukrainian Community Cultural Day	\$700
Asylum Seeker Resource Centre	Hold a volunteer information session	\$200
Aus Audio Visual Arts Association Inc.	Hold a fundraising event at The Drum Theatre	\$400
Australia Friendship Chess Tournament Inc.	Assist with the cost of hiring venues and organising tournaments	\$1,000
Australian Burma Development Association	Celebrate the Burmese Water Festival	\$200
Australian Burma Development Association Inc.	Celebrate the Burmese WASO festival	\$390
Australian Ceylon Fellowship	Hold a lunch for Sri Lankan senior citizens	\$200
Australian Ceylon Fellowship	Host a lunch for past committee members	\$700
Bahriye Demirkiran	Compete in a Taekwondo Championships in Korea	\$105
Bangladesh Cultural Group Inc.	Organise the Massive festival in August 2014	\$150
Burden Park Bowling Club	Purchase trophies and assist with catering for the Greater Dandenong Champions of Champions Event	\$300
Burgher Association (Australia) Inc.	Assist with hiring the Dandenong Library Meeting Room for committee meetings	\$225
Burgher Association (Australia) Inc.	Hire the Dandenong Library Meeting Room	\$100
Burmese Muslim Community Association	Hire a hall to run a variety of community programs	\$150
Burmese Women's Alliance	Purchase sewing materials for a craft project and cover catering costs	\$200
Cambodian Australian Network of Students Inc.	Organise a party for undergraduate and post-graduate students	\$1,000
Cambodian Broadcasting Network	Host a Khmer Youth Talent Showcase at the Drum Theatre	\$150
Ceylonese Welfare Organisation Inc.	Assist with the costs of a mid year luncheon to be held in May	\$400
Ceylonese Welfare Organisation Inc.	Organise an end-of-year function	\$450
Chanh Dao Buddhist Youth Association Inc.	Fund community programs at the Noble Park Community Centre	\$1,000
Circolo Pensionati Italiani Di Oakleigh e Clayton	Celebrate the 30th Anniversary of the club	\$600
City of Greater Dandenong Band Inc.	Purchase uniforms for the Dandenong Youth Brass Band	\$450

initiatives



APPLICANT NAME	PROJECT PURPOSE	AMOUNT FUNDED
Corona Italian Seniors Club	Celebrate Father's day	\$1,000
Country Women's Association – Noble Park Branch	Organise a day trip to the country	\$655
Dandenong & District Aborigines Cooperative	Hold a White Ribbon Day celebration	\$1,000
Dandenong & District Historical Society	Celebrate the group's 50th anniversary	\$1,000
Dandenong & District Orchid Club Inc.	Stage the Annual Orchid Show at the Paddy O'Donoghue Centre	\$150
Dandenong & District Orchid Club Inc.	Hold monthly meetings for the club	\$300
Dandenong & District Orchid Club Inc.	Hold an orchid show	\$200
Dandenong Agricultural & Pastoral Society Inc.	Purchase display cabinets to store Agricultural artefacts	\$550
Dandenong City Bowling Club Inc.	Maintain the bowling greens	\$200
Dandenong Ministers' Fellowship	Take a group of asylum seekers for an excursion	\$200
Dandenong Ministers' Fellowship	Organise a thanksgiving breakfast	\$500
Dandenong Neighbourhood House Inc.	Purchase 4 new moveable woodwork benches and tools	\$500
Dandenong Primary School	Stage a school production at St Mary's auditorium	\$600
Dandenong Rangers U14 Girls (Basketball)	Compete in the National Championships in Brisbane	\$745
Dandenong West Football Club Inc.	Hold a pre-season camp and training for the under 19s squad	\$100
Dandenong West Football Club Inc.	Assist with the running of the club	\$200
Dandenong West Primary School	Run an after-school activities program	\$450
Dandenong West Primary School	Hold a community street festival	\$550
Daniel Hamilton	Assist Daniel to compete at the National All Schools Championships	\$750
Dingley Village Community Advice Bureau	Provide material aid to residents of Greater Dandenong	\$200
Eelam Tamil Association Vic Inc.	Organise the Festival of Lights	\$150
Emergency Resources, Care Department, Kingston City Church	Provide material aid to disadvantaged people from Greater Dandenong	\$200
Good Shepherd Youth and Family Services	Run a Bring Your Bill day in Dandenong	\$250
Greek Community of Springvale	Celebrate Father's Day and Christmas	\$250
Greek Community of Springvale	Provide an Easter lunch and a Mother's Day celebration	\$350
Greek Senior Citizens of St Athanasios Parish	Hold a Father's Day lunch at the Village Green Hotel	\$1,000
Greg Sturrock	Compete in the International Ice Hockey Federation World Championships	\$250
Harrisfield Kindergarten	Hold a social event to celebrate Harmony Day	\$300
Harrisfield Kindergarten	Organise an excursion to the City of Greater Dandenong Civic Centre	\$400
Harrisfield Kindergarten Inc.	Stage an excursion for children to attend the Monash Children's Hospital Awareness Program	\$300
Hazara Australian Community Association of Victoria Inc.	Organise an information session for Afghan asylum seekers	\$200
Heming Hu	Assist Heming to compete at a table tennis championships in Sydney	\$560
Instituto Nazionale per la Guardia D'Onore Alle Reali Tombe del Pantheon	Hold a Christmas Community Function	\$1,000

Community Funding Program

APPLICANT NAME	PROJECT PURPOSE	AMOUNT FUNDED
Italian Elderly Citizen Club Noble Park Inc.	Celebrate the club's 23rd anniversary	\$400
Italian Elderly Citizen Club Noble Park Inc.	Organise a day trip to pick strawberries	\$600
Italo-Spanish Club Inc.	Assist with the costs of the 29th Anniversary Dance Celebrations	\$300
Italo-Spanish Club Inc.	Stage a Father's Day celebration	\$450
Italo-Spanish Club Inc.	Organise Mother's Day lunch	\$250
James G Dow	Publish a novel "A Reluctant Hero"	\$750
Justin Carlsson	Participate in the Victorian President's Shield Team	\$100
Kate Winterton	Participate as an artist in residence at Hill End AIR in Bathurst	\$410
Keysborough Freedom Club Coop Ltd	Run a Twilight Market fundraising event	\$320
Keysborough Tennis Club Inc.	Replace the globes in the lights on the tennis court	\$350
Keyzpark Calisthenics Club	Purchase equipment, subsidise students from financially disadvantaged backgrounds, and assist with costs for the end of year concert	\$600
Lamezia Terme Senior Citizens Club	Stage a Christmas party	\$250
Lamezia Terme Senior Citizens Club	Hold a Mother's Day celebration	\$200
Lions Club of Dandenong Inc.	Allow disadvantaged children to attend a holiday camp	\$555
Lupus Foundation	Organise a Lupus event in the City of Greater Dandenong	\$250
Macedonian Orthodox Church Community St Dimitrij Solunski Springvale	Organise a Macedonian cultural festival	\$340
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Celebrate Macedonian National Day in September	\$100
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Celebrate Christmas	\$400
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Celebrate International Women's Day	\$500
Matthew Francois	Compete in the Australian Junior Championships	\$200
Maywand Incorporated Association	Celebrate the end of Ramadan	\$100
Melbourne South Eastern Region Chinese Friendship Centre of Victoria Inc.	Celebrate the club's 10th anniversary	\$760
Mersim Memeti	Support Mersim to compete in the National Youth Championship in Coffs Harbour	\$750
Mohammad Mahdi Shabani	Assist Mohammad to compete at the South Pacific Wushu Games	\$260
Molise Club Melbourne	Provide regular excursions and luncheons for senior citizens	\$1,000
Multicultural Scouts – Victoria Branch	Purchase a drinking water fountain	\$1,000
Multiethnic Support Network	Assist with the costs of 4 English language classes	\$650
Nagamuthu Ramalingam Wickiramasingham	Attend the National Ethnic & Multicultural Broadcasters Council Conference	\$400
Napoli Family Club	Stage a Christmas party	\$270
Napoli Family Club	To help cover the costs of a Mother's Day Celebration	\$300



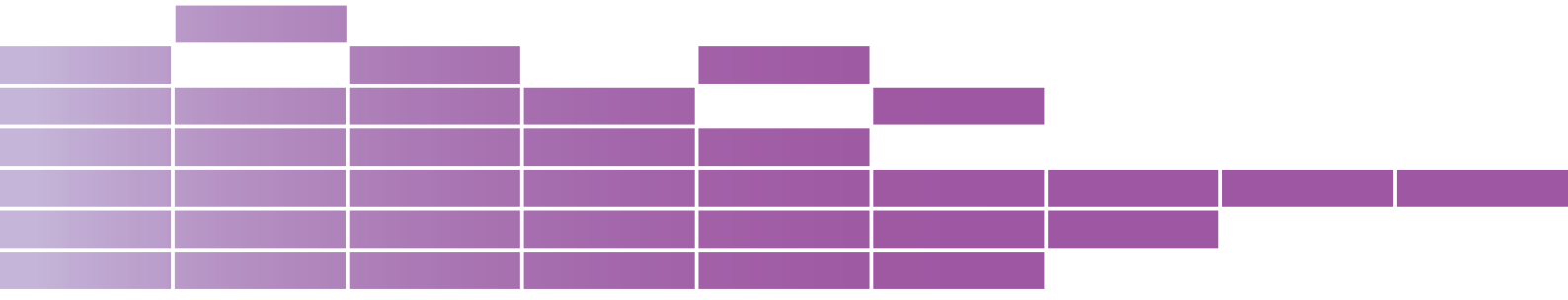
programs

APPLICANT NAME	PROJECT PURPOSE	AMOUNT FUNDED
Nathan Ephraums	Assist Nathan to compete in the National Championships in Darwin	\$325
Nicholas Galileos	Assist with travel costs to attend the 2014 NSW Swimming Championships	\$100
Nikolaous Institute of Philanthropy P/L	Organise a soccer competition to celebrate White Ribbon Day	\$600
Noble Park Community Centre Inc.	Provide four Encouragement Awards at the Noble Park Community Art Show	\$300
Noble Park Football Club Juniors	Assist children from disadvantaged families to play football	\$600
Noble Park Legacy Widows	Assist with transport costs for outings	\$200
Noble Park North Multicultural Elderly Citizens Club	Organise a bus trip for the seniors	\$100
Noble Park North Multicultural Elderly Citizens Club	Celebrate the club's 14th anniversary	\$625
North Dandenong Senior Citizens Club	Hold a birthday party celebration	\$1,000
Patrick Maka	Assist Patrick to compete in the School Sports Australia Rugby League Championships	\$100
Polish Community Council of Victoria	Organise a Graduation Ball	\$100
Rachelle Thom	Perform at the Australian National Brass Band Championships	\$200
Ramblers Community Walking Group	Hire a coach for an outing to Bendigo	\$270
Rashma Naveen Kalsie	Rehearse and present two performances of an original production in Greater Dandenong	\$100
Red Chamber Chinese Opera Group Inc.	Conduct an event to showcase traditional Chinese folk dances and opera	\$100
Rhonda Neil	Travel to Canberra to attend the National Apprentice Awards	\$750
Rodriguan Social Club of Victoria Inc.	Stage a Christmas lunch	\$150
Rotary Club of Springvale City	Hold fundraising event to raise funds for polio research	\$1,000
Sandown Cobras Football Netball Club	Purchase footballs	\$100
Seda Seren Demirkiran	Compete in a Taekwondo Championships in Korea	\$105
Serbian Sports Centre Inc.	Host the annual basketball event	\$150
SEWA International (Aust) Inc.	Stage a cultural forum	\$100
SEWA International (Aust) Inc.	Celebrate the Indian festival of Baisakhi	\$300
Sheryll Beasy	Compete in the Australian Championships in Canberra	\$260
Sheryll Beasy	Compete in the Australian Championships in Adelaide	\$200
South Eastern Model Aircraft Club Inc.	Purchase a noise level meter	\$100
South Sudanese Youth Got Talent Association in Victoria Inc.	Hold a South Sudanese Youth Gathering Day	\$350
Southern Cross Care (Vic)	Thank volunteers with a Christmas party	\$100
Southern Eastern Melbourne Vietnamese Associations Council	Assist with running costs such as rent, utilities and insurance	\$1,000
Southern Migrant & Refugee Centre Inc.	Hold a Community Engagement Event for refugees and asylum seekers	\$100
Spanish Speaking Friendship Club of Springvale	Stage a Father's Day Celebration	\$210

Community Funding Program

APPLICANT NAME	PROJECT PURPOSE	AMOUNT FUNDED
Spanish Speaking Friendship Club of Springvale Inc.	Stage a Christmas lunch	\$375
Spanish Speaking Friendship Club of Springvale Inc.	Hold a Mother's Day celebration	\$100
Spanish Speaking Friendship Club of Springvale Inc.	Celebrate the club's 32nd anniversary	\$150
Spirit of Enterprise – a Project of National Significance	Pay for a licence to put a video clip on your website	\$330
Springvale Community Garden	Purchase a professional brush grass cutter	\$300
Springvale Garden Club Inc.	Organise a bus trip to visit gardens of interest and to purchase a new screen	\$250
Springvale Monash Legal Service Inc.	Hold a volunteer appreciation dinner	\$200
Springvale Senior Citizen's Multicultural Club	Organise a ferry trip and lunch in Port Phillip Bay	\$500
Springvale United Soccer Club	Assist with team registration fees and grounds hire	\$1,000
St Paul's S.E.S.A. Maltese Seniors Club	Stage a Christmas break-up party	\$250
The Cyrene Centre	Run four sausage sizzles at Masters and Bunnings during the year	\$400
The Khmer Buddhist Centre Inc.	Organise a Cambodian New Year celebration	\$1,000
The Nigerian Society of Victoria Inc.	Hold a community forum with the Nigerian Ambassador	\$150
Tri Thien Hue Mutual Assistance Association	Organise a Lunar New Year celebration	\$1,000
Variety Victoria – The Children's Charity	Assist children from Greater Dandenong to attend the Variety Children's Christmas Party	\$200
Victorian Foundation for the Survivors of Torture	Run clown and puppetry workshops for refugee young people	\$750
Vietnamese Australian Senior Association Inc.	To hold a Mother's Day Celebration	\$720
Vietnamese Performing Arts Centre	Hire Springvale Learning and Activities Centre	\$575
Wallara Australia Ltd	Provide vocational training to young people with disabilities	\$550
Wallarano Primary School	Stage an excursion to Puffing Billy for parents learning English	\$540
Wallarano Primary School	Purchase iPads for the adult English class	\$460
Wellsprings for Women Inc.	Organise fire warden training for staff and volunteers	\$350
Wooranna Park Primary School	Send a team of students to the FIRST National Championships	\$750
Wooranna Park Primary School	Stage a school art exhibition	\$200
Xinjiang Chinese Association Australia	Cover hall hire for the group's weekly meetings	\$840
Yaser Zomorodi	Assist Yaser to compete at the South Pacific Wushu Games	\$260
Zarko Komlenac	Attend a Karate Tournament	\$200
TOTAL	150 donations provided	\$62,705

The grand total amount allocated through all community funding programs in the 2013-14 financial year was \$1,531,722. All community funding amounts are exclusive of GST.



Service Summaries – A Year in Review



Service Summaries – A Year in Review



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.

City Planning, Design and Amenity – Building Services

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

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

Achievements

- ▶ 250 Essential Safety Measures inspections carried out resulting in safer buildings.
- ▶ Building compliance improved through education and enforcement including 19 prosecutions undertaken and 182 building notices and 283 orders issued on non-compliant building work.
- ▶ 2,337 resident requests for information by solicitors and building surveyors answered within required timelines.
- ▶ 1,463 privately issued building permits recorded on Council's systems.
- ▶ 669 report and consent applications assessed, including 148 siting consents and 103 build over easement consents.



Developed a Draft Green Wedge Management Plan and Municipal Housing Strategy for consultation with the community.



Lost and Found Animals page launched on Facebook, enabling pet owners to more easily search for their lost pets.

City Planning, Design and Amenity – Planning and Design

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

Achievements

- ▶ The inaugural Family Sustainability Festival was held at Dandenong Market, with 3,000 people attending for a day of environmental fun and learning.
- ▶ Implemented the new suite of Victorian Residential Zones in the Greater Dandenong Planning Scheme and consulted with the community on the future of housing near major shopping centres in the city.
- ▶ Developed a Draft Green Wedge Management Plan and Municipal Housing Strategy for consultation with the community.
- ▶ Improved the average determination time for all categories of Statutory Planning Applications.
- ▶ Successfully defended the majority of delegated decisions to refuse unacceptable planning permits at the Victorian Civil and Administrative Tribunal (VCAT).

City Planning, Design and Amenity – Regulatory Services

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

This department also manages Council's Immunisation service, the Safe City CCTV system and all of Council's public parking facilities across the municipality.

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 conducted a successful campaign to improve use of commercial signage along gateway roads in the municipality.
- ▶ Local Laws staff worked closely with other council departments and the building industry, to improve protection of council and community assets, leading to a 60 per cent improvement in compliance rates.
- ▶ The Immunisation Service achieved improvements of 5-23 per cent in rates of immunisation amongst secondary school aged children.
- ▶ The Public Health Unit assisted 124 new food businesses to open in the municipality.
- ▶ Lost and Found Animals page launched on Facebook, enabling pet owners to more easily search for their lost pets.

Service Summaries – A Year in Review



City of Yarra commenced utilising our Food Services Distribution Centre for the management of their Meals on Wheels product.

Community Services – Community Care

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

Achievements

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

Completion and opening of the state-of-the-art Dandenong Library as a part of the new Civic Centre development in central Dandenong. This has seen an increase of 100 per cent in usage compared to the former Dandenong library.

Community Services – Libraries

Library Services provides community access to a range of programs including borrowing books and multimedia items, reading newspapers, studying, accessing public computers, socialising, using the internet via WiFi and accessing magazines, accessing eBooks and resources online, participating in children's reading programs and literacy and language assistance.

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

Achievements

- ▶ Completion and opening of the state-of-the-art Dandenong Library as a part of the new Civic Centre development in central Dandenong. This has seen an increase of 100 per cent in usage compared to the former Dandenong library.
- ▶ Roll out of Literacy Framework as part of the Library Plan which included a review of the Libraries Language and Literacy Services which resulted in widening the availability of Literacy and Learning resources and programs. The Family Literacy Project funded by the Communities for Children program continued with reading buddies as part of the outreach services to schools. The Homework help and Family Fun programs continued at the Dandenong and Springvale Libraries. Partnerships with a number of primary schools developed further with the aim to enhance literacy outcomes for students and families.
- ▶ The Library Service membership increased to 68,000. 11,376 people accessed the Library's outreach services and programs conducted at playgroups, schools, Maternal Children Health Centres and through the Home Library Service. 901,642 people visited the Libraries and 275,967 accessed the library pages on the Web.
- ▶ Completion of staff restructure to reflect changes to service delivery through the implementation of Radio Frequency Technology (RFID), checkout machines and 2012-16 Library Strategy. The RFID machines have freed staff up to spend more time helping Library patrons and running programs.

libraries



Service Summaries – A Year in Review

The Department focuses on future planning and strategy in relation to social services and the enhancement of cultural awareness and identity.



"We have been a strong voice for positive change in our community in many ways, including organising the successful White Ribbon Day march through central Dandenong (Cr Jim Memeti)."

Community Services – Community Engagement

The Community Engagement Department has a key focus on programs and services that enhance participation in community life and overall community development. The Department also focuses on future planning and strategy in relation to social services and the enhancement of cultural awareness and identity. Service areas include Community Development, Community Funding, Indigenous Development, Cultural Diversity, Social Planning, Arts and Cultural Development (including Heritage Hill and the Walker Street Gallery), The Drum Theatre and Health and Wellbeing.

Achievements

- ▶ Development and endorsement of the Community Wellbeing Plan 2013-17 which guides integrated wellbeing actions across the municipality and provides a whole of Council approach to considering health and wellbeing.
- ▶ Preparation of a community based anti racism program, called Get Up, Speak Out which engaged community members and encouraged them to speak out against racism. This project was recognised by winning the Australian Local Government Association award for 'Strength in Diversity' as an example of good practice.
- ▶ The Health and Wellbeing Unit engaged and promoted the health and wellbeing of over a third of our population through 200 early childhood centres, schools and workplaces in Greater Dandenong (85 per cent of this figure (44,000) are people under 18 years of age). A Health and Wellbeing Advisory Committee has been established representing health, education and community service organisations to support the alignment of plans and strategies and support collaborative projects.

- ▶ Attraction of national touring companies for shows at Drum Theatre including Opera Australia, The Australian Ballet and Circus Oz.
- ▶ Implementation of a Community Reference Group in Dandenong North to consider place based initiatives to build community capacity.
- ▶ Development of a range of actions to promote enhanced support for asylum seekers and refugees within Greater Dandenong, including the development of an Action Plan in conjunction with relevant stakeholders.





Noble Park Aquatic Centre (NPAC) awarded the Platinum Pool Award from Life Saving Victoria, for the second year in a row.

Community Services – Community Facilities, Sport and Recreation

The Community Facilities, Sport and Recreation Department integrates strategic planning with practical service delivery across the fields of leisure planning, sport development, recreation development, leisure centre management, community property management and a range of multi-purpose community facilities. This enables the unit to proactively influence improvements, reflect community values, provide opportunities for community input and responsibly manages programs, events, projects and properties.

Achievements

- ▶ Jan Wilson Community Centre tutor nominated as a finalist in the Victorian Learn Local Awards for Language Literacy and Numeracy Provision program. Funding of \$119,500 received from Learn Local for educational classes at the centre.
- ▶ Noble Park Aquatic Centre (NPAC) awarded the Platinum Pool Award from Life Saving Victoria, for the second year in a row.
- ▶ Completion of major facility improvements including George Andrews Reserve Pavilion redevelopment, Norman Luth Reserve Pavilion redevelopment, and Greaves Reserve – Alan Carter Pavilion stage.
- ▶ Several successful grant applications received, including the 'Building Multicultural Communities Programs' grant of \$10,000 to improve opportunities for use at Mills Reserve, and the 'Sport & Recreation Victoria' grant of \$15,000 to conduct a Table Tennis Centre Feasibility Study.
- ▶ Several programs undertaken including Sport Fest, with approximately 2,000 attendees, 10 state sporting associations and 22 local sporting clubs and associations; and the Summer Cricket Program for asylum seekers run in conjunction with Cricket Victoria, with 150 participating.
- ▶ A Walking Business Challenge completed in collaboration with the Community Wellbeing Department and seven local businesses, with 41 teams and 320 participants. Funding of \$10,000 received from Vic Health for Walk to School initiative.

Service Summaries – A Year in Review

Community Services – Community Wellbeing

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

Achievements

- ▶ Children's services established a Settlement Services Network to bring together early years service providers and settlement services who work alongside children and families. It has identified gaps in service delivery in meeting the needs of children and families who are asylum seekers, refugees and in community detention.
- ▶ Children's services facilitated and supported the establishment of the National Community Hubs in Schools pilot project at Dandenong West Primary, Dandenong Primary, Springvale Rise Primary, St Anthony Primary. This project was an initiative of the Migrant Council of Australia and the Scanlon Foundation.
- ▶ The Greater Dandenong Youth Holiday Program Leadership Committee provided young people with the opportunity to gain introductory peer leadership knowledge and skills that are applied to support the development and delivery of Council's holiday activities.
- ▶ Youth Services completed the 2013 Youth Needs Analysis. This comprehensive report informs Council about changing social needs and trends and provides strategic information to implement Council's 2012-17 Youth Strategy.
- ▶ Children's Services successfully received three State Government capital grants totalling \$1.95 million from the State Government to build new early years facilities on school sites at Springvale Rise Primary, Dandenong West Primary and Dandenong Park Primary. The State also funded a submission from Children's Services to establish a new early learning facility at the Dandenong South Primary School. The upgrades will enhance each kindergarten's capacity to offer the 15 hour four year old program.

Recognising Service Excellence:

- ▶ The City of Greater Dandenong won the Early Years Award from the Department of Early Education and Childhood Development based on collaboration with services and agencies across three municipalities 'Early Childhood Development Pilot Project'.
- ▶ The City of Greater Dandenong Family Day Care Scheme won the Victorian State Award for Service Excellence in 2013 and was a finalist in the National Family Day Care Awards in 2013.
- ▶ The City of Greater Dandenong Youth Services team won the Victorian Local Governance Association & Youth Affairs award – Recognising Excellence Award for Delivering Youth Services 2013.
- ▶ Establishment of an Inclusion Working Group through the Best Start project to address the gap in service delivery for socially isolated mothers who were hearing and/or sight impaired and were experiencing issues around mobility and access to services. The group was the Winner of the Governor's Award for Guide Dogs Victoria.



engagement



The City of Greater Dandenong Family Day Care Scheme won the Victorian State Award for Service Excellence in 2013 and was a finalist in the National Family Day Care Awards in 2013.

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

- ▶ A suite of Economic Profile documents (Our Economy, Our People, Our Place and Our Workers) was published and is available on Council's website providing updated statistical information about the area.
- ▶ The Stakeholder business magazine was published on a quarterly basis and distributed to over 6,000 local businesses. It included good news stories, key business issues, opportunities for growth, statistical information, project updates and a calendar of business events.
- ▶ The cultural and food precincts and tours were promoted through a number of marketing initiatives, including Where Magazine (35,000 distribution to Melbourne and Metro 4 and 5 star accommodation facilities on a monthly basis), Victoria's Cultural Guide (annual) and Prime TV advertising in Gippsland (various campaigns). Additionally, the Great Bites suite of brochures promoting eateries in the three major activity centres was updated, reprinted and distributed to relevant retail and accommodation premises in the region.
- ▶ The City of Greater Dandenong Regional Food Strategy, and Greater Dandenong Tourism Strategy, and associated action plans were developed with significant community stakeholder input.
- ▶ Focussed mentoring programs were provided to ten cultural food retail business through the StreetLife program, and also to eight Social Enterprises to complement the continuing Social Enterprise leveraged learning network, increasing the resilience of each of those sectors.
- ▶ The first Business Grants program was launched to encourage start ups, business growth (from home based to commercial), and business relocations (into Greater Dandenong) in an effort to boost economic activity and jobs creation within Greater Dandenong.



The City of Greater Dandenong Regional Food Strategy and Greater Dandenong Tourism Strategy, and associated action plans, were developed with significant community stakeholder input.

The first Business Grants program was launched to encourage start ups, business growth (from home based to commercial), and business relocations (into Greater Dandenong) in an effort to boost economic activity and jobs creation within Greater Dandenong.



Service Summaries – A Year in Review



...networks specifically designed to inspire and encourage career development.

CGD Employment Taskforce established by SEBN to address strategic employment issues across the municipality, together with new employment, education and training models for youth and disengaged people.

Greater Dandenong Business Group – Business Networks

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

Achievements

- ▶ Business transformation – there has been an increase in the translation of 'different thinking' and ideas presented at the various network groups back into the workplace as a result of continual exposure to a range of best practice models, creative thinking and practical tools.
- ▶ Delivered a variety of programs and 1:1 sessions, including Manufacturing Industry Ideas Awareness Series (MIIdAS), to bring ideas and new/emerging technologies from around the globe that have fostered collaboration and encouraged companies - particularly the more vulnerable – to explore new markets and diversify their products.

- ▶ Stage 2 of the Future of Manufacturing project (in partnership with South East Melbourne Manufacturers Alliance (SEMMA) and Regional Development Australia) has proven that the SEBN model can be integrated as a key value-add to this and a broad range of manufacturing projects.
- ▶ Supported women in business and women entering the workforce through community projects and networks specifically designed to inspire and encourage career development.
- ▶ CGD Employment Taskforce established by SEBN to address strategic employment issues across the municipality, together with new employment, education and training models for youth and disengaged people, developed and delivered by SEBN in partnership with providers.



For 2013-14 the capital works program delivery represented expenditure of 95.9 per cent of the total budget.



A consultant was appointed to undertake Stage 1 of the Springvale Structure Plan review.

Engineering Services – City Improvement

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

Achievements

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

Engineering Services – Infrastructure Planning

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

Achievements

- ▶ Upgrade of public lighting through innovation and use of sustainable lighting. Secured \$1,549,307 funding under Round 2 of the Community Energy Efficiency Program – Light Up Dandenong, for the replacement of 6,500 mercury vapour lights with energy efficient T5 lights.
- ▶ Completed the design for the final alignment of Glasscocks Road, Taylors Road and Abbots Road (including Eumemmerring Creek Bridge duplication) in Dandenong South as part of the Lyndhurst DCP project.
- ▶ Regional leadership on transport issues – developing a strategic approach to transport issues in the south east region.
- ▶ Prepared the Greater Dandenong Flood Management Plan, in conjunction with Melbourne Water and the State Emergency Services. Provision of advice to developers and consultants in relation to flood risk assessment for town planning and building permit applications. Secured \$50,000 funding for flood mitigation study under the Melbourne Water Living Rivers Funding Program for Oldham Lane and Thomas Street flood mitigation study.
- ▶ Collaboration with Melbourne Water for the finalisation of the Mile Creek catchment flood modelling and the implementation of developer funded drainage schemes.

Service Summaries – A Year in Review

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



An annual landfill diversion rate of 44.70 per cent was achieved for 2013-14. A combination of initiatives including 'The Great Bin Swap', supported by community education will be employed to improve this outcome.

Engineering Services – Infrastructure Services

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

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

Infrastructure Services, through the Civil Development Unit, is responsible for the approval of engineering plans for new developments including civil work permits and vehicle crossing permits.

Achievements

- ▶ Implementation of improved maintenance programs to deliver presentation excellence of the Dandenong CBD streets and streetscapes.
- ▶ Introduction of a new household/residential waste and recycling collection service.
- ▶ Noble Park Reserve "Pat Wright" Oval was awarded Sub Districts best cricket ground across metropolitan Melbourne for 2013-14 season.
- ▶ Supporting developers, builders and property owners throughout the municipality through the administration of: 1086 Asset Protection Permits, 159 Statement of Compliance and 526 Planning referrals. Improvements to Asset Protection permit procedures to simplify and streamline the process for all customers and staff.
- ▶ Implementation of a proactive Open Drain Maintenance Program and reconstruction of the Brady Road bridge.



City of Greater Dandenong's Southern Screen is being utilised for a range of programming initiatives.



The Civic Facilities team provided a service to over 200,000 external guests from over 2,000 bookings.

Corporate Services – Media and Communications

The Media and Communications unit is responsible for all media management, marketing and communications campaigns and activities, web content and intranet management, and print shop services. It is also responsible for the corporate planning and reporting functions including the Community Plan, Council Plan, Annual Plan, 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 and social media platforms; production of a weekly staff newsletter; preparation of mayoral speeches; and the supply of internal printing services.

Achievements

- ▶ Officially launched Council's new website following a complete redevelopment, which included the integration of social media functions and additional online payments and forms.
- ▶ Enhanced online interaction with our community through the development and additional resourcing of Council's social media sites, which now includes eight dedicated Facebook pages, two Twitter accounts, and steady growth in fans and followers.
- ▶ Took over management responsibility for the city's new big digital screen in the Dandenong Civic Centre, including staff recruitment, screen set up, procurement of operational items, implementation of screening agreements, and ensuring it was ready to be turned on at the official launch in April 2014.
- ▶ Coordinated the development and implementation of key branding and community information campaigns, including the Racism: Get Up, Speak Out program, The Hive Creative Network and internally, Council's REACH initiative.
- ▶ Assisted in the development and implementation of integrated community engagement and communications' campaigns for projects such as the Housing Strategy, Residential Planning Zones Review and Green Wedge Management Plan.

Corporate Services – Customer Service and Civic Facilities

The Customer Service Unit is responsible for the corporate call centre and three face to face customer service centres, and is the primary 'first point of contact' 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 137,450 calls to the call centre and answered 81.4 per cent of those within 20 seconds; this represents an increase of 8.05 per cent in calls compared to 2012-13.
- ▶ In the 2014 Community Satisfaction Survey, the City of Greater Dandenong scored an impressive 77 for customer service. This outstanding result was five points higher than the statewide average of 72 and 4 points higher than the Outer Melbourne Metro group average of 73.
- ▶ The Civic Facilities team provided a service to over 200,000 external guests from over 2,000 bookings, including a number of civic receptions to recognise community events, milestones and organisations.
- ▶ A successful opening of the new Municipal Building and the establishment by Civic Facilities staff of an additional four multi-purpose meeting room spaces for council and community use.
- ▶ Completion of improvement works at Menzies Avenue including the installation of new toilets; at Edinburgh Hall where some minor works were completed on the front façade for the benefit of community groups and private hirers; and the installation of a new sound system for the Springvale Town Hall, which has significantly improved the quality of sound and customer satisfaction with the venue.

Service Summaries – A Year in Review



Patrons report the new library is a great meeting place.

Corporate Services – Information Management Services

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

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

Achievements

- ▶ The design, procurement and commissioning of a new, energy efficient data centre and backup generator in the Dandenong Civic Centre completed successfully. The transition to the new building, including the move of servers and other network equipment, was achieved without any disruption to IT services.

- ▶ Visitors to Council offices and the Civic Square in Dandenong now have access to free WiFi.
- ▶ WiFi services for staff and Library patrons have been improved.

- ▶ Council's data network has been improved, providing faster links to some sites and better protection against disruption to data services.
- ▶ A new Telephone System was implemented to take advantage of "Voice over IP" technology and improved integration with corporate systems as well as productivity enhancing features, including "instant messaging", voicemail, audio conferencing and mobility support through smartphone apps.
- ▶ A new print/copy/scan/fax solution has allowed Council to achieve cost savings of about 20 per cent by reducing the number of printers and multi function devices. The "Follow Me" print solution improves security and allows staff to release documents from any multi function device.
- ▶ The assessment, processing and relocation of thousands of boxes of property files and other documents from the Springvale and Dandenong offices was completed. Records management staff have worked with departments to assist them in disposing and archiving records in preparation for the move to the new building.

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 to 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 2013-14 Budget recognising changed circumstances underlying the adopted budget.
- ▶ Council's Long Term Financial Strategy was updated for the period 2014-15 to 2018-19 to form the basis of the Budget for 2014-15, and Council's Annual Budget for 2014-15 was adopted by Council on 23 June 2014.
- ▶ 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 2013-14 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 23 June 2014 and the 2014 general revaluation was completed for more than 60,000 rateable properties as at 1 January 2014 in accordance with legislative timeframes.

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.

Corporate Services – Governance and Commercial Property

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

The Governance unit is responsible for the management and coordination of Council Meetings and Councillor Briefing Sessions and all associated documentation, managing Council's election process, ensuring legislative compliance processes across the organisation are effective, policy development, processing Freedom of Information and Information Privacy requests, hosting citizenship ceremonies on behalf of the Department of Immigration and Citizenship, organising civic events and functions to recognise the Greater Dandenong community and providing support to the Mayor, Councillors, CEO and Directors.

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

Achievements

- ▶ Management of a Mayoral Ball raising over \$20,000 for Greater Dandenong community organisations.
- ▶ Successful implementation of new webcasting systems within the new Civic Centre.
- ▶ Rationalisation of multi-deck car park system and subsequent transfer of function to Regulatory Services to ensure parking across the municipality is consistently and efficiently managed.
- ▶ Developed leasing policy and various procedures related to commercial property function.
- ▶ Leased four retail spaces in the new Civic Centre.



Service Summaries – A Year in Review



Within Council's organisation, days lost through injury fell by 13.92 per cent in 2013-14.

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

- ▶ Successful planning and transition to the new Civic Building. The process included responding to staff queries and concerns, communications, supporting managers with appropriate resources, input and assessment into the selection of office furniture, development of emergency management procedures, risk management and business continuity planning for relocating major Council infrastructure and response to staff matters including preparation of a 'welcome pack' for staff on arrival.
- ▶ Researched and implemented new policies and procedures in relation to Family Violence, Reasonable Adjustments for staff with a permanent or temporary disability, Volunteering Leave and Green Travel Plan.
- ▶ Council was recognised under recognition point 1 of the Healthy Together Achievement Program for workplaces. There are also 28 other businesses across this municipality working in the same way. A program of activities has been developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing and assistance for staff with preventative measures in regards to smoking and alcohol.
- ▶ As a result of the relocation of workplaces to the new Civic Centre in central Dandenong, significant work was completed in the adjustment of Council's WorkCover declaration.
- ▶ Emergency Management Procedures and plans were developed and implemented at the Drum Theatre complex including a trial evacuation of the theatre complex.
- ▶ Successful launch and demonstration of the REACH set of characteristics for the organisation.
- ▶ Council's water monitoring program identified 78 leaks during the financial year using the Utility Tracker and live monitoring system. Reduced daily usage at these sites from 939,720 litres per day to 18,696 litres per day. Leakage checks are carried out on 29 meters on a daily basis and any issues identified are investigated and repaired.



Victorian Local Government Indicators



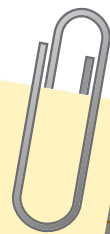
"...2014-15 presents as yet another opportunity to serve the people and businesses of Greater Dandenong to the best of our corporate ability." (CEO John Bennie)

Victorian Local Government Indicators

The following Victorian Local Government indicators are provided to assist in the evaluation of Council's performance during the 2013-14 financial year. The indicators were introduced by the State Government to help both the community and councils to judge the health of the Local Government sector and to benchmark individual and overall industry improvement in performance over time.

CATEGORY	INDICATOR	INDICATOR DEFINITION	TARGET 2013-14	ACTUAL RESULTS 2013-14	ACTUAL RESULTS 2012-13
Overall performance	Community satisfaction rating for the overall performance generally of the Council	Result from the annual Community Satisfaction Survey for Local Governments, coordinated by Local Government Victoria	N/A	65	63
Advocacy	Community satisfaction rating for Council's advocacy and community representation on key local issues	Result from the annual Community Satisfaction Survey for Local Governments, coordinated by Local Government Victoria	N/A	62	62
Community consultation	Community satisfaction rating for Council's community consultation and engagement	Result from the Annual Community Satisfaction Survey for Local Governments coordinated by Local Government Victoria	N/A	57	61
All rates	Average rates and charges per assessment	Average rates and charges per assessment	\$1,706	\$1,708	\$1,623
Residential rates	Average residential rates and charges per assessment	Rates and charges declared for all residential assessments divided by the number of residential assessments used in the calculation of the adopted rate	\$814	\$832	\$788
Operating costs	Average operating expenditure per assessment	Total expenditure per the Income Statement including asset sales and depreciation divided by the number of assessments used in the calculation of the adopted rate	\$2,519	\$2,588	\$2,459
Capital expenditure ⁽¹⁾	Average capital expenditure per assessment	Amount capitalised to the Balance Sheet and contributions to major assets not owned by Council divided by the number of assessments used in the calculation of the adopted rate	\$637	\$1,019	\$798

performance



Victorian Local Government Indicators

CATEGORY	INDICATOR	INDICATOR DEFINITION	TARGET 2013-14	ACTUAL RESULTS 2013-14	ACTUAL RESULTS 2012-13
Infrastructure	Renewal	Ratio of current spending on capital renewal of existing infrastructure assets that returns the service potential or life of the asset to that which it had originally to the long-term AAAC divided by useful life	0.40	0.46	0.47
Infrastructure	Renewal and maintenance	Ratio of current spending on capital renewal of existing infrastructure assets which returns the service potential or life of the asset to that which it had originally plus current spending on maintenance to AAAC plus planned maintenance divided by useful life	0.54	0.60	0.62
Debts	Average liabilities per assessment	Total liabilities as per the Balance Sheet less items held in trust divided by the number of assessments used in the calculation of the adopted rate	\$1,630	\$1,679	\$1,737
Operating result ⁽²⁾	Operating result per assessment	Surplus for the period per the Income Statement divided by the number of assessments used in the calculation of the adopted rate	\$372	\$906	\$616

Notes

- (1) The increase in the average capital expenditure per assessment compared with the 2013-14 target and the prior year result is due mainly to the timing of expenditure associated with the Municipal Building project requiring approximately \$20 million of capital expenditure occurring in 2013-14 instead of 2012-13 as foreshadowed in the budget.
- (2) The increase in the operating result per assessment in 2013-14 compared with the 2013-14 target and the prior year was due primarily to greater non-monetary asset contributions (gifted assets) received as a result of higher than expected subdivisions in 2013-14.



Performance Statements



Drum Theatre continues to attract national touring companies for shows including Opera Australia, The Australian Ballet and Circus Oz. The programs will continue to evolve and expand.

Performance Statements

Strategic Objectives, Indicators and Key Activities for 2013-14

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

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

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

Since 1997-98, there has been a requirement for Councils to adopt an Annual Plan as part of its corporate planning cycle and as from 1998-99 to include in its Annual Report Performance Statements against the targets set in the annual plan.

Meeting our Strategic Objectives

The 2013-17 Council Plan sets Council's strategic direction and community vision for the municipality. Each year as part of the planning process, Council prepares an Annual Plan to implement the vision, objectives and strategies of the Council Plan.

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.

Council's yearly Annual Plan aims to set targets which are a deliberate stretch as we endeavour to continuously improve our quality and delivery of services to our residents.

Throughout the 2013-14 financial year, Council identified 20 Key Strategic Activities.

Council has successfully achieved 80 per cent of its 2013-14 Annual Plan targets.

Council's Annual Plan aims to set targets which are a deliberate stretch as we endeavour to continuously improve our quality and delivery of services to our residents.



As part of its governance obligations to its community, Council has constituted an Audit Advisory Committee Charter to facilitate achieving overall organisational objectives in an efficient and effective manner.

A Healthy, Active and Safe Community

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Increase participation in the library services through increased web presence and access; and visiting programs participation	Monitor and report participation rates at the libraries; web visits; and visiting programs	Quarterly Performance Report to Council	<p><u>Annual targets:</u></p> <p>Library visits: 740,000;</p> <p>Library visiting programs: 6,000 participants;</p> <p>Library website visits 220,000.</p>	<p>✓ Annual Target Achieved</p> <p>Year end total across the 2013-14 financial year of library visits was:</p> <p>Library visits = 901,642 Library visiting programs = 29,351 Library website visits = 275,967</p> <p>Library visits per quarter:</p> <p><u>1st Quarter:</u> Library visits = 202,970 Library visiting program participants = 7,149 Library website visits = 69,945</p> <p><u>2nd Quarter:</u> Library visits = 179,253 Library visiting program participants = 7,149 Library website visits = 62,560</p> <p><u>3rd Quarter:</u> Library visits = 193,386 Library visiting program participants = 8,010 Library website visits = 62,638</p> <p><u>4th Quarter:</u> Library visits = 326,033 Library visiting program participants = 7,043 Library website visits = 80,824</p>
Promote and enhance volunteering in the city through increased engagement of volunteers in Council activities	Participation rate in Council's volunteer program measured by participant numbers and volunteer hours	Quarterly Performance Report to Council	Target of 240 volunteers and 25,000 hours by 30 June 2014	<p>✗ Annual Target Not Achieved</p> <p>Year end annual number across the 2013-14 financial year was:</p> <p>Average number of volunteers: 241 Total hours for the year: 20,160.40</p> <p>Volunteers per quarter were:</p> <p><u>1st Quarter:</u> Average volunteers = 241 Volunteer hours = 5,528.10</p> <p><u>2nd Quarter:</u> Average volunteers = 243 Volunteer hours = 4,574.25</p> <p><u>3rd Quarter:</u> Average volunteers = 234 Volunteer hours = 4,890.05</p> <p><u>4th Quarter:</u> Average volunteers = 246 Volunteer hours = 5,168.00</p>

Performance Statements



A Healthy, Active and Safe Community

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Provide Immunisation services to children to prevent disease	Report the number of children immunised	Quarterly Performance Report to Council	Annual Target of 11,500 immunisations	<p>✓ Annual Target Achieved</p> <p>Year end total: Conducted a total of 9,831 immunisations.</p> <p>Immunisations completed per quarter were:</p> <p><u>1st Quarter:</u> 1,767 <u>2nd Quarter:</u> 2,259 <u>3rd Quarter:</u> 2,532 <u>4th Quarter:</u> 3,273</p>
Maintain and promote food safety in local cafes and restaurants	Report the number of food safety inspections	Quarterly Performance Report to Council	Food safety in local cafes and restaurants maintained. Annual target of 2,500 inspections	<p>✓ Annual Target Achieved</p> <p>Year end total: Conducted 3,348 inspections.</p> <p>Inspections per quarter:</p> <p><u>1st Quarter:</u> 916 <u>2nd Quarter:</u> 798 <u>3rd Quarter:</u> 769 <u>4th Quarter:</u> 865</p>
Implement and monitor Asset Management Plans for maintaining essential services infrastructure maintenance – stormwater and drainage	Asset Management Plans in place, provision of maintenance services within service level timeframes	Quarterly Performance Report to Council	90% of customer requests responded to within timeframes	<p>✓ Annual Target Achieved</p> <p>2013-14 financial year total: Yearly average for in time customer Merit requests was 91.66%.</p> <p>Merit requests per quarter:</p> <p><u>1st Quarter:</u> Total requests = 6,879 Responded within timeframes = 93.94%</p> <p><u>2nd Quarter:</u> Total requests = 7,099 Responded within timeframes = 87.13%</p> <p><u>3rd Quarter:</u> Total requests = 6,102 Responded within timeframes = 95.04%</p> <p><u>4th Quarter:</u> Total requests = 5,301 Responded within timeframes = 90.51%</p>

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
<p>Provide direct services for older people through the Integrated Community Care model – implementing a client centred approach that promotes independence and collaborative service planning</p>	<p>Number of residents receiving home and community care; number of funded hours provided</p>	<p>Quarterly Performance Report to Council</p>	<p>Target of a number of residents average of 3,400 per quarter; provision of an average of 36,256 hours per quarter</p>	<p>X Annual Target Not Achieved</p> <p>Annual average for residents receiving home and community services was 3,306 residents per quarter.</p> <p>Annual average for service hours was 32,906 per quarter.</p> <p>For the financial year the per quarter summary was:</p> <p><u>1st Quarter:</u> Residents receiving services = 3,087 Hours = 33,275</p> <p><u>2nd Quarter:</u> Residents receiving services = 3,515 Hours = 33,481</p> <p><u>3rd Quarter:</u> Residents receiving services = 3,251 Hours = 32,177</p> <p><u>4th Quarter:</u> Residents receiving services = 3,371 Hours = 32,689</p> <p>Clients are presenting with more complex and higher needs and as such need more service per person, which results in less average client numbers.</p> <p>Community Care manages a high level of turnover of clients and variable levels of need which means service hours can't always be met.</p>

Performance Statements

A City that Celebrates its Diversity with Pride

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
<p>Host vibrant festivals across the city through the provision of funding support and resources for festivals in the city</p>	<p>Number of festivals annually; monitoring feedback on festivals via surveys</p>	<p>Quarterly Performance Report to Council</p>	<p>Number of council run events; Target of 80% positive community feedback</p>	<p>✓ Annual Target Achieved</p> <p>During the financial year Council ran the following four events where community satisfaction feedback was assessed. Members of the public provided feedback, rating their level of satisfaction with the event at 3 or above, out of 5:</p> <p><u>Snow Fest</u> (86% positive community feedback)</p> <p><u>Little Day Out</u> (97% positive community feedback)</p> <p><u>Australia Day</u> (98% positive community feedback)</p> <p><u>Autumn Fest</u> (89% positive feedback)</p> <p>Quarterly Performance was reported as:</p> <p>Quarter 1</p> <p><u>Snow Fest</u> Held 21 July and attracting an estimated 10,000-12,000 people. Council's ambassadors interviewed 109 people for their feedback.</p> <p><u>Little Day Out</u> Held 29 September and attracting an estimated 10,000 people. Council's ambassadors interviewed 121 people for their feedback.</p> <p>Quarter 2 Whilst Council did not directly deliver any festivals in the months October-December, the Festivals and Events team assisted a number of community groups to deliver their events.</p> <p>Quarter 3</p> <p><u>Australia Day</u> Held 26 January and attracting an estimated 8,000 people. This was a significant increase from the previous year. Council's ambassadors interviewed 77 people for their feedback.</p> <p>Quarter 4</p> <p><u>Autumn Fest</u> Held 27 April with over an estimated 5,000 attendees. With the assistance of Council Ambassadors, 113 members of the public provided feedback, of which 49% joined the Festivals and Events mailing list going forward.</p>



KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Promote the annual Emerge Festival at the Drum Theatre in partnership with Multicultural Arts Victoria	Promotional activities for the Emerge Festival; attendance numbers	Annually (Performance Report to Council)	Media response is monitored; number of local performers/groups participating in the Emerge Festival 2013	<p>✓ Annual Target Achieved</p> <p>Emerge Concert 2013 presented in partnership with MAV on 20 July 2013 attracted capacity house (521) plus approximately 100 additional. Emerge 2013 included 4 individual performers and 6 performance groups. Promotional activities included email and direct mail, inclusion in MAV Emerge program, Leader newspaper (advertising and editorial), The Dandenong Journal, Star News, web, social media, and joint promotions at Dandenong Plaza.</p>
Promote increased engagement with heritage in the city in collaboration with relevant stakeholders	Increase overall attendance at Heritage Hill	Annually (Performance Report to Council)	Target 10% increase in attendance figures from previous year	<p>✓ Annual Target Achieved</p> <p>Attendance numbers at Heritage Hill over the past year were 5,899.</p> <p>This is an increase of 10.53% on the previous year (2012-13 total visits were 5,337).</p>



The participation rate of Council's volunteer program included an average of 241 volunteers, who gave 20,160.40 hours of their time across the year.



To promote indigenous vegetation in our open spaces, Council planted 20,890 indigenous seedlings during the financial year.

Performance Statements



An Environmentally Sustainable City

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Implement the Leafy Legacy tree planting strategy – increase the number of street trees across the city	Number of street trees planted	Quarterly Performance Report to Council	1,250 Street Trees planted by 30 June 2014	<p>✓ Annual Target Achieved</p> <p>Annual plantings totalled 1,364.</p> <p>Quarterly reported plantings of street trees:</p> <p><u>1st Quarter:</u> 925 <u>2nd Quarter:</u> 31 <u>3rd Quarter:</u> none planted <u>4th Quarter:</u> 408</p>
Promote indigenous vegetation in our open spaces	Number of Indigenous seedlings planted	Quarterly Performance Report to Council	18,000 Indigenous seedlings planted by 30 June 2014	<p>✓ Annual Target Achieved</p> <p>Annual plantings totalled 20,890.</p> <p>Quarterly reported plantings of indigenous seedlings:</p> <p><u>1st Quarter:</u> 20,029 <u>2nd Quarter:</u> 861 <u>3rd Quarter:</u> none planted <u>4th Quarter:</u> none planted</p> <p>An additional 1,141 were given away at The Dandenong Show and to a number of schools as part of the education programs.</p>
Increase recycling to reduce residential waste sent to landfill	Report percentage of residential waste diverted from landfill	Quarterly Performance Report to Council	Annual Target of 47% diversion rate	<p>✗ Annual Target Not Achieved</p> <p>An annual landfill diversion rate of 44.70% was achieved for 2013-14.</p> <p>This represented a decreased diversion of 0.81% on the previous year (2012-13 diversion rate from landfill was 45.51%). The rate has continued to trend below the diversion target with on-going small increases to landfill (2.2%), combined with reductions in recycling (0.2%) and generation of green waste (1.88%). A combination of initiatives including “The Great Bin Swap”, supported by community education will be employed to improve this outcome.</p> <p>Quarterly reported diversion rates:</p> <p><u>1st Quarter:</u> 42.50% <u>2nd Quarter:</u> 48.44% <u>3rd Quarter:</u> 43.25% <u>4th Quarter:</u> 43.85%</p>

networking



Council provides networks for local industry through South East Business Networks, promoting best practice and innovation across the sector. During 2013-14 a total of 91 network activities and three SEBN activities were conducted.

Performance Statements

A City Planned for the Future

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Attract investment and residential, commercial and industrial development in the city	Report the number of residential, commercial and industrial building investments as measured by the value of building permits issued	Quarterly Performance Report to Council	Quarterly reporting on number and value of building permits issued for 2013-14	<p>X Annual Target Not Achieved</p> <p>Year end totals: Residential permits 1,195; valued at \$224,089,656. Commercial permits 358, valued at \$379,502,787. Year end combined total value = \$603,592,443.</p> <p>Quarterly results reported: <u>1st Quarter:</u> Residential permits 208, valued at \$33,119,370. Commercial permits 84, valued at \$121,342,312. <u>2nd Quarter:</u> Residential permits 385, valued at \$63,669,052. Commercial permits 123, valued at \$136,505,257. <u>3rd Quarter:</u> Residential permits 222, valued at \$37,915,176. Commercial permits 65, valued at \$38,859,833. <u>4th Quarter:</u> Residential permits 380, valued at \$89,386,058. Commercial permits 86, valued at \$82,795,385.</p>
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	Rapid response removal of graffiti from council assets within service standard	Performance Report to Council	Target of 95% of graffiti removed from council assets within service standard	<p>✓ Annual Target Achieved</p> <p>Yearly completion of graffiti removed from council assets in time average was 98.67%.</p> <p>Quarterly results reported: <u>1st Quarter</u> = 97.88% <u>2nd Quarter</u> = 99.19% <u>3rd Quarter</u> = 99.69% <u>4th Quarter</u> = 97.90%</p> <p>These results are using the "Other Council Assets" graffiti request type in Merit, which has a 10 day response service standard.</p>

investment



KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Implement various Capital Works Projects as programmed	Annual capital works program – delivery (construction/ implementation) of the program	Quarterly Performance Report to Council	90% of adopted budget expenditure (or as subsequently amended by Council to recognise projects carried forward from the previous financial year)	<p>✓ Annual Target Achieved</p> <p>For the financial year capital works program, delivery represented expenditure of 95.9% of the total budget.</p> <p>The value of projects (completed and in construction) was \$32,355,649.</p> <p>The total program budget was \$33,751,148.</p>

Attract investment and residential, commercial and industrial development in the city.



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.

Performance Statements

A Thriving and Resilient Economy

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Launch of Council's Municipal Building Project in central Dandenong providing a civic centre of excellence and showcasing sustainable design	Building works for the municipal building completed by 31 March 2014	Quarterly Performance Report to Council	Building works for the municipal building completed by 31 March 2014	<p>✓ Annual Target Achieved</p> <p>Notice of Practical Completion for the Dandenong Municipal Building Project was certified on 3 March 2014, by Watpac Constructions (Vic) Pty Ltd.</p>
Provide networks for local industry through South East Business Networks – promoting best practice and innovation across the sector	Number of network activities conducted	Quarterly Performance Report to Council	50 network activities conducted by 30 June 2014	<p>✓ Annual Target Achieved</p> <p>An annual total of 91 network activities and 3 SEBN activities were conducted.</p> <p>Quarterly results reported:</p> <p><u>1st Quarter:</u> 21 networking activities hosted, which included 2 events and the Annual Industry Dinner.</p> <p><u>2nd Quarter:</u> 24 networking activities hosted, including 14 sessions across 7 core network groups; 3 CEO/CEO Mentoring sessions; 1 event and 5 'Future of Manufacturing' sessions (partnership with SEMMA).</p> <p><u>3rd Quarter:</u> 17 networking activities hosted, which included 11 sessions across 7 core network groups; 3 CEO/CEO Mentoring sessions; and 3 events.</p> <p><u>4th Quarter:</u> 29 networking activities hosted including: 22 sessions across core groups; 1 CEO Mentoring program; 4 workshops, and 2 events. In addition SEBN supported 2 VECCI workshops and 1 Afghan Bus Forum.</p>

...providing a civic centre of excellence and showcasing sustainable design.



Performance Statements

A Proactive Council that Listens and Leads

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Increase social media activity for communication and engagement, across several platforms	Monitor uptake and usage rates across social media platforms; trend analysis of usage patterns	Quarterly Performance Report to Council	Target 20% increase in uptake of Facebook by 30 June 2014	<p>✓ Annual Target Achieved</p> <p>The annual traffic for Facebook –</p> <ul style="list-style-type: none"> * 5,078 was the total new likes for 2013-14. * 134% increase in uptake on CGD official Facebook page for 2013-14. * 159% increase in uptake across all Facebook pages for 2013-14. <p>Quarterly representation for Facebook (CGD official) was:</p> <p><u>1st Quarter:</u> 197 new likes; 893 interactions; 68 sent messages.</p> <p><u>2nd Quarter:</u> 180 new likes; 1,237 interactions; 86 sent messages.</p> <p><u>3rd Quarter:</u> 218 new likes; 2,547 interactions; 119 sent messages.</p> <p><u>4th Quarter:</u> 301 new likes; 3,132 interactions; 102 sent messages.</p> <p>Quarterly representation for Twitter (CGD official) was:</p> <p><u>1st Quarter:</u> 213 new followers; 356 click throughs; 94 mentions; 41 retweets.</p> <p><u>2nd Quarter:</u> 201 new followers; 69 click throughs; 93 mentions; 33 retweets.</p> <p><u>3rd Quarter:</u> 223 new followers; 460 click throughs; 111 mentions; 77 retweets.</p> <p><u>4th Quarter:</u> 241 new followers; 842 click throughs; 149 mentions; 40 retweets.</p> <p>Quarterly representation for YouTube (CGD official) was:</p> <p><u>1st Quarter:</u> 2,111 views, 3,640 estimated minutes watched.</p> <p><u>2nd Quarter:</u> 2,017 views, 3,470 estimated minutes watched.</p> <p><u>3rd Quarter:</u> 3,348 views, 4,886 estimated minutes watched.</p> <p><u>4th Quarter:</u> 5,423 views, 8,360 estimated minutes watched.</p>

support



KEY STRATEGIC ACTIVITY	STATUS			
Increase social media activity for communication and engagement, across several platforms (cont'd)		Facebook likes as at 30 June 2014	Facebook likes as at 1 July 2013	Percentage increase amount
	CGD official	1,562	666	134%
	Drum Theatre	1,077	648	66%
	Youth Services	658	314	110%
	Walker Street Gallery	481	150	221%
	Children's Festival	454	179	154%
	Heritage Hill (created 20 September 2013)	50	Not operating	
	Lost and Found Pets (created January 2014)	387	Not operating	
	Healthy Together (created February 2014)	237	Not operating	
	The Hive (created May 2014)	172	Not operating	
	Totals	5,078	1,957	159%



Increase social media activity for communication and engagement...

Performance Statements



Volunteers gave 20,160 hours of their time to the Greater Dandenong programs throughout the year.

A Proactive Council that Listens and Leads

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	PERFORMANCE TARGET	STATUS
Long Term Financial Strategy maintained and reviewed regularly	Production and adoption of the Long Term Financial Strategy by 30 June	Quarterly Performance Report to Council	Long Term Financial Strategy by 30 June 2014	<p>✓ Annual Target Achieved</p> <p>Council's Long Term Financial Strategy was adopted by Council at the 23 June 2014 Council Meeting.</p>
Proactive and responsive customer service function across council	Grade of Service for call centres to target	Quarterly Performance Report to Council	Grade of Service of 80% of phone calls answered within 20 seconds	<p>✓ Annual Target Achieved</p> <p>2013-14 financial year total: Grade of Service = 81.4% (calls answered within 20 seconds). 137,450 calls managed (this represents an increase of 8.05% in calls compared to the 2012-13 annual total which was 127,214). Quarterly performance was reported as:</p> <p><u>1st Quarter:</u> Grade of Service = 82.60% Calls managed = 35,268</p> <p><u>2nd Quarter:</u> Grade of Service = 89.65% Calls managed = 32,019</p> <p><u>3rd Quarter:</u> Grade of Service = 78.45% Calls managed = 33,689</p> <p><u>4th Quarter:</u> Grade of Service = 73.85% Calls managed = 36,474</p>

Performance Statements

Certification of the Performance Statement

In our opinion the accompanying Performance Statement of the City of Greater Dandenong in respect of the 2013-14 financial year, is presented fairly and in accordance with the *Local Government Act 1989*.

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

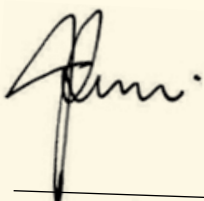
As at the time of signing, we were not aware of any circumstance which would render any particulars in the statement to be misleading or inaccurate.



Cr Jim Memeti
Mayor
Dated: 8 September 2014



Cr Angela Long
Councillor
Dated: 8 September 2014



John Bennie
Chief Executive Officer
Dated: 8 September 2014



Victorian Auditor-General's Office

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Greater Dandenong City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2014 of the Greater Dandenong City Council which comprises the statement and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

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

Auditor's Responsibility

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

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

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

Auditing in the Public Interest

Performance Statements

Independent Auditor's Report (continued)

Independence

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


Auditor's Opinion

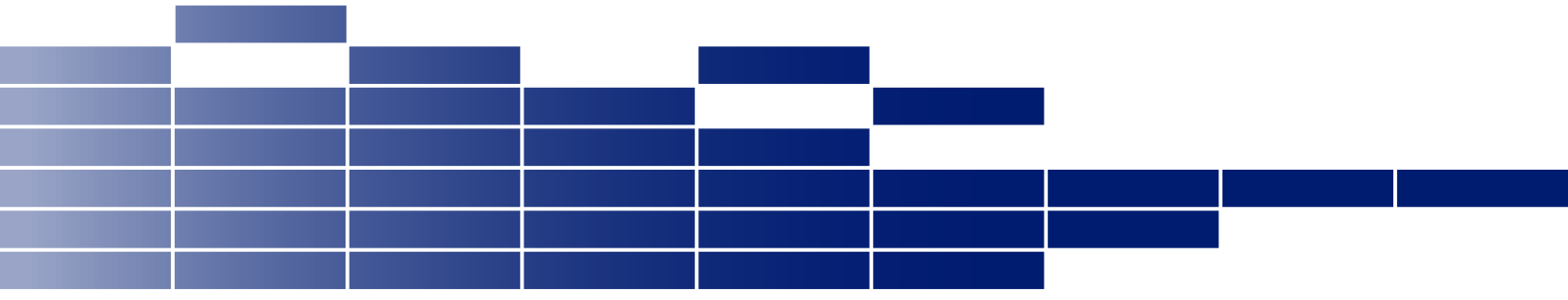
In my opinion, the performance statement of the Greater Dandenong City Council in respect of the 30 June 2014 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the Greater Dandenong City Council for the year ended 30 June 2014 included both in the Greater Dandenong City Council's annual report and on the website. The Councillors of the Greater Dandenong City Council are responsible for the integrity of the Greater Dandenong City Council's website. I have not been engaged to report on the integrity of the Greater Dandenong City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
10 September 2014


John Doyle
Auditor-General



Financial Overview



Financial Overview

Understanding the Financial Report

Financial Overview

Understanding Council's financial performance from financial statements prepared in accordance with Australian Accounting Standards can frequently be problematic and the purpose of this overview is to provide readers with greater clarity about the financial outcomes for the 2013-14 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 2013-14 this represents the consolidated performance of the Council and Dandenong Market Pty Ltd.

Council's 2013-14 Comprehensive Income Statement highlights that Council achieved an overall surplus for the financial year of \$137.94 million. This result is, however, impacted upon by a combination of items – some of which are operational in nature and occur every year and others which are highly dynamic and change significantly each year.

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

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

The City of Greater Dandenong recorded an underlying deficit in 2013-14 of \$2.70 million (surplus of \$5.02 million in 2012-13). The major contributor to the deficit result relates to Victoria Grants Commission funding of 50% (or \$5.42 million) of the 2013-14 full year allocation received early in 2012-13 due to the Victoria Grants Commission resuming to a regular payment schedule. No early payments were received in 2013-14.

Beyond the underlying net result for the year, Council received \$9.15 million in capital grant funding and \$2.05 million in capital contributions (cash). A further \$51.18 million was received in the contribution of non-monetary assets from developers leading to a net surplus accounting result for the year of \$54.54 million.

Finally a review of Council's asset valuations led to a revaluation increment of \$83.40 million in the value of Council's land and building assets leading to a Comprehensive Income Statement surplus outcome of \$137.94 million.

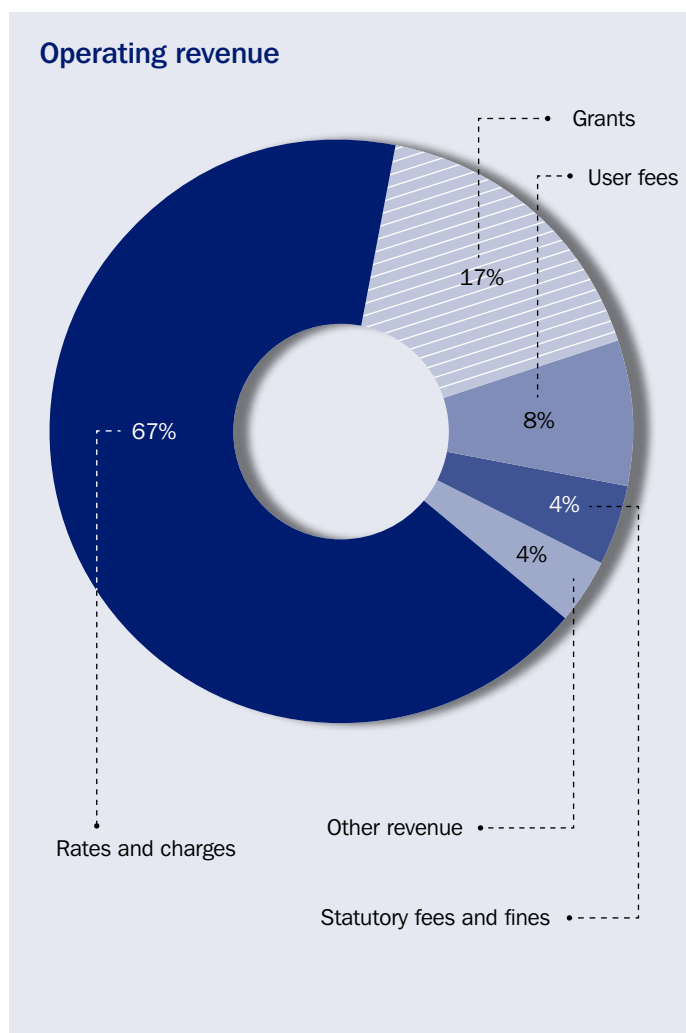
Comprehensive Income Statement

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.

Revenue

Council's operating revenue for 2013-14 was \$153.03 million (\$150.49 million in 2012-13) including rates and charges revenue (\$102.69 million), operating grants (\$25.76 million), and fees and charges (\$19.12 million). The breakdown of operating revenue by major categories is depicted in the graph below:



Council's non-operating revenue for 2013-14 was \$63.50 million (\$35.99 million in 2012-13) including capital grants (\$9.15 million), capital contributions (cash) (\$2.05 million) gain on sale of assets (\$1.11 million) and contributions of non-monetary assets, mainly from sub division activity (\$51.18 million).

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

Grants and contributions – operational grant revenue comprises a general purpose grant of \$5.42 million (which includes \$679,000 for local roads), and tied grants of \$20.35 million which were essentially for community care and community wellbeing services. Capital grants received were \$9.15 million of which \$4.32 million related to the Municipal Building Project. These grants are expended on these services in addition to the funds allocated by Council from other sources of revenue. (Refer Note 4 of Financial Report).

Capital contributions (cash) of \$2.05 million received were mainly for public open space development. Capital non-monetary contributions of \$51.18 million were mainly from "gifted" assets from developer activity.

Fees, charges and fines – Revenue from these sources were \$19.12 million for the year (\$17.86 million in 2012-13). The major sources of revenue are:

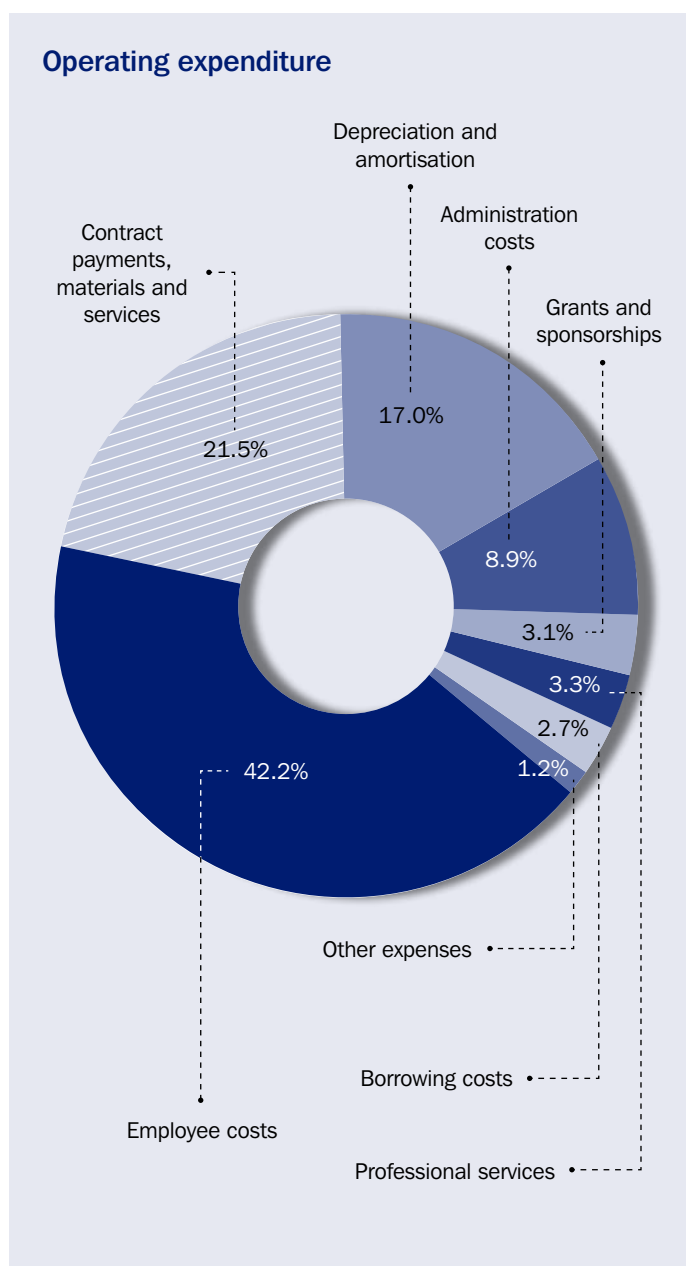
Dandenong Market stall income	\$5.13 million
Statutory and other fees	\$6.52 million
Parking fees and fines	\$4.47 million
Hire of Council facilities	\$1.68 million
Aged care services	\$1.33 million

Other income (\$5.46 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 2013-14 including depreciation was \$155.72 million (\$145.47 million in 2012-13).

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



Financial Overview

Contract payments, materials & services (\$33.52 million) – Included in this category are the following major costs relating to:

Waste collection and disposal	\$10.21 million
Maintenance and repairs of roads, drains and buildings	\$6.39 million
Park services	\$5.13 million
Street lighting	\$1.86 million
Dandenong Market	\$1.74 million
Street cleansing	\$0.91 million

Grants, sponsorships and contributions – (\$4.80 million) – Council provides grants to various sporting and cultural bodies to assist in promoting the city’s diversity. It also provides an annual amount towards Council’s Family Day Care program.

Professional services (\$5.20 million) – Mainly includes consultancy costs, professional services including legal costs for various services (\$4.46 million). Other costs include statutory fees and audit costs. Refer note 14 of the Financial Report.

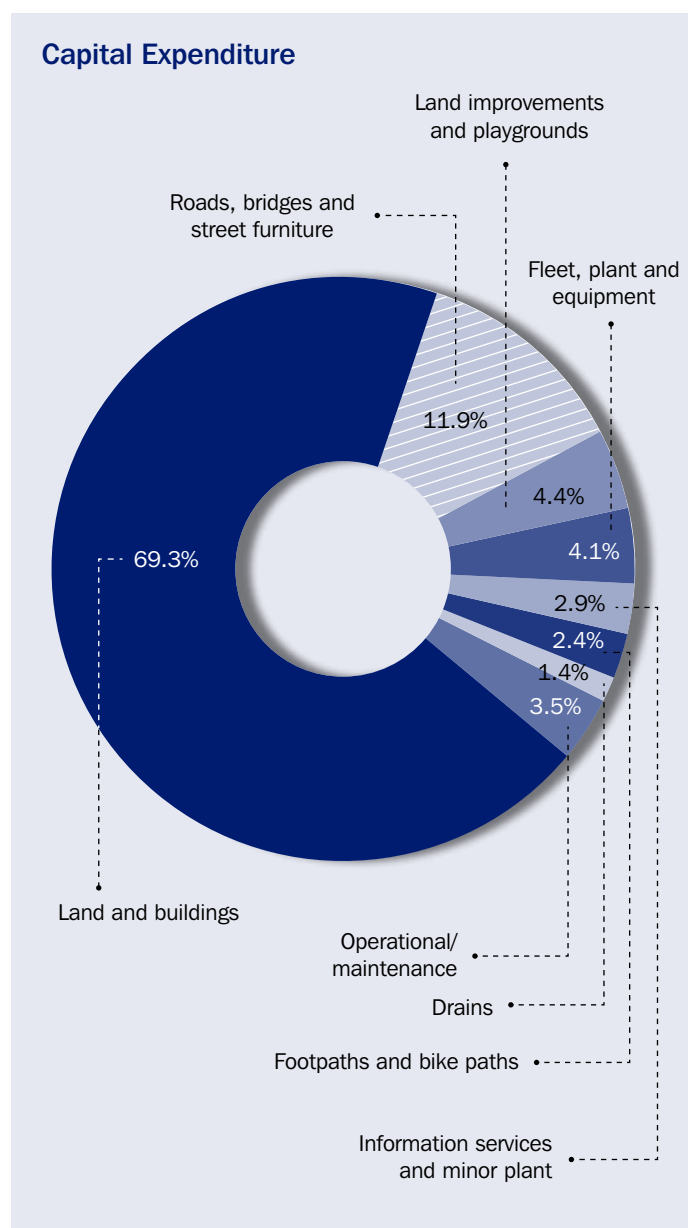
Administration costs (\$13.83 million) – Administration costs include information management expenses (\$1.99 million), insurance costs (\$1.06 million), printing, publications and promotions of (\$3.27 million) and motor vehicle maintenance of (\$1.47 million). It also includes occupancy costs (\$3.10 million) for rent, electricity, gas, telephone and water. Refer to note 15 in the Financial Report.

Borrowing costs (\$4.24 million) – represents interest on Council’s long term borrowings.

Depreciation and amortisation (\$26.54 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.

Capital Expenditure (as per the Capital Works Standard Statement)

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



Council spent \$63.58 million on capital expenditure during the year. This comprises expansion/upgrade (\$7.03 million), renewal (\$14.67 million) and new assets (\$39.65 million). The most significant project being the Municipal Building Project (\$33.64 million) which was completed in March 2014.

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.
- ▶ Financial assets refer to a security deposit held by Council.
- ▶ Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.

Current and non-current liabilities

- ▶ Trade and other payables is the value to which Council owes money as at 30 June.
- ▶ Trust funds and deposits represent monies held in trust by Council.
- ▶ Provisions include accrued salary and leave entitlements.
- ▶ Superannuation liability refers to monies owed to the superannuation fund for future superannuation benefits of staff on a defined benefits plan, and
- ▶ 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.
- ▶ Asset revaluation reserve: this 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: Includes 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 \$137.94 million during the year, made up of a surplus of \$54.54 million and an asset revaluation increment of \$83.40 million. The difference between the assets and liabilities amounting to \$1.53 billion is the net worth of the Council to its ratepayers and community (\$1.39 billion in 2013).

Council's borrowing at 30 June 2014 was \$66.75 million, which is 65% of rate revenue (Government prudential limit is 80%). Loan repayments of \$18.51 million are planned over the next five years under Council's borrowing strategy. Council intends to retire these debts through cash flows generated from operations.

Council's assets (what Council owns) comprise:

	\$M	%
Assets:		
Land and land improvements	751.72	45.62
Roads and bridges	307.57	18.67
Buildings (including leasehold improvements)	209.89	12.74
Drainage	136.02	8.26
Cash and other assets	83.70	5.06
Footpaths and bike paths	74.49	4.52
Works in progress	14.08	0.85
Land under roads	30.33	1.84
Plant, furniture and playground equipment	23.95	1.46
Car parks	11.83	0.72
Inventory property	3.70	0.23
Other non-current assets	0.55	0.03
	1,647.83	100.00

Financial Overview

Council's liabilities (what Council owes) comprise:

	\$M	%
Long-term borrowing	66.75	58.22
Creditors	18.74	16.34
Employee entitlements	15.53	13.54
Trust funds and deposits	13.64	11.90
	114.66	100.00

Statement of changes in equity

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

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

Cash Flow Statement

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

Council's cash arises from, and is used in, three main areas: Cash flows 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. 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. 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 and the cash received from the sale of these assets.

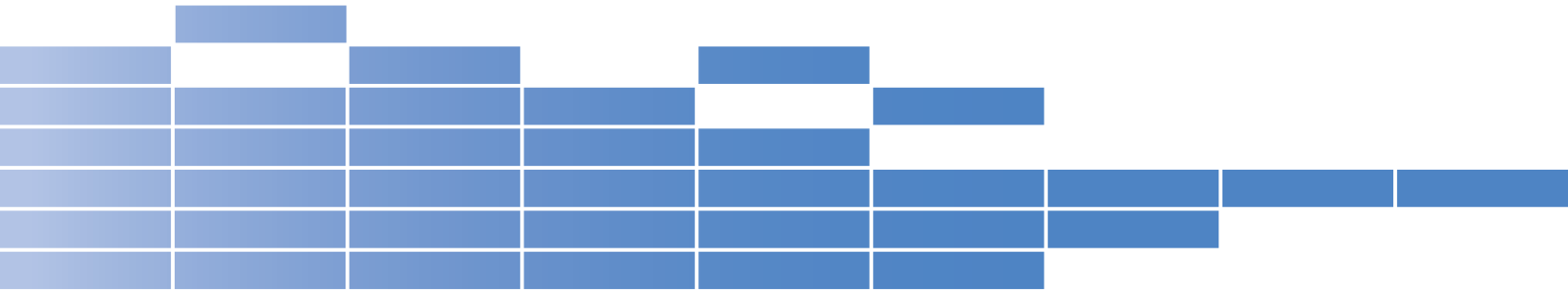
Cash flows from financing activities

Cash flows from financing activities includes proceeds from borrowing and the repayment of loans, movement in cash held in trust deposits and movement in term deposits between short term (up to 90 days) and longer term. For the purpose of the Cash Flow Statement, and in accordance with accounting policy, only term deposits with terms of less than 90 days are treated as cash on hand.

During the 2013-14 financial year Council repaid \$4.04 million of its long term debt and borrowed \$4.90 million to fund the Municipal Building Project.

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 and Standard Statements.



Annual Financial Report

For the year ended 30 June 2014



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Annual Financial Report

For the year ended 30 June 2014

Comprehensive Income Statement

For the year ended 30 June 2014

	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Income			
Rates and charges	3	102,686	96,343
Grants – operating (recurrent)	4	24,437	28,501
Grants – operating (non-recurrent)	4	1,324	2,420
Statutory fees and fines	6	6,453	5,774
User fees	7	12,667	12,085
Other income	9	5,458	5,366
Total income		153,025	150,489
Expenses			
Employee costs	10	(65,710)	(59,256)
Contract payments, materials and services	11	(33,517)	(34,858)
Depreciation and amortisation	12	(26,538)	(25,327)
Grants, sponsorships and contributions	13	(4,795)	(5,260)
Professional services	14	(5,204)	(5,407)
Administration costs	15	(13,834)	(11,909)
Finance costs	16	(4,236)	(2,836)
Other expenses	17	(1,890)	(618)
Total expenses		(155,724)	(145,471)
Net surplus (deficit) prior to capital income and asset items	2	(2,699)	5,018
Net gain on disposal of assets	8(a)	1,113	458
Grants – capital (recurrent)	4	701	743
Grants – capital (non-recurrent)	4	8,452	6,641
Capital contributions – cash	5(a)	2,054	5,189
Capital contributions – non-monetary	5(b)	51,182	22,954
Assets written off	8(b)	(6,260)	(4,345)
Net surplus for the year		54,543	36,658
Other comprehensive income			
Net asset revaluation increment	26(a)	83,396	16,199
Total comprehensive result		137,939	52,857

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

Balance Sheet

As at 30 June 2014

	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Assets			
Current assets			
Cash and cash equivalents	18 (a)	66,983	52,491
Financial assets	18 (b)	–	39,546
Trade and other receivables	19 (a)	16,331	14,794
Prepayments	19 (b)	382	453
Inventory property	20	243	377
Total current assets		83,939	107,661
Non-current assets			
Property, infrastructure, plant and equipment	21(a)	1,559,892	1,393,171
Inventory property	20	3,455	3,698
Financial assets – assets held for sale	18 (b)	230	–
Trade and other receivables	19 (a)	319	492
Total non-current assets		1,563,896	1,397,361
Total assets		1,647,835	1,505,022
Liabilities			
Current liabilities			
Trade and other payables	22	18,740	17,885
Employee provisions	23	14,817	13,947
Trust funds and deposits	24	13,041	10,471
Superannuation liability	29	–	4,847
Interest-bearing loans and borrowings	25	9,230	4,039
Total current liabilities		55,828	51,189
Non-current liabilities			
Employee provisions	23	714	643
Trust funds and deposits	24	599	28
Interest-bearing loans and borrowings	25	57,518	61,848
Total non-current liabilities		58,831	62,519
Total liabilities		114,659	113,708
Net assets		1,533,176	1,391,314
Equity			
Accumulated surplus		672,354	615,776
Asset revaluation reserve	26(a)	836,989	753,593
Other reserves	26(b)	23,833	21,945
Total equity		1,533,176	1,391,314

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

Annual Financial Report

For the year ended 30 June 2014

Statement of Changes in Equity

For the year ended 30 June 2014

		Consolidated			
		Total	Accumulated	Asset	Other
		2014	Surplus	Revaluation	Reserves
		\$'000	2014	Reserve	2014
2014	Note	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		1,391,314	615,776	753,593	21,945
Adjustment directly to equity	36	3,923	3,923	–	–
Adjusted balance at beginning of the financial year		1,395,237	619,699	753,593	21,945
Surplus for the year		54,543	54,543	–	–
Transfers to other reserves	26(b)	–	(7,753)	–	7,753
Transfers from other reserves	26(b)	–	5,865	–	(5,865)
Net asset revaluation increment	26(a)	83,396	–	83,396	–
Balance at end of the financial year		1,533,176	672,354	836,989	23,833

		Consolidated			
		Total	Accumulated	Asset	Other
		2013	Surplus	Revaluation	Reserves
		\$'000	2013	Reserve	2013 2013
2013		\$'000	\$'000	\$'000	
Balance at beginning of the financial year		1,324,509	565,079	737,394	22,036
Adjustment directly to equity	36	13,948	13,948	–	–
Adjusted balance at beginning of the financial year		1,338,457	579,027	737,394	22,036
Surplus for the year		36,658	36,658	–	–
Transfers to other reserves	26(b)	–	(17,989)	–	17,989
Transfers from other reserves	26(b)	–	18,080	–	(18,080)
Net asset revaluation increment	26(a)	16,199	–	16,199	–
Balance at end of the financial year		1,391,314	615,776	753,593	21,945

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

Cash Flow Statement

For the year ended 30 June 2014

	Note	Consolidated 2014 Inflows/ (Outflows) \$'000	Consolidated 2013 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		101,747	96,007
Fees, charges, fines and other (inclusive of GST)		22,416	19,206
Contributions (inclusive of GST)		2,062	4,943
Grants (inclusive of GST)		36,055	39,893
Interest received		3,444	2,893
Payments to suppliers (inclusive of GST)		(68,778)	(66,986)
Payments to employees		(64,814)	(58,006)
Payments to superannuation liability		(4,847)	(5,500)
Net GST refund		10,276	7,952
Net cash provided by operating activities	32	37,561	40,402
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(62,655)	(45,369)
Proceeds from sale of property held for resale	8(a)	1,419	-
Proceeds from sale of property, infrastructure, plant and equipment (net of selling costs)		393	2,763
Proceeds (payments) for other financial assets		39,546	(39,546)
Trust funds and deposits		1,621	(2,517)
Net cash used in investing activities		(19,676)	(84,669)
Cash flows from financing activities			
Finance costs		(4,254)	(2,365)
Proceeds from interest-bearing loans and borrowings		4,900	33,100
Repayment of interest-bearing loans and borrowings		(4,039)	(3,255)
Net cash used in financing activities		(3,393)	27,480
Net increase (decrease) in cash and cash equivalents		14,492	(16,787)
Cash and cash equivalents at the beginning of the financial year		52,491	69,278
Cash and cash equivalents at the end of the financial year	18 & 33	66,983	52,491
Financing arrangements	18		
Restrictions on cash assets	18		

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

Annual Financial Report

For the year ended 30 June 2014

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.

The purpose of the Council is to:

- Provide for the peace, order and good government of the city.
- Promote our cultural diversity, and economic, social and environmental viability.
- Build partnerships with its citizens.
- Promote business and employment opportunities.
- Ensure transparency and accountability in Council decision making.
- Improve the overall quality of life of its citizens.

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

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

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

Note 1 Significant accounting policies

(a) Basis of accounting

The financial report is prepared on the accrual and going concern basis under the historical cost convention, except for certain assets as disclosed in notes 1(h), 1(j), 1(q), 1 (u), 1(z) and 1(y).

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.

Basis of consolidation

Dandenong Market Pty Ltd is a wholly owned subsidiary, incorporated within Australia on the 24 September 2012, of the City of Greater Dandenong. From 1 July 2013, Dandenong Market Pty Ltd manages the retail activities of the Dandenong Market for the City of Greater Dandenong on terms set out in a management services agreement between both parties, dated 30 November 2012.

The consolidated financial statements comprise the financial statements of Council and those entities over which Council has the power to govern the financial and operating policies so as to obtain benefits from their activities. The financial statements of Council's controlled entities are prepared for the same period as Council, using consistent accounting policies. The assets, liabilities, income and expenses of all controlled entities of Council have been included at the values shown in their financial reports. In preparing the consolidated financial statements all inter-entity balances and transactions, income and expenses and profit and losses from intra-group transactions have been eliminated in full. For the 2012-13 financial year, the Dandenong Market Pty Ltd was excluded from consolidation as there were no material differences between the Council and consolidated figures in the notes to the financial statements. For comparative purposes the 2012-13 financial year has been reinstated to reflect consolidated figures.

Refer note 37 for a reconciliation between Council, Dandenong Market Pty Ltd and consolidated for 2013-14 and the restated comparatives for 2012-13.

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

AASB 13 Fair Value Measurement

Council has applied AASB 13 for the first time in the current year. AASB 13 establishes a single source of guidance for fair value measurements. The fair value measurement requirements of AASB 13 apply to both financial instrument items and non-financial instrument items for which other A-IFRS require or permit fair value measurements and disclosures about fair value measurements, except for share-based payment transactions that are within the scope of AASB 2 Share-based Payment, leasing transactions that are within the scope of AASB 17 Leases, and measurements that have some similarities to fair value but not fair value (eg. net realisable value for the purposes of measuring inventories or value in use for impairment assessment purposes).

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 in the principal (or most advantageous) market at the measurement date under current market conditions. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique. Also, AASB 13 includes extensive disclosure requirements.

AASB 13 requires prospective application from 1 January 2013. In addition, specific transitional provisions were given to entities such that they need not apply the disclosure requirements set out in the Standard in comparative information provided for periods before the initial application of the Standard. In accordance with these transitional provisions, Council has not made any new disclosures required by AASB 13 for the 2013 comparative period (please see note 21(b) and (c) disclosures).

Other than the additional disclosures, the application of AASB 13 has not had any material impact on the amounts recognised in the financial statements.

All assets and liabilities for which fair value is measured or disclosed in the Financial Statements are categorised within the 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 re-assessing 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.

AASB 119 Employee benefits

In the current year, Council has applied AASB 119 Employee Benefits (as revised in 2011) and the related consequential amendments. AASB 119 changes the definition of short-term employee benefits. These were previously benefits that were due to be settled within twelve months after the end of the reporting period in which the employees render the related service, however, short-term employee benefits are now defined as benefits expected to be settled wholly before twelve months after the end of the reporting period in which the employees render the related service. As a result, accrued annual leave balances which were previously classified by Council as short-term benefits no longer meet this definition and are now classified as long-term benefits.

This change in classification has not altered Council's measurement of the annual leave provision. The disclosure has been amended to incorporate the change.

Restatement of comparatives in the financial statements (Aged care reclassification)

During the 2013-14 financial year a review of the service delivery allocation across aged care programs for external agencies and Commonwealth funded programs (External Aged Care in the Home, Community Aged Care Packages and National Respite Care) identified an incorrect allocation of labour service delivery costs. As a result the 2012-13 comparatives have been restated retrospectively for comparative purposes. The overall impact on Council's net result is nil. The adjustments have been reflected in the Comprehensive Income Statement, Cash Flow Statement and the following disclosure notes:

Note 3 User fees – Aged care services reduction of \$486,000.

Note 10 Employee costs – Salaries and wages increase of \$651,000.

Note 11 Contract payments, materials & services – Community aged care program reduction of \$606,000.

Note 13 Grants, sponsorships and contributions – Sponsorships other reduction of \$532,000.

Restatement of comparatives in the financial statements (Fixed asset class reclassification)

During the 2013-14 financial year a number of changes have also been made to the categories that asset classes are disclosed in. Refer to note 21 Property, infrastructure, plant and equipment for further details.

(c) Revenue recognition

Rates

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

Grants, donations and other contributions

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

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

User fees, charges and fines

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

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

Sale of property, plant and equipment

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

Interest and rents

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

Assets from new developments

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

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For the year ended 30 June 2014

Note 1 Significant accounting policies (cont'd)

(d) Recognition of receivables

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

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

Buildings, land improvements, infrastructure, plant and equipment and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

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

Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

	2014 (years)
<i>Property</i>	
Land	N/A
Land under roads	N/A
Buildings	50-100
Land improvements	10-20
Leasehold improvements	life of lease
<i>Infrastructure</i>	
Bridges	20-100
Car parks	12-100
Drains	10-100
Footpaths	10-50
Playgrounds	10-20
Road sub-structure	100
Road seal	12-30
Road kerb and channel	80
Trees	N/A
Street furniture	10-20
<i>Plant and equipment</i>	
Plant and equipment	5
IT software	3-5
Minor plant, furniture and equipment	3-20

(f) 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.

(g) Finance costs

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

Finance costs include interest on bank overdrafts and interest on borrowings.

(h) Recognition and measurement of assets

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 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.

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

Assets acquired from developers through subdivision activity are initially recognised at their current valuation (refer note 1 (c)).

The following classes of assets have been recognised in note 21. In accordance with Council's policy, the threshold limits detailed below have been applied when recognising assets within an applicable asset class and otherwise stated are consistent with the prior year:

	Threshold Limit \$'000
<i>Property</i>	
Land	Nil
Land under roads	Nil
Buildings	10
Land improvements	5-10
Leasehold improvements	Nil
<i>Infrastructure assets</i>	
Bridges	5
Car parks	5
Drains (pits and new pipes) #	Nil
Drains (existing pipes)	5
Footpaths	1
Playgrounds	2
Road sub-structure	20
Road seal	20
Road kerb and channel	5
Street furniture	5

<i>Plant and equipment</i>	
Plant and equipment	2
IT software	2
Minor plant, furniture and equipment	2

Revised threshold limit in 2013-14, previously \$5,000 threshold limit for new drain pipes and pits.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than land under roads, land improvements, leasehold improvements, playgrounds, street furniture and plant and equipment 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, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset 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. More details about the valuation techniques and inputs used in determining the fair value of non-financial physical assets are discussed in note 21 Property, infrastructure, plant and equipment.

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

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

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

Land under roads

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

Realisable and non-realisable infrastructure assets

Infrastructure assets comprising street furniture and playgrounds are considered by their nature to be realisable assets. All other infrastructure assets are considered to be non-realisable. Non-realisable assets are excluded from the calculations of financial ratios (refer Note 34).

Existing assets not previously recognised

Non-current assets not previously recognised are classified as though they had always been recognised by an adjustment to opening equity balances. Refer to note 36 – Adjustments to equity for further details.

(i) Cash and cash equivalent assets

For the purpose of the Statement of Cash Flows, cash and cash equivalent assets include cash on hand, deposits at call and other highly liquid investments with short periods to maturity (less than three months). They are subject to insignificant risk of changes in value and include cash available for day to day cash management activities and those restricted for specific purposes either under regulations or Council's obligations for delivery of services or capital works (refer notes 18 and 33).

(j) Financial assets

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

(k) Managed funds

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

(l) Investments

Investments, other than investments in associates, are measured at cost.

(m) Recognition of payables

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

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For the year ended 30 June 2014

Note 1 Significant accounting policies (cont'd)

(n) Trust monies

Amounts received as tender deposits, bonds and retention monies are recognised as trust monies until they are refunded or forfeited (refer note 24). Amounts received from developers relating to the Development Contribution Plans (DCP) are held as deposits and are a surety for the construction of DCP infrastructure. Upon completion of the infrastructure, Council will refund the developer the deposit. Due to the uncertainty of when the developer may submit a claim for refund, the monies held are treated as a current liability.

(o) Employee costs

Salary and wages

Liabilities for wages and salaries and rostered days off are recognised and measured as the amount unpaid at balance date and include appropriate oncosts such as workers compensation.

Annual leave

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

Long service leave

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

Classification of employee costs

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

Superannuation

The superannuation expense for the reporting year is the amount of the statutory contribution the Council makes to the superannuation plan which provides benefits to its employees. In addition Council may, periodically be required to contribute to the defined benefits schemes for current and former employees. The contribution will be expensed when formally advised. Details of these arrangements are recorded in note 29.

(p) Leases

Operating leases

Operating lease payments are expensed in the year in which the payments are made as they reflect the pattern of benefits derived by the Council. Operating lease receivables are recognised in the year in which they are invoiced or when Council becomes entitled to the income from the lease, whichever is earlier.

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. At balance date, leasehold improvements are amortised over the life of the lease.

(q) Allocation between current and non-current

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

(r) Agreements equally proportionately unperformed

The Council does not recognise assets and liabilities arising from agreements that are equally proportionately unperformed in the Balance Sheet. Such agreements are recognised on an 'as incurred' basis.

(s) Website costs

Costs in relation to websites are charged as an expense in the period in which they are incurred.

(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) Impairment of assets

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

(v) Rounding

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

(w) Interest-bearing liabilities

Interest-bearing liabilities represent overdrafts, short term loans, long term loans and other liabilities which accrue interest on the balance outstanding. The carrying amounts of these liabilities represent the amounts payable in future years (refer notes 25 and 28). Interest accrued on these liabilities is treated as a finance cost (refer note 28).

(x) 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 30).

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and inclusive of the GST payable (refer note 27).

(y) Inventory property

Properties that are earmarked for future development and sale are shown at the lower of cost and net realisable value. Properties that are likely to be sold within twelve months of balance date are shown as current assets. This classification between current and non-current is reviewed each year in line with the future sales program (see also note 1 (q)).

(z) 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.

PRONOUNCEMENT	WHAT'S NEW?	IMPACT/ACTION	EFFECTIVE DATE
AASB 9 Financial Instruments	<p>The AASB 9 standard is one of a series of amendments that are expected to eventually completely replace AASB 139. The standard will be expanded to include new rules on measurement of financial liabilities and hedge accounting. Currently the existing provisions of AASB 139 will continue to apply in these areas. AASB 9 simplifies the classifications of financial assets into those to be carried at amortised cost and those to be carried at fair value – the 'available for sale' and 'held-to-maturity' categories no longer exists. AASB 9 also simplifies requirements for embedded derivatives and removes the tainting rules associated with held-to-maturity assets. The new categories of financial assets are:</p> <ul style="list-style-type: none">• Amortised cost – those assets with 'basic' loan features'.• Fair value through other comprehensive income – this treatment is optional for equity instruments not held for trading (this choice is made at initial recognition and is irrevocable).• Fair value through profit and loss – everything that does not fall into the above two categories. <p>The following changes also apply:</p> <ul style="list-style-type: none">• Investments in unquoted equity instruments must be measured at fair value. However, cost may be the appropriate measure of fair value where there is insufficient more recent information available to determine a fair value.• There is no longer any requirement to consider whether 'significant or prolonged' decline in the value of financial assets has occurred. The only impairment testing will be on those assets held at amortised cost, and all impairments will be eligible for reversal.• Similarly, all movements in the fair value of a financial asset now go to the income statement, or, for equity instruments not held for trading, other comprehensive income. There is no longer any requirement to book decrements through the income statement, and increments through equity.	<p>The impact is not likely to be extensive in the local government sector. Although it will vary considerably between entities. While the rules are less complex than those of AASB 139, the option to show equity instruments at cost has been largely removed, which is likely to lead to greater volatility within the income statement. However it may also lead to an improved financial position for some entities. This will also create a requirement to measure some instruments annually that has not previously existed.</p>	<p>Periods beginning on or after 1 July 2015.</p>

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(z) Pending Accounting Standards (cont'd)

PRONOUNCEMENT	WHAT'S NEW?	IMPACT/ACTION	EFFECTIVE DATE
AASB 10 Consolidated Financial Statements	<p>This standard forms the basis for determining which entities should be consolidated into an entity's financial statements. AASB 10 defines 'control' as requiring exposure or rights to variable returns and the ability to affect those returns through power over an investee, which may broaden the concept of control for public sector entities.</p> <p>The AASB has issued an exposure draft ED 238 Consolidated Financial Statements – Australian Implementation Guidance for Not-for-Profit Entities that explains and illustrates how the principles in the Standard apply from the perspective of not-for-profit entities in the private and public sectors.</p>	<p>The AASB have finalised deliberations on ED 238 and any modifications made to AASB 10 for not-for-profit entities, Council will need to re-assess the nature of its relationships with other entities, including those that are currently not consolidated. 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 to not-for-profit entities.</p>	<p>Periods beginning on or after 1 July 2014.</p>
AASB 11 Joint Arrangements	<p>This Standard deals with the concept of joint control, and sets out a new principles-based approach for determining the type of joint arrangement that exists and the corresponding accounting treatment. The new categories of joint arrangements under AASB 11 are more aligned to the actual rights and obligations of the parties to the arrangement.</p>	<p>The AASB have finalised deliberations and any modifications made to AASB 11 for not-for-profit entities, Council will need to assess the nature of arrangements with other entities in determining whether a joint arrangement exists in light of AASB 11.</p>	<p>Periods beginning on or after 1 July 2014.</p>
AASB 12 Disclosure of Interests in Other Entities	<p>This Standard requires disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on the financial statements. This standard replaces the disclosure requirements in AASB 127 Separate Financial Statements and AASB 131 Interests in Joint Ventures.</p> <p>The exposure draft ED 238 proposes to add some implementation guidance to AASB 12, explaining and illustrating the definition of a 'structured entity' from a not-for-profit perspective.</p>	<p>Impacts on the level and nature of the disclosures will be assessed based on the eventual implications arising from AASB 10, AASB 11 and AASB 128 Investments in Associates and Joint Ventures.</p>	<p>Periods beginning on or after 1 July 2014.</p>

(z) Pending Accounting Standards (cont'd)

PRONOUNCEMENT	WHAT'S NEW?	IMPACT/ACTION	EFFECTIVE DATE
AASB 127 Separate Financial Statements	This revised Standard prescribes the accounting and disclosure requirements for investments in subsidiaries, joint ventures and associates when an entity prepares separate financial statements.	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 to not-for-profit entities.	Periods beginning on or after 1 July 2014.
AASB 128 Investments in Associates and Joint Ventures	This revised Standard sets out the requirements for the application of the equity method when accounting for investments in associates and joint ventures.	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 to not-for-profit entities.	Periods beginning on or after 1 July 2014.
AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements	These standards set out the tiers of financial reporting and the reduced disclosure framework.	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 to not-for-profit entities.	Periods beginning on or after 1 July 2014.

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For the year ended 30 June 2014

	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 2 Underlying operational result for the year			
Net surplus for the year		54,543	36,658
<i>Less non-operating income</i>			
Net gain on disposal of assets	8(a)	1,113	458
Capital grants (recurrent and non-recurrent)	4	9,153	7,384
Capital contributions	5(a)	2,054	5,189
Contributions – non-monetary assets	5(b)	51,182	22,954
<i>Add non-operating expenses</i>			
Assets written off	8(b)	6,260	4,345
Underlying operational result*		(2,699)	5,018

Greater Dandenong City Council measures its underlying operational result* to assist in the determination of whether it is operating in a

sustainable fashion or not. The underlying result is an important indicator of Council's long-term financial sustainability, together with other indicators as shown in note 34 Financial Ratios (Performance Indicators). Whilst an underlying deficit in one financial year is not significant, the continued recording of deficits over a sustained period from Council's operations gradually erodes the net assets of Council.

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

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

Greater Dandenong City Council's underlying operating result decreased by \$7.72 million to a deficit result of \$2.70 million in 2014-15. The major contributor relates to Victoria Grants Commission funding of 50% (\$5.42 million) of the 2013-14 full year allocation received early in 2012-13. The Victoria Grants Commission made a decision to resume the regular payment schedule in May 2014. No early payments were received in 2013-14.

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

Note 3 Rates and charges

Council uses the Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements on it, and is determined by independent valuers and certified by the Valuer General Victoria. The valuation base used to calculate general rates for 2013-14 was \$30.81 billion (\$28.87 billion in 2012-13).

	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Residential		42,170	39,254
Commercial		10,014	9,314
Industrial		35,110	32,521
Farm		400	422
Supplementary rates and adjustments		963	918
Maintenance levy		783	716
Residential waste		13,246	13,198
		102,686	96,343

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2012 and the valuation first applied to the rating period commencing 1 July 2012.

Note 4 Grants – recurrent and non-recurrent

Grants were received in respect of the following:

Operational grants

Recurrent

Victoria Grants Commission – general purpose *	4,737	8,863
Victoria Grants Commission – local roads *	679	1,244
Community care	10,055	9,488
Community wellbeing	6,332	6,308
Community engagement	1,205	1,314
Cultural facilities	852	722
Regulatory services	415	451
Community development	149	99
Asset management services	13	12
Total recurrent grants	24,437	28,501

* 50% or \$5.40 million of Victoria Grants Commission funding for 2013-14 was distributed early to Council in June 2013.

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For the year ended 30 June 2014

	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 4 Grants – recurrent and non-recurrent (cont'd)			
Non-recurrent			
Community wellbeing		879	973
National disaster relief funding		–	684
Community engagement		181	504
Cultural facilities		83	83
Infrastructure planning		51	71
Business networking		30	50
Asset management services		85	42
Worksafe		5	13
Community development		10	–
Total non-recurrent grants		1,324	2,420
Total operational grants (recurrent and non-recurrent)		25,761	30,921
Capital grants			
Recurrent			
Commonwealth Government – roads to recovery		651	651
Community care		50	50
Cultural facilities		–	42
Total recurrent		701	743
Non-recurrent			
Capital grants		8,407	6,641
Community care		45	–
Total non-recurrent		8,452	6,641
Total capital grants (recurrent and non-recurrent)		9,153	7,384
Total operational and capital grants received		34,914	38,305
Conditions on grants			
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:			
Operational grants			
Victoria Grants Commission		–	5,401
Community engagement		1,043	1,204
Community wellbeing		674	681
Public health and wellbeing		22	35
Community care		–	211
Planning and design		–	17
Asset management services		26	14
Community development		16	–
Property, leisure and environment		3	–
Capital grants		2,100	1,674
Total grants unexpended		3,884	9,237

Note 4 Grants – recurrent and non-recurrent (cont'd)

Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:

Operational grants

Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Victoria Grants Commission	5,401	5,433
Community wellbeing	681	624
Community care	211	506
Community engagement	1,204	994
Public health and wellbeing support strategy	35	89
Asset management services	14	–
Property, leisure and environment	17	10
Capital grants	1,674	105
	9,237	7,761

Note 5 Capital contributions

(a) Capital contributions – cash

Development contribution plans – works completed	–	3,213
Public open space	1,878	1,444
Infrastructure	138	396
Re-vegetation	–	136
Other	38	–
Total capital contributions – cash	2,054	5,189

(b) Capital contributions – non-monetary

<i>Property</i>		
Land	30,269	1,133
Land under roads	8,902	2,148
Buildings	51	117
<i>Infrastructure</i>		
Bridges	–	17,374
Car parks	22	134
Drains	3,144	–
Footpaths	1,263	334
Playgrounds	–	54
Road sub-structure	4,133	928
Road seal	1,871	463
Road kerb and channel	1,527	269
Total capital contributions – non-monetary	51,182	22,954

Contributions which were recognised as revenue in prior years and were expended during the current year were:

Unexpended contributions

Public open space	1,878	1,444
Other	14	–
Total unexpended contributions	1,892	1,444

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Note 6 Statutory fees and fines	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Parking fines		2,501	2,075
Building and town planning		1,528	1,204
Infringements and costs		1,488	1,683
Infringement (Perin) court recoveries		843	735
Land information certificates		93	77
		6,453	5,774

Note 7 User fees

Market stall rental	5,132	5,337
Other fees and charges	1,922	1,286
Parking fees	1,964	1,816
Hire of facilities	1,684	1,723
Aged care services	1,332	1,245
Multideck car parking	633	678
	12,667	12,085

Note 8 Net gain (loss) on sale, write off and replacement of assets

(a) Net gain on sale of assets

<i>Net gain on sale of inventory property</i>			
Proceeds from sale of assets	5,571	-	
Less Places Victoria share of Metro 3175 sales*	(4,152)	-	
	1,419	-	
Less carrying amount of assets sold	(377)	-	
	1,042	-	
<i>Net gain on sale of property, infrastructure, plant and equipment</i>			
Proceeds from sale of assets	401	844	
Less carrying amount of assets sold	(322)	(379)	
Less selling costs	(18)	(7)	
Plus selling costs recoveries	10	-	
	71	458	
Total proceeds	1,830	844	
Total carrying amount of assets sold (including selling costs)	(717)	(386)	
Total net gain on sale of assets	1,113	458	

* Council has entered into 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. No sale settlements occurred during the 2012-13 financial year.

(b) Net (loss) on write off / replacement of property, infrastructure, plant and equipment

Property	(234)	(796)
Infrastructure	(3,494)	(2,437)
Plant and equipment	(76)	-
Work in progress	(2,456)	(1,112)
	(6,260)	(4,345)

Note 9 Other income	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Interest received on investments		2,369	3,003
Recoveries – other		528	701
Sundry income		946	699
Interest received on rates		500	442
Town Hall income		635	380
Recoveries – State Revenue Office (supply of valuation data)		480	141
		5,458	5,366

Note 10 Employee costs

Salaries and wages*		51,654	46,542
Annual leave and long service leave		6,339	6,181
Superannuation		4,764	4,329
Casual staff		1,706	1,444
Workcover		1,247	760
		65,710	59,256

* A change in the capitalisation of salary costs occurred in 2013-14 resulting in a higher amount of salaries expensed when compared to the 2012-13 financial year.

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	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 11 Contract payments, materials and services			
Maintenance and repairs		973	1,276
Contract payments			
Waste collection		10,212	10,140
Parks services		4,378	4,171
Contract payments – Dandenong Market operations		1,704	3,083
Building maintenance		3,473	3,218
Roads and drains		2,196	2,248
Street lighting		1,865	1,756
Other contract payments		1,490	1,101
Cleaning		839	817
Plant / fleet management		813	758
Capital works		–	584
Property valuation contract		370	261
Community aged care program		3	7
Aquatic and leisure centres		736	321
Materials and services			
Other materials and services		1,378	2,025
Community aged care program		1,250	1,312
Parks services		752	781
Roads and drains		477	406
Cultural facilities		283	290
Building maintenance		249	228
Cleaning		76	75
		33,517	34,858

Note 12 Depreciation and amortisation	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
<i>Property</i>			
Buildings		5,102	4,896
Land improvements		2,206	2,088
Leasehold improvements		97	126
		7,405	7,110
<i>Infrastructure</i>			
Bridges		679	296
Car parks		307	290
Drains		2,025	1,918
Footpaths		1,967	1,862
Playgrounds		476	421
Road sub-structure		2,461	2,440
Road seal		5,735	5,367
Road kerb and channel		1,364	1,260
Street furniture		167	168
		15,181	14,022
<i>Plant and equipment</i>			
Plant and equipment		1,770	1,787
IT software		159	473
Minor plant, furniture and equipment		2,023	1,935
		3,952	4,195
Total depreciation and amortisation		26,538	25,327

Note 13 Grants, sponsorships and contributions

Sponsorships – Family day care		2,981	3,238
Community grants		1,424	1,295
Sponsorships – other		315	567
Contributions		75	160
		4,795	5,260

Note 14 Professional services

Consultants		3,421	3,697
Legal costs		1,044	1,030
Statutory fees		481	421
Internal audit fees – Crowe Horwath		105	145
Audit fee to conduct external audit – Victorian Auditor-General		66	69
Strategic asset management project		6	4
Other		81	41
		5,204	5,407

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	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 15 Administration costs			
Occupancy costs		3,097	2,680
Printing, publications and promotion		3,270	2,047
Information management costs		1,987	1,904
Motor vehicle maintenance		1,473	1,310
Insurance		1,063	1,223
Bad and doubtful debts		804	808
Council election		–	567
Councillors allowances		393	354
Postage		586	499
Other administration costs		793	517
Brokerage and professional fees		368	–
		13,834	11,909
Note 16 Finance costs			
Interest on borrowings		4,223	2,836
Interest other		13	–
		4,236	2,836
Note 17 Other expenses			
Bank charges		168	170
Sundry expenses*		1,722	448
		1,890	618

* Sundry expenses have increased in 2013-14 and relate mainly to unspent grant funding required to be returned to the funding body in relation to the following projects: Dandenong West Kindergarten, Transition to Adulthood and the Inclusion Support Program.

Note 18 (a) Cash and cash equivalents	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Term deposits		53,843	41,306
Money market at call account		5,694	7,520
Cash at bank and on hand		7,446	1,812
Managed funds		–	1,653
Shares		–	200
	33	66,983	52,491

Note 18 (b) Financial assets

Current

Term deposits greater than three months	1(j)	–	39,546
		–	39,546
		66,983	92,037

Represented by:

Operating cash *		13,979	45,031
Restricted cash **			
Employee provisions		15,531	14,590
Trust funds and deposits		13,640	10,471
Council funded development contribution plan reserve		9,645	8,559
Public open space reserve		5,494	4,950
Major projects reserve		6,752	3,020
Municipal building project reserve		–	2,925
Insurance reserve		423	1,016
Re-vegetation reserves		514	624
Keysborough South maintenance levy		785	496
Spring Valley landfill rehabilitation		220	220
Dandenong Market		–	135
		66,983	92,037

* The lower operating cash result in 2013-14 is due to the 2012-13 operating cash amount including \$39.41 million set aside to fund the completion of capital works in progress and unexpended grants in 2013-14.

** Restricted cash represents funds that are set aside for specific purposes and users of the financial report should refer to note 26(b) for details of funds held in reserve and note 27 for details of existing Council commitments.

Financing arrangements

Overdraft facility		2,500	2,500
Used amount		–	–
Unused overdraft facilities at reporting date		2,500	2,500
Used borrowing facilities at reporting date		66,748	65,887
Unused borrowing facilities at reporting date		–	–

Non-current

<i>Financial assets held for sale</i>			
Unlisted shares – Regional Kitchen Pty Ltd – at cost		230	–
		230	–

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	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 19 (a) Trade and other receivables			
Current			
Rates debtors	1(d)	5,297	4,965
Parking infringement debtors		4,958	5,074
Provision for doubtful debts – parking infringements		(1,561)	(1,907)
General debtors		8,207	7,299
Provision for doubtful debts – general debtors		(570)	(637)
		16,331	14,794
Non-current			
Development contribution plan – works completed		–	246
Narre Warren landfill – financial contribution		246	246
Other debtors – refundable deposit		73	–
		319	492
		16,650	15,286

Note 19 (b) Prepayments

Prepayments		382	453
		382	453

Note 20 Inventory – property

Properties held for sale – current		243	377
Properties held for sale – non-current		3,455	3,698
		3,698	4,075

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

Note 21 Property, infrastructure, plant and equipment

(a) Property, infrastructure, plant and equipment balances at the end of the year

SUMMARY

At cost		245,944	210,928
At deemed cost	#	73,887	35,624
At fair value as at 1 January 2014	21(c)(i)	987,125	–
At fair value as at 30 June 2013	21(c)(ii)	54,148	54,148
At fair value as at 1 January 2012	21(c)(i)	–	857,444
At fair value as at 30 June 2011	21(c)(ii)	286,294	287,368
At fair value as at 30 April 2011	21(c)(ii)	390,361	394,528
Less accumulated depreciation		(477,836)	(446,869)
Less accumulated impairment		(31)	–
		1,559,892	1,393,171

Note 21 Property, infrastructure, plant and equipment (cont'd)

(a) Property, infrastructure, plant and equipment balances at the end of the year

PROPERTY

	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Land			
At cost		–	4,848
At deemed cost	#	22,780	–
At fair value as at 1 January 2014	21(c)(i)	706,432	–
At fair value as at 1 January 2012		–	607,593
		729,212	612,441
Land under roads			
At cost		30,331	21,159
		30,331	21,159
Buildings			
At cost		55,346	23,175
At deemed cost	#	22	22
At fair value as at 1 January 2014	21(c)(i)	280,693	–
At fair value as at 1 January 2012		–	249,851
Less accumulated depreciation		(126,919)	(114,555)
		209,142	158,493
Land improvements			
At cost		44,559	36,607
Less accumulated depreciation		(22,054)	(19,765)
		22,505	16,842
Leasehold improvements			
At cost		1,333	1,235
Less accumulated amortisation		(584)	(486)
		749	749
Total property		991,939	809,684

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Note 21 Property, infrastructure, plant and equipment (cont'd)	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
INFRASTRUCTURE			
Bridges			
At cost		37	–
At deemed cost	#	103	103
At fair value as at 30 June 2013	21(c)(ii)	54,148	54,148
Less accumulated depreciation		(13,633)	(12,954)
Less accumulated impairment		(31)	–
		40,624	41,297
Car parks			
At cost		2,070	905
At deemed cost	#	599	578
At fair value as at 30 June 2011	21(c)(ii)	13,837	14,013
Less accumulated depreciation		(4,678)	(4,430)
		11,828	11,066
Drains			
At cost		1,429	927
At deemed cost	#	16,934	11,284
At fair value as at 30 June 2011	21(c)(ii)	190,023	190,816
Less accumulated depreciation		(72,369)	(70,618)
		136,017	132,409
Footpaths			
At cost		3,271	1,985
At deemed cost	#	6,573	5,112
At fair value as at 30 June 2011	21(c)(ii)	82,434	82,539
Less accumulated depreciation		(17,787)	(15,853)
		74,491	73,783
Playgrounds			
At cost		11,230	10,869
Less accumulated depreciation		(5,718)	(5,241)
		5,512	5,628
Road sub-structure			
At cost		410	157
At deemed cost	#	14,656	10,083
At fair value as at 30 April 2011	21(c)(ii)	233,355	236,388
Less accumulated depreciation		(92,250)	(90,355)
		156,171	156,273

	Note	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 21 Property, infrastructure, plant and equipment (cont'd)			
Road seal			
At cost		12,435	9,353
At deemed cost	#	6,064	3,969
At fair value as at 30 April 2011	21(c)(ii)	76,141	76,792
Less accumulated depreciation		(46,204)	(40,799)
		48,436	49,315
Road kerb and channel			
At cost		4,298	3,180
At deemed cost	#	6,156	4,473
At fair value as at 30 April 2011	21(c)(ii)	80,865	81,348
Less accumulated depreciation		(28,967)	(27,978)
		62,352	61,023
Street furniture			
At cost		7,868	7,640
Less accumulated depreciation		(6,846)	(6,679)
		1,022	961
Total infrastructure		536,453	531,755
PLANT AND EQUIPMENT			
Plant and equipment			
At cost		14,537	13,308
Less accumulated depreciation		(8,749)	(7,996)
		5,788	5,312
IT software			
At cost		3,030	2,892
Less accumulated depreciation		(2,878)	(2,720)
		152	172
Minor plant, furniture and equipment			
At cost		39,679	34,798
Less accumulated depreciation		(28,200)	(26,440)
		11,479	8,358
Total plant and equipment		17,419	13,842
WORKS IN PROGRESS			
Works in progress (WIP)			
At cost		14,081	37,890
Total works in progress		14,081	37,890
Grand total – property, infrastructure, plant and equipment		1,559,892	1,393,171

– 'At deemed cost' represents assets gifted or not previously recognised which are taken on at fair value or deemed cost since the last revaluation.

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Note 21 Property, infrastructure, plant and equipment (cont'd)

(b) Fair value

Fair value assessment have been performed at 30 June 2014 for asset classes measured at fair value. This assessment demonstrated that fair value was materially similar to carrying value, and therefore a full revaluation was not required for infrastructure asset classes this year. The next scheduled full revaluation for this purpose will be conducted in 2014-15. Land and buildings were formally revalued at 1 January 2014. The next scheduled full revaluation for this purpose will be conducted in 2015-16.

Fair value hierarchy at 30 June 2014

Assets and liabilities measured at fair value are categorised into a hierarchy based on the level of inputs used in measurements.

- Level 1** Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2** Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3** Unobservable inputs for the asset or liability.

Details of the carrying value of Council's asset classes and information about the fair value hierarchy at 30 June 2014 are as follows:

	Note	Fair value		
		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
PROPERTY				
Land	(i)	–	175,790	530,642
Buildings	(i)	–	154,506	20,179
		–	330,296	550,821
INFRASTRUCTURE				
Bridges		–	–	40,519
Car parks		–	–	9,915
Drains		–	–	124,031
Footpaths		–	–	66,544
Road sub-structure		–	–	146,700
Road seal		–	–	38,968
Road kerb and channel		–	–	55,214
		–	–	481,891
GRAND TOTAL		–	330,296	1,032,712

Notes:

- (i) Specialised land and buildings are valued at Level 3, non-specialised land and buildings are valued at Level 2. Refer to note 21(c) for further details regarding the valuation basis of specialised and non-specialised land and building assets.
- (ii) There were no transfers between Levels 1 and 2 for recurring fair value measurements during the year. For transfers in and out of Level 3 measurements, see 21(c).
- (iii) The City of Greater Dandenong's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

Note 21 Property, infrastructure, plant and equipment (cont'd)

(c) Valuation basis

(i) Property

Land and buildings (non-specialised – Level 2)

Non-specialised land and buildings are valued using the market based direct comparison method. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

For non-specialised land and buildings, an independent valuation was performed by ProVal (Victoria) Pty Ltd to determine the fair value using the market based direct comparison method. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre has been applied to the subject asset. The effective date of the valuation is 1 January 2014. To the extent that non-specialised land and buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison method.

Land and buildings (specialised – Level 3)

The market based direct comparison method is also used for specialised land although is adjusted to reflect the specialised nature of the assets being valued. For Council specialised buildings, the depreciated replacement cost method is used, adjusting for the associated depreciations. Specialised assets contain significant, unobservable adjustments, therefore these assets are classified as Level 3 fair value measurements.

An adjustment is made to reflect a restriction on the sale or use of an asset by Council. The adjustment is an allowance made to reflect the difference in value between unrestricted assets and those held by the Council which are impacted by external restraints on their use.

An independent valuation of Council's specialised land and specialised buildings was performed by ProVal (Victoria) Pty Ltd. The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 1 January 2014.

Land under roads

Land under roads is valued at cost based on Council valuation for acquisitions after 30 June 2008. Deemed cost valuations have been undertaken by 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.

(ii) Infrastructure

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. Replacement costs relate to costs to replace the property to an "as new" standard. Economic obsolescence has also been factored into the depreciated replacement cost calculation.

Where it has not been possible to examine hidden works such as structural frames and floors, the use of reasonable materials and methods of construction have been assumed bearing in mind the age and nature of the asset. The estimated cost of reconstruction including structure services and finishes, also factors in any heritage classifications as applicable. Infrastructure assets contain significant unobservable adjustments, therefore these assets are classified as Level 3.

Infrastructure asset classes are performed based on the depreciated replacement cost of the assets. Details about the most recent valuations of infrastructure asset classes are as follows:

Asset class	Revaluation date	Valued by
Bridges	30 June 2013	Independent valuation
Car parks	30 June 2011	Council valuation
Drains	30 June 2011	Council valuation
Footpaths	30 June 2011	Council valuation
Road sub-structure	30 April 2011	Council valuation
Road seal	30 April 2011	Council valuation
Road kerb and channel	30 April 2011	Council valuation

There were no changes in valuation techniques throughout the period to 30 June 2014. For all assets measured at fair value, the current use is considered the highest and best use.

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Note 21 Property, infrastructure, plant and equipment (cont'd)

(iii) Reconciliation of Level 3 fair value

	Specialised land \$'000	Specialised buildings \$'000	Infrastructure \$'000	Total \$'000
2014				
Opening balance	462,190	20,094	491,197	973,481
Depreciation	–	(486)	(5,689)	(6,175)
Impairment loss	–	–	(31)	(31)
Revaluation	68,554	571	–	69,125
Disposals/write offs	(102)	–	(3,494)	(3,596)
Transfers	–	–	(92)	(92)
Closing balance	530,642	20,179	481,891	1,032,712

(iv) Description of significant unobservable inputs into Level 3 valuations

ASSET CLASS	NOTE	VALUATION TECHNIQUE	SIGNIFICANT UNOBSERVABLE INPUTS	RANGE	SENSITIVITY
Specialised land	21(c)(i)	Market based direct comparison approach	Extent and impact of restriction of use Direct cost per square metre	70% to 80% \$10 to \$3,400	Increase or decrease in the extent of restriction would result in a significantly lower or higher fair value. Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.
Specialised buildings	21(c)(i)	Depreciated replacement cost	Useful life of specialised buildings Direct cost per square metre	50 to 100 years \$290 to \$48,000	Increase or decrease in the estimated useful life of the asset would result in a significantly lower or higher fair value. Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.
Infrastructure	21(c)(ii)	Depreciated replacement cost	Useful life of infrastructure	10 to 100 years	Increase or decrease in the estimated useful life would result in a significantly lower or higher fair value.
Bridges (deck bridges)	21(c)(ii)	Depreciated replacement cost	Direct cost per square metre	\$275 to \$1,450	Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.
Bridges (culverts)	21(c)(ii)	Depreciated replacement cost	Direct cost per metre	\$660 to \$2,300	Increase or decrease in the direct cost per metre would result in a significantly lower or higher fair value.

Note 21 Property, infrastructure, plant and equipment (cont'd)

ASSET CLASS	NOTE	VALUATION TECHNIQUE	SIGNIFICANT UNOBSERVABLE INPUTS	RANGE	SENSITIVITY
Car parks	21(c)(ii)	Depreciated replacement cost	Direct cost per square metre	\$7 to \$78	Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.
Drains (pipes)	21(c)(ii)	Depreciated replacement cost	Direct cost per metre	\$57 to \$2,016	Increase or decrease in the direct cost per metre would result in a significantly lower or higher fair value.
Drains (pits)	21(c)(ii)	Depreciated replacement cost	Direct cost per unit	\$1,000 to \$2,800	Increase or decrease in the direct cost per unit would result in a significantly lower or higher fair value.
Footpaths	21(c)(ii)	Depreciated replacement cost	Direct cost per square metre	\$20 to \$85	Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.
Road sub-structure	21(c)(ii)	Depreciated replacement cost	Direct cost per square metre	\$39 to \$65	Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.
Road seal	21(c)(ii)	Depreciated replacement cost	Direct cost per square metre	\$7 to \$78	Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.
Road kerb and channel	21(c)(ii)	Depreciated replacement cost	Direct cost per square metre	\$20 to \$75	Increase or decrease in the direct cost per square metre would result in a significantly lower or higher fair value.

Note 21 Property, infrastructure, plant and equipment (cont'd)

(d) Annual movement reconciliation in written down value for the 2013-14 year (consolidated)

2014	Original balance at beginning of the financial year	Assets adjusted to opening equity	Adjusted balance at beginning of the financial year	Acquisition of assets	Asset capitalisations from WIP	Non-monetary contributions	Written down value of disposals	Assets written off	Depreciation	Revaluation increments (decrements)	Impairment losses (reversals)	Transfers	Balance at end of the financial year
	\$'000	Note 36	\$'000	Note 35	\$'000	Note 5(b)	Note 8(a)	Note 8(b)	Note 12	Note 26(a)	Note 26(a)	Note 26(a)	\$'000
Property													
Land	612,441	-	612,441	-	-	30,269	(3)	(99)	-	86,604	-	-	729,212
Land under roads	21,159	270	21,429	-	-	8,902	-	-	-	-	-	-	30,331
Buildings	158,493	147	158,640	36,802	25,514	51	-	(121)	(5,102)	(3,177)	-	(3,465)	209,142
Land improvements	16,842	-	16,842	359	3,967	-	-	(14)	(2,206)	-	-	3,557	22,505
Leasehold improvements	749	-	749	97	-	-	-	-	(97)	-	-	-	749
Total property	809,684	417	810,101	37,258	29,481	39,222	(3)	(234)	(7,405)	83,427	-	92	991,939
Infrastructure													
Bridges	41,297	-	41,297	37	-	-	-	-	(679)	-	(31)	-	40,624
Car parks	11,066	-	11,066	539	626	22	-	(26)	(307)	-	-	(92)	11,828
Drains	132,409	2,494	134,903	20	481	3,144	-	(506)	(2,025)	-	-	-	136,017
Footpaths	73,783	197	73,980	780	506	1,263	-	(71)	(1,987)	-	-	-	74,491
Playgrounds	5,628	-	5,628	14	346	-	-	-	(476)	-	-	-	5,512
Road sub-structure	156,273	440	156,713	192	61	4,133	-	(2,467)	(2,461)	-	-	-	156,171
Road seal	49,315	220	49,535	2,980	101	1,871	-	(316)	(5,735)	-	-	-	48,436
Road kerb and channel	61,023	155	61,178	783	336	1,527	-	(108)	(1,364)	-	-	-	62,352
Street furniture	961	-	961	-	228	-	-	-	(167)	-	-	-	1,022
Total infrastructure	531,755	3,506	535,261	5,345	2,685	11,960	-	(3,494)	(15,181)	-	(31)	(92)	536,453
Plant and equipment													
Plant and equipment	5,312	-	5,312	2,615	-	-	(295)	(74)	(1,770)	-	-	-	5,788
IT software	172	-	172	47	92	-	-	-	(159)	-	-	-	152
Minor plant, furniture and equipment	8,358	-	8,358	3,033	1,537	-	(24)	(2)	(2,023)	-	-	-	11,479
Total plant and equipment	13,842	-	13,842	6,295	1,629	-	(319)	(76)	(3,952)	-	-	-	17,419
Work in progress													
Total works in progress	37,890	-	37,890	12,442	(33,795)	-	-	(2,456)	-	-	-	-	14,081
Grand total	1,393,171	3,923	1,397,094	61,340	-	51,182	(322)	(6,260)	(26,538)	83,427	(31)	-	1,559,892

Note 21 Property, infrastructure, plant and equipment (cont'd)
(d) Annual movement reconciliation in written down value for the 2012-13 year (consolidated)

2013	Original balance at beginning of the financial year	Assets adjusted to opening equity	Adjusted balance at beginning of the financial year	Acquisition of assets	Asset capitalisations from WIP	Non-monetary contributions	Written down value of disposals	Assets written off	Depreciation	Revaluation increments (decrements)	Impairment losses / (reversals)	Transfers	Balance at end of the financial year
	Note 36	Note 35	Note 36	Note 35	Note 35	Note 5(b)	Note 8(a)	Note 8(b)	Note 12	Note 26(a)	Note 26(a)	Note 26(a)	Note 26(a)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property													
Land	610,481	76	610,557	751	-	1,133	-	-	-	-	-	-	612,441
Land under roads #	-	-	-	-	-	-	-	-	-	-	-	21,159	21,159
Buildings	159,531	3	159,534	1,848	2,685	117	-	(795)	(4,896)	-	-	-	158,493
Car parks *	10,488	-	10,488	236	498	134	-	-	(290)	-	-	(11,066)	-
Land improvements	11,105	-	11,105	2,357	5,469	-	-	(1)	(2,088)	-	-	-	16,842
Leasehold improvements	871	-	871	4	-	-	-	-	(126)	-	-	-	749
Total property	792,476	79	792,555	5,196	8,652	1,384	-	(796)	(7,400)	-	-	10,093	809,684
Infrastructure													
Bridges	7,915	84	7,999	7	14	17,374	-	-	(296)	16,199	-	-	41,297
Car parks *	-	-	-	-	-	-	-	-	-	-	-	11,066	11,066
Drains	127,489	6,644	134,133	-	233	-	-	(39)	(1,918)	-	-	-	132,409
Footpaths @	72,962	1,766	74,728	788	326	334	(17)	(514)	(1,862)	-	-	-	73,783
Playgrounds %	2,551	-	2,551	557	2,887	54	-	-	(421)	-	-	-	5,628
Road sub-structure	156,121	2,262	158,383	-	-	928	(26)	(572)	(2,440)	-	-	-	156,273
Road seal	50,093	778	50,871	3,365	81	463	(8)	(90)	(5,367)	-	-	-	49,315
Road kerb and channel	58,858	1,371	60,229	1,656	296	269	(9)	(158)	(1,260)	-	-	-	61,023
Land under roads #	18,293	718	19,011	-	-	2,148	-	-	-	-	-	(21,159)	-
Trees	1,064	-	1,064	-	-	-	-	(1,064)	-	-	-	-	-
Street furniture	978	-	978	124	27	-	-	-	(168)	-	-	-	961
Total infrastructure	496,324	13,623	509,947	6,497	3,864	21,570	(60)	(2,437)	(13,732)	16,199	-	(10,093)	531,755
Plant and equipment													
Plant and equipment	4,686	-	4,686	2,232	500	-	(319)	-	(1,787)	-	-	-	5,312
IT software	563	-	563	13	69	-	-	-	(473)	-	-	-	172
Minor plant, furniture and equipment	7,958	-	7,958	1,244	1,091	-	-	-	(1,935)	-	-	-	8,358
Total plant and equipment	13,207	-	13,207	3,489	1,660	-	(319)	-	(4,195)	-	-	-	13,842
Work in progress													
Total works in progress	20,920	-	20,920	32,258	(14,176)	-	-	(1,112)	-	-	-	-	37,890
Grand total	1,322,927	13,702	1,336,629	47,440	-	22,954	(379)	(4,345)	(25,327)	16,199	-	-	1,393,171

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Note 21 Property, infrastructure, plant and equipment (cont'd)

(d) Annual movement reconciliation in written down value for the 2012-13 year

Please note that the comparatives for 2012-13 have been reinstated to reflect the consolidated figures for Council and Dandenong Market as well as the asset transfers between categories and classes detailed below.

Land under roads #	Transferred from 'Infrastructure' category to 'Property' category.
Car parks *	Transferred from 'Property' category to 'Infrastructure' category.
Footpaths @	Represents the combination of 'Footpaths' and 'Bike Paths' (previously separately disclosed).
Infrastructure ^	Previously this category was split into 'Realisable' and 'Non-Realisable' infrastructure asset classes. These sub-categories have now been removed.
Playgrounds %	Previously called 'Recreational Equipment'. Name changed to 'Playgrounds'.

	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Trade creditors	13,434	11,067
Other creditors	178	-
Prepaid income	168	121
Accrued wages	1,878	2,126
Accrued expenses	3,082	4,571
	18,740	17,885

Note 22 Trade and other payables

Trade creditors	13,434	11,067
Other creditors	178	-
Prepaid income	168	121
Accrued wages	1,878	2,126
Accrued expenses	3,082	4,571
	18,740	17,885

	Annual leave \$'000	Long service leave \$'000	Other \$'000	Total \$'000
Note 23 Employee provisions				
2014				
Balance at beginning of the financial year	5,663	8,468	459	14,590
Additional provisions	4,885	1,478	176	6,539
Amounts used	(4,737)	(725)	(167)	(5,629)
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	-	31	-	31
Balance at the end of the financial year	5,811	9,252	468	15,531
2013				
Balance at beginning of the financial year	5,240	7,579	543	13,362
Additional provisions	4,637	1,544	-	6,181
Amounts used	(4,214)	(579)	(84)	(4,877)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	(76)	-	(76)
Balance at the end of the financial year	5,663	8,468	459	14,590

Note 23 Employee provisions (cont'd)

(a) Employee provisions

Current provisions expected to be paid within 12 months

	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Annual leave	5,496	5,308
Long service leave	615	649
Other	468	459
	6,579	6,416

Current provisions expected to be settled after 12 months

Annual leave	315	355
Long service leave	7,923	7,176
	8,238	7,531
Total current provisions	14,817	13,947

Non-current

Long service leave	714	643
	714	643
Total non-current	714	643

Aggregate carrying amount of employee benefits:

Current	14,817	13,947
Non-current	714	643
	15,531	14,590

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

Weighted average increase in employee costs	3.50%	3.50%
Average discount rates	3.10%	3.19%
Average settlement period long service leave (years)	7	7
Average settlement period annual leave (days)	260	260

Note 24 Trust funds and deposits

Current

Road deposits	990	743
Landscape deposits	1,742	1,813
Open space contributions	2,539	569
Development contribution plans (DCP)	6,999	6,727
Other deposits *	771	619
	13,041	10,471

Non-current

Other deposits *	599	28
	599	28

* Includes contractors' deposits, subdivision deposits and monies held on behalf of South Eastern Healthy Community Partnership.

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	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 25 Interest-bearing loans and borrowings		
Current		
Borrowings – secured	9,230	4,039
	9,230	4,039
Non-current		
Borrowings – secured	57,518	61,848
	57,518	61,848
Total interest-bearing loans and borrowings (refer note 28 (a))	66,748	65,887
Borrowings are secured over the General Rates of Council as per section 141 of the Local Government Act 1989.		
The maturity profile for Council's borrowings is:		
Not later than one year	9,230	4,039
Later than one year and not later than five years	13,747	14,818
Later than five years	43,771	47,030
	66,748	65,887

Note 26 Reserves

(a) Asset revaluation reserves

	Balance at beginning of reporting period \$'000	Impairment loss credited against previous increments \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
2014				
Property				
Land	421,235	–	86,604	507,839
Buildings	12,692	–	(3,177)	9,515
	433,927	–	83,427	517,354
Infrastructure				
Bridges	16,599	(31)	–	16,568
Car parks	3,621	–	–	3,621
Drains	70,329	–	–	70,329
Footpaths	36,169	–	–	36,169
Roads	192,948	–	–	192,948
	319,666	(31)	–	319,635
Total asset revaluation reserves	753,593	(31)	83,427	836,989
2013				
Property				
Land	421,235	–	–	421,235
Buildings	12,692	–	–	12,692
	433,927	–	–	433,927
Infrastructure				
Bridges	400	–	16,199	16,599
Car parks	3,621	–	–	3,621
Drains	70,329	–	–	70,329
Footpaths	36,169	–	–	36,169
Roads	192,948	–	–	192,948
	303,467	–	16,199	319,666
Total asset revaluation reserves	737,394	–	16,199	753,593

Nature and purpose of reserve

Asset revaluation reserve:

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(h).

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Note 26 Reserves (cont'd)

(b) Other reserves

	Balance at beginning of reporting period \$'000	Transfer to accumulated surplus \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
2014				
Insurance reserve	1,016	(657)	64	423
Re-vegetation reserves	624	(160)	50	514
Public open space reserve	4,950	(1,334)	1,878	5,494
Keysborough South maintenance levy	496	(494)	783	785
Major projects reserve	3,020	-	3,732	6,752
Municipal Buildings Project reserve	2,925	(2,925)	-	-
Council funded development contribution reserve	8,559	(160)	1,246	9,645
Dandenong Market	135	(135)	-	-
Spring Valley landfill rehabilitation	220	-	-	220
Total other reserves	21,945	(5,865)	7,753	23,833
2013				
Insurance reserve	972	(621)	665	1,016
Re-vegetation reserves	678	(190)	136	624
Public open space reserve	4,548	(1,040)	1,442	4,950
Keysborough South maintenance levy	282	(502)	716	496
Major projects reserve	9,414	(6,812)	418	3,020
Municipal Buildings Project reserve	3,450	(8,650)	8,125	2,925
Council funded development contribution reserve	2,692	-	5,867	8,559
Dandenong Market	-	(265)	400	135
Spring Valley landfill rehabilitation	-	-	220	220
Total other reserves	22,036	(18,080)	17,989	21,945

Nature and purpose of other reserves:

Insurance reserve

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

Re-vegetation reserves

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

Public open space reserve

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

Keysborough South maintenance levy

This reserve fund has been established to ensure full accountability of the levies received for the Keysborough and 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.

Municipal Building Project reserve

This reserve was set aside for the construction of the Municipal Building and Community Complex and was discontinued in 2013-14.

Note 26 Reserves (cont'd)

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).

Dandenong Market

This reserve comprised outflows in 2012-13 for establishment costs of the Dandenong Market Pty Ltd Board and marketing costs. This reserve was discontinued in 2013-14.

Spring Valley rehabilitation reserve

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

Note 27 Commitments

(a) Operating lease commitments

	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Not later than one year	301	274
Later than one year and not later than five years	397	399
	698	673

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

(b) Operating lease receivables

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

Not later than one year	1,026	887
Later than one year and not later than five years	2,904	2,917
Later than five years	1,839	2,517
	5,769	6,321

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

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	Not later than 1 year	Consolidated		Total
		Later than 1 year and not later than 5 years	Later than 5 years	
	\$'000	\$'000	\$'000	\$'000
Note 27 Commitments (cont'd)				
(c) Contracted commitments				
2014				
Works and services contracts				
Building maintenance services	3,380	7,327	–	10,707
Parking management	119	20	–	139
Animal management	106	36	–	142
Waste services	5,751	24,736	6,655	37,142
Works (roads and drains) services	547	565	–	1,112
Landfill maintenance services	4,172	–	–	4,172
Open space management	3,675	476	–	4,151
Leisure centres management services	433	–	–	433
Other maintenance	1,049	799	–	1,848
Dandenong Market Pty Ltd	78	–	–	78
	19,310	33,959	6,655	59,924
Capital				
Construction works – other buildings	2,922	–	–	2,922
	2,922	–	–	2,922
2013				
Works and services contracts				
Building maintenance services	3,819	11,779	–	15,598
Parking management	155	20	–	175
Animal management	96	33	–	129
Waste services	3,611	14,223	20,155	37,989
Works (roads and drains) services	1,470	–	–	1,470
Fleet services	1,078	–	–	1,078
Landfill maintenance services	3,816	3,950	–	7,766
Open space management	4,117	1,762	–	5,879
Leisure centres management services	459	–	–	459
Other maintenance	1,247	1,326	–	2,573
	19,868	33,093	20,155	73,116
Capital				
Construction works - Municipal Building Project	38,086	–	–	38,086
Construction works - other buildings	1,666	–	–	1,666
Design and consultancy - DCP works	133	–	–	133
	39,885	–	–	39,885

Note 28 Financial Instruments

(a) Accounting policy, terms and conditions

RECOGNISED FINANCIAL INSTRUMENTS	NOTE	ACCOUNTING POLICY	TERMS AND CONDITIONS
Financial assets			
Cash and cash equivalents	18	Cash on hand and at bank and money market call account are valued at face value. Interest is recognised as it accrues. Managed funds are measured at market value.	Funds on call returned floating interest rates between 2.40% and 2.65% (2.65% and 3.40% in 2012-13). Withdrawals are either immediate or within 24 hours. Council invested in managed funds during the first quarter of 2013-14 and earning a return of 3.01% in 2013-14 (2.18% and 4.40% in 2012-13) excluding unrealised gains or losses.
Trade and other receivables	19	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable. Collectability of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured and arrears do not attract interest. Credit terms are based on 60 days.
Financial liabilities			
Trade and other payables	22	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.
Interest-bearing loans and borrowings	25	Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 6.35% (6.60% in 2012-13).

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Note 28 Financial Instruments (cont'd)

(b) Interest rate risk

The exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Fixed interest maturing in:

2014	Floating interest rate \$'000	1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000	Non-interest bearing \$'000	Total \$'000
Financial assets						
Cash and cash equivalents	13,130	53,843	–	–	10	66,983
Trade and other receivables	–	–	–	–	5,900	5,900
Other financial assets	–	–	–	–	230	230
Total financial assets	13,130	53,843	–	–	6,140	73,113
Range of effective interest rate	2.25% to 2.65%	3.77% to 4.50%	N/A	N/A	N/A	
Financial liabilities						
Trade and other payables	–	–	–	–	18,740	18,740
Trust funds and deposits	891	–	–	–	10,204	11,095
Interest-bearing loans and borrowings	–	9,230	13,747	43,771	–	66,748
Total financial liabilities	891	9,230	13,747	43,771	28,944	96,583
Range of effective interest rate	N/A	6.46% to 6.94%			N/A	
Net financial assets (liabilities)	12,239	44,613	(13,747)	(43,771)	(22,804)	(23,470)

Fixed interest maturing in:

2013	Floating interest rate \$'000	1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000	Non-interest bearing \$'000	Total \$'000
Financial assets						
Cash and cash equivalents	10,848	41,306	–	–	337	52,491
Trade and other receivables	–	–	–	–	5,930	5,930
Other financial assets	–	39,546	–	–	–	39,546
Total financial assets	10,848	80,852	–	–	6,267	97,967
Range of effective interest rate	3.00% to 5.01%	3.65% to 5.30%	N/A	N/A	N/A	
Financial liabilities						
Trade and other payables	–	–	–	–	17,885	17,885
Trust funds and deposits	1,412	–	–	–	8,513	9,925
Superannuation liability	–	–	–	–	4,847	4,847
Interest-bearing loans and borrowings	–	4,039	14,818	47,030	–	65,887
Total financial liabilities	1,412	4,039	14,818	47,030	31,245	98,544
Range of effective interest rate	N/A	6.12% to 7.83%			N/A	
Net financial assets (liabilities)	9,436	76,813	(14,818)	(47,030)	(24,978)	(577)

Note 28 Financial Instruments (cont'd)

(c) Fair value measurements

The carrying amounts and aggregate net fair values of financial assets and financial liabilities at balance date are:

Financial instruments	Total carrying amount as per Balance Sheet		Consolidated Aggregate net fair value	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<i>Financial assets</i>				
Cash and cash equivalents	66,983	52,491	66,983	52,491
Trade and other receivables	5,900	5,930	5,900	5,930
Other financial assets	230	39,546	230	39,546
Total financial assets	73,113	97,967	73,113	97,967
<i>Financial liabilities</i>				
Trade and other payables	18,740	17,885	18,740	17,885
Trust funds and deposits	11,095	9,925	11,095	9,925
Superannuation liability	–	4,847	–	4,847
Interest-bearing loans and borrowings	66,748	65,887	66,748	65,887
Total financial liabilities	96,583	98,544	96,583	98,544

(d) Credit risk

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

(e) Risks and mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in 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. Components of market risk to which we are exposed are discussed below.

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 Department of Transport, Planning and Local Infrastructure 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:

- conformity with State and Federal regulations and standards,
- capital protection and appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

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Note 28 Financial Instruments (cont'd)

(e) Risks and mitigation (cont'd)

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 our 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

Trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised.

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

Movement in provisions for doubtful debts

	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Balance at the beginning of the year	637	698
New provisions recognised during the year	44	55
Amounts already provided for and written off as uncollectible	(111)	(116)
Amounts provided for but recovered during the year	–	–
Balance at end of year	570	637

Ageing of trade and other 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 excluding provisions for doubtful debts was:

	2014 \$'000	2013 \$'000
Current (not yet due)	3,040	3,281
Past due by up to 30 days	354	442
Past due between 31 and 180 days	777	536
Past due between 181 and 365 days	703	838
Past due by more than 1 year	1,026	833
Total trade and other receivables *	5,900	5,930

* Trade and other receivables are not subject to interest.

Note 28 Financial Instruments (cont'd)

(e) Risks and mitigation (cont'd)

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial asset at all.

To help reduce these risks we:

- have readily accessible standby facilities and other funding arrangements in place;
- monitor budget to actual performance on a regular basis;
- prepare cash flow projections to estimate future cash requirements; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's exposure to liquidity risk is deemed insignificant based on prior periods' data, the nature of investments, monitoring of investments and current assessment of risk. The table below lists the contractual maturities for financial liabilities. These amounts represent undiscounted gross payments including both principal and interest amounts.

2014	6 months or less \$'000	6–12 months \$'000	1–2 years \$'000	2–5 years \$'000	>5 years \$'000	Contracted Cash Flow \$'000	Carrying Amount \$'000
Trade and other payables	18,740	–	–	–	–	18,740	18,740
Trust funds and deposits	6,996	3,500	19	580	–	11,095	11,095
Loans and borrowings	7,026	2,204	4,358	9,389	43,771	66,748	66,748
Total financial liabilities	32,762	5,704	4,377	9,969	43,771	96,583	96,583
2013	6 months or less \$'000	6–12 months \$'000	1–2 years \$'000	2–5 years \$'000	>5 years \$'000	Contracted Cash Flow \$'000	Carrying Amount \$'000
Trade and other payables	17,885	–	–	–	–	17,885	17,885
Trust funds and deposits	6,562	3,363	–	–	–	9,925	9,925
Superannuation liability **	4,847	–	–	–	–	4,847	4,847
Loans and borrowings	1,972	2,067	4,330	10,487	47,031	65,887	65,887
Total financial liabilities	31,266	5,430	4,330	10,487	47,031	98,544	98,544

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Note 28 Financial Instruments (cont'd)

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia (RBA)):

– A parallel shift of +1% and -2% in market interest rates (AUD) from year-end rates of 2.50%.

Market risk exposure	Carrying amount subject to interest	Interest rate risk			
		1% 100 basis points		-2% -200 basis points	
		Profit	Equity	Profit	Equity
2014	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:					
Cash and cash equivalents	66,983	670	670	(1,340)	(1,340)
Trade and other receivables*	N/A	N/A	N/A	N/A	N/A
Financial liabilities					
Interest-bearing loans and borrowings***	N/A	N/A	N/A	N/A	N/A

Market risk exposure	Carrying amount subject to interest	Interest rate risk			
		1% 100 basis points		-2% -200 basis points	
		Profit	Equity	Profit	Equity
2013	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:					
Cash and cash equivalents	52,491	525	525	(1,050)	(1,050)
Trade and other receivables*	N/A	N/A	N/A	N/A	N/A
Financial liabilities					
Superannuation liability**	N/A	N/A	N/A	N/A	N/A
Interest-bearing loans and borrowings***	N/A	N/A	N/A	N/A	N/A

*Trade and other receivables are not subject to interest.

**Superannuation liability was paid in full in July 2013.

***All current interest-bearing loans and borrowings have fixed interest rates and are not subject to interest rate movements.

Note 29 Superannuation

Council makes the majority of 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. The defined benefit section provides lump sum benefits based on years of service and final average salary. The defined contribution section receives fixed contributions from the Council and the Council's legal or constructive obligation is limited to these contributions.

Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are due.

Accumulation funds

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Council contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2014, this was 9.25% required under Superannuation Guarantee Legislation). Our commitment to defined benefit contribution plans is limited to making contributions in accordance with our minimum statutory requirement. No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Defined Benefit Plan

As provided under paragraph 34 of AASB 119, Council does not use defined benefit accounting for its defined benefit obligations under the Funds' Defined Benefit category. This is because the Fund's Defined Benefit category is a multi-employer sponsored plan.

As a multi-employer sponsored plan, the Fund was established as a mutual scheme to allow for the mobility of the workforce between the participating employers without attaching a specific liability to particular employees and their current employer. Therefore, there is no proportional split of the defined benefit liabilities, assets or costs between 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. While there is an agreed methodology to allocate any shortfall identified by the Fund Actuary for funding purposes, there is no agreed methodology to allocate benefit liabilities, asset and costs between the participating employers for accounting purposes. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. The Fund's employer funding arrangements comprise of three components which are:

1. Regular contributions – which are ongoing contributions needed to fund the balance of benefits for current members and pensioners;
2. Funding calls – which are contributions in respect of each participating employer's share of any funding shortfalls that arise; and
3. Retrenchment increments – which are additional contributions to cover the increase in liability arising from retrenchments.

Council is also required to make additional contributions to cover the contribution tax payable on the contributions referred to above.

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

Employer contributions

Regular contributions

On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2011, 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 2014, this rate was 9.25% of members' salaries. This rate increased to 9.5% on 1 July 2014 and is expected to increase in line with the required Superannuation Guarantee contribution rate.

In addition, the Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit (the funded resignation or retirement benefit is calculated as the Vested Benefit Index (VBI) multiplied by the benefit).

Funding calls

The Fund is required to comply with the superannuation prudential standards. Under the superannuation prudential standard SPS 160, the Fund is required to target full funding of its vested benefits. There may be circumstances where:

- a fund is in an unsatisfactory financial position at an actuarial investigation (i.e. its vested benefit index (VBI) is less than 100% at the date of the actuarial investigation); or
- a fund's VBI is below its shortfall limit at any time other than at the date of the actuarial investigations.

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Note 29 Superannuation (cont'd)

If either of the above occur, the fund 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. There may be circumstances where the Australian Prudential Regulation Authority (APRA) may approve a period longer than three years.

The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%. At 30 June 2014, the VBI was 104.

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. The methodology used to allocate the shortfall was agreed in 1997 to fairly and reasonably apportion the shortfall between the participating employers.

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.

The pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund are based on:

- The service periods of all active members split between the active members pre-1 July 1993 and post-30 June 1993 service period.
- The service periods of all deferred members split between the deferred members pre-1 July 1993 and post-30 June 1993 service period.
- The pensioner (including fixed term pension) liabilities which are allocated to the pre-1993 period.

The pre-1 July 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll at 30 June 1993.

The post-30 June 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll 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. In the unlikely event that the Fund is wound up and there is a surplus in the Fund, the surplus cannot be applied for the benefit of the defined benefit employers where there are on-going defined benefit obligations. The surplus would be transferred to the fund accepting those defined benefit obligations (including the lifetime pension obligations) of the Fund.

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.

Differences between calculations

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

Retrenchment increments

During 2013-14, Council was not required to make payments to the Fund in respect of retrenchment increments.

Shortfall amounts

The amount of the unpaid shortfall at 30 June 2014 is Nil (\$4.85 million for 2012-13).

	2014 \$'000	2013 \$'000
Superannuation liability	–	4,847

Note 29 Superannuation (cont'd)

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2014 are detailed below:

Scheme	Type of Scheme	Rate	2014 \$'000	2013 \$'000
Vision Super	Defined Benefit	9.25%	545	547
			545	547
Vision Super	Accumulation Fund	9.25%	3,157	2,930
Other Funds	Accumulation Fund	9.25%	1,022	838
			4,179	3,768

There were no contributions outstanding to the above schemes at 30 June 2014.

Note 30 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 29). 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.

Bank Guarantees

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 \$380,000 (\$460,000 as at 30 June 2013).

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 Council is contingently liable for \$1.24 million (\$1.24 million as at 30 June 2013). A guarantee to the value of \$490,000 was cancelled on 29 July 2014.

The Council is also 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 \$550,000.

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 \$310,000 (\$480,000 as at 30 June 2013).

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 that is published on the Department of Transport, Planning and Local Infrastructure website.

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

New development in each of the areas is required to meet its share of the total cost of delivering the required infrastructure works – as measured by its projected share of usage – through development contributions collected under the DCP's. The balance of works not covered by development contributions have been agreed to be funded by Council. The total value of these works is estimated to be around \$18.18 million.

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Note 30 Contingent liabilities and contingent assets (cont'd)

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 31 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 – (Mayor 07/11/12 to 07/11/13)
 Councillor Jim Memeti – (Mayor 07/11/13 to current)
 Councillor Sean O'Reilly
 Councillor Maria Sampey
 Councillor Heang Tak
 Councillor Loi Truong

Dandenong Market Board Members

Ms Julie Busch
 Mr Bruce Fletcher
 Mr Christopher Smith
 Mr Franz Madlener
 Mr Ian Gauder

Chief Executive Officer

John Bennie

(ii) Remuneration of Responsible Persons

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

	Consolidated 2014 No.	Consolidated 2013 No.
\$1 - \$9,999	–	3
\$10,000 - \$19,999	4	7
\$20,000 - \$29,999	10	7
\$40,000 - \$49,999	–	1
\$50,000 - \$59,999	1	–
\$60,000 - \$69,999	–	1
\$70,000 - \$79,999	1	–
\$350,000 - \$359,999	–	1
\$370,000 - \$379,999	1	–
Total	17	20
	\$'000	\$'000
Total remuneration for the reporting year, for responsible persons included above, amounted to:		
Council	767	711
Dandenong Market Pty Ltd	110	82
	877	793

Note 31 Related party transactions (cont'd)

(iii) Transactions with Responsible Persons

No retirement benefits were made by the Council to a Responsible Person during 2013-14 (2012-13 \$nil).

No loans were made, guaranteed or secured by the Council to a Responsible Person during 2013-14 (2012-13 \$nil).

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 2013-14 (2012-13 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. These and other transactions with Responsible Persons who also hold the office of Councillor are required to be declared under section 81 of the Local Government Act 1989 (as amended) and are held in a register in accordance with that Act. The register is available for public inspection.

Responsible persons include five individuals who held the position of Director in Dandenong Market Pty Ltd (DMPL) during the 2013-14.

(iv) Senior Officers remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who has management responsibilities and reports directly to the Chief Executive Officer or whose total annual remuneration exceeds \$133,000 (2012-13 \$130,000).

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

Income range:	Consolidated 2014 No.	Consolidated 2013 No.
< \$132,999	2	3
\$133,000 - \$139,999	–	4
\$140,000 - \$149,999	3	9
\$150,000 - \$159,999	11	2
\$160,000 - \$169,999	4	4
\$170,000 - \$179,999	3	–
\$190,000 - \$199,999	1	–
\$200,000 - \$209,999	–	1
\$210,000 - \$219,999	–	1
\$220,000 - \$229,999	2	3
\$230,000 - \$239,999	3	1
\$240,000 - \$249,999	1	–
	30	28
	\$'000	\$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to:	4,988	4,164

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		Consolidated 2014 \$'000	Consolidated 2013 \$'000
Note 32 Reconciliation of cash flows from operating activities to surplus (deficit)			
Net result as per Comprehensive Income Statement	Note	54,543	36,658
Depreciation	12	26,538	25,327
Contributions of non-monetary assets	5(b)	(51,182)	(22,954)
Assets written off and works in progress unable to capitalised (expensed)	8(b)	6,260	4,345
Finance costs	16	4,236	2,836
Gain on disposal of property, infrastructure, plant and equipment	8(a)	(1,113)	(458)
Change in assets and liabilities			
Increase in trade and other receivables	19(a)	(14)	(2,521)
(Increase) decrease in prepayments	19(b)	(2)	34
Increase in trade and other payables	22	2,245	1,629
Decrease in superannuation liability	29	(4,847)	(5,722)
Increase in employee provisions	23	897	1,228
Net cash provided by operating activities		37,561	40,402
Note 33 Reconciliation of cash and cash equivalents			
Cash and cash equivalents	18	66,983	52,491
		66,983	52,491

Note 34 Financial ratios

	2014 \$'000	2014 (%)	2013 \$'000	2013 (%)	2012 \$'000	2012 (%)
(a) Underlying result (surplus ratio)						
Underlying surplus (deficit)	(2,699)	= (1.76%)	5,018	= 3.33%	(1,166)	= (0.80%)
Total revenue	153,025		150,489		145,320	

This is a measure of Council's underlying surplus (or deficit) as a percentage of its underlying revenue. In arriving at the surplus and revenue, capital grants, contributions, non-cash revenue (such as roads and drains from developers), gain on sale of assets and other one-off items of revenue and expenditure are excluded.

Note: The higher 2012-13 surplus ratio result is due to the early receipt of 50% of the 2013-14 Victoria Grants Commission grant allocations in June 2013. This early receipt is also the main reason for the reduction in the surplus ratio result in 2013-14. A key contributor to the 2011-12 result of -0.80% is the recognition of \$10.57 million as an expense relating to Council's requirement to contribute to the defined benefits superannuation shortfall.

(b) Indebtedness

Non-current liabilities	58,831	= 38.45%	62,519	= 41.54%	43,950	= 30.24%
Total revenue	153,025		150,489		145,320	

This is a longer term measure that compares non-current liabilities (which mainly comprises borrowings and employee benefit provisions) to revenue excluding capital grants, contributions and non cash revenue that cannot be used to retire debt.

(c) Self financing

Net cash from operating activities	37,561	= 24.55%	40,402	= 26.85%	45,868	= 31.56%
Total revenue	153,025		150,489		145,320	

This is a measure of Council's ability to fund the replacement of assets from cash generated by operating activities.

Note: The lower result in 2012-13 and 2013-14 is mainly due to payments made towards Council's superannuation liability of \$5.50 million and \$4.85 million respectively.

(d) Investment gap ratio

Capital expenditure	61,340	= 231.14%	47,440	= 187.31%	42,864	= 182.34%
Depreciation	26,538		25,327		23,508	

This is a measure of whether Council is spending on infrastructure at a greater rate than the infrastructure is depreciating.

(e) Debt servicing ratio (to identify the capacity of Council to service its outstanding debt)

Debt servicing costs	4,236	= 2.77%	2,836	= 1.88%	1,654	= 1.14%
Total revenue	153,025		150,489		145,320	

Debt servicing costs refer to the payment of interest on loan borrowings and bank overdrafts. The ratio expresses the amount of interest paid as a percentage of Council's total revenue.

(f) Debt commitment ratio (to identify Council's debt redemption strategy)

Debt servicing and redemption costs	8,275	= 8.06%	6,091	= 6.32%	4,460	= 4.98%
Rate revenue	102,686		96,343		89,608	

The strategy involves the payment of loan principal and interest. The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

(g) Revenue ratio (to identify Council's dependence on non-rate income)

Rate revenue	102,686	= 61.84%	96,343	= 58.78%	89,608	= 56.60%
Total revenue *	166,052		163,906		158,318	

The level of Council's reliance on rate revenue is determined by assessing rate revenue as a proportion of the total revenue of Council.

* In arriving at the total revenue, capital grants, contributions – cash, proceeds on sale of assets are included.

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Note 34 Financial ratios (cont'd)	2014 \$'000	2014 (%)	2013 \$'000	2013 (%)	2012 \$'000	2012 (%)
(h) Working capital ratio (to assess Council's ability to meet current commitments)						
Current assets	<u>83,939</u>	= 150.35%	<u>107,661</u>	= 210.32%	<u>84,462</u>	= 197.55%
Current liabilities	55,828		51,189		42,754	

The ratio expresses the level of current assets the Council has available to meet its current liabilities.

Note: The lower working capital ratio in 2013-14 is the result of lower current assets due to a reduction in cash balances as well as an increase in current liabilities caused by the interim loan facility of \$4.90 million held by Council at 30 June 2014.

(i) Debt exposure ratio (to identify Council's exposure to debt)

Total liabilities	<u>85,488</u>	= 8.57%	<u>88,619</u>	= 10.82%	<u>60,326</u>	= 7.45%
Total realisable assets	997,389		820,022		809,212	

For the purpose of the calculation of financial ratios, realisable assets are those assets which can be sold and which are not subject to any restriction on realisation or use.

Any liability represented by a restricted asset (note 18) is excluded from total indebtedness.

The following assets are excluded from total assets when calculating Council's realisable assets: land and buildings on Crown land; restricted assets; heritage assets; total infrastructure assets.

This ratio enables assessment of Council's solvency and exposure to debt. Total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the percentage of total liabilities for each dollar of realisable assets.

Note 35 Capital expenditure

Capital works areas

Property

Land		–	751
Buildings		36,802	1,848
Land improvements		359	2,357
Leasehold improvements		97	4

Infrastructure

Bridges		37	7
Car parks		539	236
Drains		20	–
Footpaths		780	788
Playgrounds		14	557
Roads and kerb and channel		3,955	5,021
Street furniture		–	124

Plant and equipment

Plant and equipment		2,615	2,232
IT software		47	13
Minor plant, furniture and equipment		3,633	1,244

Works in progress

		12,442	32,258
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Total capital works	21(d)	61,340	47,440
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Represented by:

Renewal	(b)	14,668	16,602
Upgrade and expansion	(a) & (c)	7,026	4,173
New	(d)	39,646	26,665
Total capital works		61,340	47,440

Property, infrastructure, plant and equipment movement reconciliation

The movement between the previous year and the current year in property, infrastructure, plant and equipment as shown in the Balance Sheet links to the net of the following items:

Total capital works		61,340	47,427
Contributions – non-monetary assets	5(b)	51,182	22,954
Assets written off and replaced (including capital works expenditure unable to be capitalised)	8(b)	(6,260)	(4,345)
Written down value of assets sold (excluding selling costs)	8(a)	(322)	(379)
Depreciation	12	(26,538)	(25,327)
Asset revaluation movement	26(a)	83,427	16,199
Impairment losses taken to the asset revaluation reserve	26(a)	(31)	–
Assets recognised in the current year relating to prior years (adjustments to equity)	36	3,923	13,702
Net movement in property, infrastructure, plant and equipment		166,721	70,231

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For the year ended 30 June 2014

Note 35 Capital expenditure (cont'd)

(a) Expansion

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

(b) Renewal

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

(c) Upgrade

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

(d) New

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

Note 36 Adjustments directly to equity

In the 2013-14 financial year, it was identified that Council had received ownership and control of assets (found and gifted assets) prior to the current financial year. The majority of the assets (\$3.71 million in 2013-14 and \$9.22 million in 2012-13) related to gifted infrastructure assets by developers of new subdivisions. Other factors contributing to the adjustments were assets recognised as part of the Revitalisation of Central Dandenong program and the detailed mapping of Council's drainage assets. These adjustments to equity occurred in the 2013-14 financial year, but were adjusted against opening equity and assets of the following years:

	Consolidated 2014 \$'000	Consolidated 2013 \$'000
Property		
Land	–	76
Land under roads	270	718
Buildings	147	3
Infrastructure		
Bridges	–	84
Drains	2,494	6,644
Footpaths	197	1,766
Road substructure	440	2,262
Road seal	220	778
Road kerb and channel	155	1,371
Other		
Narre Warren landfill – financial contribution	–	246
	3,923	13,948

Note 37 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 with Council expires on the 30 June 2015. The following Comprehensive Income Statement, Balance Sheet and Cash Flow Statement has been provided to show the individual financial positions of the Council and The Dandenong Market Pty Ltd and consolidated accounts for the 2012-13 and 2013-14 financial years. 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 2014

	Council 2014 \$'000	DMPL 2014 \$'000	Consolidation Adjustment 2014 \$'000	Consolidated Accounts 2014 \$'000
Income				
Rates and charges	102,745	–	(59)	102,686
Grants – operating (recurrent)	24,437	–	–	24,437
Grants – operating (non-recurrent)	1,324	–	–	1,324
Statutory fees and fines	6,453	–	–	6,453
User fees	9,385	4,599	(1,317)	12,667
Other income	5,337	229	(108)	5,458
Total income	149,681	4,828	(1,484)	153,025
Expenses				
Employee costs	(65,091)	(655)	36	(65,710)
Contract payments, materials and services	(31,837)	(1,739)	59	(33,517)
Depreciation and amortisation	(26,529)	(9)	–	(26,538)
Grants, sponsorships and contributions	(4,795)	–	–	(4,795)
Professional services	(5,349)	–	145	(5,204)
Administration costs	(12,726)	(2,351)	1,243	(13,834)
Finance costs	(4,236)	–	–	(4,236)
Other expenses	(1,838)	(53)	1	(1,890)
Total expenses	(152,401)	(4,807)	1,484	(155,724)
Net surplus (deficit) result prior to capital income and asset items	(2,720)	21	–	(2,699)
Net gain on disposal of assets	1,113	–	–	1,113
Grants – capital (recurrent)	701	–	–	701
Grants – capital (non-recurrent)	8,452	–	–	8,452
Capital contributions – cash	2,054	–	–	2,054
Capital contributions – non-monetary	51,182	–	–	51,182
Assets written off	(6,260)	–	–	(6,260)
Net surplus for the year	54,522	21	–	54,543
Other comprehensive income				
Net asset revaluation increment	83,396	–	–	83,396
Total comprehensive result	137,918	21	–	137,939

Annual Financial Report

For the year ended 30 June 2014

Note 37 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (cont'd)

Balance Sheet

As at 30 June 2014

	Council 2014 \$'000	DMPL 2014 \$'000	Consolidation Adjustment 2014 \$'000	Consolidated Accounts 2014 \$'000
Assets				
Current assets				
Cash and cash equivalents	66,643	340	–	66,983
Trade and other receivables	16,242	176	(87)	16,331
Prepayments	374	8	–	382
Inventory property	243	–	–	243
Total current assets	83,502	524	(87)	83,939
Non-current assets				
Property, plant and equipment, infrastructure	1,559,864	28	–	1,559,892
Inventory property	3,455	–	–	3,455
Financial assets – assets held for sale	230	–	–	230
Trade and other receivables	319	–	–	319
Total non-current assets	1,563,868	28	–	1,563,896
Total assets	1,647,370	552	(87)	1,647,835
Liabilities				
Current liabilities				
Trade and other payables	18,405	422	(87)	18,740
Employee provisions	14,796	21	–	14,817
Trust funds and deposits	13,041	–	–	13,041
Interest-bearing loans and borrowings	9,230	–	–	9,230
Total current liabilities	55,472	443	(87)	55,828
Non-current liabilities				
Employee provisions	711	3	–	714
Trust funds and deposits	580	19	–	599
Interest-bearing loans and borrowings	57,518	–	–	57,518
Total non-current liabilities	58,809	22	–	58,831
Total liabilities	114,281	465	(87)	114,659
Net assets	1,533,089	87	–	1,533,176
Equity				
Accumulated surplus	672,267	87	–	672,354
Asset revaluation reserve	836,989	–	–	836,989
Other reserves	23,833	–	–	23,833
Total equity	1,533,089	87	–	1,533,176

Note 37 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (cont'd)

Cash Flow Statement

For the year ended 30 June 2014

	Council 2014 \$'000	DMPL 2014 \$'000	Consolidation Adjustment 2014 \$'000	Consolidated Accounts 2014 \$'000
Cash flows from operating activities				
Rates and charges	101,806	–	(59)	101,747
Fees, charges, fines and other (inclusive of GST)	18,709	5,396	(1,689)	22,416
Contributions (inclusive of GST)	2,062	–	–	2,062
Grants – (inclusive of GST)	36,055	–	–	36,055
Interest received	3,427	17	–	3,444
Payments to suppliers (inclusive of GST)	(66,014)	(4,477)	1,713	(68,778)
Payments to employees	(64,254)	(595)	35	(64,814)
Payments to superannuation liability	(4,847)	–	–	(4,847)
Net GST refund	10,396	(120)	–	10,276
Net cash provided by operating activities	37,340	221	–	37,561
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(62,655)	–	–	(62,655)
Proceeds from sale of property held for resale	1,419	–	–	1,419
Proceeds from sale of property, infrastructure, plant and equipment (net of selling costs)	393	–	–	393
Proceeds (payments) for other financial assets	39,546	–	–	39,546
Trust funds and deposits	1,630	(9)	–	1,621
Net cash used in investing activities	(19,667)	(9)	–	(19,676)
Cash flows from financing activities				
Finance costs	(4,254)	–	–	(4,254)
Proceeds from interest-bearing loans and borrowings	4,900	–	–	4,900
Repayment of interest-bearing loans and borrowings	(4,039)	–	–	(4,039)
Net cash used in financing activities	(3,393)	–	–	(3,393)
Net increase (decrease) in cash and cash equivalents	14,280	212	–	14,492
Cash and cash equivalents at the beginning of the financial year	52,363	128	–	52,491
Cash and cash equivalents at the end of the financial year	66,643	340	–	66,983

Annual Financial Report

For the year ended 30 June 2014

Note 37 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (cont'd)

Comprehensive Income Statement

For the year ended 30 June 2013

	Council 2013 \$'000	DMPL 2013 \$'000	Consolidation Adjustment 2013 \$'000	Consolidated Accounts 2013 \$'000
Income				
Rates and charges	96,343	–	–	96,343
Grants – operating (recurrent)	28,501	–	–	28,501
Grants – operating (non-recurrent)	2,420	–	–	2,420
Statutory fees and fines	5,774	–	–	5,774
User fees	12,068	17	–	12,085
Other income	5,366	288	(288)	5,366
Total income	150,472	305	(288)	150,489
Expenses				
Employee costs	(59,173)	(83)	–	(59,256)
Contract payments, materials and services	(35,108)	–	250	(34,858)
Depreciation and amortisation	(25,327)	–	–	(25,327)
Grants, sponsorships and contributions	(5,260)	–	–	(5,260)
Professional services	(5,394)	(13)	–	(5,407)
Administration costs	(11,804)	(143)	38	(11,909)
Finance costs	(2,836)	–	–	(2,836)
Other expenses	(618)	–	–	(618)
Total expenses	(145,520)	(239)	288	(145,471)
Net surplus (deficit) result prior to capital income and asset items	4,952	66	–	5,018
Net gain on disposal of assets	458	–	–	458
Grants – capital (recurrent)	743	–	–	743
Grants – capital (non-recurrent)	6,641	–	–	6,641
Capital contributions – cash	5,189	–	–	5,189
Capital contributions – non-monetary	22,954	–	–	22,954
Assets written off	(4,345)	–	–	(4,345)
Net surplus for the year	36,592	66	–	36,658
Other comprehensive income				
Net asset revaluation increment	16,199	–	–	16,199
Total comprehensive result	52,791	66	–	52,857

Note 37 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (cont'd)

Balance Sheet

As at 30 June 2013

	Council 2013 \$'000	DMPL 2013 \$'000	Consolidation Adjustment 2013 \$'000	Consolidated Accounts 2013 \$'000
Assets				
Current assets				
Cash and cash equivalents	52,363	128	–	52,491
Financial assets	39,546	–	–	39,546
Trade and other receivables	14,792	2	–	14,794
Prepayments	453	–	–	453
Inventory property	377	–	–	377
Total current assets	107,531	130	–	107,661
Non-current assets				
Property, plant and equipment, infrastructure	1,393,134	37	–	1,393,171
Inventory property	3,698	–	–	3,698
Trade and other receivables	492	–	–	492
Total non-current assets	1,397,324	37	–	1,397,361
Total assets	1,504,855	167	–	1,505,022
Liabilities				
Current liabilities				
Trade and other payables	17,812	73	–	17,885
Employee provisions	13,947	–	–	13,947
Trust funds and deposits	10,471	–	–	10,471
Superannuation liability	4,847	–	–	4,847
Interest-bearing loans and borrowings	4,039	–	–	4,039
Total current liabilities	51,116	73	–	51,189
Non-current liabilities				
Employee provisions	643	–	–	643
Trust funds and deposits	–	28	–	28
Interest-bearing loans and borrowings	61,848	–	–	61,848
Total non-current liabilities	62,491	28	–	62,519
Total liabilities	113,607	101	–	113,708
Net assets	1,391,248	66	–	1,391,314
Equity				
Accumulated surplus	615,710	66	–	615,776
Asset revaluation reserve	753,593	–	–	753,593
Other reserves	21,945	–	–	21,945
Total equity	1,391,248	66	–	1,391,314

Annual Financial Report

For the year ended 30 June 2014

Note 37 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (cont'd)

Cash Flow Statement

For the year ended 30 June 2013

	Council 2013 \$'000	DMPL 2013 \$'000	Consolidation Adjustment 2013 \$'000	Consolidated Accounts 2013 \$'000
Cash flows from operating activities				
Rates and charges	96,007	–	–	96,007
Fees, charges, fines and other (inclusive of GST)	19,188	335	(317)	19,206
Contributions (inclusive of GST)	4,943	–	–	4,943
Grants – (inclusive of GST)	39,893	–	–	39,893
Interest received	2,893	–	–	2,893
Payments to suppliers (inclusive of GST)	(67,117)	(186)	317	(66,986)
Payments to employees	(58,006)	–	–	(58,006)
Payments to superannuation liability	(5,500)	–	–	(5,500)
Net GST refund	7,963	(11)	–	7,952
Net cash provided by operating activities	40,264	138	–	40,402
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(45,331)	(38)	–	(45,369)
Proceeds from sale of property, infrastructure, plant and equipment (net of selling costs)	2,763	–	–	2,763
Proceeds (payments) for other financial assets	(39,546)	–	–	(39,546)
Trust funds and deposits	(2,545)	28	–	(2,517)
Net cash used in investing activities	(84,659)	(10)	–	(84,669)
Cash flows from financing activities				
Finance costs	(2,365)	–	–	(2,365)
Proceeds from interest-bearing loans and borrowings	33,100	–	–	33,100
Repayment of interest-bearing loans and borrowings	(3,255)	–	–	(3,255)
Net cash provided by financing activities	27,480	–	–	27,480
Net increase (decrease) in cash and cash equivalents	(16,915)	128	–	(16,787)
Cash and cash equivalents at the beginning of the financial year	69,278	–	–	69,278
Cash and cash equivalents at the end of the financial year	52,363	128	–	52,491

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 (Finance and Reporting) Regulations 2004, Australian Accounting Standards and other mandatory professional reporting requirements.



Michelle Hansen CPA
Principal Accounting Officer
Date: 8 September 2014

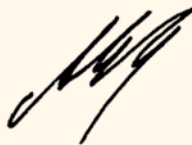
In our opinion the accompanying Financial Statements present fairly the financial transactions of the City of Greater Dandenong for the year ended 30 June 2014 and the financial position of the Council as at that date.

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.

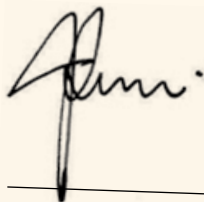
We have been authorised by the Council on 8 September 2014 to certify the Financial Statements in their final form.



Jim Memeti
Mayor
Date: 8 September 2014



Angela Long
Councillor
Date: 8 September 2014



John Bennie
Chief Executive Officer
Date: 8 September 2014

Annual Financial Report

For the year ended 30 June 2014

VAGO

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Greater Dandenong City Council

The Financial Report and Standard Statements

The accompanying financial report for the year ended 30 June 2014 of the Greater Dandenong City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report has been audited.

The accompanying standard statements for the year ended 30 June 2014 of Greater Dandenong City Council which comprises the standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of standard statements have been audited.

The Councillors' Responsibility for the Financial Report and Standard Statements

The Councillors of the Greater Dandenong City Council 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 standard statements in accordance with the basis of preparation as described in Note 1 to the statements and the 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 and standard statements that are 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 and standard statements 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 and standard statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

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

Auditing in the Public Interest

Independent Auditor's Report (continued)

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

Independence

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

Opinion

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of the Greater Dandenong City Council as at 30 June 2014 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*
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in Note 1 to the statements and the requirements of the *Local Government Act 1989*.

Basis of Accounting for Standard Statements


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

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

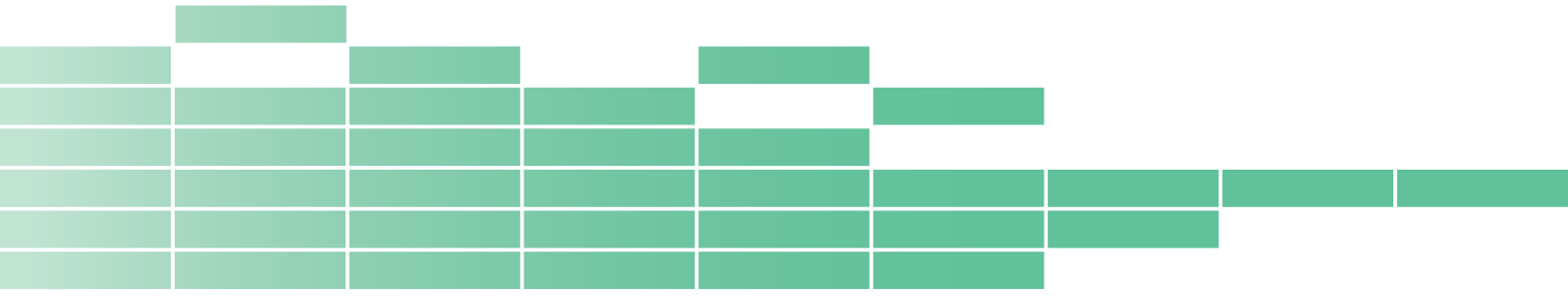
This auditor's report relates to the financial report and standard statements of the Greater Dandenong City Council for the year ended 30 June 2014 included both in the Council's annual report and on the website. The Councillors of the Greater Dandenong City Council are responsible for the integrity of the Council's website. I have not been engaged to report on the integrity of the Greater Dandenong City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE

10 September 2014


John Doyle
Auditor-General

2
Auditing in the Public Interest



Standard Statements

For the year ended 30 June 2014





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Standard Statements

For the year ended 30 June 2014

Standard Income Statement

For the year ended 30 June 2014

	Note	Council Actual \$'000	Council Budget \$'000	\$'000	Variance %
Income					
Rates and charges		102,745	102,667	78	0.1
Grants – operating (recurrent)	1(a)	25,761	30,407	(4,646)	(15.3)
Statutory fees and fines		3,369	2,848	521	18.3
User fees	1(b)	11,625	15,339	(3,714)	(24.2)
Interest		2,852	2,069	783	37.8
Other income		3,329	2,985	344	11.5
Total income		149,681	156,315	(6,634)	(4.2)
Expenditure					
Employee costs		65,091	64,450	(641)	(1.0)
Contract payments, materials and services		31,837	34,624	2,787	8.0
Depreciation		26,529	25,709	(820)	(3.2)
Grants and sponsorships	1(c)	4,795	5,847	1,052	18.0
Professional services	1(d)	5,349	4,300	(1,049)	(24.4)
Administration costs	1(e)	12,726	11,595	(1,131)	(9.8)
Finance costs		4,236	4,328	92	2.1
Other expenses	1(f)	1,838	727	(1,111)	(152.8)
Total expenditure		152,401	151,580	(821)	(0.5)
Underlying operating result		(2,720)	4,735	(7,455)	(157.4)
Non-operating income and expenditure					
Net gain on disposal of assets		1,113	1,254	(141)	(11.2)
Capital grants (non-recurrent)	1(g)	9,153	5,669	3,484	61.5
Capital contributions (non-recurrent)	1(h)	2,054	747	1,307	175.0
Contributions – non-monetary assets	1(i)	51,182	10,000	41,182	411.8
Assets written off	1(j)	(6,260)	–	(6,260)	100.0
Surplus result for the year		54,522	22,405	32,117	143.3

The above statement should be read with the accompanying notes.

Standard Balance Sheet

As at 30 June 2014

	Note	Council Actual \$'000	Council Budget \$'000	Variance \$'000	%
ASSETS					
Current assets					
Cash and cash equivalents	2(a)	66,643	43,850	22,793	52.0
Trade and other receivables	2(b)	16,616	11,997	4,619	38.5
Inventory property		243	389	(146)	(37.5)
Total current assets		83,502	56,236	27,266	48.5
Non-current assets					
Property, infrastructure, plant and equipment	2(c)	1,559,864	1,412,688	147,176	10.4
Inventory property		3,455	2,525	930	36.8
Financial assets - assets held for sale		230	-	230	100.0
Trade and other receivables		319	-	319	100.0
Total non-current assets		1,563,868	1,415,213	148,655	10.5
Total assets		1,647,370	1,471,449	175,921	12.0
LIABILITIES					
Current liabilities					
Trade and other payables	2(d)	18,405	14,834	3,571	24.1
Employee provisions		14,796	14,009	787	5.6
Trust funds and deposits	2(e)	13,041	10,716	2,325	21.7
Interest-bearing loans and borrowings	2(f)	9,230	4,988	4,242	85.0
Total current liabilities		55,472	44,547	10,925	24.5
Non-current liabilities					
Employee provisions		711	660	51	7.7
Trust funds and deposits		580	-	580	100.0
Interest-bearing loans and borrowings	2(g)	57,518	63,607	(6,089)	(9.6)
Total non-current liabilities		58,809	64,267	(5,458)	(8.5)
Total liabilities		114,281	108,814	5,467	5.0
Net assets		1,533,089	1,362,635	170,454	12.5
Equity					
Accumulated surplus	2(h)	672,267	610,616	61,651	10.1
Asset revaluation reserve	2(i)	836,989	737,394	99,595	13.5
Reserves	2(j)	23,833	14,625	9,208	63.0
Total equity		1,533,089	1,362,635	170,454	12.5

The above statement should be read with the accompanying notes.

Standard Statements

For the year ended 30 June 2014

Standard Cash Flow Statement

For the year ended 30 June 2014

	Note	Council Actual \$'000	Council Budget \$'000	Variance \$'000	%
Cash flows from operating activities					
Rates and charges		101,806	102,369	(563)	(0.5)
Fees, charges, fines and other	3(a)	18,377	22,631	(4,254)	(18.8)
Grants – operating (recurrent)	3(b)	25,773	30,407	(4,634)	(15.2)
Grants – capital (non-recurrent)	3(c)	8,915	5,669	3,246	57.3
Contributions – capital (non-recurrent)	3(d)	2,062	747	1,315	176.0
Interest	3(e)	3,427	2,069	1,358	65.6
Contract payments, materials and other		(53,919)	(56,523)	2,604	(4.6)
Employee costs		(64,254)	(63,793)	(461)	0.7
Employee costs – defined benefits superannuation		(4,847)	(4,848)	1	(0.0)
Net cash provided by operating activities		37,340	38,728	(1,388)	(3.6)
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	3(f)	(62,655)	(38,345)	(24,310)	63.4
Proceeds from financial assets	3(g)	39,546	–	39,546	100.0
Proceeds from sale of property held for resale		1,419	1,419	–	0.0
Proceeds from sale of property, plant and equipment		393	735	(342)	(46.5)
Trust funds and deposits	3(h)	1,630	–	1,630	100.0
Net cash used in investing activities		(19,667)	(36,191)	16,524	(45.7)
Cash flows from financing activities					
Finance costs		(4,254)	(4,328)	74	(1.7)
Proceeds from interest-bearing loans	3(i)	4,900	6,748	(1,848)	(27.4)
Repayment of interest-bearing loans		(4,039)	(4,039)	–	0.0
Net cash used in financing activities		(3,393)	(1,619)	(1,774)	109.6
Net increase in cash and cash equivalents		14,280	918	13,362	1,455.6
Cash and cash equivalents at the beginning of the year	3(j)	52,363	42,932	9,431	22.0
Cash and cash equivalents at the end of the financial year	2(a)	66,643	43,850	22,793	52.0

The above statement should be read with the accompanying notes.

Standard Statement of Capital Works

For the year ended 30 June 2014

	Note	Council Actual \$'000	Council Budget \$'000	Variance \$'000	%
Ongoing asset renewal programs					
Roads group		5,548	5,144	404	7.9
Storm water group		617	620	(3)	(0.5)
Facilities group		4,095	3,792	303	8.0
Open space group		1,358	1,253	105	8.4
Plant, fleet and equipment group		3,351	3,141	210	6.7
Total ongoing asset renewal		14,969	13,950	1,019	7.3
Major Projects					
Municipal Building Project	4(a)	33,636	16,217	17,419	107.4
Springvale Civic Project		726	720	6	0.8
Pavilion upgrade program		26	200	(174)	(87.0)
Total Major Projects		34,388	17,137	17,251	100.7
Developer Contribution Plan					
DCP Council funded works		133	-	133	100.0
Total DCP works		133	-	133	100.0
Other capital discretionary	4(b)	14,091	7,258	6,833	94.1
Total capital works		63,581	38,345	25,236	65.8
Asset expenditure classification					
Renewal		14,669	13,950	719	5.2
Upgrade/expansion	4(c)	7,026	5,457	1,569	28.8
New	4(d)	39,646	18,938	20,708	109.3
Operational/maintenance	4(e)	2,240	-	2,240	100.0
Total capital works		63,581	38,345	25,236	65.8

*Please note that the total Capital Works expenditure of \$63.58 million includes the total expenditure on Capital Works projects. This total includes \$2.24 million of expenditure that was considered to be either operating in nature or could not be capitalised because it related to non Council owned assets or was below the capitalisation threshold for the relevant asset classes.

The above statement should be read with the accompanying notes.

Standard Statements

For the year ended 30 June 2014

Notes to the Standard Statements

1. Basis of preparation of Standard Statements

Council is required to prepare and include audited Standard Statements within its Annual Report.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the Local Government Act 1989 and Local Government (Finance and Reporting) Regulations 2004.

The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Report and the Budget. The results reported in these statements are consistent with those reported in the General Purpose Financial Report except that the Standard Statements relate only to Council. The financial position and performance of the Dandenong Market Pty Ltd have not been consolidated in the Standard Statements.

The Standard Statements are not a substitute for the General Purpose Financial Report, which are included in the previous section of the Annual Report. They have not been prepared in accordance with all Australian Accounting Standards or other authoritative professional pronouncements.

The Standard Statements compare Council's financial plan, expressed through its budget, with actual performance. The Local Government Act 1989 requires explanation of any material variances. The statements have been prepared on the basis of a materiality threshold of greater than \$1 million and greater than 10 per cent. 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 included in the Standard Statements are those adopted by Council on 24 June 2013. The budget was based on assumptions that were relevant at the time of adoption of the budget. The Council set guidelines and parameters for revenue and expense targets in this budget in order to meet Council's business plan and financial performance targets for both the short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

Detailed information on the actual financial results are contained in the General Purpose Financial Report located in the previous section of the Annual Report. The detailed budget can be obtained by contacting Council or through the Council's website (www.greaterdandenong.com). The Standard Statements must be read with reference to these documents.

2. Explanation of material variances

(a) Standard Income Statement

The Standard Income Statement for the Annual Report shows what has happened during the year in terms of revenue, expenses and other adjustments from all activities. The Standard Income Statement is presented in the same format as that which was presented in Council's original budget.

The Standard Income Statement separately discloses revenue items where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

The Standard Income Statement for the Annual Report also shows the movement in equity, so that a separate Statement of Changes in Equity is not necessary.

Note	Item	Explanation
1(a)	Grants - operating (recurrent)	50% of the Victoria Grants Commission 2013-14 funding of \$5.40 million was distributed early to Council in June 2013, instead of being received in 2013-14, thereby causing actual grant income to be lower than the budget in the current year.
1(b)	User fees	User fees are lower than budget due to a change in the governance model of the Dandenong Market (\$3.33 million). The Dandenong Market is now a separate legal entity of Council. Aged care user fees were also lower than budget due to a change in the treatment of service delivery allocations across commercial aged care and Commonwealth funded programs (refer also 1(c)). These items have an overall nil impact on the operating result.
1(c)	Grants and sponsorships	Grants and sponsorships were \$1.05 million lower than the original budget due to \$1.01 million lower than expected sponsorships in the areas of commercial aged care and Commonwealth funded programs by \$688,000 due to a change in the treatment of service delivery allocations (also refer 1(b)) and family day care \$316,000.

Note	Item	Explanation
1(d)	Professional services	Professional services were \$1.05 million higher than budget primarily due to the allocation of \$344,000 consultancy costs contained in the capital works budget that either did not meet the asset capitalisation criteria or were operating in nature and were expensed through the Standard Income Statement. The majority of these costs relate to the building renewal program and the Municipal Building and Community Complex. Legal fees were also \$446,000 higher than budget across the organisation primarily in Risk Management (\$121,000), Organisational Development (\$114,000) and Statutory Planning (\$84,000).
1(e)	Administration costs	Administration costs were \$1.13 million higher than budget due to greater than expected insurance claims – public liability (\$368,000), Home and Community Care (HACC) brokered and professional services (\$368,000) which was previously classified as materials and services and water (\$262,000).
1(f)	Other expenses	Other expenses were \$1.11 million higher than budget due to the requirement to return unspent grant funding to the funding body in relation to a number of programs including Transition to Adulthood (\$444,000), Dandenong West Kindergarten (\$300,000) and Inclusion Support Program (\$217,000).
1(g)	Capital grants (non-recurrent)	Capital grants were \$3.48 million higher than the original budget due to the receipt of unbudgeted grants including \$1.95 million relating to the Children's Facilities Capital Program for works to upgrade various early learning centres throughout the municipality, \$0.54 million relating to street lighting installation and replacement (Community Energy Efficiency Program) and funding awarded from the Department of Transport, Planning and Local Infrastructure as part of the 2013-14 Community Facility Funding Program for works at Shepley Oval. These projects are scheduled for the 2014-15 year and unspent funds are carried forward.
1(h)	Capital contributions (non-recurrent)	As a result of a higher than anticipated level of economic activity, Council received higher than budgeted open space contributions from developers of \$1.38 million during 2013-14. These contributions are restricted in their use and are transferred to reserves at the end of the financial year and set aside for open space projects.
1(i)	Contributions – non-monetary assets	This relates to assets that are transferred to Council's ownership from developers upon completion of subdivisions. In June 2014, more than 20 subdivisions were completed and finalised. The timing of this transfer of assets is outside of Council's control. This item is a non-cash accounting entry.
1(j)	Assets written off	Asset write off of capital expenditure during the year occurs due to either asset purchases under the capitalisation threshold or non capital purchases. Non capital purchases include minor repairs and maintenance, safety audits and inspections and are considered operating in nature. A total of \$2.46 million related to works in progress and \$3.80 million related to assets disposed/scrapped during the year.

Standard Statements

For the year ended 30 June 2014

(b) Standard Balance Sheet

The Standard Balance Sheet for the Annual Report shows a snap shot of the financial situation as at the end of the year. It shows the total of what is owned (assets) less what is owed (liabilities). The bottom line of this statement is net assets, which is the net worth of Council. The Standard Balance Sheet is presented in the same format as that which was presented in Council's original budget.

The change in net assets between two year's Standard Balance Sheets shows how the financial position has changed over that period which is described in more detail in the Standard Income Statement.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next twelve months.

Note	Item	Explanation
2(a)	Cash and cash equivalents	Cash holdings were higher than anticipated at 30 June 2014 mainly due to a higher than expected opening cash balance at 1 July 2013. The opening cash balance was higher than expected in the original budget due to the draw down of \$33.10 million in new borrowings in late 2012-13 combined with timing variances in the payment of progress claims for the Municipal Building Project and other major capital projects during the 2012-13 financial year.
2(b)	Trade and other receivables	The balance of trade and other receivables at the end of the financial year is higher than the original budget by \$4.62 million due mainly to higher than anticipated town planning debtors caused by a \$1.95 million open space invoice outstanding at 30 June 2014 (corresponding increase in trust funds and deposits at note 2(e)) and a higher than expected accrued income balance at year end caused by a pensioner rebate claim of \$607,000 and the sale of revaluation data from the State Revenue Office of \$363,000. The remaining variance relates to a marginal increase in outstanding sundry, parking infringements and rates debtors at year end.
2(c)	Property, infrastructure, plant and equipment	The increase in property, infrastructure, plant and equipment is mainly due to the \$83.43 million revaluation increment for land and buildings coupled with \$61.34 million in capital expenditure during 2013-14.
2(d)	Trade and other payables	Trade and other payables is higher than the original budget due to an increase in trade creditors and accrued expenses relating to: <ul style="list-style-type: none"> – \$1.91 million increase in capital related trade creditors. – \$443,000 grant funding to be returned to the funding body in relation to 'Closing the Gap/Transition to Adulthood' project due to a redirection of funds by the funding body. – \$224,000 unspent grant funding for 'Inclusion Support' to be refunded to the funding body as the program was concluded in 2013-14. – \$300,000 in capital facilities funding due to be refunded to the Department of Education and Early Childhood Development. Successful receipt of New Early Learning Facilities (NELF) funding in June 2014 replaces the original capital facilities funding received. Also, contributing to this unfavourable variance is \$178,000 of fire services property levy (FSPL) that has been collected by Council at 30 June 2014 but is not required to be forwarded to the State Revenue Office until October 2014.

Note	Item	Explanation
2(e)	Trust funds and deposits	Trust funds and deposits are higher than expected due mainly to a large open space contribution of \$1.95 million held in trust at 30 June 2014. This is offset by a corresponding increase in trade and other receivables (refer 2(b)). Also contributing to the variance is a higher balance of the Development Contribution Plans (DCP) trust account.
2(f)	Interest-bearing loans and borrowings (current)	The current portion of interest-bearing loans and borrowings is \$4.24 million higher than budget due to Council's decision to participate in the Local Government Funding Vehicle (LGFV) to finance \$4.90 million in new borrowings and access lower interest costs. The LGFV is expected to commence in September 2014, however Council was required to enter into an interim loan facility for the \$4.90 million in new borrowings. The interim loan facility is due to be repaid in September, therefore the current portion of borrowings is higher than anticipated at 30 June 2014. On a related note, the non-current portion of borrowings is \$6.09 million less than expected due to the short maturity of the interim loan facility as well as the reduction in the amount of new borrowings drawn down in 2013-14 (refer 3(i) for further details).
2(g)	Interest-bearing loans and borrowings (non-current)	Refer to the explanation provided at 2(f) above.
2(h)	Accumulated surplus	The accumulated surplus balance is \$61.65 million higher than budget due mainly to the current year surplus of \$54.52 million. Also, contributing to the favourable variance were \$3.92 million of fixed assets recognised as an adjustment to opening equity at 1 July 2013, offset by the net movement in other reserves during 2013-14.
2(i)	Asset revaluation reserve	The asset revaluation reserve was \$99.60 million higher than the original budget due mainly to the formal revaluation of land and buildings at 1 January 2014, resulting in a net increment to the reserve of \$83.43 million. In addition, a revaluation increment of \$16.20 million for the bridges asset class at 30 June 2013 also contributed to the variance as it occurred after the original budget was adopted in June 2013.
2(j)	Reserves	The increase in reserves is the net result of a number of inflows and outflows that occurred during the 2013-14 financial year. Outflows relate mainly to funds for capital works. Please refer to note 26(a) of the Financial Report for further details on reserve balances at 30 June 2014.

Standard Statements

For the year ended 30 June 2014

(c) Standard Cash Flow Statement

A Standard Cash Flow Statement for the Annual Report shows what has happened during the year in terms of cash. It explains what cash movements have resulted in the difference in the cash balance at the beginning and the end of the year.

The net cash flows from operating activities, shows how much cash remains, after paying for providing services to the community, which may be invested in things such as capital works. The Standard Cash Flow Statement is presented in the same format as that which was presented in Council's original budget.

The information in the Standard Cash Flow Statement assists users in the assessment of the ability to generate cash flows, meet financial commitments as they fall due including the servicing of borrowings, fund changes in the scope or nature of activities and obtain external finance.

Note	Item	Explanation
3(a)	Fees, charges, fines and other	Fees, charges, fines and other cash inflows are lower than budget by \$4.22 million primarily due to the change in the governance model of the Dandenong Market (refer explanation at 1(b)) and the change in accounting treatment of Home and Community Care (HACC) service delivery allocations across Commonwealth funded programs and commercial aged care (refer 1(d)).
3(b)	Grants – operating (recurrent)	Refer to explanation provided earlier at 1(a).
3(c)	Grants – capital (non-recurrent)	Refer to explanation provided earlier at 1(g).
3(d)	Contributions – capital (non-recurrent)	Refer to explanation provided earlier at 1(h).
3(e)	Interest	Interest cash inflows were \$1.36 million higher than anticipated in the original budget due to higher average cash holdings during the year resulting in greater interest returns coupled with a decrease in the accrued interest balance at 30 June 2014 compared with the prior year.
3(f)	Payments for property, infrastructure, plant and equipment	Payments for property, infrastructure, plant and equipment were \$24.31 million higher than budget due to the delay in the timing of expenditure for a number of capital projects relating to the Municipal Building and Community Complex as well as several community buildings and pavilions. These projects were budgeted in the prior year and spent in the current year. The prior year budget was carried forward for these projects after the adoption of the original budget. Refer to explanations provided at notes 4(a) and 4(b) for further details.
3(g)	Proceeds from financial assets	Proceeds from financial assets represent term deposits invested for greater than three months at 30 June 2013 that were redeemed during 2013-14 and transferred to cash or term deposits with a shorter maturity than three months.
3(h)	Trust funds and deposits	Cash inflows from trust funds and deposits are \$1.63 million higher than budgeted as previously this line item was not separately disclosed, therefore, the budget in respect of this item was nil. These cash inflows relate to higher deposit balances at 30 June 2014 for Council's Development Contribution Plans (DCP), landscaping and roads.
3(i)	Proceeds from interest-bearing loans	Proceeds from interest-bearing loans were \$1.85 million lower than budget due to Council's resolution to direct part of the prior year's cash surplus to repay the balance of the superannuation liability (\$1.85 million). Loan borrowings were originally budgeted to be drawn down in 2013-14 to part fund the balance of the superannuation liability.
3(j)	Cash and cash equivalents at the beginning of the year	Refer to explanation provided earlier at 2(a).

(d) Standard Capital Works Statement

The Standard Capital Works Statement for the Annual Report sets out all the actual capital expenditure in relation to non-current assets for the year. It also shows the amount of capital works expenditure which is expected to be renewing, upgrading, expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

- Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs, because it increases Council's asset base, but may be associated with additional revenue from the new user group.
- Capital renewal expenditure reinstates existing assets, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.
- Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the Council's asset base.
- New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.

Note	Item	Explanation
4(a)	Municipal Building Project	Capital expenditure relating to the new Municipal Building and Community Complex was \$17.42 million higher than original budget expectations due to the timing of expenditure outflows in the prior year. \$20.36 million of the prior year's budget was carried forward to the current year after the original budget was adopted. The project was completed in March 2014 and resulted in \$1.05 million in savings.
4(b)	Other capital discretionary	Capital expenditure in the 'Other capital discretionary' group was higher than budget by \$6.83 million. This was caused by a number of upgrade and expansion projects relating to community buildings and pavilions that were budgeted in the prior year but the actual expenditure was incurred in the current financial year. Examples include Dandenong South new Early Learning Facility, Norman Luth Reserve Pavilion, George Andrews Reserve new Pavilion, Heatherhill Kindergarten, Heritage Preschool, Dandenong South Kindergarten, Dandenong Basketball and Volleyball Centre, Greaves Reserve - Alan Carter Pavilion and Darren Reserve Kindergarten. Also, contributing to the unfavourable variance was \$1.94 million of operating expenditure (refer note 4(e) for further details).
4(c)	Upgrade/expansion	The \$1.57 million unfavourable variance is mainly due to the delay in upgrade and expansion works on community buildings and pavilions. Refer to note 4(b) above for further details.
4(d)	New	The variance in new capital spending relates primarily to the Municipal Building and Community Complex in Dandenong (see above note 4(a)).
4(e)	Operational/maintenance	The \$2.24 million variance relates to expenditure that was budgeted for in the Capital Works program however, have been expensed through the Standard Income Statement as they were either operating in nature or could not be capitalised because they did not relate to Council owned assets or were below the capitalisation threshold for the relevant asset classes.

Standard Statements

For the year ended 30 June 2014

Certification of Standard Statements

In my opinion the accompanying Standard Statements have been prepared on accounting bases consistent with the Financial Statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

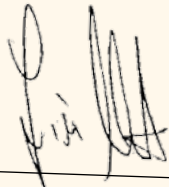


Michelle Hansen CPA
Principal Accounting Officer
Date: 8 September 2014

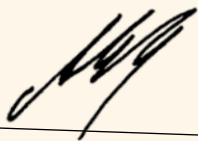
In our opinion the accompanying Standard Statements have been prepared on accounting bases consistent with the Financial Statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

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

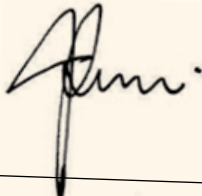
We have been authorised by the Council on 8 September 2014, to certify the Standard Statements in their final form on behalf of the Council.



Jim Memeti
Mayor
Date: 8 September 2014



Angela Long
Councillor
Date: 8 September 2014



John Bennie
Chief Executive Officer
Date: 8 September 2014

Customer Service Centre locations

Dandenong Civic Centre

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

Springvale

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

Parkmore

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





Paddy O'Donoghue Centre

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

Please note: cash payments not accepted at this centre

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