

Greater Dandenong
ANNUAL REPORT
2016-17



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OUR GREAT CITY



OUR GREAT CITY

Great Place

- ▶ Recognised as the capital of Melbourne's south-east
- ▶ Victoria's manufacturing heartland and home to 12,500 businesses
- ▶ Home to 234 land reserves, 35 sports reserves and 33 bushland areas covering approximately 51 hectares
- ▶ Revitalised activity centres – Dandenong, Springvale and Noble Park
- ▶ Quality infrastructure including 683km of local roads and 61km of bike paths, 1,084km of footpaths and 127 playgrounds.

Great People

- ▶ Home to over 160,000 residents from over 160 different birthplaces
- ▶ 64 per cent of residents born overseas
- ▶ 70 per cent of residents speak languages other than English
- ▶ An active and committed volunteer community.

Great Times

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

Great Shops

- ▶ The iconic Dandenong Market
- ▶ Melbourne's first Indian cultural precinct
- ▶ Afghan Bazaar cultural precinct
- ▶ Significant South East Asian cultural precinct
- ▶ Community shopping facilities in Dandenong, Keysborough, Noble Park and Springvale
- ▶ Diverse cultural cuisines from around the world
- ▶ Thriving small neighbourhood shopping centres/strips.

Snapshot of Greater Dandenong

Geography and Population

The City of Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east, approximately 35km from Melbourne's CBD. Over 160,000 people live in our city.

Cultural and Language Diversity

Greater Dandenong is the most culturally diverse locality in Victoria, with over half of its population born overseas, from more than 160 different birthplaces. Major birthplaces include Vietnam, India, Cambodia, Sri Lanka, Afghanistan, China, New Zealand, Pakistan and the Philippines.

The number of overseas-born residents in Greater Dandenong has risen steadily in recent years to 64 per cent, a 4 per cent increase since 2011. This is the second highest proportion in Victoria after the City of Melbourne. Each year a further 1,800 recently arrived migrants settle in Greater Dandenong, the fourth highest rate of settlement in Victoria. One in five of these settlers are refugees, largely from Afghanistan, Burma, Thailand and Iran.

The cultural diversity of this city is also reflected in the wide range of religious faiths identified. These include Christianity 41 per cent, Buddhism 16 per cent of residents, Islam 14 per cent, and Hinduism 6 per cent.

Nearly two-thirds of the residents of Greater Dandenong speak languages other than English. Among the more widely spoken languages in this community are Vietnamese, Khmer, Punjabi, Mandarin, Cantonese and Greek. Approximately 18 per cent of residents however have limited fluency in spoken English, over three times the metropolitan level and the highest in Victoria.



41%
Christianity

12,500
businesses

35km
from
Melbourne's
CBD

**683km of local
roads and 61km
of bike paths**

16% Buddhism

Over
160,000
residents

234 land
reserves

**Over 150 active
sports clubs**

127 playgrounds

14%
Islam

35
sports
reserves

**70% of residents
speak languages
other than English**

**An area of
129 square
kilometres**

6% Hinduism

**1,084km
of footpaths**

51
hectares
of bushland

**Home to
residents
from over
160 different
birthplaces**

OUR GREAT CITY

Our Vision

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

Our Key Strategic Objectives

People

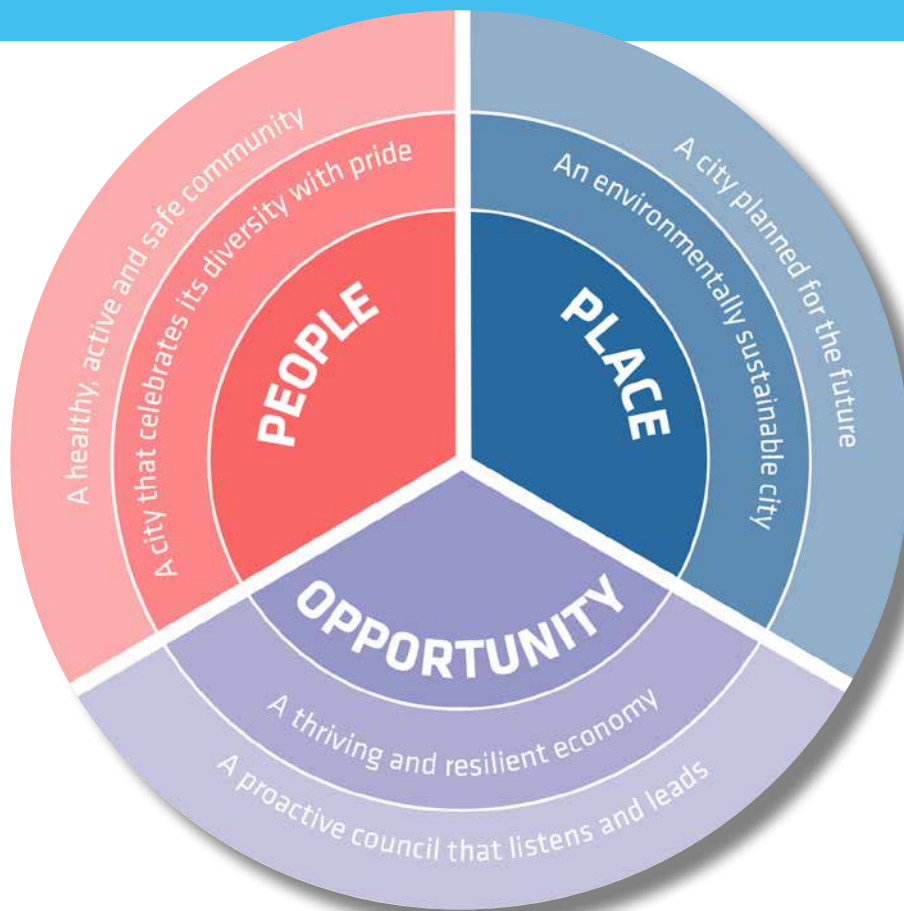
- ▶ A healthy, active and safe community
- ▶ A city that celebrates its diversity with pride

Place

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

Opportunity

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





OUR GREAT CITY

Message from the Mayor

It has been another challenging year for the local government sector, with a number of external constraints placed on Council's funding pool.

The introduction of rate capping by the State Government has placed additional funding pressures on Council and has left us to answer how we can continue to do more with less.

I am very proud to say that the City of Greater Dandenong has risen to the challenge and has managed to successfully deliver key infrastructure projects and services in line with community needs.

Our main priority has always been to ensure that our community has access to the best possible services and facilities.

This financial year we invested more than \$47 million in the renewal, expansion, and upgrade of assets, including just over \$9 million on pavilion upgrades and redevelopments and \$9.5 million on roads, drains, and footpaths.

Council continues to recognise the community's need for quality facilities and Council has invested in projects which support this view. This year marked a significant year for Springvale and the former site of the Springvale Council offices.

One of the most significant projects completed this year was the redevelopment of the Springvale City Hall. The Springvale City Hall redevelopment includes new heating and cooling, improved lighting and upgraded acoustics. A new terrace has also been built on the northern side of the town hall, making the facility more attractive for function hire and hosting key community events.

The redevelopment forms part of the Springvale Community Precinct Project which is being delivered over two stages – the first being the redevelopment of the Springvale City Hall and the second the construction of the Springvale library and community hub. This significant Council investment in Springvale will see the site of the former Springvale Council offices on Springvale Road transformed into a world-class community facility, providing a variety of learning, leisure and cultural spaces. I am pleased to report that design work is progressing well and further work on this key community project will continue with gusto in 2017–18.

The City of Greater Dandenong is a vibrant and diverse community and this has been showcased through the vast array of festivals and events held in the city this past year.

Harmony Square Dandenong, together with its very popular Urban Screen, has cemented itself as a highly sought after community space with a number of key festivals including New Year's Eve held there this year.

For the first time Dandenong was also a satellite location for the Indian Film Festival of Melbourne. This celebration of culture and film was a fantastic way to highlight the State Government's recognition of Dandenong as Victoria's first ever Indian cultural precinct. Events such as this not only enhance our city's growing reputation as a tourism destination, but also celebrate our city's vibrancy and cultural diversity.

Events like these, along with the annual Lunar New Year Festival in Springvale and Snow Fest are a fantastic boost for the local economy and have created significant investment opportunities for the region.

Food continues to be a drawcard for visitors with both Dandenong and Springvale attracting significant positive media exposure for their diversity and quality of cuisine. In the year ahead the City of Greater Dandenong is committed to growing its reputation as a tourism destination, as well as fostering the diversity for which it is now widely known.

Please take the time to read about the highlights of 2016–17 throughout this report. This document is a testament to what Government and the community can achieve when they work in partnership and with a shared vision.

Thank you to my fellow councillors and to all the staff at the City of Greater Dandenong who have played a pivotal role in our success during the past year. I am proud of what we have achieved. The foundations we have built during the past 12 months have set us up for an exciting future.



A handwritten signature in black ink, appearing to read 'Jim Memeti'. The signature is stylized and written in a cursive-like font.

Cr Jim Memeti
Greater Dandenong Mayor

Chief Executive Officer's Report

A continuing theme in these annual reports has been the progress that Council is making in 'revitalising' the municipality through infrastructure investment.

New infrastructure, or upgrades to existing infrastructure, continues at unprecedented levels as Council strives to exceed resident expectations for city wide renewal.

Civic facilities, sports facilities, streetscapes, parks, roads and footpaths – and even those 'hidden' but essential assets such as drains, have all been of the highest priority for Council in its annual expenditure of increasingly scarce resources.

Since delivery of the major civic precinct facilities in Dandenong, Council's key focus has been on the **Springvale Civic Masterplan** and this year has seen the completion of Stage 1, the refurbishment of the Springvale City Hall, and commencement of detailed planning for future stages. These include a Springvale Community Hub which will house a Library, Customer Service Centre, community meeting rooms and a new home for the Springvale and District Historical Society. Council remains on track to deliver this milestone project in 2020.

These iconic projects however do not detract from Council's capacity to meet its obligations for fundamental asset renewals, drains, footpaths and roads, and Council is making steady progress in maintaining this vast network at an optimal service level.

Council has not overlooked its operating obligations either and this report outlines many significant achievements in recurrent service delivery. I echo the Mayor's suggestion and encourage all readers to scan the 'Performance Highlights' detailed in this report as it is encouraging to note the levels of achievement and performance.

A new Council was elected during this year and my own assessment is that Council has hit the ground running, completing many of the initiatives of the previous Council and developing new initiatives of its own. This is good, sound governance in action where the needs of a community take precedence and no time is wasted in putting those needs to the forefront. A new Council Plan has been adopted and the balance of this four-year Council term will be spent delivering services, managing community assets, and building a stronger Greater Dandenong community.

Council's Strategic Focus

In 2016–17, Council has demonstrably maintained its focus on:

- ▶ **Advocacy for better outcomes** – Council's ongoing call for grade separations has translated to significant works-in-progress at Corrigan Road, Heatherton Road, Chandler Road and Abbotts Road. These elevated solutions have been the subject of much community interaction and debate but will deliver, in all cases, greater permeability for pedestrians and motor vehicles at ground level and areas such as Ross Reserve and the Noble Park village will be enhanced by the outcomes of this major State project.
- ▶ **Securing partnerships in the delivery of community needs** – evidenced by stronger, ongoing relationships with State and Federal agencies in the support of disadvantaged people; speaking up for and supporting refugees and new arrivals to this city; tackling the impacts of problem gambling on vulnerable people; continuing a strong stand to eradicate violence against women; advocating for greater controls over sales of packaged liquor (for the anti-social implications that this generates); and pursuing improved and environmentally sustainable outcomes throughout the city.
- ▶ **Commitment to the progressive enhancement of community infrastructure** – with increasingly high levels of capital investment including essential investment in renewals (looking after the infrastructure we already have).
- ▶ **Creating a sound and sustainable financial strategy that can ensure operational resourcing and capital investments that satisfy community expectations** – highlighted in this last year in particular, by satisfactory operations and ongoing capital investment in a rate capped environment.



Sound Financial Management

Council's operating result was a surplus of \$51.73 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

OUR GREAT CITY

developers (eg. roads, footpaths and open space) and exclude cash costs such as capital expenditure.

Through sound and prudent leadership by Council, and management by staff, Council remains in a healthy financial position although it must again be stated, that this will be tested into the future by the compounding effect of rate capping.

Despite these obvious challenges, Council remains focused on its purpose and objective – to provide quality services and assets to the people and businesses of this city. As stated in previous years, Council will not allow its hard fought and sound financial position to be unreasonably impacted by external challenges.

Capital Improvements

\$44.76 million was spent on capital improvements during the year with \$19.10 million spent on asset renewals and a further \$10.26 million on upgrades to existing infrastructure assets.

It is pleasing to report that the funding of basic infrastructure (roads, footpaths and drains) in 2016–17 was maintained at \$10.97 million. This investment continues to underpin the importance of Council's maintenance and protection of existing assets.

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

2016–17 was by any measure, another successful year for Greater Dandenong Council. It saw the conclusion of many key outcomes for an outgoing Council and the announcement of a new vision and new objectives from an incoming Council. That a community may have experienced a seamless transition from one Council term to the next is a tribute to the stability and focus on good governance by a community focused Council.

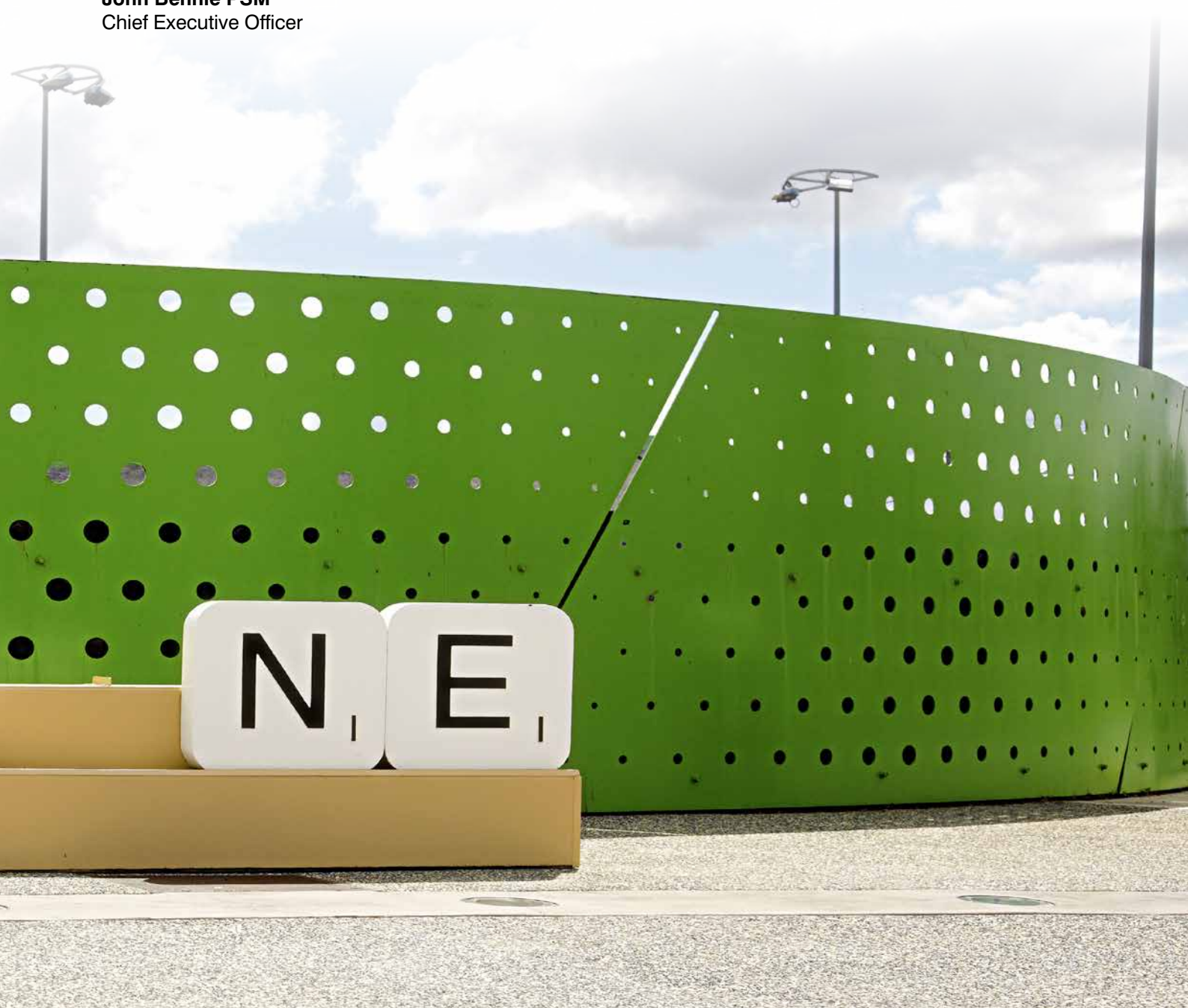


I commend the Council on its leadership and achievements in 2016–17 and thank the many wonderful staff who remain committed to local government service within Greater Dandenong City Council.



John Bennie PSM
Chief Executive Officer

New infrastructure continues at unprecedented levels as Council strives to exceed resident expectations for city wide renewal.





PERFORMANCE HIGHLIGHTS



PERFORMANCE HIGHLIGHTS

A healthy, active and safe community

Highlights

- ▶ In 2016–17 the Dandenong and Springvale libraries continued to attract large numbers of visitors including 1,220,836 physical visits; 367,587 website visits; and 26,355 visitors participating in library programs.
- ▶ The environmental health team conducted a total of 1,929 food safety inspections.
- ▶ 3,821 residents accessed home and community care services comprising of home care, personal care, respite and home maintenance services.
- ▶ 36,779 meals were provided to residents through Food Services.
- ▶ 2,804 children received vaccinations across 132 immunisation sessions.
- ▶ Family Services engaged with 300 families and 761 children, providing 7,483 contact hours of support.
- ▶ 17,000 Maternal and Child health appointments were conducted.
- ▶ 217 volunteers provided 16,993 hours of support during the year.
- ▶ Work commenced on the Springvale Library and Community Hub and the designs for the new facility will be completed in 2017–18.
- ▶ A draft Positive Ageing Strategy was placed on public exhibition for community comment with the final version expected to be endorsed in 2017–18.

A city that celebrates its diversity with pride

Highlights

- ▶ Drum Theatre saw a 24 per cent increase in the number of performances with a total of 170 for 2016–17.
- ▶ 4,632 people visited Heritage Hill with 11 heritage exhibitions being shown and 11 local schools participating in activities.
- ▶ 34 community engagement activations were held in Harmony Square including activities for Reconciliation and National Youth Weeks, competitions and project launches.
- ▶ Council's event program achieved a satisfaction rating of 90.2 per cent.

44,975 square metres of graffiti was removed

367,587 library website visits

Over 30 community and school planting days

- ▶ A Greater Dandenong Multicultural Advisory Committee was established to increase inclusion.
- ▶ Neighbourhood playgrounds at Lois Twohig and Harold Box Reserves were completed and two new dog off-leash areas were developed for Tatterson Park and Springvale Reserve.

An environmentally sustainable city

Highlights

- ▶ 2,100 street trees and 18,155 Indigenous seedlings were planted in 2016–17.
- ▶ Environmental education activities included over 30 community and school planting days and more than 90 other activities with residents and community members.
- ▶ The new Sustainable Greater Dandenong website was launched providing a platform for the Annual Sustainability Report which tracks Council's progress against key sustainability initiatives identified in the 2016–30 Sustainability Strategy.
- ▶ Council hosted a number of waste education events including two De-clutter Your Home community workshops, two Pop-up Drive Thru recycle days and one Homecycle collection.

36,779

Meals were provided to residents through Food Services

18

Food and cultural tours were conducted

90.2%

Event program satisfaction rating

A city planned for the future

Highlights

- ▶ Place narratives documenting the unique history and character of each activity centre were developed.
- ▶ \$650,000 in capital funding was received from the State Government for Yarraman Oaks Primary new Early Years facility in Noble Park.
- ▶ Design concepts for a community hub in Keysborough South were completed prior to a State Government decision on a suitable location.
- ▶ Council invested \$44.76 million in capital works in 2016–17.
- ▶ 44,975 square metres of graffiti was removed over the 12 month period.
- ▶ The Allan Street bridge project was completed and opened in May 2017.
- ▶ Residential, commercial and industrial building investments, measured by the value of building permits, included residential permits to the value of \$210,912,189 and commercial/industrial permits to the value of \$443,148,115. The combined value of all permits for this financial year was \$654,060,304.

A thriving and resilient economy

Highlights

- ▶ Council was awarded the Australian Institute of Landscape Architects award for the Afghan Precinct Project.
- ▶ The Masonic Hall site in Dandenong was secured for a proposed Art Gallery.
- ▶ The Springvale Road Boulevard Project concept design was completed.
- ▶ Council continued to collaborate with and participate in the Level Crossing Removal Project.
- ▶ 18 food and cultural tours were conducted.
- ▶ Drum Theatre attendance increased by 19.48 per cent.
- ▶ 95 business networking activities were conducted through SEBN.

A proactive Council that listens and leads

Highlights

- ▶ In the 2017 Community Satisfaction Survey the City of Greater Dandenong scored 72 for customer service, three points higher than the state wide average of 69.
- ▶ Online engagement through social media continued to rise, with an increase in followers on Council's Facebook page of 2,098; Twitter followers 533; and Instagram followers 385.
- ▶ Council conducted a review of its Community Plan, Imagine 2030 and developed its new four year Council Plan 2017–21.
- ▶ Many community consultation activities occurred throughout the year including online forums for the Council and Community Wellbeing Plans and Youth programs and events.



CORPORATE GOVERNANCE



CORPORATE GOVERNANCE

The Council

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

- ▶ establishing the strategic direction of the city
- ▶ advocating a broad range of issues
- ▶ management of the community's assets
- ▶ ensuring the delivery of quality services
- ▶ providing fair and equitable representation of all constituents
- ▶ establishing Council's Local Laws including Meeting Procedure, Municipal Amenity, Road Management and Asset Protection and Municipal Spaces.

Greater Dandenong Council was elected on 22 October 2016 and the next Council elections are scheduled for October 2020.

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.

Suburbs

Lightwood Ward

Springvale
Springvale South

Paperbark Ward

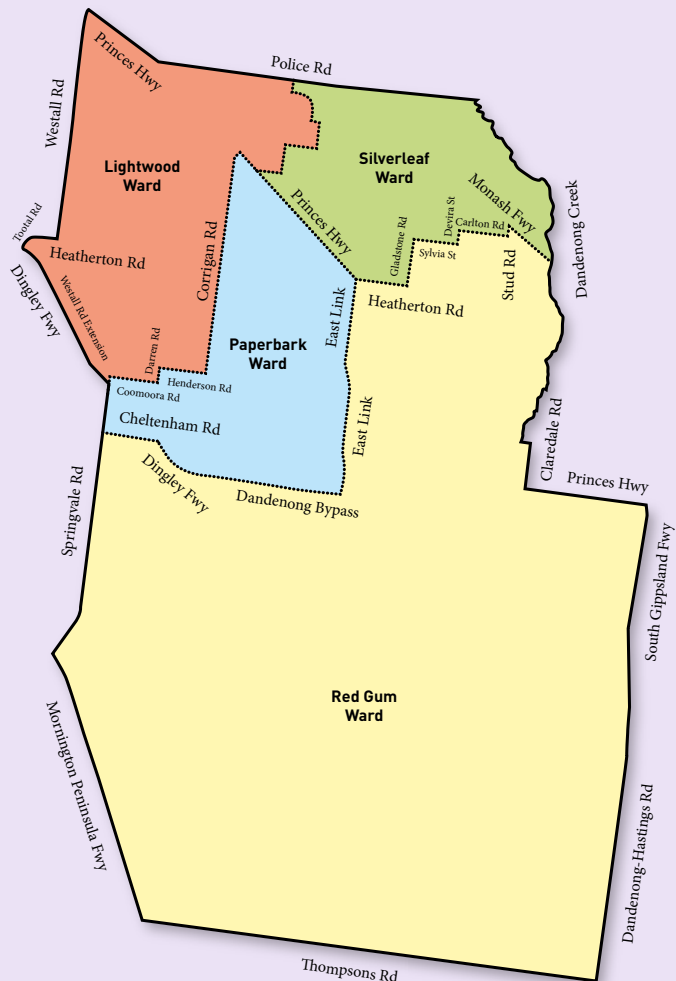
Keysborough
Noble Park

Red Gum Ward

Dandenong
Dandenong South
Lyndhurst
Bangholme

Silverleaf Ward

Noble Park North
Dandenong North



Your Councillors

LIGHTWOOD WARD

Suburbs: Springvale and Springvale South



Cr Youhorn Chea

Term as a councillor: 1997–present
Mayoral Terms: 2001–02, 2006–07,
2011–12



Cr Sean O'Reilly

Term as a councillor: 2012–present
Mayoral Term: 2014–15



Cr Loi Truong

Term as a councillor:
2008–present

PAPERBARK WARD

Suburbs: Keysborough and Noble Park



Cr Roz Blades AM

Term as a councillor: 1987–1994
(Springvale), 1997–present
Mayoral Terms: 1992 (Springvale),
1998–99, 2010–11



Cr Tim Dark

Term as a councillor:
22 October 2016–present



Cr Heang Tak

Term as a councillor:
2012–present
Mayoral Term: 2015–2016

RED GUM WARD

Suburbs: Dandenong, Dandenong South, Lyndhurst and Bangholme



Cr Matthew Kirwan

Term as a councillor:
2012–present



Cr Angela Long

Term as a councillor: 1997–2005
and 2008–present
Mayoral Terms: 2000–01, 2012–13



Cr Jim Memeti

Term as a councillor: 2005–present
Mayoral Terms: 2009–10, 2013–14,
2016–17

SILVERLEAF WARD

Suburbs: Noble Park North and Dandenong North



Cr Zaynoun Melhem

Term as a councillor:
22 October 2016–present



Cr Maria Sampey

Term as a councillor:
2000–present
Mayoral Term: 2004–05

CORPORATE GOVERNANCE

Governance

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

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

Code of Conduct – Councillors

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

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

Council meetings are generally held on the second and fourth Monday of each month

Council Meetings

Council conducts its business in open and publicly advertised meetings.

Council meetings are generally 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. The Annual Statutory Meeting is held to elect the Mayor.

All Council meetings are conducted in accordance with Council's current Meeting Procedure Local Law.

During 2016–17, there were 21 ordinary meetings and two special meetings of Council (the Annual Statutory meeting and a meeting to review the Code of Conduct – Councillors).

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

Councillors from 1 July 2016–30 June 2017	Ordinary Meetings	Special Meetings
Number of Meetings Held	21	2
Cr Roz Blades AM	18	2
Cr Peter Brown	6	–
Cr Youhorn Chea	21	2
Cr Tim Dark	14	2
Cr John Kelly	7	–
Cr Matthew Kirwan	20	2
Cr Angela Long	19	2
Cr Zaynoun Melhem	15	2
Cr Jim Memeti	20	2
Cr Sean O'Reilly	21	2
Cr Maria Sampey	20	2
Cr Heang Tak	21	2
Cr Loi Truong	17	2



Council Meetings Online

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

During 2016–17, the average number of ‘log-ins’ per meeting to the live webcasts was 27 with 42 ‘log-ins’ recorded as an average against each archived (non-live) webcast of a Council meeting.

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 2016 – 30 November 2016	\$92,333 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle
1 December 2016 – 30 June 2017	\$94,641 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle

Councillor’s Allowance

1 July 2016 – 30 November 2016	\$28,907 (plus 9.50 per cent superannuation equivalent)
1 December 2016 – 30 June 2017	\$29,630 (plus 9.50 per cent superannuation equivalent)

Councillor Support, Reimbursement and Accountability Policy

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

CORPORATE GOVERNANCE

Councillor Expenses

In accordance with Section 75 of the *Local Government Act 1989* Council is required to reimburse a councillor for expenses incurred whilst performing his or her duties as a councillor. These expenses can be found on the City of Greater Dandenong's website and are updated monthly. The expenses include mobile phones, conferences, training, airfares, taxi fares, accommodation and meals, childcare, vehicle/mileage, stationery, equipment and any other expenses claimed. The below table outlines the expenses incurred for the 2016–17 financial year.

Councillor	Mobile	Training and Conferences	Airfares	Taxi/ Train Fares
Cr Roz Blades AM	\$4.36	\$0.00	\$0.00	\$0.00
Cr Peter Brown*	\$0.00	\$0.00	\$0.00	\$0.00
Cr Youhorn Chea	\$0.46	\$1,029.00	\$387.00	\$0.00
Cr Tim Dark**	\$0.00	\$1,029.00	\$0.00	\$0.00
Cr John Kelly*	\$0.00	\$0.00	\$0.00	\$0.00
Cr Matthew Kirwan	\$0.00	\$251.50	\$584.00	\$0.00
Cr Angela Long	\$173.44	\$0.00	\$0.00	\$0.00
Cr Zaynoun Melhem**	\$0.00	\$0.00	\$0.00	\$0.00
Cr Jim Memeti	\$0.00	\$1,029.00	\$645.30	\$0.00
Cr Sean O'Reilly	\$0.92	\$1,029.00	\$845.90	\$0.00
Cr Maria Sampey	\$0.00	\$0.00	\$0.00	\$159.90
Cr Heang Tak	\$31.17	\$0.00	\$0.00	\$0.00
Cr Loi Truong	\$100.29	\$1,029.00	\$858.00	\$0.00

*Cr Brown and Cr Kelly ceased being councillors on 22 October 2016

**Cr Dark and Cr Melhem were elected as councillors on 22 October 2016



	Accommodation and Meals	Childcare	Vehicle/Mileage	Functions	Other	Total
	\$0.00	\$0.00	\$0.00	\$317.00	\$38.00	\$359.36
	\$0.00	\$0.00	\$0.00	\$135.00	\$0.00	\$135.00
	\$910.00	\$0.00	\$0.00	\$250.00	\$0.00	\$2,576.46
	\$1,147.23	\$0.00	\$0.00	\$815.30	\$78.00	\$3,069.53
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00	\$988.51	\$550.00	\$2,374.01
	\$0.00	\$0.00	\$2,753.66	\$1,105.00	\$0.00	\$4,032.10
	\$0.00	\$0.00	\$0.00	\$845.00	\$0.00	\$845.00
	\$1,398.75	\$0.00	\$0.00	\$1,475.00	\$124.73	\$4,672.78
	\$1,361.71	\$0.00	\$455.39	\$455.00	\$0.00	\$4,147.92
	\$0.00	\$0.00	\$1,911.28	\$1,265.00	\$0.00	\$3,336.18
	\$0.00	\$0.00	\$0.00	\$897.00	\$0.00	\$928.17
	\$1,007.73	\$0.00	\$0.00	\$0.00	\$0.00	\$2,995.02



CORPORATE GOVERNANCE

Councillor Representation and Community Consultations

On 5 November 2015, 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 10 November 2016:



Community Organisations

Organisation	Past Councillor Liaison(s) 2015–16 05/11/2015–10/11/2016	New Councillor Liaison(s) 2016–17 10/11/2016–Nov 2017
Dandenong and District Historical Society	Cr Matthew Kirwan	Cr Matthew Kirwan
Dandenong Benevolent Society	Cr Angela Long Cr Jim Memeti	Cr Angela Long Cr Maria Sampey
Greater Dandenong Interfaith Network	Cr Roz Blades AM Cr Youhorn Chea	Cr Roz Blades AM Cr Youhorn Chea Cr Zaynoun Melhem Cr Jim Memeti
Noble Park Community Action Forum Inc	Cr Roz Blades AM	Cr Roz Blades AM <i>(This Councillor will be appointed as Liaison if and when the Forum makes a request.)</i>
South East Community Links	Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong	Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Loi Truong
Springvale and District Historical Society	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Heang Tak Cr Loi Truong	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Loi Truong
Springvale Benevolent Society	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly Cr Loi Truong	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly

Council Groups and Committees

Organisation	Past Council Representative(s) 2015–16 05/11/2015–10/11/2016	New Council Representative(s) 2016–17 10/11/2016–Nov 2017
Arts Advisory Committee	New	Cr Tim Dark Cr Matthew Kirwan
Audit Advisory Committee (AAC)	Mayor of the Day Cr Roz Blades AM Cr Matthew Kirwan <i>(Note: The Mayor plus only one Councillor Representative has voting rights – who shall be determined by the AAC)</i>	Mayor of the Day Cr Roz Blades AM Cr Matthew Kirwan <i>(Note: The Mayor plus only one Councillor Representative has voting rights – who shall be determined by the AAC)</i>
CEO Performance Review Committee	Mayor of the Day Cr Peter Brown Cr John Kelly Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti	Mayor of the Day Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Jim Memeti Cr Angela Long
Children & Family Partnership	Cr Roz Blades	Cr Roz Blades Cr Heang Tak
Community Safety Advisory Committee	Mayor of the Day Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey Cr Loi Truong	Mayor of the Day Cr Roz Blades AM Cr Tim Dark Cr Matthew Kirwan Cr Angela Long Cr Zaynoun Melhem Cr Maria Sampey Cr Heang Tak Cr Loi Truong
Cultural Heritage Advisory Committee	Cr Roz Blades AM Cr Matthew Kirwan	Cr Roz Blades AM Cr Matthew Kirwan
Dandenong Market Pty Ltd	Cr John Kelly	Cr Maria Sampey Alternate – Cr Matthew Kirwan
Dandenong Stadium Advisory Board	Cr Angela Long	Cr Angela Long
Disability Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey Cr Loi Truong	Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey
Family Violence Advisory Committee	Cr Roz Blades AM Cr Angela Long Cr Heang Tak	Cr Roz Blades AM Cr Youhorn Chea Cr Angela Long Cr Heang Tak Cr Loi Truong
Leisure Contract Advisory Group	Cr Roz Blades AM Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Roz Blades AM Cr Angela Long

CORPORATE GOVERNANCE

Council Groups and Committees

Organisation	Past Council Representative(s) 2015–16 05/11/2015–10/11/2016	New Council Representative(s) 2016–17 10/11/2016–Nov 2017
Multicultural Advisory Committee	New	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Jim Memeti Cr Maria Sampey Cr Heang Tak Cr Loi Truong
Positive Aging Advisory Committee	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey Cr Loi Truong
Refugee and Asylum Seeker Communities Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan
Springvale Major Projects Advisory Group (SMPAG)	New	Mayor of the Day Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong
Taylor's Road Landfill Community Reference Group [#]	Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Angela Long Alternate – Cr Matthew Kirwan
The Heart of Greater Dandenong Charitable Fund Advisory Panel	New	Mayor of the Day Cr Sean O'Reilly
Young Leaders	Mayor of the Day Ambassador – Cr Matthew Kirwan Ambassador – Cr Heang Tak Ambassador – Cr Sean O'Reilly	Mayor of the Day Ambassador – Cr Roz Blades AM Ambassador – Cr Tim Dark Ambassador – Cr Matthew Kirwan Ambassador – Cr Zaynoun Melhem Ambassador – Cr Sean O'Reilly

Peak Industry Bodies

Organisation	Past Council Representative(s) 2015–16 05/11/2015–Nov 2016	New Council Representative(s) 2016–17 10/11/2016–Nov 2017
Australian Local Government Women's Association (ALGWA)	Cr Roz Blades AM (<i>appointed 04/04/2016</i>)	Cr Roz Blades AM
Municipal Association of Victoria (MAV) [#]	Cr Peter Brown Alternate – Cr Roz Blades AM	Cr Sean O'Reilly Alternate – Cr Youhorn Chea

Regional Organisations and Committees

Organisation	Council Representative(s) 2015–16 05/11/2015–Nov 2016	Council Representative(s) 2016–17 10/11/2016–Nov 2017
2017 Local Government Mayoral Advisory Panel		Cr Jim Memeti (<i>selected by Minister for Local Government (13/02/17)</i>)
Alliance for Gambling Reform	Cr Matthew Kirwan (to 10/08/16)	Cr Matthew Kirwan Cr Sean O'Reilly
Eastern Transport Coalition# (previously ERiTG)	Cr Roz Blades AM	Cr Roz Blades AM
Inter Council Aboriginal Consultative Committee	Cr Angela Long	Cr Angela Long
Local Governments'/Metropolitan Waste Management Forum#	Cr John Kelly	Cr Matthew Kirwan
Roadsafe Committee – South East Inc	Cr Angela Long	Cr Angela Long
South East Region Gas Company (SERGASCo)	Cr John Kelly (Resigned 23/09/2016)	Cr Matthew Kirwan

#denotes alternate Councillor required when nominated Councillor cannot attend a meeting

Councillor Representatives

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

Councillor Liaison

Councillor liaisons act as a liaison point between the organisation and Council as a whole and provide advice to Council or the organisation when decisions or relevant policy matters are discussed. Councillor liaisons will generally keep informed about the work and functions of the organisation and support the role of the organisation in accordance with Council policy or direction. If a councillor chooses to stand as an office bearer of the organisation this is undertaken separately to the role of councillor liaison. It is not essential for Council to be involved in these groups – councillors are only involved when they have a particular interest and the time to participate.



CORPORATE GOVERNANCE

Advocacy

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

A dedicated advocacy page has also been set up on Council's website, so that members of the community can check on the current advocacy campaigns and get further information on Council's position and actions.

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

Regular liaison occurred with the following groups:

- ▶ Australian Sports Commission
- ▶ Bicycle Victoria
- ▶ Committee for Dandenong
- ▶ Community Chef – shared Meals on Wheels service
- ▶ Council Alliance for a Sustainable Built Environment (CASBE)
- ▶ Development Victoria
- ▶ Eastern Group of Councils – group of ten eastern region councils
- ▶ Eastern Transport Coalition
- ▶ Eastern Treatment Plant Liaison Committee
- ▶ Federal Government Ministers and departments
- ▶ Level Crossing Removal Authority (LXRA)
- ▶ Melbourne Water
- ▶ Metropolitan Planning Authority (MPA)
- ▶ Metropolitan Waste Management Group (MWMG)
- ▶ Migrant Resource Centres
- ▶ Ministerial Advisory Committee on Public Libraries
- ▶ Municipal Association of Victoria (MAV)
- ▶ National Broadband Network Company
- ▶ Options Victoria
- ▶ Parks Victoria
- ▶ Port Phillip and Westernport Catchment Management Authority (PPWCMA)
- ▶ Public Transport Victoria
- ▶ Regional Development Australia (RDA)
- ▶ Regional Management Forums
- ▶ South East Community Links Inc.
- ▶ Southern and Eastern Integrated Transport Authority (SEITA)

- ▶ South East Council's Climate Change Alliance (SECCCA)
- ▶ South East Integrated Water Management Group
- ▶ South East Melbourne Manufacturers Alliance (SEMMA)
- ▶ South East Metro – group of six south-east Councils
- ▶ South East Water
- ▶ Sport and Recreation Victoria
- ▶ Sport associations such as AFL, Victorian Football Federation, Cricket Vic, Softball Vic, Tennis Vic and Vic Sport
- ▶ State Government Ministers and departments
- ▶ Taylors Road Landfill Community Reference Group
- ▶ Vic Health
- ▶ Vic Roads
- ▶ Victorian Multicultural Commission
- ▶ Victoria Police
- ▶ Water Sensitive Cities – High Level Steering Committee.

Projects

Key advocacy projects for 2016–17 included the following:

- ▶ further influence over the introduction of rate capping to the Victorian local government sector
- ▶ the removal of four level crossings in Greater Dandenong with the implementation of 'Sky rail' over three of them and associated local concerns and requirements
- ▶ new bus services in Keysborough South and Dandenong South
- ▶ planning for a new P-12 school in the growth area of Keysborough South
- ▶ blackspot funding across the city
- ▶ additional resourcing for local services assisting residents with material aid, affordability and vulnerability
- ▶ gambling reform aimed at reducing the impact on Greater Dandenong residents
- ▶ increased support and resources for initiatives to combat family violence and alcohol abuse
- ▶ the allocation of a greater proportion of landfill levy funds from the State Government towards waste reduction and resource recovery programs
- ▶ a commitment for the earliest possible closure of the Lyndhurst landfill

- ▶ additional funding for closed circuit television (CCTV) systems to target crime hotspots
- ▶ joint funding towards the Princes Highway/ Robinson Street signalisation project, which has now commenced
- ▶ increased police resources to the City of Greater Dandenong Police Service Area to help combat increasing crime rates
- ▶ improved internet choice and performance as well as mobile reception, particularly in the new estates within Dandenong and Keysborough
- ▶ review of the *Local Government Act*
- ▶ various items listed in Council's Asylum Seeker and Refugee Action Plan
- ▶ regulation of shisha under the *Tobacco Act*
- ▶ new rubbish dumping initiatives to reduce this statewide problem.

Audit Advisory Committee

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

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

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

Audit Advisory Committee

Members	
Ms Linda MacRae 1 July 2016 – 30 June 2017	Chair
Cr Heang Tak 1 July 2016 – 10 November 2016	Mayoral representative
Cr Jim Memeti 10 November 2016 – 30 June 2017	Mayoral representative
Cr Roz Blades AM 1 July 2016 – 30 June 2017	Council representative
Cr Matthew Kirwan 1 July 2016 – 30 June 2017	Council representative
Mr David Ashmore 1 July 2016 – 30 June 2017	External member
Mr Mick Ulbrick 1 July 2016 – 30 June 2017	External member
CEO	Non-voting
Director Corporate Services	Non-voting
Manager Finance and IT	Non-voting

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

The Audit Advisory Committee met on four occasions during 2016–17.

Matters considered included:

- ▶ financial and performance statements for 2015–16
- ▶ the Auditor General's Audit Strategy for 2016–17
- ▶ Internal Audit Plan of Council for 2016–17
- ▶ the 2017–18 Budget
- ▶ Council's Long-Term Financial Strategy
- ▶ Council's Risk Management Strategy.

CORPORATE GOVERNANCE

Protected Disclosure Act 2012

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

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

Protected Disclosure Coordinator:

Mick Jaensch – Director Corporate Services

Protected Disclosure Officers:

Anthony Camillo – Manager People and Procurement Services

Lisa Roberts – Manager Governance

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

Freedom of Information (FOI)

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

23 new FOI requests were received during 2016–17, of which 20 were considered valid and reportable. Two were outstanding and actioned from the previous year.

The table below outlines the results of those requests:

	2016–17
Total number of requests	23
Access granted in full	4
Access granted in part	7
Other*	6
Access denied in full	0
Requests still under consideration	6
Number of internal reviews sought	0
Number of appeals lodged with VCAT	0
Number of requests transferred/withdrawn	0
Total fees and charges collected	\$850.45

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

Information available for inspection (as required under Part 5, Section 12 of the Local Government (General) Regulations 2015) includes:

- (a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any councillor or member of Council staff in the previous 12 months, including—
- (i) the name of the councillor or member of Council staff; and
 - (ii) the dates on which the travel began and ended; and
 - (iii) the destination of the travel; and
 - (iv) the purpose of the travel; and
 - (v) the total cost to the Council of the travel, including accommodation costs;

- (b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (d) a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act;
- (e) a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;
- (f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section;
- (g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

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

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

Municipal Emergency Management

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

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

Council's Emergency Management Team is currently implementing a number of changes to remain focused on community safety before, during and after an emergency. These changes include:

- ▶ a restructure of the Emergency Management Planning Committee's obligations and subject matter advice into more council action plans and strategies
- ▶ adopting an easier to read format for the community emergency plans
- ▶ testing, exercising and improving protocols in partnership with Victoria Police, CFA, SES, Department of Health and Human Services and other agencies and community services
- ▶ continuing collaboration with neighbouring municipalities and non-government agencies in building community resilience.

Achievements in 2016–17

- ▶ Reviews of a number of state discussion papers and frameworks were undertaken and submissions of recommendations were made.
- ▶ CGD provided the only Local Government representation on the Victorian Cladding Taskforce.
- ▶ Regular training was conducted for Council personnel in emergency management, and relief centre operation across all business units.
- ▶ A Community Emergency Risk Assessment (CERA) was developed.
- ▶ Council participated in multi-agency emergency management exercises to observe other practices and to enhance knowledge and capability.
- ▶ Flood mapping was conducted with Melbourne Water as well as increasing the flood levy around Willow Lodge Caravan Park.
- ▶ Regular meetings were held with the Relief and Recovery Planning Committee involving key non-government agencies who assist Council and the community in the event of an emergency situation.
- ▶ Council provided representation at the Regional and State Emergency Management Leader Forums and Workshops.
- ▶ Work continued with other Southern Metropolitan municipalities on numerous metropolitan council working groups in developing standard protocols and procedures for a common operating platform to assist communities.

CORPORATE GOVERNANCE

Governance and Management Checklist

Governance and Management Items	Assessment
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation Date of adoption: 14/10/13
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of adoption: 14/10/13
3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act Date of adoption: 26/06/17
4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other sources required)	Budget adopted in accordance with section 130 of the Act Date of adoption: 26/06/17
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation Dates of adoption: Asset Management Policy – 10/08/15 Fixed Asset Policy – 24/06/13 Asset Management Strategy – 10/08/15 Road Asset Management Plan – 01/05/15 Stormwater Drainage Asset Management Plan – 01/08/15 Building and Facilities Asset Management Plan – 31/07/15 Road Management Plan – 31/10/12 Sustainable Stormwater Strategy – in progress
6. Rating strategy (setting out the rating structure of Council to levy rates and charges)	Current strategy in operation Date of adoption: 27/06/16
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of adoption: 27/01/15
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in adoption Date of adoption: 27/01/15
9. Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 07/10/14
10. Procurement policy (policy under section 186a of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186a of the Local Government Act Date of approval: 12/05/14, new policy to be approved on 10/07/17
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date of adoption: 01/03/13

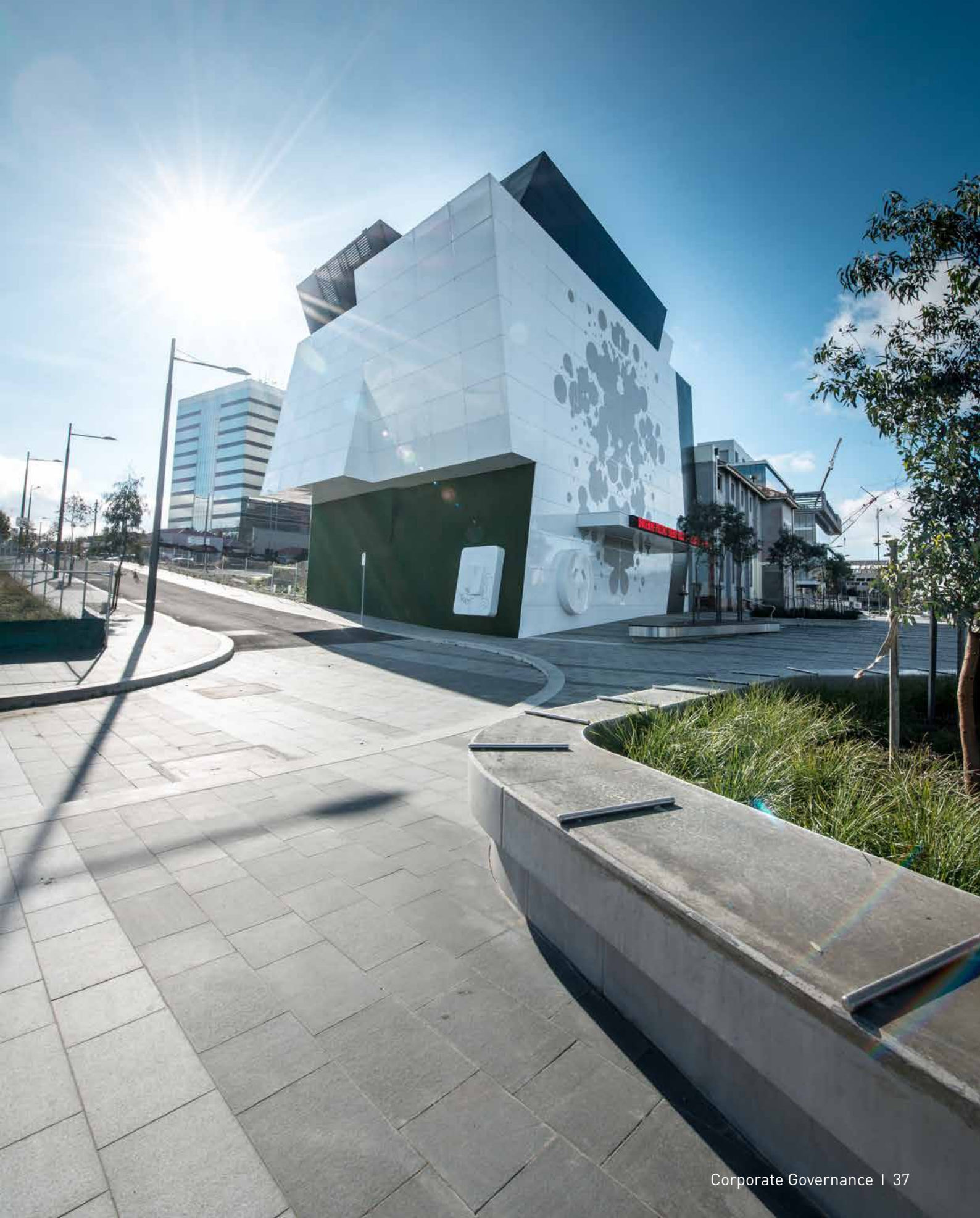
Governance and Management Checklist

Governance and Management Items	Assessment
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation Date of adoption: 01/03/13
13. Risk management framework (framework outlining Council's approach to managing risks to Council's operations)	Current framework in operation Date of adoption: 27/01/15
14. Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act Date of establishment: 08/07/96
15. Internal audit (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date of engagement of current provider: 01/10/09
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation Date of adoption: 01/07/14
17. Council plan reporting (report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports prepared and presented Date of reports: 28/11/16 13/02/17
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 12/09/16 28/11/16 13/02/17 08/05/17
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented Date of reports: 02/09/16 (Audit Committee) 10/03/17 (Audit Committee) 16/06/17 (Audit Committee)
20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented Date of reports: 08/08/16 28/11/16 13/02/17 08/05/17

CORPORATE GOVERNANCE

Governance and Management Checklist

Governance and Management Items	Assessment
21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 234 of the Act Date statements presented: 10/10/16
22. Councillor Code of Conduct (Code under section 76c of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with section 76c of the Act Date of review: 13/02/17
23. Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act Date of review: 01/10/14
24. Meeting procedure (a local law governing the conduct of meetings of Council and special committees)	Meeting procedure local law made in accordance with section 91(1) of the Act Date local law made: 24/06/13





OUR ORGANISATION



OUR ORGANISATION

Council



Chief Executive Officer

John Bennie PSM



Community Services

Director – Martin Fidler

- ▶ Community Arts, Culture and Libraries
- ▶ Community Care
- ▶ Community Wellbeing



Corporate Services

Director – Mick Jaensch

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



City Planning, Design and Amenity

Director – Jody Bosman

- ▶ Building Services
- ▶ Planning and Design
- ▶ Regulatory Services



Engineering Services

Director – Julie Reid

- ▶ City Projects and Asset Improvement
- ▶ Infrastructure Services and Planning
- ▶ Transport and Civil Development



Greater Dandenong Business

Group Manager – Paul Kearsley

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

Our Staff

Council achievements for this financial year included:

- ▶ development of a Family Violence and Gender Equity action plan
- ▶ continued roll out of the “Go One Better” continuous improvement program
- ▶ development and implementation of a new Reward and Recognition program for employees
- ▶ maintenance of White Ribbon Workplace Accreditation
- ▶ commencement of the rollout of an Appropriate Workplace Behaviours Policy Training program to all staff.

Industrial Matters

Council had no matters heard at the Fair Work Commission. One unfair dismissal application was lodged however this was settled at conciliation stage. All but one outstanding matter associated with the 2015 Enterprise Bargaining Agreement were closed off.

Staff Giving Scheme

Council employees continue to elect to make regular donations to agencies within the municipality under the Staff Giving Scheme. Eight organisations have benefited from this ongoing program which is administered via Payroll. The Staff Giving Committee also reviewed ways in which Council can continue to increase staff participation in this program. In 2016–17 council staff donated a total of \$24,143 to local agencies.

Work experience, placements and traineeships

During 2016–17 Council provided 29 students with placements. Organisational Development has continued to develop various resources to support the engagement of students and work placements for those living in the municipality. Council staff have also participated in programs involving mentoring of local high school students to participate in career planning processes. Three apprentices are employed in the Parks team and are undertaking study and work opportunities.



Employee, leadership and management development

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

This year's team that participated in LGMA won the Victorian challenge and placed second in the National challenge held in Hobart, Tasmania.

OUR ORGANISATION

GREATER DANDENONG AN ORGANISATION OF EXCEPTIONAL CHARACTER



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



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



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



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



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

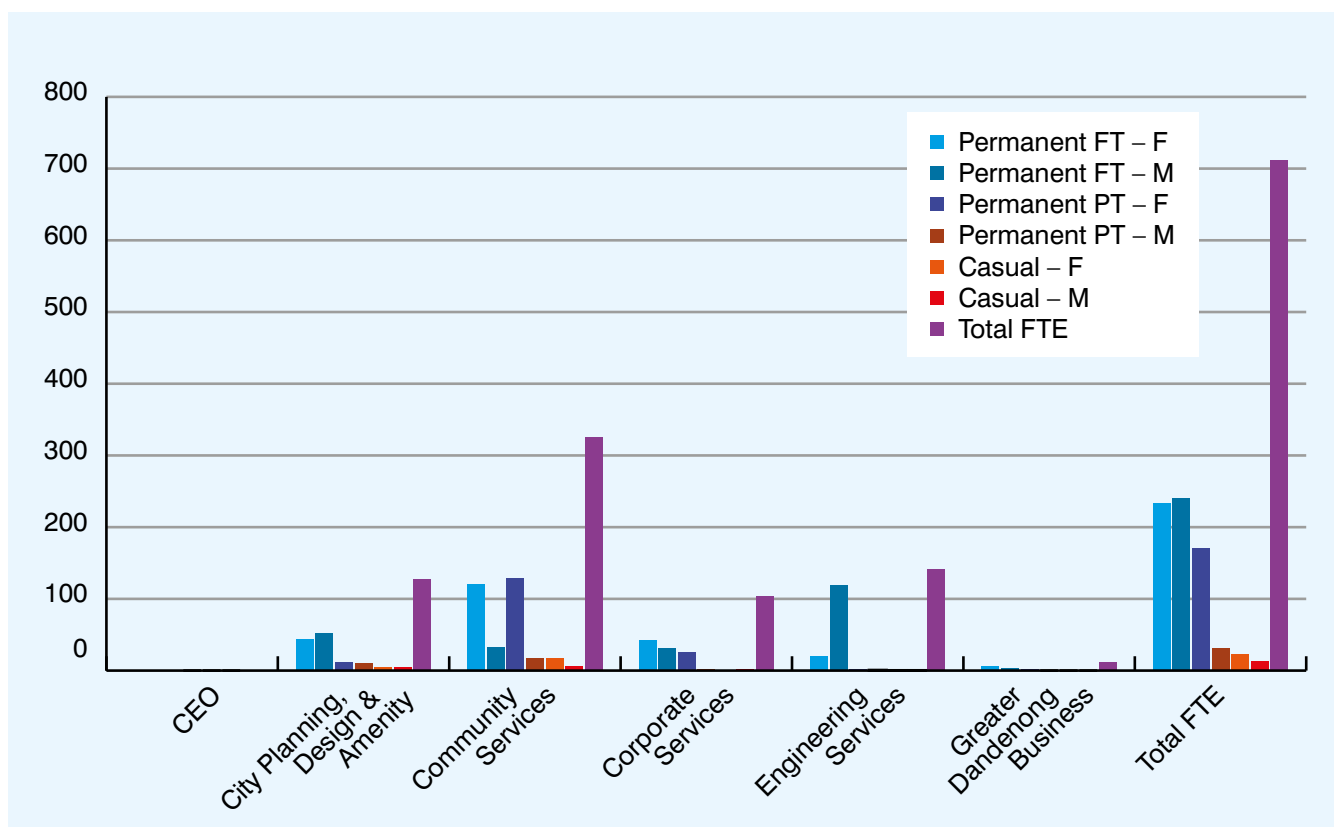


Service Milestones

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

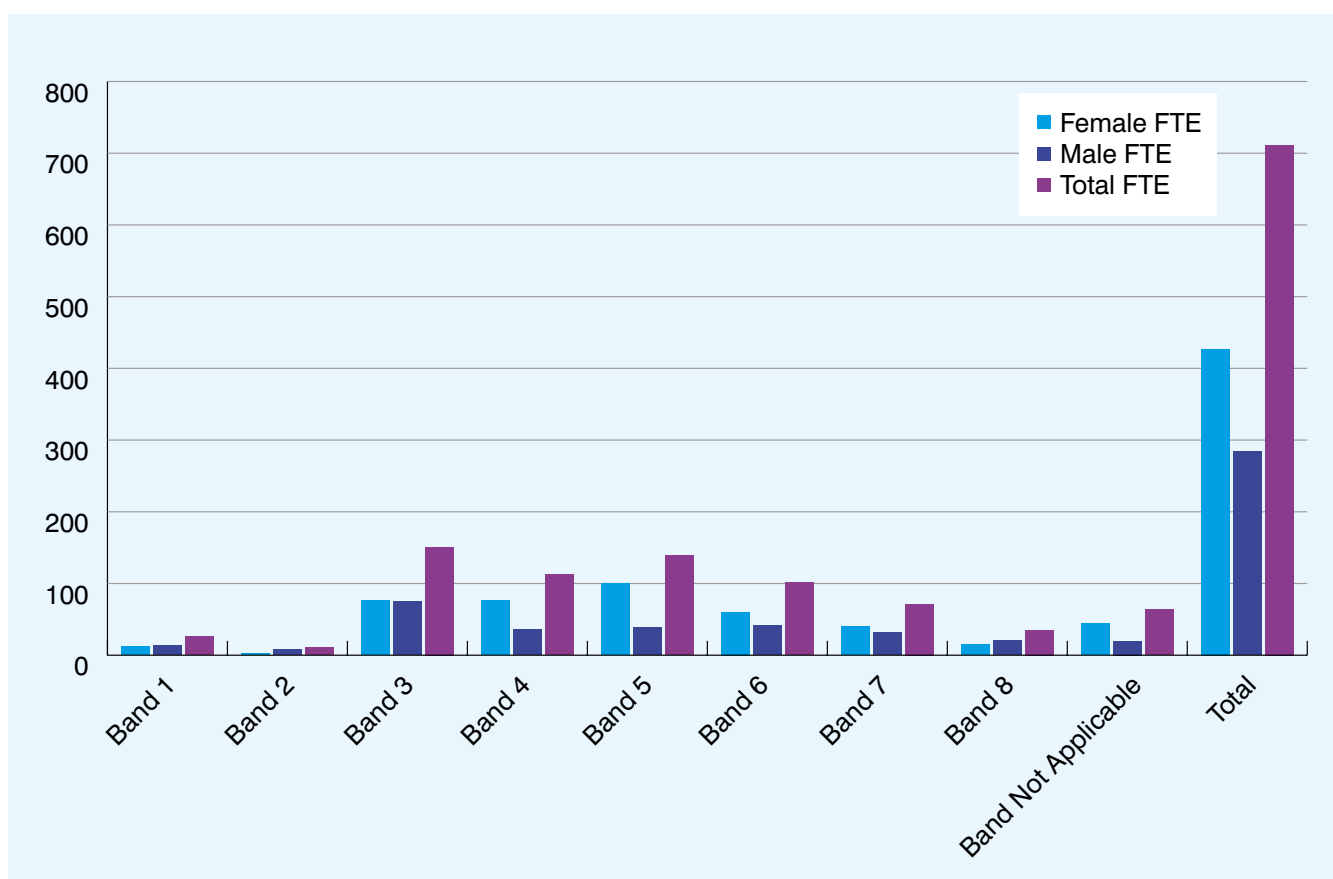
Council Staff – Full Time Equivalent (FTE)

Employment Type/ FTE Gender	CEO	City Planning, Design & Amenity	Community Services	Corporate Services	Engineering Services	Greater Dandenong Business	TOTAL
Permanent FT – F	1	44	121	42	20	6	234
Permanent FT – M	1	52	33	32	119	3	240
Permanent PT – F	0	11.8	129.2	25.4	1.5	2.3	170.2
Permanent PT – M	0	10.9	17.8	1.9	0.8	0	31.5
Casual – F	0	4.5	17.4	0.4	0.4	0	22.6
Casual – M	0	4.2	6.7	1.6	0.4	0	12.9
Total	2	127.4	325.1	103.3	142.1	11.3	711.2



OUR ORGANISATION

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	12.4	13.4	25.8
Band 2	2.7	8	10.7
Band 3	75.9	75.2	150.9
Band 4	76.4	35.8	112.2
Band 5	99.9	39	138.9
Band 6	60.2	41.4	101.6
Band 7	40.3	31.4	71.7
Band 8	14.9	20.4	35.3
Band Not Applicable	44.3	19.8	64.1
Total	426.8	284.4	711.2



Equal Employment Opportunity (EEO)

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

Training

Appropriate Workplace Behaviours

Following an extensive consultation process the Appropriate Workplace Behaviours policy was endorsed by the CEO. This is an integration of Council's bullying prevention and equal opportunity policies with supporting resources which facilitate faster and more effective resolution of workplace issues. The policy was promoted via Council's intranet and news articles. Customised training has commenced with management and will be further rolled out to all staff members across Council in 2017–18. The policy and associated training is underpinned by Council's REACH principles.

Online Compliance Training

Following the upgrade of Council's online learning system Council purchased licensing for six online compliance courses in the areas of:

- ▶ information privacy
- ▶ occupational health and safety
- ▶ workplace bullying & harassment
- ▶ equal employment opportunity
- ▶ fraud prevention and awareness
- ▶ Victorian charter of human rights and responsibilities.

These will ensure that from the commencement of employment and induction all staff are familiar with essential legislative compliance relating to their role at Council.

Family violence prevention initiatives

Council is committed to the prevention of family violence both within the community and for any staff who may be experiencing this themselves. Council maintains a network of staff voluntarily taking on the role of Family Violence Contact Officers. These officers provide support and referral to appropriate services for Council employees.

Council conducted a successful walk against family violence in November 2016 with more than 700 people attending the event aimed at raising awareness in the community.

2014–17 Organisational Development Strategic Plan

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

Staff Reward and Recognition Program

Council's customised reward and recognition scheme was launched online and internally promoted as a way to thank and recognise colleagues who perform above and beyond their role. The online program was rolled out and new outstanding achievement awards deployed. In the new categories, the following were awarded:

- ▶ 99 REACH awards
- ▶ Eight Rise Above/Outstanding Achievement awards
- ▶ 1366 eCards.

Greater Dandenong's reward and recognition activities remain contemporary and best practice across Local Government.

Complaints and grievances

Complaints and grievance numbers were reduced from the previous year. There were three complaints received by Council which required investigation and all have since been satisfactorily resolved.

The Year Ahead

- ▶ Council will commence the negotiation of a new EBA in 2018 under a rate capped environment.
- ▶ A focus on gender equity will continue to best utilise the funding received to run workshops.
- ▶ The Child Safe policy and code of conduct will be rolled out across the organisation.
- ▶ Ongoing support will be provided to the organisation during a period of change as Council works through the implications associated with the State Government's Fair Go Rates Policy.
- ▶ Initiatives arising from the Organisational Development Strategic Plan will be implemented including a review of the plan.
- ▶ The White Ribbon Workplace Accreditation Action Plan will continue to be implemented.
- ▶ Appropriate Workplace Behaviours Training will be rolled out to all staff across Council.

OUR ORGANISATION

Absenteeism

In 2016–17, a total of 1,079 days were lost due to workplace injuries.

These figures include days lost from injuries/illnesses sustained in previous financial years. Of these 1,079 lost days 712 days were from injuries sustained in previous years including:

- ▶ three manual handling injuries in the 2015–16 financial year have contributed to 338 days lost – 31 per cent of the total days lost
- ▶ one claim as a result of a broken bone in the 2015–16 financial year contributed 250 days lost – 23 per cent of the total days lost
- ▶ one claim in the 2014–15 financial year has contributed 124 days lost in 2016–17 – 11 per cent of the total days lost.

These five claims have contributed 66 per cent of the 1,079 days lost figure in 2016–17.

Health and Safety

Health and Safety Policy

The City of Greater Dandenong is committed to achieving, so far as is practicable, a working environment that is safe and without risks to health and has a Safety Management System that establishes our corporate expectations for progressing us towards our OHS vision of zero harm.

Personal commitment and active involvement by all management and staff is essential to establish and maintain a safe and healthy working environment.

Occupational Health and Safety Management System (OHSMS)

Council's OHSMS is undergoing a significant review process to ensure it complies with the WorkCover Self Insurance requirements. These stringent requirements are detailed in the National Audit Tool (NAT), which Council will be audited against annually as we progress towards Self Insurance.

The new OHSMS "Our Safety Way" establishes a framework that maps the NAT requirements to the OHSMS to allow easy reference and guidance. Council is required to have developed and implemented a certain number (29) of the NAT elements by May 2018, which is progressing to plan.

"Our Safety Way" OHSMS will have a dedicated portal on the Council Intranet, providing all policies, standards, and procedures in one location plus links to both internal and external OHS & Risk resources.

Health and Wellbeing

Council has managed to sustain the participation in its health and wellbeing program FLARE (Flourishing, Lively, Active, Restored Employees). Staff attended a range of programs including the annual volleyball competition, Sun-smart programs and mindfulness workshops.

Back Safe manual handling sessions were held for various departments over a number of months and emergency first aid scenarios were undertaken for designated first aiders to reinforce the protocols and procedures when dealing with an emergency.

Local governments across Australia are again competing to give the most blood donations in their state during the Red25 Councils Blood Challenge 2017. Council has joined the challenge and donations can be registered during the period 1 July to 30 September 2017.

Achievements

- ▶ A program of activities was developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing.
- ▶ The automated system for the recording of hazards and incidents was embedded into the business and is used to identify trends in incident data to prevent a re-occurrence.
- ▶ Substantial work was undertaken to assist with the development of building emergency response measures which included the upgrade and protection of critical infrastructure located within the Civic Centre. This has also included the development of a visitor management system for contractors and staff.

The Year Ahead

- ▶ Council will prepare for the move to the MAV Self Insurance scheme for WorkCover that is due to commence on 1 November 2017.
- ▶ The initial 29 required elements of the National Audit Tool, as required for the MAV Self Insurance license, will be developed and implemented.
- ▶ The "Our Safety Way" OHSMS will be developed and rolled out.
- ▶ Specific OHS objectives and targets will be developed to promote and improve safety performance.
- ▶ The annual workplace inspection program will be updated and maintained across all Council business units.

- ▶ Lead indicator targets will be tracked to assist business leaders to detect areas of concern with corrective actions identified to minimise hazards.
- ▶ Monitoring and identification of improvements to the management of work-related injury and return to work processes will continue, with a focus on early intervention and preventative services.

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 (NAMAF). This includes updating information, expanding knowledge and applying the latest tried and tested technology.

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

Council has an Asset Management and Service Delivery unit and a Services and Asset Management Steering Group. The Steering Group oversees the development of asset management policy and strategy, implementation, monitoring and the continuous improvement of asset management projects. These are supported by an asset management system and processes. Council uses the NAMAF to conduct moderated self-assessments and identify improvements. Council has an Asset Management Strategy which forms a major component of Council's Corporate Risk Management Framework for the strategic and operational management of infrastructure assets. A Road Management Plan (RMP) has been adopted by Council in accordance with the *Road Management Act 2004* and defines levels of service delivery for roads.

Planning

Asset Management Plans for roads (including paths and bridges), drainage, and buildings have been developed. These plans are reviewed annually to accommodate budgetary limitations, enhanced service planning and financial sustainability considerations. A review timetable is in place to ensure that these Asset Management Plans remain current and relevant.

Information

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

Knowledge

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

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

Technology

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

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

OUR ORGANISATION

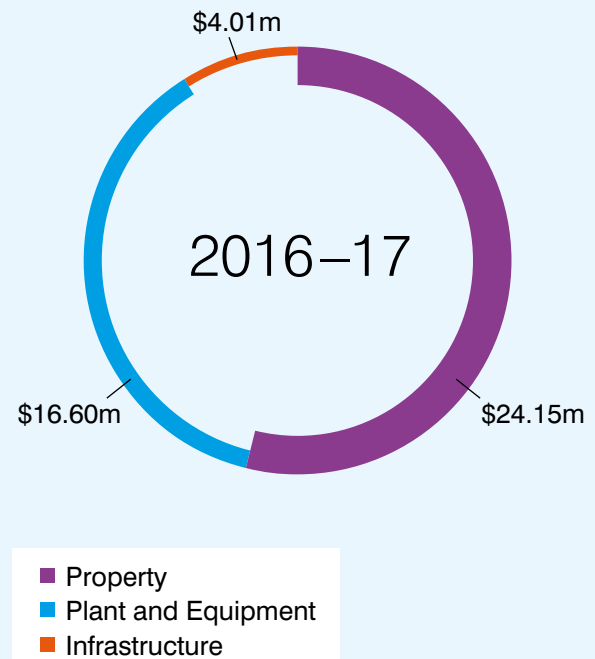
City Improvement Program

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

The yearly City Improvement Program budget is determined within Council's annual budget formulation process and the size of this budget depends on the funds available relative to other Council commitments. Once the budget is approved, the greater majority of projects are planned, designed and delivered by 30 June each year. The Capital Works Committee appointed by the Executive Management Team provides strategic oversight of the program.

In 2016–17, Council invested \$44.76 million in capital expenditure across a variety of assets as shown on the adjacent City Improvement Program expenditure and project highlights chart on the right.

2016–17 City Improvement Program Expenditure



Project Highlights

Asset Class	Project
Property	
Buildings	<ul style="list-style-type: none"> ▶ Completion of significant upgrade works at the Dandenong Market site including the produce hall roof renewal. ▶ Designs complete for major pavilion redevelopments at Alex Nelson and Robert Booth Reserves. ▶ Completion of the annual building renewal program delivering upgrades across a number of Council owned buildings. ▶ Significant progress on Tatterson Park Pavilion Stage Two and Springvale Community Precinct Stage One.
Plant and Equipment	
Library Books	<ul style="list-style-type: none"> ▶ Continuation of the renewal of Council's library books and resources.
Plant, Machinery and Equipment	<ul style="list-style-type: none"> ▶ Ongoing renewal of Council's extensive fleet which supports operations and services across the municipality, including replacement of Council's heavy plant and motor vehicles.
Infrastructure	
Drainage	<ul style="list-style-type: none"> ▶ Completion of a number of renewal and upgrade projects including major flood mitigation work in Cleeland Street, Dandenong.
Parks, Open Space and Streetscapes	<ul style="list-style-type: none"> ▶ Completion of the Pultney Triangle Streetscape upgrade in Central Dandenong. ▶ Implementation of the street lighting bulk replacement of existing lights with energy efficient luminaires (CEEP), which was partially funded by the Commonwealth Government. ▶ A number of lighting, landscape and open space projects completed across Council reserves including Barry Powell Reserve, Dandenong Floodplains, Warner Reserve and Police Paddocks.
Roads	<ul style="list-style-type: none"> ▶ Road resurfacing and rehabilitation program, partially funded by the Commonwealth Government Roads to Recovery Program, delivered throughout the municipality. ▶ Road safety improvements delivered under Council's Local Area Traffic Management Program and the Federal Blackspot Program. ▶ Carrol Lane carpark completed adding an extra 225 parking spaces for Central Dandenong.

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*.

The two main components of the Service Improvement Process are the corporate planning framework which incorporates annual business planning and service reviews, and continuous improvement initiatives which are coordinated through People and Procurement Services.

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

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

Council undertakes regular community consultation and provides many opportunities for residents and customers to provide feedback

Corporate planning and service reviews

The purpose of the service improvement process 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 departmental business plans.

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

Performance measurement and reporting

In 2016–17 Council regularly monitored its performance via Quarterly Performance Reports which covered the financial and performance targets outlined in the Council Plan and Annual Budget.

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

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

Local Government Performance Reporting Framework (LGPRF)

The Victorian Government introduced a mandatory performance reporting framework in 2014–15 to ensure that all councils are measuring and reporting on their performance in a consistent way. This framework includes both service and financial indicators and all Victorian council results can be found at www.knowyourcouncil.vic.org.au. The City of Greater Dandenong continued to report on all compulsory indicators in 2016–17.

Continuous improvement

Historically Council has employed a 'Lean' and 'Six Sigma' improvement methodology and applied this to major business processes however in 2014–15 a new program was implemented which focused on small step improvements identified by individual business units. 13 teams from across council have now participated in the new continuous improvement program titled "Go One Better". For the year ahead, the program will be reviewed to ensure relevancy and value to the organisation.

Community satisfaction

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

The City of Greater Dandenong participated for the fifth consecutive year in 2017. The results achieved indicated that there are very high levels of community satisfaction with Council's services, with scores higher than the state-wide averages across all key measures.

Council undertakes regular community consultation and provides many opportunities for residents and customers to provide feedback on their satisfaction with Council services. Council prides itself on this commitment to effective engagement and this is reflected in the continual rise in community satisfaction levels which are well above both the metropolitan and state averages.

Over the past four years Council has also consistently outperformed the metropolitan and state-wide averages in the following categories:

- ▶ advocacy – lobbying on behalf of the community
- ▶ making community decisions
- ▶ customer service
- ▶ overall council direction.

Risk Management

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

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

Insurance

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

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

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

Strategies

Council has a Risk Management Policy and Strategy which have been reviewed to focus on better integration between the planning and risk functions. The risk management procedure was also enhanced to improve utilisation across the organisation. It was supported by training of departments across the organisation including Event Management, Project Management and other user groups. Council has established a Risk Financing Strategy whereby monies are set aside annually, in a contingency fund, to be used in the event of a catastrophic loss, so as to minimise adverse impact on the operating budget.

Risk is also recognised as a key component of contemporary management practice across the organisation. Senior officers are required to identify and monitor potential risk situations in all aspects of

OUR ORGANISATION



their business. The effective management of risk is part of a senior officer's performance review process and is recognised within their business plan.

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

Business continuity

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

Council has undertaken a review of these plans and is now working to ensure they are up to date, available for required staff and aligned to business risks.

Fraud risk management

Council has established a Fraud and Corruption Policy and Control Plan, which addresses the issues associated with the prevention of fraud and aligns with the new requirements of the *Protected Disclosure Act 2012*. A fraud training program has been scheduled for completion in 2017.

Memberships

Council supports the activities of a number of industry associations which support innovation and creativity in the risk and safety professions:

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

Contracts

During the year Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 1989*. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.



COMMUNITY RELATIONS



COMMUNITY RELATIONS

Community Plan – Imagine 2030

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

The Community Plan was developed following an extensive consultation program throughout 2008 and 2009. The results of this project then informed the planning stages of the Council Plan 2013–17, and other key strategic documents such as the Community Wellbeing Plan. In 2016–17 further consultation activities were conducted as part of the development of a new four year Council Plan for the period 2017–21. This consultation tested the existing themes of the community plan to ensure Council's priorities were still aligned with the community's needs. Each of the themes identified in the original development of the plan continue to be of high importance to those who participated in the recent consultation activities. Attracting visitors to the city by increasing tourism opportunities was also seen as an additional priority which has been included in the updated 2017 summary of the Community Plan. This can also be found on Council's website www.greaterdandenong.com

Health and Wellbeing in Our Community

The City of Greater Dandenong's Community Wellbeing Plan (CWP) was developed for the period 2013–17. This Plan is a requirement under the Public Health and Wellbeing Act 2008 (Section 26) which states that all Councils must develop a four-year Municipal Public Health and Wellbeing Plan within 12 months of each general election of Council. The function of this Plan is to encourage people to live healthier lives and to work towards providing the right environment for them to do so.

A new CWP will be launched towards the end of 2017 and will focus on four key areas that align with the Victorian Public Health and Wellbeing Plan:

- ▶ Community Infrastructure, Transport and Environment
- ▶ Learning and Employment
- ▶ Mental and Physical Health
- ▶ Safety, Engagement and Social Cohesion.

During the 2016–17 financial year, the implementation of the Community Wellbeing Plan 2013–17 has included ongoing activities in partnership with a range of local health and community service agencies.

Collaborative Health and Wellbeing Planning

- ▶ A key focus of this plan was support and initiatives provided by the Healthy Together Program.
- ▶ In addition to undertaking planning activities with key stakeholders, the program supported 98,000 individuals directly through its work in 200 various locations including early childhood centres, schools, workplaces and community settings across Greater Dandenong. This figure is the highest in the State and was achieved through tailored health initiatives.

Physical Activity, Leisure and Recreation

- ▶ The Greater Dandenong Walking Strategy 2015–23 and the development of the Noble Park Skate Park Precinct and activation of space won the Victorian Heart Foundation's Local Government Award 2016.

Safer Communities

- ▶ Council became a White Ribbon Accredited workplace.
- ▶ A Challenge Family Violence resource was developed to promote respect, non-violence, gender equity and challenge sexism, male privilege and aggressive masculinity.
- ▶ The Community Safety Plan 2015–22 – 'A Safe and Harmonious Greater Dandenong' was endorsed.
- ▶ The Creating Change project to address social cohesion was awarded a National Local Government Award in 2016.

Education, Employment and Lifelong Learning

- ▶ Library Services were selected to present to the Victorian sector as a best practice model of adult and English literacy programming.
- ▶ A number of employment pathway programs were delivered including an employment and careers expo, mentors breakfast and a Youth Volunteer program.

Building Healthy and Sustainable Communities

- ▶ Council became an accredited Child Friendly City.
- ▶ Dandenong Neighbourhood House successfully implemented a healthy living program delivering community kitchens.
- ▶ The Greater Dandenong Volunteer Resource Service was established.

These same local health and community service agencies have contributed to the development of a new Plan for 2017–21 and Council will continue to work in partnership with them in order to achieve improved health outcomes for the residents of Greater Dandenong.

Annual Sustainability Report

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

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

The strategy sets goals, objectives and targets across 10 key sustainability themes:

- ▶ Biodiversity and Open Space
- ▶ Water and Stormwater
- ▶ Climate and Energy
- ▶ Waste and Resources

- ▶ Transport and Movement
- ▶ Buildings and Places
- ▶ Environmental Pollution
- ▶ Local and Sustainable Food
- ▶ Local Community and Culture
- ▶ Local Business and Economy.

The 2015–16 Annual Sustainability Report is used to monitor and report on Council's progress against the goals, objectives and targets in the 2016–30 Sustainability Strategy. This approach enables Council to make better sustainability decisions, by using the report to help identify issues and respond accordingly.

In early 2017 Council launched the Sustainable Greater Dandenong website that will host the Annual Sustainability Report. This is an interactive platform that enables visitors to navigate directly to sustainability issues that are of particular interest to them. In addition, visitors are able to create their own personalised sustainability action plan to demonstrate their personal commitments to sustainability.

For more information visit Sustainable Greater Dandenong <http://sustainable.greaterdandenong.com/>



COMMUNITY RELATIONS

Disability Action Plan

Public exhibition of the draft Disability Action Plan and draft Disability Policy occurred with significant input from the community. The Disability Advisory Committee provided further input to the development of the final plan and policy. The Disability Action Plan and Disability Policy were adopted by Council in March 2017.

The Disability Advisory Committee (DAC) continued with independent representatives from the community, including service providers, local residents, councillor representatives and staff. The main focus of the Committee is to advise Council on disability issues, particularly with the rollout of the National Disability Insurance Scheme (NDIS) and the implementation of the Disability Action Plan.

A number of initiatives were conducted in 2016–17 including:

- ▶ “sensory free” spaces provided at community events throughout the year
- ▶ a multigenerational garden developed as a partnership between a local school and a Council program for older people.

Information

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

Community education about the needs and abilities of people with a disability occurred in partnership with disability organisations including NDIS forums focused on the CALD community.

Consultation

A number of consultations occurred with community members, staff and service providers through community events and focus groups in 2016–17 and feedback is also invited through the monthly enewsletters. These consultations focused on:

- ▶ accessible parking
- ▶ Disability Action Plan objectives and actions
- ▶ accessible toilets
- ▶ accessible retail venues
- ▶ public transport access
- ▶ street safety

- ▶ Council programs, activities and community facilities
- ▶ the Level Crossing removal project and associated public transport links.

Employment

Council retained its silver membership status with the Australian Network on Disability. Outcomes of this membership include a fourth internship opportunity for a person with a disability. Council has participated in a number of forums and networks addressing employment issues for people with a disability. Council has also reviewed relevant policies to ensure employment opportunities are available to people with a disability.

Buildings

Several council facilities have undergone improvements to allow enhanced use by people with a disability as part of the building upgrade program and in response to community feedback. Changing Places certified the four accessible care facilities (Dandenong Civic Centre, NPAC, Springers and Gloria Pyke Netball Stadium) as meeting the criteria for a Changing Places facility. In addition, 360 degree virtual tours of these facilities are available on the Council website to increase the understanding of the facility and to promote their availability.

Technology

Portable hearing augmentation equipment has continued to be used to assist Community Care staff to communicate with clients with a sensory loss. Hearing augmentation systems in the Dandenong Civic building were reviewed and upgraded and portable devices are now available for staff to use in the community.

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

Training

Staff disability awareness training was offered on a number of occasions utilising videos, class based and practical experiential methods. Disability awareness training also forms part of the Council induction program. Additional modules of the *YouMeUs* online training were finalised and made available to staff including modules focused on the leisure facilities, neighbourhood houses, customer service and general communication.





COMMUNITY FUNDING PROGRAM



COMMUNITY FUNDING PROGRAM

Community Support Grants program

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

Community groups can apply for up to \$20,000 through the program which is run twice annually with closing dates in March and September. Eligibility and assessment criteria are set out in the guidelines for the program which can be found on Council's website www.greaterdandenong.com.

Sponsorships program

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

Community Partnerships Funding program

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

Community Response Grants program

The Community Response Grants Program is open both to groups and individual residents of the City of Greater Dandenong. Not-for-profit community groups can apply for up to \$1,000 for projects, programs, or activities that will benefit residents of the City of Greater Dandenong. Individual residents can apply for up to \$750 for travel and accommodation expenses to participate in elite sports events, to perform or produce works of art, or for training to serve the community as a volunteer.

Eligibility and assessment criteria are listed in the guidelines attached to the application form which can be found at www.greaterdandenong.com. This program is open year-round with no specific closing date.



Community Support Grants program

Applicant Name	Project Title	Amount Granted
AA Combined Groups at Palm Plaza	To provide a meeting room for four AA groups	\$12,060
AARDO (Afghan Australian Rehabilitation and Development Organisation) Inc.	Improving children's nutrition and encouraging gender equity	\$2,000
AARDO (Afghan Australian Rehabilitation and Development Organisation) Inc.	Everyday English for Everyone, English as an additional language class for new arrival adults	\$3,000
Afghan Australian Association of Victoria Inc.	National events and cultural festivals	\$2,000
Afri-Aus Care Incorporated	Provision of alternate education pathways to disengaged youths of African and CALD communities	\$6,000
African Women's and Families Network Incorporated	Family health and wellbeing	\$2,500
Al-Ehssan Women's Group	Al-Ehssan support group for Muslim women	\$1,000
Al-Emaan Muslim Women's Support Group Inc.	Belonging together	\$1,500
Anglo-Indian Australasian Association of Victoria Inc.	A family night of entertainment to celebrate World Anglo-Indian Day	\$1,000
Anglo-Indian Australasian Association of Victoria Inc.	Annual community networking program for youth 18–25, seniors and the isolated to encourage fellowship	\$950
Australian Kyrgyzstan Association Inc.	Celebrating the spirit of Kyrgyzstan in the City of Greater Dandenong	\$500
Australian Muslim Women's Centre for Human Rights	Respect, Responsibility, Resilience: Muslim women exploring relationship dynamics in a new country	\$5,514
Australian Vietnamese Women's Association Inc.	Vietnamese Full Moon and Tet festivals	\$2,000
Australian Vietnamese Women's Association Inc.	Prevention of domestic violence against CALD women & children	\$4,000
Avocare Limited	Health and hygiene	\$3,600
Bangladesh Cultural Group Inc.	Massive multicultural gathering for economic growth 2016	\$2,000
Bangladesh Cultural Group Inc.	Huge initiatives of resolving issues on intercultural marriage of migrants	\$2,500
Borderlands Cooperative Ltd.	Grounded project – social cohesion project featuring school tour, monthly mentor program & festival	\$2,500
Burmese Women's Alliance	Knitting and crochet project	\$1,500
Butterfly Mums Supported Playgroup	Butterfly Mums supported playgroup	\$4,122
Circolo Pensionati Italiani Di Oakleigh E Clayton (Italian Pensioners Club Of Oakleigh And Clayton) Inc.	Regular social and recreational activities for Italian and ethnic groups	\$1,000
City of Greater Dandenong Neighbourhood House & Community Centre Cluster	Cluster branding	\$2,000
Community Four Ltd	Project: Careers	\$4,000

COMMUNITY FUNDING PROGRAM

Community Support Grants program

Applicant Name	Project Title	Amount Granted
Country Women's Association – Dandenong Branch	To meet at Palm Plaza meeting room to raise funds to support local charities and organisations	\$3,227.27
Dandenong & District Aborigines Co-operative Limited	Aboriginal families learning culture together, Elders & children, storytelling & art workshops	\$5,400
Dandenong & District Historical Society Inc.	Dedicated computer for visiting researchers	\$1,300
Dandenong Low Vision Group	Enhancing health and wellbeing for people with vision loss and promoting community awareness	\$2,305
Dandenong Neighbourhood House Inc.	Recycled pallet furniture	\$10,000
Dandenong Primary School	Parenting Connections: A parenting program providing opportunities for families to connect/learn/share	\$2,200
Dandenong South Primary School	Let's Learn Together – Mothers' conversational English learning sessions	\$5,440
Dandenong Tigers Oromo Soccer Club Inc.	Supporting Oromo Community Youth and CALD youth engage in soccer sporting activity	\$3,000
Dandenong West Primary School	Music therapy program to develop school readiness in preschool aged children with refugee backgrounds	\$2,850
Dandenong West Primary School	Dandenong West Cultural Diversity/Harmony Day Community Festival 2017	\$4,500
Eelam Tamil Association Victoria Inc.	Engaging and strengthening the recently arrived Tamil humanitarian category migrants	\$2,000
Ei Hokamaa Senior Citizens	Weekly social gathering of senior citizens	\$500
ERMHA Ltd	A Voice Hearers Art Project to connect, understand & promote awareness of a common human experience	\$2,246
Footprint Enterprises Inc.	Grounded Project – Social Cohesion Project featuring monthly mentor program, camp & festival	\$9,000
Forum on Australia's Islamic Relations Incorporated	The Gang	\$2,500
Friends of Refugees Inc.	Children's education program – Hands on learning activities	\$4,661
Friends of Refugees Inc.	Pre-Employment training and support	\$10,000
Fusion Theatre Inc.	Outside In: Expanding arts community engagement in inclusive theatre	\$8,000
Fusion Theatre Inc.	Movement in Conversation: English and dance classes for asylum seeker women and their children	\$3,168
Hararian Organisation Inc.	African Women's High Tea	\$927
Hazara Australian Community Association of Victoria	Ramadan Eid celebration	\$1,000

Community Support Grants program

Applicant Name	Project Title	Amount Granted
Hindi Niketan Inc.	Celebration of Independence Day of India	\$1,000
HUM TUM	Awareness of respectful & healthy relationships within Indian community of City of Greater Dandenong	\$3,000
Indonesian Women's Friendship Network	Wellbeing group for multicultural women	\$1,500
Indonesian Women's Friendship Network	Group counselling & parenting workshop	\$2,000
Jesuran Welfare Services Inc.	Refugee Resilience Project	\$6,000
Life Saving Victoria Limited	Open Water Learning Experience – An aquatic safety program for youth	\$1,600
Lopit Community Association of Australia (LCAA) Inc.	Lopit Youth Development Day	\$2,000
Malayalee Association of Victoria Inc.	Onam Festival of Kerala in Melbourne	\$1,500
Multicultural Arts Victoria Inc.	Emerge at Dandenong Market	\$10,000
Multicultural Women's Friendship Network	Enhancing health and wellbeing with Yoga	\$850
Nadham Dandenong Inc.	Nadham Srishti Kids Fest 2016	\$1,000
Noble Park Community Centre Inc.	Noble Park Community Centre Art Show	\$2,000
Noble Park English Language School	Connecting our school community with their local community	\$4,000
Noble Park Football Club Juniors Inc.	Multicultural round celebrations	\$1,740
Omid Cultural Association Inc.	A Cultural and Social Hazaragi/Dari language based magazine	\$1,500
Omid Cultural Association Inc.	Refugee Week Celebration 2017	\$1,500
PRIMPOA Inc.	Beauty, hair & skills salon	\$1,400
PRIMPOA Inc.	Performing arts & talent show	\$1,500
PRIMPOA Inc.	Sports & recreation tournament	\$1,342
PRIMPOA Inc.	Youth Q & A and awareness	\$1,900
Project Respect Inc.	Capacity building for services in CGD to be more responsive to women in the sex industry	\$8,000
Red Chamber Chinese Opera Group Inc (RCCOGI)	Mid-Autumn Festival celebration	\$850
Red Chamber Chinese Opera Group Inc (RCCOGI)	Celebration for the Mid-Autumn Festival and 4th Anniversary Of RCCOGI in Greater Dandenong	\$1,500
River Jiang Arts Inc.	Chinese Strings – Young talent musician	\$1,500
Rodriguan Social Club of Victoria Inc.	Morning tea and lunch for seniors during Seniors Week	\$800
Serbian Community Association of Australia Inc.	Bringing diverse communities together	\$1,500
Serbian Community Association of Australia Inc.	CALD seniors getting together to keep healthy and active lifestyle	\$3,195
Shakti Migrant & Refugee Women's Support Group Melbourne Inc.	Bridge the Gap: Promoting harmony and reducing intergenerational cultural conflict in CALD communities	\$6,000

COMMUNITY FUNDING PROGRAM

Community Support Grants program

Applicant Name	Project Title	Amount Granted
Shakti Migrant & Refugee Women's Support Group Melbourne Inc.	Empowerment over Coffee: Self-help support groups for refugee & migrant women survivors of dv	\$1,865
Slavic Welfare Association Incorporated	Looking After Ourselves Program for Slavic elderly women	\$660
South East Community Links Inc.	LIFE – Learning Information for Employment and Education; an innovative drama and workshop program	\$9,785
South East Volunteers Incorporated	Skilled mentorship program	\$5,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	Build residents association bridges	\$1,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	Clean Up Australia	\$750
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	Lantern Festival	\$2,000
South Sudan Equatorians Association Inc.	Engaging Youth Through Sport	\$3,000
Special Olympics Australia – Dandenong Valley Region	Annual competition in Access for All Abilities basketball	\$3,213
Special Olympics Australia – Dandenong Valley Region	Annual inter-club games for all Special Olympic Clubs	\$3,213
Springvale Mandarin Network	Melbourne Tai Chi Health & Culture Festival	\$3,000
Springvale Monash Legal Service Inc.	Express your Rights: An Art Project for at risk youth living in the City of Greater Dandenong	\$6,000
Springvale Neighbourhood House Inc.	CGD Harmony Festival – Celebrating our cultural richness (music, song, dance, fashion, craft & food)	\$6,000
Sri Lankan Study Centre for Advancement of Technology and Social Welfare	SCATS Malini Jayasinghe Short Drama Festival	\$2,500
St Anthony's Primary School	Connecting through Art	\$2,000
St John Ambulance Australia (Victoria) Inc.	Essential lifesaving first aid equipment for St John – Dandenong Division	\$2,702
St. Martin's Youth Arts Centre	Theatre workshops for children in Dandenong	\$10,000
Thai Women's Friendship Centre	Journey to a new chapter	\$1,000
The Association of Hazaras in Victoria Inc.	End of Ramadan celebration	\$1,000
The Association of Hazaras in Victoria Inc.	Responsible Gambling Education Project	\$1,500
The Australian Indian Innovations Inc.	Indian Independence Day Celebrations	\$1,000
The Australian Indian Innovations Inc.	Alli Holi 'Festival of Colours' 2017	\$2,500
The Bridge Inc.	To Belong: A visual arts program and exhibition for people with a disability	\$3,050
The Country Women's Association of Victoria Inc. – Noble Park Branch	Clothing, Trauma Teddies, dolls, blankets and protectors for our community	\$400
The Fiji Islamic and Cultural Society of Victoria Inc.	Prophet Mohammed's birthday	\$800

Community Support Grants program

Applicant Name	Project Title	Amount Granted
The Fiji Islamic and Cultural Society of Victoria Inc.	Two community events to bring together the community at large	\$1,200
The Friends of Rowan Park Club Inc.	Remembrance Day Peace concert	\$4,764
The Macfarlane Burnet Institute for Medical Research and Public Health Ltd	Addressing unmet need for family planning among the Afghan Community in Greater Dandenong	\$2,000
The Russian Senior Citizens Club in Dandenong Inc.	Administration, exercise and dancing classes, etc.	\$1,000
The Victorian Foundation for Survivors of Torture Inc.	The Cambodian Womens Wellbeing Group	\$2,260
Victoria Tamil Senior Citizens Benevolent Society, Australia Inc.	Art Exhibition to connect Sri Lankan Tamil Youth with seniors	\$1,590
Victorian Afghan Associations Network Incorporated	Bridging the Gap campaign	\$5,500
Victorian Afghan Associations Network Incorporated	Nawroz Festival 2017	\$7,000
Victorian Immigrant and Refugee Women's Coalition Inc.	Employment essentials program for immigrant and refugee women	\$5,350
Victorian Myanmar Muslim Community Inc	Burmese Cultural Connections – Connecting young and old people through language	\$2,000
Victorian Skateboard Association Inc.	All Aboard skateboarding sessions	\$5,000
Victorian Tamil Cultural Association Inc.	Silver Jubilee celebrations	\$2,500
Victorian Tamil Cultural Association Inc.	Thai Thirunal Thamilar Thirunal Tamil New Year and Thai Pongol Harvest Festival	\$1,500
Vietnamese Freedom Day Club	Fun Day Project of Freedom Day Club	\$1,000
Wallara Australia Ltd	Wallara Art and Music Therapy to improve the health and wellbeing of people with disabilities	\$2,000
TOTAL	112 applications	\$340,749



COMMUNITY FUNDING PROGRAM

Community Response Grants program

Applicant Name	Project Title	Amount Granted
2nd Chance Cat Rescue	Distribution of information packs	\$1,000
Acacia Quinn	2016 Netball State Titles Competition	\$400
Action on Disability Within Ethnic Communities Inc.	Double Ninth Festival for Chinese Carers Group	\$890
Afghan-Australian Initiative Inc.	Documentary on traditional children's stories in Hazaraghi	\$1,000
African Family Services	Family violence workshop	\$1,000
Association of Ukrainians in Victoria (A.U.V.)	Ukrainian Community Cultural Day	\$1,000
Australia-Ceylon Fellowship Incorporated	Pre Xmas lunch	\$890
Australian Skateboarding Federation	Mini Jam skateboard competition	\$760
Blind Sports Victoria Inc.	Fitness and swimming program for people with vision impairment	\$740
Bosnian Teachers' Association Inc.	Bosnian Language Cultural Day	\$1,000
Brighton Life Saving Club Inc.	Water Safety program	\$480
Burmese Women's Alliance	Beauty contest and community event	\$1,000
Calvin Anthony Martinez	Hockey Australian Championships	\$500
Cambodian Association of Victoria Inc.	Citizenship seminars	\$430
Cambodian Association of Victoria Inc.	2017 Cambodian New Year celebration	\$430
Carers of Africa Inc.	Fundraising for the Sleep Well project	\$1,000
Casey Tamil Manram Inc.	Tamil Thaipongal Festival	\$1,000
Ceylonese Welfare Organisation Inc.	End of Year luncheon	\$700
Ceylonese Welfare Organisation Inc.	Mid-Year luncheon	\$300
Chaldean Group	Purchase of resources for Aramaic language students	\$380
Challenge Ministries Inc.	Establishing a new playgroup	\$750
Chanh Dao Parents and Friends Community Support Association Inc.	Children's Full Moon Festival	\$830
Chelsea MacTaggart	Royal Cheerleading Global Dance and Cheer Games 2017	\$750
Congregational Christian Church Samoa Keysborough Parish Inc.	Provide training in gardening, horticulture and cleaning	\$750
Corona Italian Seniors Club of Casey Inc.	Christmas Party for Italian Seniors	\$670
Dandenong & District Orchid Club Inc.	Orchid Show	\$730
Dandenong T.O.W.N. Club Inc.	Purchase set of weighing scales	\$640
El Hokamaa Senior Citizens	Social support and nutritional meals	\$750
Endeavour Ministries Inc.	Meals program and Christmas lunch	\$900
Entrepreneur Movement Club	Banner and Uniforms	\$640
Federation of Indian Origin Multi-Faith Organisation Inc.	Tour to places of worship	\$470
Gemma Proy	2016 ISV State Netball 17 and Under Mixed Steel Team	\$500

Community Response Grants program

Applicant Name	Project Title	Amount Granted
Golden Flower Chinese Dance Group	Venue hire and costumes	\$690
Greek Community of Springvale and Districts Limited	Christmas Party and excursion	\$800
Greek Community of Springvale and Districts Limited	Easter celebration and Mother's Day celebration	\$170
Hamed Afshin Azar	2017 Georgina Hope Foundation Australian Age Swimming Championship	\$500
Hazara Australian Community Association of Victoria	Afghan New Year celebration	\$500
Hazara Australian Community Association of Victoria Inc.	Ramadan Eid celebration	\$500
Hiba Hammoud	Travel costs	\$460
Huong Que	Costumes and equipment	\$420
Huong Que Group	Costumes, travel costs and venue hire	\$510
Indonesian Women's Friendship Network	Group counselling and relationship workshops	\$700
Isaiah Okusitino – Felise	Under 12's State Rugby League	\$410
Island Roots Performing Arts	Open Day for Cook Island culture	\$750
Island Roots Performing Arts Inc.	Weekly activities at the Noble Park Community Centre	\$640
Italian Elderly Citizen Club Noble Park Inc.	Special function for Father's Day	\$310
Italian Elderly Citizen Club Noble Park Inc.	Easter and Mother's Day celebrations	\$510
Italo-Spanish Club Inc.	31st Anniversary celebration	\$650
Italo-Spanish Club Inc.	Christmas celebration	\$300
Italo-Spanish Club Inc.	32nd Anniversary celebration	\$50
Jessica Stefanovic	Selection in the School Sport Victoria track and field state team	\$380
Jesuran Welfare Services Inc.	Create a Tamil cookbook	\$740
JET Australia Foundation Ltd	Interfaith and Multicultural event	\$1,000
Jihye Min	Art Exhibition at Heritage Hill	\$630
Keysborough Freedom Club Coop Ltd	Purchase of recycling resources	\$520
Kingston Basketball Association Inc	Basketball equipment	\$750
Kud "Mladi Biseri" Inc.	Two community events	\$1,000
La Voz Femenina Group Inc.	Community event and purchasing craft material	\$470
Lakhanda Sri Lankan Elderly Group	Sri Lankan New Year celebration and weekly meeting room hire	\$700
Lamezia Terme Club of Dandenong Inc.	Christmas lunch	\$1,000
Las Iluminadas	Regular excursions in 2017	\$700
Lions Club of Dandenong Inc.	Holiday camp for disadvantaged children	\$750
Lions Club of Dandenong Inc.	Senior Citizens Hall hire fee	\$250
Magwi Development Agency Australia Victoria Branch Inc.	Youth Forum	\$850

COMMUNITY FUNDING PROGRAM

Community Response Grants program

Applicant Name	Project Title	Amount Granted
Masala Football Club Inc.	One touch training balls and uniforms	\$1,000
Melbourne Maithri Inc.	Anniversary celebrations	\$460
Melbourne Tibetan Community	Hall Hire For Tibetan classes	\$700
Molise Club Melbourne Inc.	Christmas Function for multicultural seniors	\$1,000
Napoli Family Dandenong Inc.	Father's Day celebration	\$790
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon – Dandenong Branch	Annual BBQ for Italian seniors	\$900
Nicholas Galileos	School Sport Australia Swimming Championships 2016	\$520
Noble Park Community Centre Inc.	City of Greater Dandenong Encouragement Awards at the Noble Park Community Centre Art Show	\$270
Noble Park North Multicultural Elderly Citizens Club Inc.	Open Day and BBQ	\$1,000
Parkmore Junior Football Club Inc.	New training equipment	\$570
Rodriguan Social Club of Victoria Inc.	Rodrigues Independence Day celebration	\$700
Rodriguan Social Club of Victoria Inc.	Excursion to Point Nepean National Park	\$300
Sandown Lions F.C. Inc.	Purchasing sports equipment and uniforms	\$570
Sathya Sai Organisation of Australia	Weekly meals program at the Dandenong Market	\$830
Seikatsu Ki Do Karate (Shotokan) Association Incorporated	Public Liability Insurance	\$825
Sesilia Felise	Junior Netball competition in South Africa	\$530
Sheryll Beasy	Australian Darts Championships	\$160
Silverton Cricket Club	Silverton Cricket Club Junior registration fees	\$1,000
Soical Club Maricot Incorporated	Members and Friends social function	\$1,000
Somalian Cultural Youth Group	Eid Festival	\$570
Soul Sasulu	Victorian Rebels Under 12s Rugby Union state side	\$380
Southern Migrant & Refugee Centre Inc.	Translation of a developed app for smart phones/devices	\$500
Southern Migrant & Refugee Centre Inc.	Celebration of culture	\$500
Springvale Chinese Opera Group	Performance resources for Chinese Opera Singers	\$660
Springvale Christian Community Centre Inc.	The Noble Park Soup Kitchen	\$760
Springvale Mandarin Network	Chinese New Year celebrations 2017	\$750
Springvale Mandolin Music Group	Purchase of musical equipment	\$420
Springvale Mandolin Music Group	Musical instruments and costumes	\$490
Springvale Neighbourhood House Lion Dance Group	Lion Dance costume	\$640
Springvale Rise Primary School	Harmony Day celebration	\$430

Community Response Grants program

Applicant Name	Project Title	Amount Granted
Springvale Tai Chi Group	Purchase costumes and props	\$390
Sri Lanka German Technical Training Institute Old Boys Association Australia Inc.	Sinhala & Tamil New Year celebration	\$850
St Elizabeth Netball Club	Acquisition of Netball resources	\$560
Tahnysa Theodore	Junior International Cup and USA Karate Open	\$570
Thai Sei Nalam (Mother and Child wellbeing)	End of year excursion to Myuna Farm	\$272
The Cyrene Centre	BBQ fundraisers	\$670
The Little Hobby Group	Craft materials for The Little Hobby Group	\$570
The Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	20th Anniversary celebrations	\$530
The Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Macedonian National Day celebration	\$470
The Nigerian Society of Victoria Inc.	Table Tennis Tournament	\$330
The Ricky Taylor Foundation	Community event for teenagers undergoing cancer treatment	\$790
Too Low in English Programme, Dandenong	English Language Classes for Asylum Seekers, Refugees and Migrants	\$850
U3A Dandenong Inc.	Annual Art and Craft Show	\$800
U3A Dandenong Inc. (Karaoke Group)	Concert for Jessica	\$750
Ukrainian Seniors Club, Noble Park	Christmas Break-Up dinner	\$504
Vasudeva Kriya Yoga	Yoga Event at Springers Leisure Centre	\$460
Vasudeva Kriya Yoga Inc.	International Day of Yoga	\$850
Vietnamese Australian Senior Association of Victoria Inc.	Mother's Day and Father's Day celebration	\$850
Wallarano Primary School	School Fete 2017	\$1,000
We Care Community Services Inc.	Purchase of fridge and camera for playgroups	\$430
White Star Dandenong Soccer Club Inc.	Purchase television as a coaching aid	\$350
Willow Lodge Social Club	Purchase of a radio microphone system	\$750
Women's Federation for World Peace, Victoria Inc.	Dignity Project Forum	\$540
Wooranna Park Primary School	Roborannas Robotics group	\$710
Xinjiang Chinese Association of Australia Inc.	Activities for Chinese seniors	\$1,000
Yi Jie Xu	Asia-Pacific Model United Nations Conference 2016	\$590
TOTAL	120 applications	\$77,551

COMMUNITY FUNDING PROGRAM

Community Partnerships Funding program

Applicant Name	Project Title	Amount Granted
Cambodian Association of Victoria Inc.	Operational support	\$21,748
City of Greater Dandenong Band Inc.	Operational support	\$22,497
Concern Australia Welfare Inc.	Operational support	\$20,748
Cornerstone Contact Centre Inc.	Operational support	\$19,090
Dandenong & District Benevolent Society	Operational support	\$38,976
Dandenong & District Historical Society Inc.	Operational support	\$7,918
Dandenong Neighbourhood House Inc.	Operational support	\$70,029
Dandenong Women's Cricket Club Inc.	Operational support	\$6,500
Interfaith Network of the City of Greater Dandenong Inc.	Operational support	\$87,682
Keysborough Learning Centre	Operational support	\$73,968
Noble Park Community Centre Inc.	Operational support	\$40,053
South East Community Links Inc.	Operational support	\$421,123
Springvale & District Historical Society	Operational support	\$6,862
Springvale Benevolent Society Inc.	Operational support	\$18,114
Springvale Learning and Activities Centre Inc.	Operational support	\$40,053
Springvale Neighbourhood House Inc.	Operational support	\$68,526
St Vincent De Paul Society	Operational support	\$18,114
St. Joseph's Catholic Church Springvale	Operational support	\$10,180
We Care Community Services Inc.	Operational support	\$19,090
Wellsprings for Women Inc.	Operational support	\$105,920
Windmill Theatre Company Inc.	Operational support	\$15,000
TOTAL	21 applications	\$1,132,191

Sponsorships program

Applicant Name	Project Title	Amount Granted
Chand Raat Eid Festival (CREF) Incorporated	Chand Raat Eid Festival (CREF) 2016	\$5,000
Chand Raat Eid Festival (CREF) Incorporated	Chand Raat Eid Festival (CREF) 2017	\$5,000
Dandenong Agricultural & Pastoral Society Inc.	145th annual Dandenong Show 2016	\$21,000
Dandenong Basketball Association Inc.	Dandenong Rangers Women's National Basketball League (WNBL) season	\$30,000
Dandenong Thunder Inc.	Dandenong Thunder NPL Club sponsorship	\$8,000
Greater Dandenong Chamber of Commerce Inc.	Greater Dandenong Carols by Candlelight	\$15,000
Lions Club of Noble Park Inc.	Summer Community Festival 2017	\$22,000
Rotary Club of Dandenong Inc.	Cinema Under the Stars with Family Fun Day and Fun Run	\$10,000
September Latin Festival Incorporated	September Latin Festival 2016	\$20,000
Springvale Asian Business Association Inc.	2017 Springvale Lunar New Year Festival	\$33,000
TOTAL	10 applications	\$169,000





SERVICE SUMMARIES – A YEAR IN REVIEW



SERVICE SUMMARIES – A YEAR IN REVIEW

City Planning, Design and Amenity

Building Services

Building Services strives to maintain standards of amenity, habitation and safety in buildings through powers vested on the Municipal Building Surveyor under the Building Act 1993. The unit provides services including building inspections, enforcement of safety standards, advice and consultation on building regulations issues and issuing of building permits. Building Services also provides copies of approved buildings and past permit details, activity reports to the Victorian Building Authority and variations to regulatory siting requirements.

Achievements

- ✓ Building compliance improved through education and enforcement activities including 10 prosecutions, the issuing of 126 building notices and 316 orders on non-compliant building work.
- ✓ 2,725 resident requests for information by solicitors and building surveyors were answered within the required timelines.
- ✓ 1,315 privately issued building permits were recorded on Council's systems.
- ✓ 959 report and consent applications were assessed, including 85 siting consents and 204 build over easement consents.
- ✓ 14 Essential Safety Measures inspections were carried out resulting in safer buildings.

126 building notices

1,929 food premises visits

68%

of planning applications determined within the statutory timeframe

1,200
planning applications
were determined

Planning and Design

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

Achievements

- ✓ 1,200 planning applications were determined (an increase of more than 60 applications from 2015–16), and the percentage of applications determined within the statutory timeframe improved from 58 per cent in 2015–16 to 68 per cent.
- ✓ Planning Scheme Amendment C143 Green Wedge Management Plan was submitted to the Minister for Planning for approval.
- ✓ Planning Scheme Amendment C182 Residential Zones was submitted to the Minister for Planning for approval.
- ✓ Planning Scheme Amendment C191 Neighbourhood Centres Planning Framework 2016 was incorporated into the Greater Dandenong Planning Scheme.
- ✓ Draft Springvale Activity Centre Structure Plan 2017 was completed.
- ✓ Review of the Noble Park Activity Centre Structure Plan 2009 commenced.
- ✓ Planning Scheme Amendment C201 ESD Planning Policy commenced.
- ✓ Development of the Sustainable Buildings Policy for Council buildings commenced.
- ✓ Sustainability Awards and the Sustainability Festival were delivered.

Regulatory Services

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

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

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

Achievements

- ✓ Following on from last year's point source pollution identification project, the Planning Compliance team have now commenced phase two of the project in partnership with Melbourne Water. The Clearwater project takes the identification of point source pollution emitters to the next level with a greater emphasis on engagement with land holders and occupiers. Funding allows for the development of site specific education programs aimed at identifying and reducing off site emissions, and to foster long lasting relationships with land holders and business operators with an emphasis on process change, environmental awareness and self-regulation.
- ✓ The Public Health Unit conducted a total of 1,929 food premises visits, investigated 961 food and health consumer concerns and undertook in excess of 380 food samples throughout the year.
- ✓ The Public Safety and Security team secured \$490,137 under the Commonwealth Attorney-General Department's Safer Streets Program to expand the Safe City CCTV program into central Springvale. The project will provide 23 cameras and bring the total of CCTV cameras across the city to 125, with vision transferred in real-time to Victoria Police Stations in Springvale and Dandenong.
- ✓ The Parking Management team trialed new technological means of monitoring parking demand and compliance. In addition to increasing the efficiency of compliance activity,

the implementation of parking sensors across a variety of locations in the municipality assisted in providing data on parking bay occupancy and turnover rates.

Community Services

Community Care

Community Care 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 a Community Home Support Program (CHSP) and Home and Community Care (HACC) Program for Younger People home based services, 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 the Regional Assessment Service (RAS), and Metro Access disability inclusion and disability planning including community development.

Achievements

- ✓ The transition to the new Commonwealth Government Home Support Program which included the realignment of services was completed.
- ✓ The separation of service provision and assessment which was a requirement of the Commonwealth Aged Care Reforms was successfully completed.
- ✓ Food Services achieved HACCP Certification.
- ✓ The review of the Disability Action Plan was completed and a new plan was endorsed by Council in April 2017.
- ✓ The review of the "Ageing is about Living" strategy was completed and this informed the development of the new draft strategy that was put on public exhibition in June 2017.
- ✓ Ongoing support was provided to the Positive Ageing Advisory Committee and Disability Advisory Group.
- ✓ The sale and transition of Council's Aged Care Packages to a local provider, MECWAcare, was successful.

SERVICE SUMMARIES – A YEAR IN REVIEW

Community Arts, Culture and Libraries

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

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

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

Festival and Events encourages community participation and inclusion through the delivery of strategic Council funded festivals and events and through the support of many community festivals and events.

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

Achievements

- ✓ There were 1,220,836 visits to the Dandenong and Springvale Libraries. The overall Library Service satisfaction rate was very high at 90.89 per cent.
- ✓ The Library's Early Years Literacy program outreach visits totalled 71 sessions with over 3,900 children and 330 carers/parents attending this year. Library, Children's and Youth services staff ran 400 program sessions across Dandenong and Springvale Libraries.
- ✓ The Libraries worked in partnership to deliver a series of Victorian Tech Savvy Seniors Digital Literacy sessions for 280 participants in Arabic, Greek, Vietnamese, Serbian and English.
- ✓ The Short Cuts Film Festival 2017 screened at Drum Theatre for the second year, with a program of 21 films selected from more than 700 entries. Entries were received from primary and secondary school students, community groups, emerging and professional filmmakers.
- ✓ Council's successful application for \$200,000 of funding from Creative Victoria initiated the launch of the [SUB]URBAN STUDIO program, which invites the community to participate in workshops and performances led by key artistic companies to explore the art forms of dance, puppetry and spoken word.
- ✓ 1,305 participants engaged in 192 creative classes and programs across the cultural venues. Diverse activities such as life drawing, weaving and composting were offered across the municipality.
- ✓ Drum Theatre has increased community engagement with an emphasis on community and family events. Attendance at performances specifically for families increased 52 per cent, and the Encore Matinee performances for senior's attendance increased by 33 per cent.
- ✓ Drum Theatre season highlights were Windmill Theatre's season of Chicago, The Wiggles, Damien Leith, Opera Australia's Marriage of Figaro and the eclectic mix of events presented by our community including Taqi Khan Azra, Barat Ali Batoor, Barkat and the Divine Church.
- ✓ Drum Theatre partnered with Noble Park Secondary College, SEACT and Arts Centre Melbourne on projects in spoken word, dance and performance providing the opportunity for personal growth and culminating in performances at the Emerging Writers Festival and Lord of the Flies.
- ✓ Five large scale Council-led events and two festivals were successfully delivered with an estimated attendance of 84,500 and averaging 90.2 per cent in customer satisfaction rate.
- ✓ There was an average increase in attendance of 15 per cent at Council-led large festivals and events. New Year's Eve and Springvale Snow Fest in particular showed a large increase in interest and attendance with both events showing a 25 per cent increase on the previous year.
- ✓ The Festivals and Events team supported over 50 community event applications as well as smaller Council and community activations, with an estimated community attendance of over 300,000 people.

Community Wellbeing

The Community Wellbeing department focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families in the city. The department includes Community Development; Sport, Recreation and Community Facilities; Community Funding; Youth and Family Services; Children's Services; and Maternal and Child Health and Immunisation.

Achievements

- ✓ The Greater Dandenong Cycling Strategy 2017–24 was developed and adopted.
- ✓ A Multicultural Advisory Committee was formed.
- ✓ Membership and support of the Alliance for Gambling Reform continued throughout the year.
- ✓ Several grant applications were successful resulting in over \$5.2 million from the State and Federal Governments across infrastructure upgrades and development, lighting projects and sport participation programs.
- ✓ Successful recreation programs were conducted including the Girls Sports Expo (109 participants) and the Spring into Summer program (760+ attendances).
- ✓ 795,669 child care hours were provided to 934 local families and 1,124 children in Family Day Care.
- ✓ Council was successful in obtaining a capital grant application of \$650,000 for a new early years facility for Yarraman Oaks Primary School.
- ✓ The state funded immunisation 'catch-up' program at Noble Park English Language School continued. This is a one of a kind program which provides vaccinations to recently arrived children and adolescents from refugee and asylum seeker backgrounds.
- ✓ A grant of \$80,000 was successfully obtained from the South East Primary Network to increase immunisation rates for vulnerable families with children under the age of six.
- ✓ Family services engaged a total of 300 families and 761 children, providing 7,783 contact hours of support.
- ✓ Council secured funding of \$500,000 for the Greater Dads program, Vulnerable Families and prevention drug and alcohol initiatives.
- ✓ A Mayoral Youth Employment Taskforce was established to address higher than average rates of youth unemployment and disengagement.

1,124
children
in family
day care

1,220,836 visits
to the Dandenong
and Springvale
libraries

Over
137,000
calls to
customer
service

Corporate Services

Customer Service and Civic Facilities

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

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 over 137,000 calls to the call centre and answered 84 per cent of those within 20 seconds, inside the annual target.
- ✓ New call-centre software was implemented and all staff were trained.
- ✓ In the 2017 Community Satisfaction Survey, the City of Greater Dandenong scored 72 for customer service, which continues to be higher than both the statewide average and the Melbourne Metro group average to which Council is compared.
- ✓ A range of processes were reviewed and updated creating efficiencies for both external and internal customers, for example support staff can now offer customers payment plans on infringements.

SERVICE SUMMARIES – A YEAR IN REVIEW

- ✓ Both teams were involved in the planning for the new Springvale Community Precinct Project which will incorporate a new customer service centre, library and community meeting rooms.
- ✓ The Civic Facilities team worked closely with IT to implement and train staff in a new online booking system which provides a number of additional features and better integration with existing systems.
- ✓ Staff continued to provide a professional support service to thousands of guests through their private events, civic receptions and community meetings. Venue usage continued to grow and feedback from customers was overwhelmingly positive.
- ✓ Civic Facilities was extensively involved in the refurbishment of the Springvale Town Hall, which was closed for nine months while major renovations took place.
- ✓ Substantial works and maintenance were undertaken across venues to improve their appeal and usage, including an upgrade of the Menzies Hall kitchen.

Financial Services

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

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

Achievements

- ✓ A mid-year review of the 2016–17 Budget was completed recognising changed circumstances underlying the adopted budget.
- ✓ Council's Long Term Financial Strategy was updated for the period 2017–18 to 2021–22 to form the basis of the Budget for 2017–18, and Council's Annual Budget for 2017–18 was adopted by Council on 26 June 2017.

- ✓ Monthly financial reports were provided to the Executive Management Team and a quarterly financial report to Council which enabled Council to deliver services and capital works within budget.
- ✓ The 2015–16 Annual Financial Statements were produced including the receipt of an unqualified audit opinion from the Victorian Auditor-General.
- ✓ Council's Investment Policy was reviewed and presented to Council for adoption.
- ✓ A major software upgrade to Council's budgeting and reporting system was completed.
- ✓ Council's Development Contribution Plan reporting system was transitioned to an online cloud format enabling users to access development contributions, subdivision, accounting and infrastructure information remotely from any device.

Governance

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

Governance 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 and processing Freedom of Information and Information Privacy requests. It is also responsible for hosting citizenship ceremonies on behalf of the Department of Immigration and Border Protection, organising civic events and functions to recognise the Greater Dandenong community and providing support to the Mayor, councillors, CEO and directors.

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

Achievements

- ✓ A number of Mayor and Councillors annual and civic events were conducted for the Greater Dandenong community.
- ✓ A new Councillor Code of Conduct was established.
- ✓ The 2016 Council election process was successfully managed.

- ✓ No Freedom of Information decisions required review by the FOI Commissioner in 2016–17.
- ✓ The budgeted targets for expected rental revenue across the municipality were met.
- ✓ Implementation of the Records Management Strategy commenced.

Information Technology

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

Achievements

- ✓ Stage one of the implementation of the Zipporah Booking system for Civic and Community Facilities was completed. The future development of this system will allow residents to request a space via Council's website.
- ✓ A number of Digital Strategy actions were completed including the initiation of online forms and the launch of My Greater Dandenong - an online portal that allows residents to make payments and keep track of your property information all in one place. Property owners can register to see a full property history, including rates, animal registrations and more. The portal can also be used to make multiple payments in one transaction, saving time and effort.
- ✓ Network vulnerability software was implemented to help manage Cyber Security issues including identifying vulnerabilities, policy-violating configurations and malware that attackers could use to penetrate Council's network.
- ✓ A new online learning system was implemented. This is an internal training website allowing building, tracking and management of various training courses for staff.
- ✓ The MyApps website was implemented for Council applications which is a secure website for staff to access web based applications from anywhere they can access the internet.

Media and Communications

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

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

Achievements

- ✓ A significant community engagement and consultation program was managed for the development of the new Council Plan and a revision of the Community Plan, Imagine 2030.
- ✓ The new Council Plan 2017–21, revised Community Plan and a new Annual Plan were developed and adopted by Council.
- ✓ Collaboration continued with IT on the implementation of the first year Action Plan for the Digital Strategy, which included development of responsive websites for both Drum Theatre and Youth Services.
- ✓ The development and implementation of key branding and community information campaigns was coordinated, including the Walk Against Family Violence, 2016 local council elections, Children's Festival, Sustainability Festival and development of a new weekly 'What's On' enews.
- ✓ A number of community consultation campaigns were managed via Council's online community engagement tool for projects including the Council Plan, Springvale Boulevard project, Youth Plan, and the Positive Ageing Strategy.
- ✓ Online engagement improved through social media, with Greater Dandenong's official Facebook page now having over 9,500 followers; official twitter followers over 3,800; and an increase in Instagram with more than 2,200 followers.

SERVICE SUMMARIES – A YEAR IN REVIEW

- ✓ A total of 635 content items were sourced and curated for the digital screens, including the Urban Screen, and expanded the digital screen network to include a number of maternal and child health centres.

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, and the recruitment and selection of employees. The department also manages 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 and continuous improvement initiatives.

Achievements

- ✓ The rollout of a mental health awareness program to all staff continued. This program was delivered by a mental health expert and was designed to support staff to better understand mental health and its impacts. This program was complemented by the promotion and usage of the Council Employee Assistance Program which also supports employee wellbeing in the workplace.
- ✓ Council provided 29 students with placement opportunities across Directorates.
- ✓ The rollout of the Appropriate Workplace Behaviours Policy training program commenced.
- ✓ Daily water usage at affected sites was reduced from 553.51kl per day to 389.55kl per day. Leakage checks are carried out on 23 meters on a daily basis and any issues identified are investigated and repaired.
- ✓ Council participated in the new MAV Strategic Procurement Development program.
- ✓ Council's White Ribbon Workplace accreditation was maintained.
- ✓ Another successful Walk Against Family Violence event was conducted in November 2016.
- ✓ A collaborative procurement project commenced with two other Councils for Facilities Management to be finalised in the next year. This project will deliver significant savings for the Councils involved.

Engineering Services

City Projects and Asset Improvement

This department incorporates the Project Delivery teams and the Building Maintenance team.

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

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

Achievements

- ✓ The Commonwealth Government part-funded Roads to Recovery local road rehabilitation program was 100 per cent completed on budget and on time, and 100 per cent of the Road Renewal Program (crack sealing, major patching and resurfacing and rehabilitation) was completed on budget and to deadline.
- ✓ A number of significant road safety improvements were delivered through the federally funded Blackspot Program and Council's own Local Area Traffic Management Program (LATM).
- ✓ Work progressed on two major building projects with Tatterson Park Pavilion Stage Two and Springvale Community Precinct Stage One nearly complete.
- ✓ The designs for major pavilion redevelopments at Robert Booth Reserve and Alex Nelson Reserve were completed ready for construction in 2017–18.
- ✓ The annual building renewal program was completed incorporating 81 improvement projects across various Council buildings.
- ✓ A number of open space, lighting and landscape projects were completed across Council's reserves including Barry Powell Reserve, Dandenong Flood Plains, Warner Reserve and Police Paddocks.
- ✓ Building Maintenance successfully implemented and completed the annual maintenance program across Council owned buildings.
- ✓ 100 per cent compliance was achieved in Essential Safety Measures (i.e. occupancy permits, maintenance determinations and certificates of final inspections) for all Council owned buildings.

65 waste education programs

100%
compliance achieved in essential safety measures

650 tonnes of dumped rubbish removed from streets

Transport and Civil Development

The Transport Unit incorporates Strategic Transport Planning and Transport System Management. Strategic Transport Planning delivers transport planning projects, leads regional transport coordination, liaison and advocacy, and delivers expert advice on long-term transport needs for the city. Transport System Management develops and coordinates local area traffic management, traffic safety, parking, sustainable transport and heavy vehicle permits.

The Civil Development Unit is responsible for the approval of engineering plans, regulation of subdivision roads, co-ordinates the engineering aspects of Development Contribution Plans and provides advice for new developments. It also encompasses the asset protection function, civil works and vehicle crossing permits.

Achievements

- ✓ The team provided regional leadership on transport issues and advocated for CGD's transport interests in level crossing removal projects.
- ✓ The draft Integrated Transport Plan was adopted by Council for stakeholder feedback.
- ✓ The draft Greater Dandenong Municipal Parking Strategy was adopted by Council for stakeholder feedback.
- ✓ Walking and Cycling strategies were established in conjunction with Community Services and the Bicycle Network Plan was reviewed.

- ✓ Successful advocacy resulted in a new bus service in Dandenong South.
- ✓ A submission on Council's positions on the Victorian Government's and Infrastructure Victoria's proposed strategies and reports was prepared.
- ✓ 194 statements of compliance on completed civil works for developments and subdivisions were issued.
- ✓ 567 new Asset Protection Permits were issued, 689 permits were released, 52 permits were referred for reinstatement by Council's Operations Centre, and 20 permits were referred for prosecution.

Infrastructure Services and Planning

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

Achievements

- ✓ Almost 1,000 participants attended waste education sessions including groups with English as a second language. In addition to this, there were 65 waste education programs/sessions delivered to early learning centres, primary and secondary schools involving almost 2,000 students.
- ✓ Pop up Drive Thru Recycle Days and a Homecycle event were conducted at key locations across the city and were positively supported by the community generating over 200 tonnes of waste with over 55 per cent being able to be recycled or reused.
- ✓ A 12 month dumped rubbish "Hot Spots" trial was completed with over 8,500 collections from 730 sites to remove approximately 650 tonnes of dumped rubbish from streets throughout the municipality.
- ✓ The implementation of the public lighting renewal of 765 high energy consuming vapour lights with LED lights was a success. The estimated reduction in the annual electricity tariff and operations costs is \$54,700.
- ✓ Infrastructure Services successfully attracted Federal Government funding for Roads to Recovery road renewal of \$2.2 million.

SERVICE SUMMARIES – A YEAR IN REVIEW

- ✓ A “Sustainable Urban Forestry” initiative has been developed which incorporates the reuse of timber derived from trees removed from within the municipality. Habitat logs, signage posts and custom log seats have been made and installed at parks and reserves.
- ✓ The Parks Team secured two major environmental grants worth \$390,000 in total which will focus on improving the biodiversity and green links along the Dandenong Creek network over the next three years.

Greater Dandenong Business Group

Activity Centre Revitalisation

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

Achievements

- ✓ The last remaining infrastructure project (south side of Cheltenham Road) for the Metro 3175 Village residential estate project was delivered. This project, the Allan Street bridge, now provides an additional and important local crossing of the Dandenong Creek for adjacent communities.
- ✓ The heritage significant Masonic Hall property was secured from the State Government to be redeveloped as the new Dandenong art gallery and Council noted the signing of a development agreement between Development Victoria and Orion International Group for a proposed \$60m residential apartment building within the 7Ha Development Victoria acquisition precinct in central Dandenong.
- ✓ A number of key projects were progressed in the Springvale activity centre including the undergrounding of overhead power lines in Sandown Road, the upgrading of post office lane and the advancement of the concept design for the Springvale Road Boulevard.
- ✓ A number of stakeholder engagement processes were initiated to inform meaningful project outcomes including Springvale Road Boulevard, Springvale Laneway Revitalisation, Walker Street artwork, Walker Street streetscape upgrade, Indian Cultural Precinct shared vision, Harmony Square furniture expansion project and the naming of Freemasons Lane.

- ✓ A series of Place Making initiatives were delivered including Transformed temporary public art projects and Interpretive Signage across the activity centres.
- ✓ Council received the 2016 National Landscape Architecture Awards: Award of Excellence for Communities for the Afghan Bazaar Cultural Precinct.

Economic Development

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

Achievements

- ✓ The Stakeholder business magazine was published on a quarterly basis and distributed to over 7,000 local businesses.
- ✓ The cultural and food precinct tours and events were promoted through a number of marketing initiatives, including Where Magazine (35,000 distribution to Melbourne and metro accommodation facilities), and Victoria’s Cultural Guide (annual) with a distribution to all information centres within Victoria.
- ✓ The Great Bites booklet promoting eateries in the three major activity centres was revised in 2017 with a print run of 10,000. Great Bites is distributed to local accommodation venues, Council facilities, and businesses. It is also available at visitor information centres at Federation Square, in Frankston and on the Mornington Peninsula.
- ✓ The implementation of both the Regional Food Strategy and Greater Dandenong Tourism Strategy is continuing into 2017–18. Five videos highlighting tourism in the area have been produced with distribution to accommodation and business venues and on Council’s website and Urban Screen in Harmony Square.
- ✓ To highlight the benefits of setting up a business in Greater Dandenong four videos were produced featuring four ‘Start-up’ businesses.
- ✓ To promote the city’s reputation as a key destination for food and cultural experiences, a total of 18 Council led food and cultural tours including media tours were delivered. Famil Tours were also given to accommodation venues within the municipality.

- ✓ Nine small business workshops, two CEO and Mayor roundtables, one Real Estate and Developer Forum, and 12 Food Manufacturers workshops were delivered.
- ✓ The annual Business Grants program was conducted to encourage start-ups, business growth, and business relocations (into Greater Dandenong) with five grants issued.
- ✓ A seven page spread was organised in a high-end coffee table book available in 3.5, 4 and 5 star hotels and boutique apartments across Victoria as well as the Qantas Chairman, First and Business Class lounges around Australia, New Zealand, Singapore, Hong Kong and Bangkok.

South East Business Networks

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

Achievements

- ✓ A focus on business sustainability initiatives was maintained, encouraging 'good' practice including promotion of Council's EUA project to business and participation in ASPIRE – an online exchange register matching business to business (B2B) material resources with potential recyclers or purchasers of waste by-products to reduce waste to landfill.
- ✓ A number of local and international manufacturing experts were hosted throughout the year to present on global trends and best practice on supply-chain management and customer relationships; and encouraged manufacturers to access and implement new technologies, processes and business models to better position them for the future.
- ✓ A two-year Manufacturers' Revitalisation project was completed which assisted a number of local companies to consider their business models and structures and transition to new products, industries and services as a result of the withdrawal of the key automotive companies.
- ✓ SEBN hosted high profile women in business – including those from diverse backgrounds – at a number of Showcasing Women events exposing local women to highly acclaimed and thought-provoking business women who shared their challenges, successes and learnings and inspired others to follow their lead.
- ✓ Considerable funding was attracted from the Victorian State Government for Council's Greater Dandenong and Regional Employment Taskforce to expand our One Percent Project and initiate innovative new approaches to unemployment through the Post Code project focusing on Dandenong and Doveton specifically.
- ✓ Through its collaboration and shared service agreement with South East Local Learning and Employment Network (SELLEN), SEBN continued to build connections between local business and local schools by participating in expo panels, providing mentoring to students undertaking design projects and 'judging' products at a school mini-market. Lunch with the winners is always a highlight of the school's calendar attracting 210 students from 12 schools across the region.
- ✓ Through its partnership with SELLEN, SEBN's support has enabled the growth of the Migrant Youth Employment Forum which now attracts over 100 migrant young people each year. This event is supported by our local Member of Parliament and highly valued by the young people who attend.



PERFORMANCE



PERFORMANCE

Meeting our strategic objectives

The Council Plan 2013–17 sets Council’s strategic direction and community vision for the municipality. The Council Plan outlines measures of performance through achievements against strategic objectives in six key areas:

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



Strategic Objective 1: A healthy, active and safe community

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

✓ Achieved ~ In progress

Priorities	Actions	2016–17
1.1 Promote healthy lifestyles	1.1.1 Develop and implement the Community Wellbeing Plan 2013–17	✓
	1.1.2 Implement the Healthy Together Greater Dandenong initiative to promote good health across the community, in workplaces, schools and early childhood services	✓
	1.1.3 Promote healthy food choices for all through the programming of ‘the Kitchen’ at the Market and other partnership projects	✓
	1.1.4 Provide nutritious home and centre based meals for residents through Food Services	✓
	1.1.5 Ongoing implementation of the Electronic Gambling Policy primarily with regard to the location and density of gaming venues and machines; and advocacy and collaboration with gambling support services	✓
	1.1.6 Promote food access and security into the future across the food system (from manufacture/production to consumption) through the development of a Food Policy and the Food Strategy	✓
1.2 Promote physical activity, leisure and recreation	1.2.1 Develop and implement the Recreation Strategy	✓
	1.2.2 Coordinate seasonal sport and recreation facilities allocations	✓
	1.2.3 Promote increased participation in sports and recreation across the city – conduct various community events and activities (eg. Sports Fest; Sports Forums; walking and cycling events)	✓
	1.2.4 Provide high quality multi-use sport and recreation facilities for residents and visitors to enjoy	✓
	1.2.5 Provide leisure and recreation programs and events to promote active lifestyles for older residents – Planned Activity Groups	✓

Strategic Objective 1: A healthy, active and safe community

Priorities	Actions	2016–17
1.3 Community participation and lifelong learning	1.3.1 Implement the Library Strategy 2012–16. Commence the development of a new Library Strategy 2017–21	✓
	1.3.2 Develop, implement and review the future direction of the Literacy Framework to provide opportunities for residents to access literacy activities	✓
	1.3.3 Increase participation in the library services through increased web presence and access; and programs participation	✓
	1.3.4 Promote volunteering in the City through engagement, training and recognition of volunteers in Council and community	✓
	1.3.5 Facilitate community development activities that promote community participation, leadership and support for local community groups	✓
	1.3.6 Implement the Community Funding Program to provide resources for local community activities	✓
	1.3.7 Increase participation in arts and cultural programs and activities	✓
	1.3.8 Increase cybersafety awareness in the community through the Libraries obtaining eSmart accreditation through the national Alannah and Madeline Foundation and the Telstra Foundation program	✓
1.4 Provide community facilities to promote community participation	1.4.1 Provide high quality library facilities – Dandenong Library and design for the new Springvale Library	✓
	1.4.2 Continue to progress scoping and redevelopment of multi-use community facilities to meet current and future needs	✓
	1.4.3 Develop Neighbourhood Houses Future Directions Plan. Commence implementation.	✓
1.5 Ensure public health standards are maintained	1.5.1 Provide immunisation services to children to prevent disease	✓
	1.5.2 Maintain and promote food safety in local cafes and restaurants	✓
	1.5.3 Implement and monitor Asset Management Plans for maintaining essential services and infrastructure maintenance – stormwater and drainage	✓
1.6 Improve safety in public spaces and improve perceptions of safety in Greater Dandenong	1.6.1 Implement the Community Safety Plan 2015–22	✓
	1.6.2 Coordinate the Community Safety Advisory Committee and maintain a collaborative partnership with Victoria Police and stakeholders	✓
	1.6.3 Implement CCTV projects across the city	✓
	1.6.4 Monitor and report perceptions of safety in the community	✓
	1.6.5 Implement the Alcohol Management Framework to reduce alcohol related harm and violence	✓
	1.6.6 Maintain a multi-disciplinary approach to safer design utilising the Crime Prevention through Environmental Design (CPTED) principles and other best practice in new public and private developments	✓

PERFORMANCE

Strategic Objective 1: A healthy, active and safe community

Priorities	Actions	2016–17
1.7 Take a lead role to prevent family violence in the community	1.7.1 Promote community education and activities aiming to reduce family violence in the community (eg. White Ribbon Campaign)	✓
	1.7.2 Work to protect children from family violence – provide support services to vulnerable families	✓
	1.7.3 Raise awareness of family violence as a community issue and ensure a workplace that does not tolerate violence against women through the internal Family Violence Steering Committee	✓
	1.7.4 Participate in and support the Southern Metropolitan Region Management Forum priority of family violence and the subsequent plan to address this priority	✓
1.8 Provide support for families and children	1.8.1 Implement the Children’s Plan 2015–19	✓
	1.8.3 Provide support service for vulnerable families, children and young people	✓
	1.8.4 Provide Maternal and Child Health Services and increase the participation rates for key ages and stages checks	✓
1.9 Engagement and support for young people	1.9.1 Implement the Youth Strategy through key areas including supporting the health and wellbeing of young people and recognising their strengths as engaged citizens	✓
1.10 Inclusion and support for the health and wellbeing of older people	1.10.1 Implement Ageing is about Living: Strategy to facilitate the health and wellbeing of older people in Greater Dandenong	✓
	1.10.2 Provide direct services for older people through the Integrated Community Care model – implementing a client centred approach that promotes independence and collaborative service planning	✓
	1.10.4 Capacity building and support for older people’s community groups and Seniors Week activities	✓
	1.10.5 Review social support services and engagement opportunities that Council provides for older people through the development of a Positive Ageing Plan	✓

Major initiatives as funded in the 2016–17 Budget

Initiatives	Progress
<p>Implement key actions in ACTIVATE – the recreation strategy to increase active participation – (inclusive of the Walking Strategy, Cycling Strategy, and a second trend analysis regarding participation in recreation)</p>	<p>Activate Sport and Recreation Strategy 2014–19 developed and implementation is on track for completion by 2019. Some of the completed actions include:</p> <p>2.22 – Action: Develop and implement strategies to strengthen the link between casual/recreational swimming and formal club participation. Outcome: Working group formed.</p> <p>2.24 – Action: Undertake a feasibility study in consultation with key stakeholders to assess the future needs and requirements of Table Tennis in Greater Dandenong. Outcome: Table Tennis Feasibility completed.</p> <p>3.16 – Action: Support Cricket Victoria and multicultural agencies to implement cricket programs and initiatives for multi-cultural groups/participants. Outcome: All Nations Cricket program established.</p>
<p>Finalise design for the new Springvale library</p>	<p>Work has commenced on the Springvale Library and Community Hub and designs are nearing completion.</p>



PERFORMANCE

Local Government Performance Reporting Framework

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

Service Indicator/Measure	Results			Material Variation
	2015	2016	2017	
Aquatic Facilities				
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.5	5.5	1	Council conducted additional inspections in 2015–16 due to a cryptosporidium outbreak within the Melbourne area which required ongoing monitoring
Health and Safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	5	7	5	
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.67	\$1.46	\$1.41	
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$0.00	\$0.00	\$0.00	Council has no outdoor only facilities
Animal Management				
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.12	1.17	1.11	
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	36.00%	37.09%	37.19%	
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$48.85	\$55.69	\$59.65	
Food Safety				
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.61	1.76	1.96	

Local Government Performance Reporting Framework

Service Indicator/Measure	Results			Material Variation
	2015	2016	2017	
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	146.00%	147.23%	144.28%	
Service Cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$525.87	\$538.73	\$573.93	
Libraries				
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.80	6.20	5.78	
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	95.28%	85.97%	87.25%	
Service cost <i>Cost of library service</i> [Direct cost to Council of the library service / Number of visits]	\$4.60	\$4.59	\$4.72	
Maternal and Child Health				
Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	106.32%	103.60%	101.20%	
Service Standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	101.56%	102.20%	
Service cost <i>Cost of the MCH service</i> [Cost to Council of the MCH service/Hours worked by MCH nurses]	N/A	\$71.80	\$71.52	

PERFORMANCE

Strategic Objective 2: A city that celebrates its diversity with pride

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

Priorities	Actions	2016–17
2.1 Promote access and equity to all of council's services and across the city	2.1.1 Implement the current Disability Action Plan and report bi-annually on the outcomes for each objective	✓
	2.1.2 Develop and implement a new Disability Action Plan	✓
	2.1.3 Uphold and promote the Victorian Charter of Human Rights and Responsibilities and promote culturally sensitive and appropriate practice across Council's services	✓
	2.1.4 Ongoing implementation and review of the Aboriginal Policy as a platform to review Council's service provision	✓
	2.1.5 Develop, implement and review the Diversity, Access and Equity Policy	✓
2.3 Promote community celebration and showcase the cultural diversity of the city	2.3.1 Implement Festivals and Events to build community connection and celebrate the economic and social development of the city. Commence the development of a new Festival and Events Plan 2016–20	✓
	2.3.2 Host vibrant festivals across the city through the provision of funding support and resources for festivals in the city	✓
	2.3.3 Provide a wide range of culturally diverse programs and performances at the Drum Theatre and across arts facilities in the city	✓
2.4 Promote arts, culture and heritage across the city	2.4.1 Implement the Drum Theatre Strategic and Business Plan 2015–17 to provide a wide range of events and performances at the Drum Theatre	✓
	2.4.2 Implement the Arts and Cultural Heritage Strategy 2015–18	✓
	2.4.3 Promote increased engagement with heritage in the city in collaboration with relevant stakeholders	✓
	2.4.4 Develop and implement the Civic and Historical archive including the digitisation program	✓
	2.4.5 Leverage opportunities provided by Council's new civic space in Dandenong to promote community engagement and showcase the arts	✓
	2.4.6 Provide access to the arts through exhibitions at Council managed facilities including Walker Street Gallery	✓
	2.4.7 Promote artists' networks and opportunities for local artists to exhibit; and specifically utilise social media to promote these	✓

Major initiatives as funded in the 2016–17 Budget

Initiative	Progress
Implementation of the Arts and Cultural Heritage Strategy	Key activities included: – 335,000 people attended CGD supported and delivered events – Opportunities were provided for local artists to participate in local art with call-outs, networking, exhibitions and facilitation of workshops
Continue to expand the role of festivals and events in Greater Dandenong and develop a forward Festival and Events Action Plan	Incorporated as part of the Arts and Cultural Heritage Strategy, Key Direction 1.1. Annual Festivals and Events Action Plan delivered five large Council-led events and two festivals.
Implement the Drum Theatre strategic plan and direction seeking to engage more groups and individuals in the Drum across a wide range of functions, shows, activities and meetings	This year Drum Theatre hosted 170 performances, a 24 per cent increase on last year. This included cultural events, dance performances, family events, workshops, classes and school specific events.

Strategic Objective 3: An environmentally sustainable city

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

Priorities	Actions	2016–17
3.1 Create a greener city	3.1.1 Develop and implement the Green Wedge Management Plan	✓
	3.1.2 Implement the Leafy Legacy tree planting strategy – increase the number of street trees across the city	✓
	3.1.3 Promote Indigenous vegetation in our open spaces	✓
	3.1.4 Promote community environmental education activities, for example host community tree planting days	✓
	3.1.5 Collaborate with environment groups	✓
3.2 Respond to Climate Change and promote sustainable options to achieve real change within the community	3.2.1 Implement the Sustainability Strategy and produce an Annual Sustainability Report	✓
	3.2.2 Promote sustainable practice across Council's services and functions and manage Council's resource consumption to reduce greenhouse emissions and other pollutants	✓
	3.2.3 Encourage a sustainable approach to the management of our water resources through integrated water management plans and strategies <i>Council continues to implement the key recommendations of the Integrated Water Management Background Report, which are reported through the Annual Sustainability Report.</i>	~
	3.2.4 Showcase sustainable development options and set a benchmark for sustainability credentials.	✓

PERFORMANCE

Strategic Objective 3: An environmentally sustainable city

Priorities	Actions	2016–17
3.2 Respond to Climate Change and promote sustainable options to achieve real change within the community	3.2.5 Advocate for Environmentally Sustainable Design (ESD) policy options for the Planning Scheme for new developments across the city	✓
3.3 Best practice waste management and promotion of recycling	3.3.1 Develop the Waste and Litter Strategy <i>The Waste & Litter Strategy Action Plan has 85 individual actions across the five Themes. 66 actions were achieved, with a further 13 in progress and five not commenced.</i>	~
	3.3.2 Conduct Community and School Waste Education Programs	✓
	3.3.3 Increase recycling to reduce residential waste sent to landfill	✓
3.4 Sustainable transport options	3.4.2 Review and implement the Integrated Transport Strategy for improved transport options	✓
3.5 Maintain parks and reserves – promote recreation in the natural environment and promote conservation	3.5.1 Maintain local parks to a high standard	✓
	3.5.2 Implement the Open Space Strategy to increase and manage open space across the city <i>The 2016–17 financial year saw the continuation and implementation of the Open Space Strategy through the annual capital works program.</i>	~
	3.5.3 Upgrades to council's parks and reserves in line with masterplans	✓
	3.5.4 Protect and enhance existing areas of high conservation and biodiversity value	✓
	3.5.5 Promotion and conservation of wetlands	✓

Major initiatives as funded in the 2016–17 Budget

Initiative	Progress
Commence implementation of the Sustainability Strategy	A key action for 2016–17 was the launch of the Sustainable Greater Dandenong website as the new platform for the Annual Sustainability Report which tracks progress against the 2016–30 Sustainability Strategy.
Review the Integrated Transport Strategy	The Integrated Transport Strategy has been reviewed and will be presented to Council for adoption in 2017–18.
Dumped rubbish initiatives including a 12 month trial of a dumped rubbish hot spot collection program, rural roadside surveillance cameras and two household (hard waste) drop off collection days within the municipality	Council initiated a proactive 'Hot Spots: Dumped Rubbish' collections program in 2016–17 and also conducted two De-clutter Your Home workshops, a Detox your home event, two drive-thru recycling days and a Homecycle event.

Local Government Performance Reporting Framework

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

Service Indicator/Measure	Result			Material Variation
	2015	2016	2017	
Waste Collection				
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	227.22	69.17	55.02	
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	20.91	3.33	2.44	
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$105.41	\$112.23	\$114.91	
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$21.22	\$17.37	\$15.47	

Strategic Objective 4: A city planned for the future

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

Priorities	Actions	2016–17
4.1 Best practice urban design and development, and activation to create livable neighbourhoods and workplaces	4.1.1 Implement the Greater Dandenong Planning Scheme to achieve a balance of residential, retail and industrial development across the city	✓
	4.1.2 Develop the Municipal Housing Strategy	✓
	4.1.3 Create a strong and defined sense of place through placemaking activities and promote neighbourhood character	✓
	4.1.4 Advocate for Environmentally Sustainable Design and 'whole of life' design standards in the Victorian Planning Provisions	✓

PERFORMANCE

Strategic Objective 4: A city planned for the future

Priorities	Actions	2016–17
4.2 Attract investment and residential, commercial and industrial development in the city	4.2.1 Promote the city as a great place to live and work	✓
	4.2.2 Work in partnership with the private sector to encourage quality residential and commercial development	✓
	4.2.3 Provide a high quality planning and design service	✓
4.3 Plan for population growth and demographic change	4.3.1 Monitor and report demographic changes and trends to inform service delivery and all planning processes	✓
	4.3.2 Develop a residential land supply strategy through the Housing Strategy	✓
	4.3.3 Provide high quality infrastructure for children and young families through implementation of the Early Years Infrastructure Plan	✓
	4.3.4 Redevelopment of community infrastructure in central Dandenong and Springvale to ensure integrated use for all ages	✓
	4.3.5 Advance the development of an integrated community hub in the area referred to as Keysborough South to cater for population growth <i>Council has developed concept design plans for an integrated community hub in Keysborough. It is currently liaising with the Department of Education on the acquisition of land for the community hub site.</i>	~
4.4 Management of local roads, traffic and parking	4.4.1 Provide safe accessible and well maintained local roads and footpaths – Implement the Road Management Plan <i>A revised Road Management Plan is currently on public exhibition. Changes to the plan are due to be made in September 2017 prior to submission to Council later in the year.</i>	~
	4.4.2 Monitor and report community satisfaction with local streets and footpaths	✓
	4.4.3 Develop a Parking Management Plan for the city and specific Parking Precinct Plans	✓

Strategic Objective 4: A city planned for the future

Priorities	Actions	2016–17
4.5 Effective planning and management of Council's infrastructure to ensure it is responsive to contemporary environmental conditions	4.5.3 Develop a Storm Water Quality Plan <i>Council's Storm Water Quality Plan is due to be developed in 2017–18</i>	~
	4.5.4 Develop a Sustainable Stormwater Strategy <i>The draft Sustainable Stormwater Strategy was approved by Council at its meeting on 11 July 2016 for public consultation. This is now being prepared for resubmission to Council for formal adoption</i>	~
4.6 Advocate for improved transport options within the city and regionally to improve access to our city	4.6.1 Review and implement the Integrated Transport Strategy	✓
	4.6.2 Advocate for regional transport infrastructure	✓
	4.6.3 Advocate for improved public transport in our city	✓
	4.6.4 Maintain active membership of the Eastern Transport Coalition and the South East Integrated Transport Group	✓
4.8 Create a clean and attractive city we can all be proud of	4.8.1 Maintain clean streets and public places – Cleansing Services – street sweeping; Council's kerbside recycling and waste; and shopping centres	✓
	4.8.2 Adopt a proactive approach to the prevention of graffiti across the city; and maintain a high service standard for prompt removal of graffiti from public places	✓
	4.8.3 Develop the Waste and Litter Strategy; ongoing activities of the Litter Action Task Force	✓
	4.8.4 Provide a seamless transition to the new residential waste services contract	✓
4.9 Implement the City Improvement Program	4.9.2 Implement various Capital Works Projects as programmed	✓

Major initiatives as funded in the 2016–17 Budget

Initiative	Progress
Development and adoption of a Planning Scheme Amendment(PSA) for the Housing Strategy	The amendment documents for PSA C182 Residential Zones have been submitted to the Minister for Planning for approval. Once approval of this PSA has been granted the Housing Strategy will become a reference document via the amendment.

PERFORMANCE

Local Government Performance Reporting Framework

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

Service Indicator/Measure	Results			Material Variation
	2015	2016	2017	
Statutory Planning				
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	146	135	120	Council has reduced the median days for decisions by 15 days due to the continued initiatives to improve the efficiency of the statutory planning process during 2016–17
Service standard <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	45.00%	58.38%	68.89%	Council has increased the percentage of applications determined within 60 statutory days by 10.51 percentage points due to the implementation of initiatives to improve the efficiency of the statutory planning process during 2016–17
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,860.17	\$2,759.44	\$2,501.64	Due to the efficiencies achieved in the statutory planning process Council has reduced the cost of the statutory planning service by more than \$250 per application during 2016–17
Roads				
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	43.10	44.69	61.49	Higher than average requests were received in the first half of 2016–17 due to both seasonal effects and issues in Dandenong South which have since been rectified
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	83.00%	78.02%	82.72%	

Local Government Performance Reporting Framework

Service Indicator/Measure	Results			Material Variation
	2015	2016	2017	
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$0	\$0	\$0	No roads were reconstructed in 2016–17
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$22.00	\$19.99	\$21.38	

Strategic Objective 5: A thriving and resilient economy

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

Priorities	Actions	2016–17
5.1 Promote Greater Dandenong as a regional centre of business excellence and showcase the success of the sector	5.1.1 Promote the Greater Dandenong Business Group locally and regionally	✓
	5.1.2 Promote Greater Dandenong as the Manufacturing hub in partnership with the South East Melbourne Manufacturing Alliance (SEMMA)	✓
5.2 Investment attraction	5.2.1 Collaborate with key government departments and stakeholders to proactively attract new retail, commercial and industrial businesses and institutions to our city	✓
5.4 Consolidate Dandenong as the regional capital	5.4.1 Showcase the revitalised central activity district in collaboration with stakeholders including the Victorian State Government, Places Victoria and the Committee for Dandenong	✓
	5.4.2 Attract quality retailers to Lonsdale Street	✓
	5.4.3 Advocate for resources to consolidate the revitalisation initiatives for Central Dandenong	✓
	5.4.4 Launch of Council's Municipal Building Project in central Dandenong providing a civic centre of excellence and showcasing sustainable design	✓
	5.4.5 Advocate for the Dandenong Central Activity Area to be highly prioritised in the Metropolitan Planning Strategy	✓

PERFORMANCE

Strategic Objective 5: A thriving and resilient economy

Priorities	Actions	2016–17
5.5 Revitalise Springvale activity centre	5.5.1 Leverage the Grade Separation Project as a springboard for economic development	✓
	5.5.2 Scope general revitalisation projects for Springvale activity centre and implement staged works	✓
5.6 Revitalise Noble Park activity centre	5.6.1 Scope revitalisation projects for Noble Park and implement staged works	✓
5.7 Support a strong retail sector and Neighbourhood Activity Centres	5.7.1 Create opportunities for greater choice and opportunity in the retail sector	✓
	5.7.2 Collaboration and support for local traders groups and Chambers of Commerce	✓
5.8 Promote Tourism and Visitation to the city	5.8.1 Develop a Tourism Strategy for the city	✓
	5.8.2 Promote Greater Dandenong as a destination for tourists and visitors – Destination Dandenong Promotional Campaign	✓
	5.8.5 Showcase cultural cuisine and promote retail activity through the Greater Dandenong Food Tours	✓
	5.8.6 Promote Drum Theatre as an integral part of central Dandenong and the main performing arts centre in Melbourne's south east growth corridor	✓
	5.8.7 Leverage opportunities provided by Council's new civic space in Dandenong to encourage visitation	✓
	5.8.8 Establish and engage local businesses into a Food Manufacturers' Collaborative Network (FMCN)	✓
	5.9 Capacity building for economic development, to create stronger and more competitive businesses	5.9.1 Provide networks for local industry through South East Business Networks – promoting best practice and innovation across the sector
5.11 Promote a resilient economy and foster wellbeing	5.11.3 Facilitate the development and implementation of the City of Greater Dandenong Charitable Fund	✓

Major initiatives as funded in the 2016–17 Budget

Initiative	Progress
Progress a partnership with the Office of Multicultural Affairs and Citizenship to champion Melbourne's first official Indian cultural precinct	The Indian Precinct Taskforce has been created to prepare a vision for the precinct and to identify a number of projects to be undertaken in the coming years. The Taskforce members represent community, traders, youth, festivals, business and faith.
Implementation of the Regional Food Strategy and Tourism Strategy Action Plan	Key activities in 2016–17 included food and cultural tours, media tours, production of video and written content for numerous publications, and continued collaboration with tourism partners.
Springvale Boulevard upgrade	The Springvale Boulevard project concept design is complete. Work will continue in 2017–18.

Strategic Objective 6: A proactive Council that listens and leads

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

Priorities	Actions	2016–17
6.1 Enhance the ways we communicate with our residents and stakeholders and increase Council's web presence	6.1.1 Continue to improve functionality and features of Council's website; including increased translated information	✓
	6.1.2 Monthly editions of The City magazine produced to keep our residents and stakeholders informed about Council and community activities	✓
	6.1.3 Increase social media and on-line collaboration tools for communication and engagement, across several platforms	✓
	6.1.4 Annually develop and implement an Action Plan to achieve the objectives of the Digital Strategy	✓
	6.1.5 Implement the intentions of the Language and Communications Framework	✓
6.2 Engage and consult our community to promote an open dialogue with Council and facilitate active input into Council's decision making processes	6.2.1 Community Engagement Policy – ensure all consultation that Council undertakes is conducted with the principles of equity and inclusion	✓
	6.2.2 Community Engagement Framework – conduct regular consultation with the community to inform the development of key strategies, plans and policies to ensure active community input into service delivery planning	✓
	6.2.3 Undertake a major review of the Imagine 2030 Community Plan	✓
	6.2.4 Implement the Disability Consultative Framework and maintain active engagement with the sector	✓

PERFORMANCE

Strategic Objective 6: A proactive Council that listens and leads

Priorities	Actions	2016–17
6.4 Sound financial management for a sustainable Council	6.4.4 Sound management of Council's assets for the long term	✓
6.6 An organisation of excellence for streamlined service delivery	6.6.2 Monitor community satisfaction with council's services through participation in the Community Satisfaction Survey and regular client feedback surveys conducted across service delivery areas	✓
6.7 Proactive and responsive customer service function across council	6.7.1 Ensure customer service is timely and efficient; and accessible across our city	✓
	6.7.2 Telephone interpreter services available for language assistance through external providers	✓

Major initiatives as funded in the 2016–17 Budget

Initiative	Progress
Review the Imagine 2030 Community Plan and develop a new Council Plan	In 2016–17 Council was required to develop a new Council Plan for the four year period 2017–21. A number of consultation activities were undertaken to identify the current priorities of our community, Councillors and staff and review the themes of the Community Plan – Imagine 2030. Throughout this process it was evident that the original themes of the Community Plan were still of high importance along with a new theme focusing on tourism and attracting visitors to our city. The new Council Plan and revised summary of Imagine 2030 were adopted by Council on Monday 28 June 2017.

Local Government Performance Reporting Framework

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

Service Indicator/Measure	Results			Material Variation
	2015	2016	2017	
Governance				
Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	2.0%	0.5%	0.0%	Council made no decisions at meetings closed to the public in 2016–17

Local Government Performance Reporting Framework

Service Indicator/Measure	Results			Material Variation
	2015	2016	2017	
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	61	62	63	
Attendance <i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	83.00%	98.81%	95.65%	
Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$54,384.27	\$53,269.18	\$54,821.09	

Infrastructure and development contributions

In accordance with the *Planning and Environment Act 1987*, the City of Greater Dandenong being a collecting agency for infrastructure and development contributions, must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. Council is the collecting agency for the following two Development Contribution Plans (DCP):

- *Keysborough South Development Area*
- *Dandenong South Industrial Area Extension*

For the 2016–17 year the following information about infrastructure and development contributions is disclosed:

KEYSBOROUGH SOUTH DEVELOPMENT CONTRIBUTIONS PLAN

Table 1 Total DCP levies received in 2016–17

Name of DCP (Year approved)	Levies received in 2016–17 financial year	
	Development Infrastructure Levies	Community Infrastructure Levies
Keysborough South Development (2008)	\$4,072,490	\$132,352
Total	\$4,072,490	\$132,352

PERFORMANCE

Table 2 DCP land, works, services or facilities accepted as works-in-kind 2016–17

Name of DCP	Project ID	Project description	Item purpose	Project Value \$
Keysborough South Development (2008)	N/A	N/A	N/A	Nil
Total				\$0

Table 3 Total DCP contributions received and expended to date

Name of DCP	Type of levy	Total levies received (cash) \$	Total levies expended (cash) \$	Total works-in-kind accepted (non-cash) \$	Total DCP contributions received (levies and works-in-kind) \$
Keysborough South Development (2008)	Development infrastructure	\$30,373,480	\$15,486,726	\$20,384,277	\$50,757,757
Keysborough South Development (2008)	Community infrastructure	\$1,363,398	\$0	\$0	\$1,363,398
Total		\$31,736,878	\$15,486,726	\$20,384,277	\$52,121,155

Table 4 Land, works, services or facilities delivered in 2016–17 from DCP contributions collected

Project description	Project ID	DCP name and year approved
Stanley Road	DI_R04	Keysborough South Development (2008)
Church Road	DI_R06	Keysborough South Development (2008)
Public Open Space Improvements	DI_OS1	Keysborough South Development (2008)
Public Open Space Improvements	DI_OS1	Keysborough South Development (2008)
Total		

Please note: *Project expenditure undertaken by Council represents actual expenditure incurred on the project. All other project expenditures equate to the capital costs prescribed in the approved Development Contribution Plan which are indexed annually.



	DCP expended (cash)	Works-in-kind accepted \$ (non cash)	Council's contribution (cash - rate funded)*	Other contributions (external agencies)	Total project expenditure \$	Percentage of item delivered %
	\$259,205	\$0	\$0	\$0	\$259,205	8.60%
	\$57,272	\$0	\$0	\$0	\$57,272	0.92%
	\$79,957	\$0	\$0	\$0	\$79,957	0.83%
	\$213,515	\$0	\$0	\$0	\$213,515	2.18%
	\$609,948	\$0	\$0	\$0	\$609,948	

PERFORMANCE

For the 2016–17 year the following information about infrastructure and development contributions is disclosed:

DANDENONG SOUTH INDUSTRIAL AREA EXTENSION DEVELOPMENT CONTRIBUTIONS PLAN

The Dandenong South Industrial Area Extension DCP was first approved in 2009 and revised in 2015 following an adjustment to the method of the DCP calculation and extension of the DCP lifetime from 2017 to 2030.

Table 1 Total DCP levies received in 2016–17

Name of DCP (Year approved)	Area	Levies received in 2016–17 financial year
		Development Infrastructure Levies (cash) \$
Dandenong South Industrial Area Extension (2015)	LYNDHURST	\$1,539,178
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	\$968,607
Total		\$2,507,785

Table 2 DCP land, works, services or facilities accepted as works-in-kind 2016–17

Name of DCP	Area	Project ID	Project description	Item purpose	Project Value \$
Dandenong South Industrial Area Extension (2015)	LYNDHURST	LR06a	Taylor's Road (Bayliss Road to Colemans Road)	Roads	\$840,178
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	Nil	Nil	Nil	Nil
Total					\$840,178



PERFORMANCE

Table 3 Total DCP contributions received and expended to date

Name of DCP	Area	Type of levy
Dandenong South Industrial Area Extension (2015)	LYNDHURST	Development infrastructure levy
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	Development infrastructure levy
Total		

Table 4 Land, works, services or facilities delivered in 2016-17 from DCP contributions collected

Project description	Project ID	DCP name and year approved
Glasscocks Rd and R5	LI10a	Dandenong South Industrial Area Extension (2015)
Taylors Road (Bayliss Road to Colemans Road)	LR06a	Dandenong South Industrial Area Extension (2015)
Lyndhurst B7 'Culvert' – Taylors Road over floodway	LB06	Dandenong South Industrial Area Extension (2015)
Abbotts Rd – Remington Drive to ER3	LR01	Dandenong South Industrial Area Extension (2015)
Abbotts Road Bridge	LB01	Dandenong South Industrial Area Extension (2015)
Lyndhurst Intersection 1 – Abbots Road and ER3 Road – Stage 1	LI01	Dandenong South Industrial Area Extension (2015)
Land for Keysborough intersection 3	K101b	Dandenong South Industrial Area Extension (2015)
Total		

Please note: *Project expenditure undertaken by Council represents actual expenditure incurred on the project. All other project expenditures equate to the capital costs prescribed in the approved Development Contribution Plan which are indexed annually

**Department of Infrastructure and Regional Development funding under the bridges renewal program – *Federal Government funding*.

	Total levies received (cash) \$	Total levies expended (cash) \$	Total works-in-kind accepted (non cash) \$	Total DCP contributions received (levies and works-in-kind) \$
	\$11,531,832	\$8,539,110	\$16,994,739	\$28,526,571
	\$2,698,872	\$355,807	\$5,283,091	\$7,981,962
	\$14,230,704	\$8,894,917	\$22,277,829	\$36,508,533

	DCP expended (cash) \$	Works-in-kind accepted \$ (non cash) \$	Council's contribution (cash - rate funded)* \$	Other contributions (external agencies)** \$	Total project expenditure \$	Percentage of item delivered %
	\$210,942	\$0	\$0	\$0	\$210,942	13.00%
	\$813,291	\$840,178	\$0	\$0	\$1,653,468	60.87%
	\$732,979	\$0	\$0	\$0	\$732,979	93.00%
	\$53,053	\$0	\$591,532	\$0	\$644,585	100.00%
	\$273,452	\$0	\$1,908,970	\$1,140,000	\$3,322,422	100.00%
	\$79,587	\$0	\$887,384	\$0	\$966,971	100.00%
	\$88,207	\$0	\$0	\$0	\$88,207	7.90%
	\$2,251,510	\$840,178	\$3,387,887	\$1,140,000	\$7,619,575	



PERFORMANCE STATEMENT



PERFORMANCE STATEMENT

For the year ended 30 June 2017

Description of municipality

The City of Greater Dandenong encompasses an area of 129 kilometres in Melbourne's south-east, approximately 35 kilometres from the central business district. Greater Dandenong has a population of over 160,000 people and is the most multicultural municipality in Victoria, with residents from over 150 different birthplaces. This adds a wealth of diversity to the city through a range of cultural experiences. The city has a vibrant economy in both the retail and manufacturing sectors and is renowned as the manufacturing hub of Victoria. The wholesale trade, health care, and retail trade sectors also provide a significant proportion of employment opportunities.

Greater Dandenong has a population of over 160,000 people and is the most multicultural municipality in Victoria, with residents from over 150 different birthplaces.

Sustainable Capacity Indicators

For the year ended 30 June 2017

Indicator/Measure	Results			Material Variations
	2015	2016	2017	
Population				
<i>Expenses per head of municipal population</i>	\$1,078.60	\$1,105.51	\$1,053.75	
[Total expenses/Municipal population]	\$5,962.70	\$6,033.37	\$5,945.59	
<i>Infrastructure per head of municipal population</i>	223.16	219.77	235.59	New ABS census data was released in 2016 which estimates the current population of CGD to have increased by 8,213 however there has been little change in the kilometres of local roads resulting in a variation of 15.82.
[Value of infrastructure/Municipal population]				
<i>Population density per length of road</i>				
[Municipal population/Kilometres of local roads]				
Own-source revenue				
<i>Own-source revenue per head of municipal population</i>	\$870.85	\$947.90	\$962.44	This measure has increased marginally by 1.53% from 2016. The growth in this measure over the two year period from 2015 is mainly due to the increase in rates income as a result of rate cap increases of 2.5% and 2.0% combined with favourable supplementary valuations. Other contributors include statutory fees and user fees which have increased over 30% in two years, partly due to the increase in statutory planning charges set by the Planning and Environment (Fees) Regulations 2016.
[Own-source revenue/Municipal population]				

Sustainable Capacity Indicators

For the year ended 30 June 2017

Indicator/Measure	Results			Material Variations
	2015	2016	2017	
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants/Municipal population]	\$248.00	\$174.51	\$243.18	The increase in recurrent grants per head of municipal population is due to the early receipt of \$5.42 million in Financial Assistance Grant funding received via the Victoria Grants Commission in June 2017 which relates to 2017–18. Similarly, this early Financial Assistance Grant funding distribution occurred two years ago, which resulted in recurrent grant funding in the prior year being lower by \$5.37 million. Overall, this represents an increase in recurrent grant funding from 2016 to 2017 of \$10.79 million.
Disadvantage <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	1	1	1	

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current fixed assets comprising a number of asset classes including roads, drains, footpaths and cycleways, bridges, off-street car parks, recreational leisure and community facilities and parks open space and streetscapes

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage” in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

PERFORMANCE STATEMENT

For the year ended 30 June 2017

Service Performance Indicators

For the year ended 30 June 2017

<i>Indicator/Measure</i>	Results			Material Variations
	2015	2016	2017	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/ Municipal population]	4.32	4.44	4.31	
Animal Management Health and Safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	20	25	26	
Food Safety Health and Safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100	91%	100%	100%	
Governance Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	62	61	63	

Service Performance Indicators

For the year ended 30 June 2017

Indicator/Measure	Results			Material Variations
	2015	2016	2017	
Home and Community Care (HACC) Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	20.00%	13.55%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	16.00%	12.23%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	35.00%	33.06%	20.23%	The number of library active members decreased from 50,493 in 2015–16 to 32,554 in 2016–17. Wi-fi users were included in the 2015–16 result as Council's library system could not separate these from general PC users. In 2016–17 Wi-fi users were excluded as a new Library system has been implemented which allows the two categories to be separated.

PERFORMANCE STATEMENT

For the year ended 30 June 2017

Service Performance Indicators

For the year ended 30 June 2017

Indicator/Measure	Results			Material Variations
	2015	2016	2017	
Maternal and Child Health (MCH) Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/ Number of children enrolled in the MCH service] x100	80.00%	79.66%	79.15%	In 2015–16 the data integrity issues with the CDIS system created inaccuracies in the annual reporting. These issues have since been rectified and the participation rate results for 2016–17 are accurately reflected. Data for 2015–16 was not made available until November 2016 so was not included in the previous year's performance statement.
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/ Number of Aboriginal children enrolled in the MCH service] x100	79.00%	56.60%	77.03%	
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	67	66	65	
Statutory Planning Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application/ Number of VCAT decisions in relation to planning applications] x100	50.00%	42.31%	56.41%	Council has worked to increase and strengthen its planning policies which it sees as now being more consistently applied in the development industry as well as by decision makers such as VCAT. This has resulted in an increase in the number of Council decisions not set aside by VCAT, 22 of 39 decisions in 2016–17 compared to 15 of 26 decisions in 2015–16.

Service Performance Indicators

For the year ended 30 June 2017

Indicator/Measure	Results			Material Variations
	2015	2016	2017	
Waste Collection Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	45.00%	46.40%	47.36%	

Definitions (continued)

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006

“active library member” means a member of a library who has borrowed a library collection item (print material, audio visual and digital materials and toys and games on hand)

“annual report” means an annual report prepared by a council under sections 131, 132 and 133 of the Act

“CALD” means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

“class 1 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

“class 2 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

“Community Care Common Standards” means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

“critical non-compliance outcome notification” means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

“food premises” has the same meaning as in the Food Act 1984

“HACC program” means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

“HACC service” means home help, personal care or community respite provided under the HACC program

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

“major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

“MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

“population” means the resident population estimated by the Australian Bureau of Statistics

“target population” has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

“WorkSafe reportable aquatic facility safety incident” means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

PERFORMANCE STATEMENT

For the year ended 30 June 2017

Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results			Forecast				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	
Efficiency Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$864.45	\$1,192.35	\$1,234.43	\$1,265.05	\$1,277.52	\$1,291.33	\$1,305.39	Forecast indicator results differ to the 2018-22 Long Term Financial Strategy (LTFS) as the indicator here includes residential waste charges.
Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,608.70	\$2,675.09	\$2,644.92	\$2,705.49	\$2,714.73	\$2,767.71	\$2,839.19	Forecast indicator results differ to the 2018-22 LTFS to reflect the correct calculation of the indicator here.
Workforce turnover Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	7.69%	7.97%	9.67%	10.00%	10.00%	10.00%	10.00%	

Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results			Forecast				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	
Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	172.67%	178.97%	202.31%	165.10%	162.45%	176.49%	185.17%	The increase in working capital from 2016 to 2017 is due mainly to higher cash holdings at 30 June 2017 as a result of a delay in grant funded operating program and capital project cash payments (\$12.76 million) which have been carried forward to 2017-18 and the early receipt of \$5.42 million in Financial Assistance Grant funding via the Victoria Grants Commission which relates to the 2017-18 financial year. Future years forecast a return to normal full year allocations for Financial Assistance Grant funding and do not project delays in grant funded programs.

PERFORMANCE STATEMENT

For the year ended 30 June 2017

Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results			Forecast			Material Variations and Comments	
	2015	2016	2017	2018	2019	2020		2021
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	65.57%	57.85%	81.02%	71.98%	73.99%	77.90%	82.25%	The increase in unrestricted cash in 2017 is due mainly to non-statutory reserves. The transfers to these reserves during 2017 were significant as a result of the sale proceeds on several properties (\$13.27 million), open space contributions (\$3.05 million) and grant funding received for large projects (\$1.5 million). This resulted in higher non-statutory reserve balances in 2017 compared to 2016 which are cash backed but are not included in the calculation of unrestricted cash for this measure.
Obligations Asset renewal Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	62.61%	73.03%	68.33%	65.10%	58.52%	54.68%	56.74%	

Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results			Forecast				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	
Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	56.80%	48.52%	43.62%	39.71%	43.92%	44.22%	41.80%	The decrease in this measure in 2017 is due to a combination of higher rate revenue (2% rate cap plus favourable supplementary valuations) and lower borrowings due to the scheduled annual repayments. Forecast indicator results differ to the 2018–22 LTFS as they have been updated to exclude interest on rates. Forecast indicator projections in the LTFS included interest on rates in the rates and charges category as per the 2016–17 Local Government Model Financial Report (LGMFR).

PERFORMANCE STATEMENT

For the year ended 30 June 2017

Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results			Forecast				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	
Loans and borrowings (continued) Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	12.16%	7.07%	5.44%	4.98%	4.86%	8.34%	3.95%	The decrease in this measure in 2017 is due to a combination of higher rate revenue (2% rate cap plus favourable supplementary valuations) and lower finance costs and principal repayments as Council continues to reduce the outstanding loan balances. Forecast indicator results differ to the 2018-22 LTFS as they have been updated to exclude interest on rates. Forecast indicator projections in the LTFS included interest on rates in the rates and charges category as per the 2016-17 Local Government Model Financial Report.
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	48.18%	39.99%	34.57%	31.68%	32.60%	36.66%	34.74%	The lower measure in 2017 is due to reduced non-current liabilities as a result of borrowing repayments during the year, as well as higher own source revenue (rate revenue, statutory fees and fines, user fees and other income). The 2% rate increase combined with higher supplementary valuations was the main contributor to the increased own source revenue.

Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results			Forecast				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	4.25%	1.87%	12.82%	8.44%	8.17%	7.57%	6.56%	The increase in adjusted underlying surplus is mainly due to higher recurrent grant funding in 2017 due to the early receipt of \$5.42 million in Financial Assistance Grant funding via the Victoria Grants Commission in June 2017 which relates to 2017–18. Similarly, this early distribution of Financial Assistance Grant funding occurred two years ago, which resulted in recurrent grant funding in the prior year being lower by \$5.37 million. Overall, this represents an increase in recurrent grant funding from 2016 to 2017 of \$10.79 million. Forecast indicator results differ to the 2018–22 LTFS as non-recurrent capital grants in future years have been updated.

PERFORMANCE STATEMENT

For the year ended 30 June 2017

Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results				Forecast				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021		
Stability Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	65.25%	69.59%	64.71%	68.87%	69.10%	69.66%	70.09%	Forecast indicator results differ to the 2018–22 LTFS due to the classification of interest on rates. Forecast indicator projections in the LTFS included interest on rates in the rates and charges category as per the 2016–17 Local Government Model Financial Report.	
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.35%	0.31%	0.32%	0.33%	0.33%	0.32%	0.31%	Forecast indicator results differ to the 2018–22 LTFS due to the classification of interest on rates. Forecast indicator projections in the LTFS included interest on rates in the rates and charges category as per the 2016–17 Local Government Model Financial Report.	

Definitions (continued)

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

“population” means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

PERFORMANCE STATEMENT

For the year ended 30 June 2017

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 26 June 2017 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Certification of the Performance Statement

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



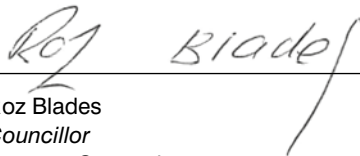
Michelle Hansen CPA
Principal Accounting Officer
Date: 11 September 2017

In our opinion, the accompanying performance statement of the City of Greater Dandenong for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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

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

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



Roz Blades
Councillor
Date: 11 September 2017



Matthew Kirwan
Councillor
Date: 11 September 2017



John Bennie PSM
Chief Executive Officer
Date: 11 September 2017

PERFORMANCE STATEMENT

For the year ended 30 June 2017



Independent Auditor's Report

To the Councillors of Greater Dandenong City Council

Opinion	<p>I have audited the accompanying performance statement of Greater Dandenong City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2017• sustainable capacity indicators for the year ended 30 June 2017• service performance indicators for the year ended 30 June 2017• financial performance indicators for the year ended 30 June 2017• other information and• the certification of the performance statement. <p>In my opinion, the performance statement of Greater Dandenong City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the <i>Auditor's responsibilities for the audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit 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 council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
14 September 2017



Tim Loughnan
as delegate for the Auditor-General of Victoria



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 2016–17 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 2016–17 this represents the consolidated performance of the Council and Dandenong Market Pty Ltd. Council's financial statements have been prepared in accordance with the Local Government Model Financial Report as required by the *Local Government (Planning and Reporting) Regulations 2014*.

Council's 2016-17 Comprehensive Income Statement highlights that Council achieved a surplus for the financial year of \$51.73 million (\$48.42 million in 2015-16). This result is, however, impacted upon by a combination of items – some of which are operational in nature and occur every year and others which are highly dynamic and change significantly each year.

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

Finally a review of Council's asset valuations led to a revaluation increment of \$215.16 million in the value of Council's land and buildings leading to a Comprehensive Income Statement surplus outcome of \$266.89 million.

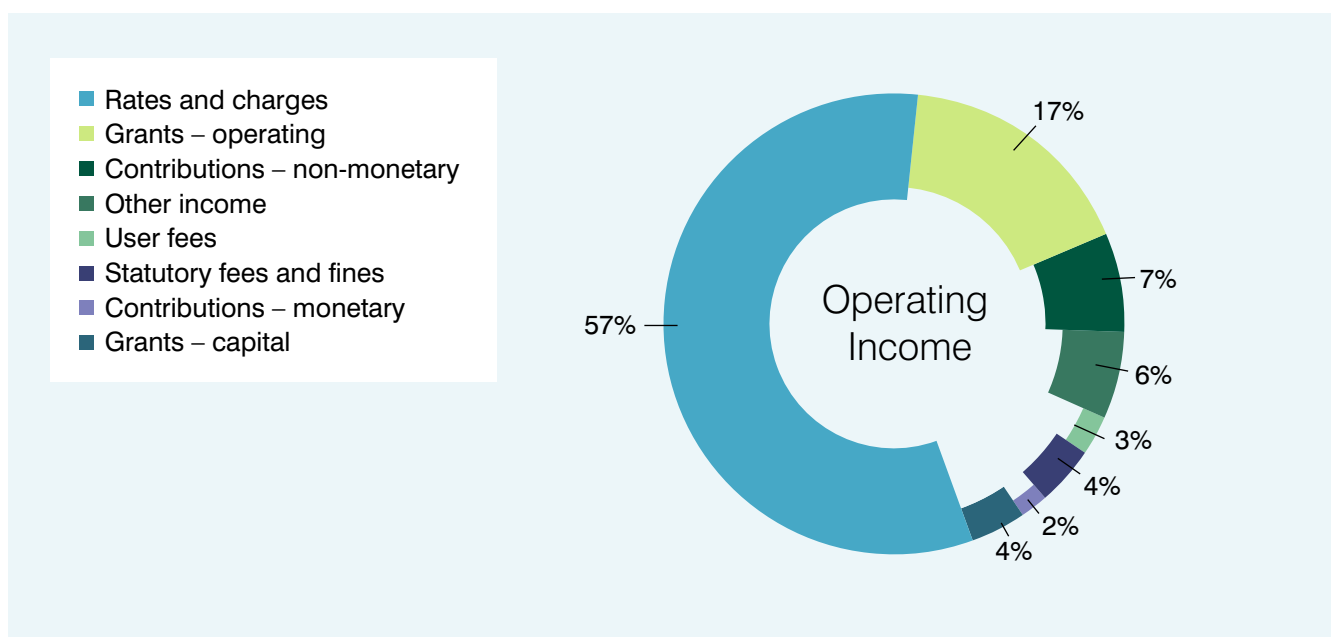
Comprehensive Income Statement

This Statement shows:

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

Income

Council's operating income for 2016–17 was \$225.44 million (\$221.27 million in 2015–16) including rates and charges income (\$127.66 million), fees and charges (\$17.12 million), operating grants (\$37.38 million), capital grants (\$8.99 million), monetary contributions (\$3.52 million), contributions of non-monetary assets, mainly from sub division activity (\$16.31 million), net gain on disposal of property, infrastructure, plant and equipment (\$181,000) and other income (\$14.28 million). The breakdown of operating income by major categories is depicted in the graph below:



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

Fees, charges and fines – Income from these sources were \$17.12 million for the year (\$14.33 million in 2015–16). The major sources of income are:

Statutory fees and fines	\$7.89 million
Parking fees	\$4.13 million
Registrations and other permits	\$1.31 million
Aged care services	\$1.18 million

Grants operating – operational grant income comprises:

- ▶ Financial Assistance Grants received via the Victoria Grants Commission of \$15.89 million (which includes \$2.15 million for local roads). At the conclusion of the 2016–17 year, 50 per cent of the funding for 2017–18 or \$5.42 million was distributed early.
- ▶ Tied grants of \$21.49 million which were essentially for community care and community wellbeing services.

Grants capital – capital grants received were \$8.99 million. These grants are mainly non-recurrent in nature essentially for the purposes of funding the capital works program and are expended on these services in addition to the funds allocated by Council from other sources of revenue. (Refer note 6 of Financial Report).

Contributions monetary and non-monetary – contributions monetary (cash) of \$3.52 million received were mainly for public open space development. Capital non-monetary contributions of \$16.31 million were mainly from “gifted” assets from developer activity.

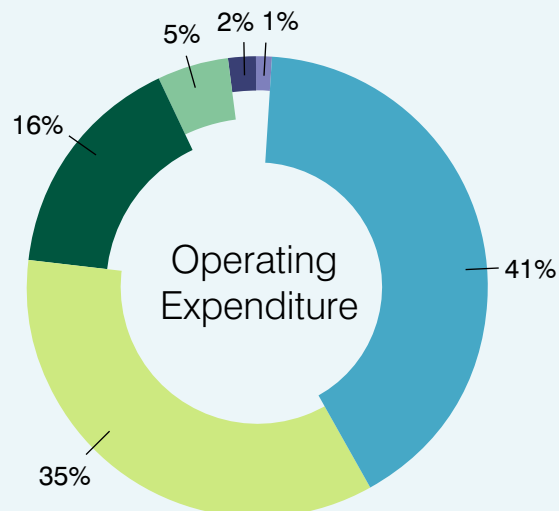
Other income (\$14.28 million) – This item of income essentially relates to fees for provision of valuation data to State Revenue Office, interest received on investments and other sundry income.

Expenditure

Total operating expenditure for 2016–17 including depreciation was \$173.71 million (\$172.85 million in 2015–16).

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

- Employee costs
- Materials and services
- Depreciation, amortisation and impairment
- Other
- Borrowing costs
- Bad and doubtful debts



FINANCIAL OVERVIEW

Employee costs (\$71.75 million) – Employee and labour costs including salary-oncosts such as WorkCover premium, provision for employee entitlements and Council’s superannuation contributions on behalf of employees.

Materials and services (\$60.67 million) – Included in this category are the following major costs relating to:

Contract payments	\$33.36 million
Office administration	\$6.13 million
Building and general maintenance	\$5.51 million
Utilities	\$3.45 million
Consultants and professional services	\$3.28 million
Information technology	\$2.28 million

Bad and doubtful debts – (\$911,000) – mainly relates to new provisions recognised during the year for parking fine debtors (\$612,000) and other debtors (\$299,000).

Depreciation, amortisation and impairment (\$27.96 million) – The depreciation expense reflects the diminution in the value of assets due to wear and tear and obsolescence. It has no impact on the cash position of Council. Cash flow is impacted only at the time of purchase and sale of assets.

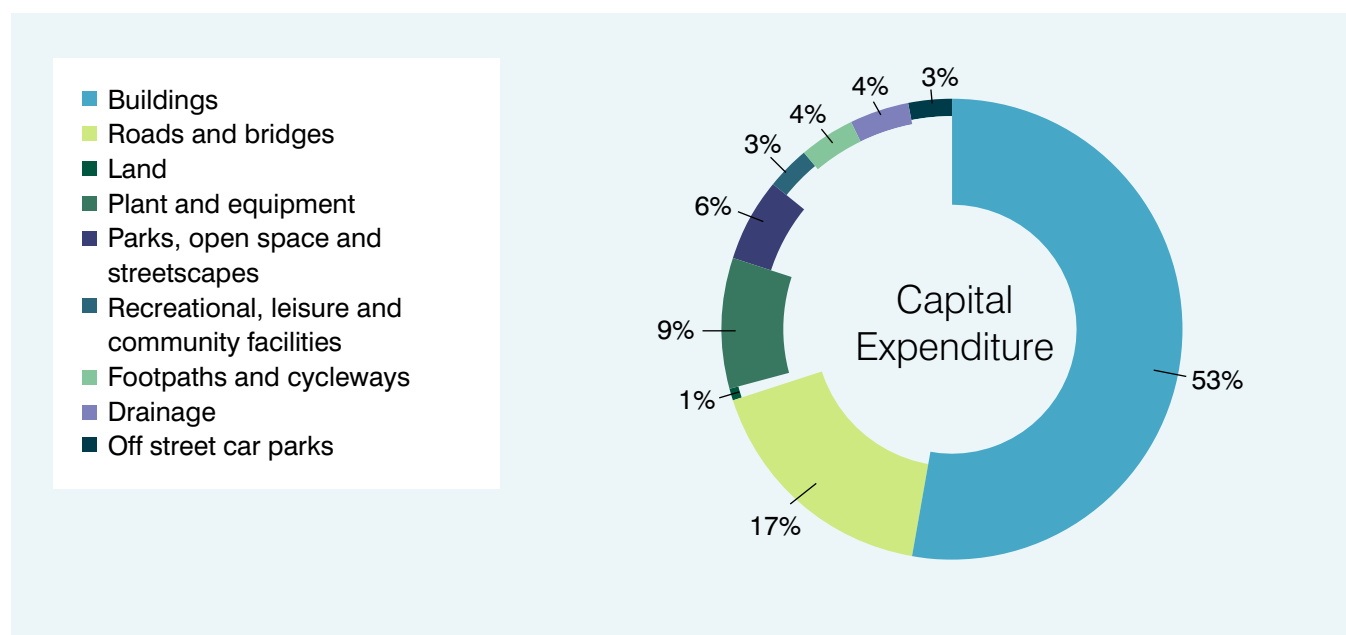
Borrowing costs (\$3.70 million) – represents interest on Council’s long term borrowings.

Fair value adjustment for investment property – Fair value adjustments for investment property of \$125,000, which is a non-cash item. This is the result of several land and building assets classified as ‘Investment property’ as they are held primarily to earn rental income. Australian Accounting Standards require any revaluation of these assets to fair value to be recognised in the Comprehensive Income Statement, rather than in the Asset Revaluation Reserve like other fixed assets held at fair value by Council.

Capital Expenditure (as per the Capital Works Statement)

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

Council spent \$44.76 million on capital expenditure during the year. This comprises expansion (\$27,000) upgrade (\$10.24 million), renewal (\$19.10 million) and new assets (\$15.39 million).



Balance Sheet

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

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

The components of the Balance Sheet include:

Current and non-current assets

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

Current and non-current liabilities

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

Net assets

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

Total equity

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

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

Council's financial position improved by \$266.89 million during the year, made up of a surplus of \$51.73 million and an asset revaluation increment of \$215.16 million. The difference between the assets and liabilities amounting to \$2.19 billion is the net worth of the Council to its ratepayers and community (\$1.92 billion in 2016).

Council's borrowing at 30 June 2017 was \$54.91 million, which is 43.62% of rate revenue (Government prudential limit is 80%). Loan repayments of \$17.72 million are forecast over the next five years under Council's borrowing strategy. Council intends to retire these debts through cash flows generated from operations.

FINANCIAL OVERVIEW

Council's assets (what Council owns) comprise:

	\$'000	%
Assets:		
Land	1,198,856	51.78
Roads and bridges	319,160	13.79
Drainage	257,298	11.11
Buildings (including leasehold improvements)	232,739	10.05
Footpaths and cycle ways	57,436	2.48
Works in progress	31,810	1.37
Recreational, leisure and community facilities	18,491	0.80
Parks, open space and streetscapes	17,134	0.74
Plant and equipment	12,647	0.55
Off street car parks	10,275	0.44
Cash and other assets	148,451	6.42
Other non-current assets	564	0.03
Investment property	10,305	0.44
	2,315,166	100.00

Council's liabilities (what Council owes) comprise:

	\$'000	%
Long-term borrowing	54,912	43.25
Trust funds and deposits	35,448	27.92
Employee entitlements	17,081	13.45
Creditors	18,276	14.40
Other interest-bearing liabilities	1,255	0.98
	126,972	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 and movement in trust deposits taken. It does not include the costs associated with the sale of assets.
- ▶ Payments include all cash paid by Council from its bank account to staff, creditors and other persons. Also include movement in trust monies repaid. It does not include the costs associated with the creation of assets.

Cash flows from investing activities

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

Cash flows from financing activities

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

During the 2016–17 financial year Council repaid \$3.12 million of its long term debt. \$1.18 million payment of other interest-bearing liabilities relate to Council's agreement with VicTrack and Development Victoria (formerly Places Victoria) for the purchase of land parcels in the Dandenong Railway Precinct. The purchase price was established by the Valuer General Victoria, to be paid in equal instalments over three years with the final instalment in June 2018.

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

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



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For the year ended 30 June 2017

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Comprehensive Income Statement

For the year ended 30 June 2017

	Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Income			
Rates and charges	3	127,661	121,216
Statutory fees and fines	4	7,892	5,932
User fees	5	9,230	8,394
Grants – operating	6	37,381	25,293
Grants – capital	6	8,989	5,049
Contributions – monetary	7	3,518	3,833
Contributions – non-monetary	7	16,308	38,261
Net gain on disposal of property, infrastructure, plant and equipment	8	181	–
Fair value adjustments for investment property	22	–	358
Other income	9	14,281	12,931
Total income		225,441	221,267
Expenses			
Employee costs	10	(71,752)	(72,850)
Materials and services	11	(60,674)	(58,114)
Bad and doubtful debts	12	(911)	(690)
Depreciation, amortisation and impairment	13	(27,964)	(27,521)
Borrowing costs	14	(3,699)	(4,034)
Net loss on disposal of property, infrastructure, plant and equipment	8	–	(193)
Fair value adjustments for investment property	22	(125)	–
Other expenses	15	(8,587)	(9,447)
Total expenses		(173,712)	(172,849)
Surplus for the year		51,729	48,418
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	28(a)	215,164	192,430
Total comprehensive result		266,893	240,848

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

Balance Sheet

As at 30 June 2017

	Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	126,044	88,664
Trade and other receivables	18	19,778	16,640
Non-current assets classified as held for sale	19	–	11,490
Other assets	20	2,629	2,348
Total current assets		148,451	119,142
Non-current assets			
Trade and other receivables	18	334	331
Other financial assets	17	230	230
Property, infrastructure, plant and equipment	21	2,155,846	1,911,915
Investment property	22	10,305	10,320
Total non-current assets		2,166,715	1,922,796
Total assets		2,315,166	2,041,938
Liabilities			
Current liabilities			
Trade and other payables	23	18,276	16,304
Trust funds and deposits	24	34,268	29,595
Provisions	25	16,432	16,463
Interest-bearing loans and borrowings	26	3,086	3,120
Other interest-bearing liabilities	27	1,255	1,184
Total current liabilities		73,317	66,666
Non-current liabilities			
Trust funds and deposits	24	1,180	1,017
Provisions	25	649	675
Interest-bearing loans and borrowings	26	51,826	54,912
Other interest-bearing liabilities	27	–	1,255
Total non-current liabilities		53,655	57,859
Total liabilities		126,972	124,525
Net assets		2,188,194	1,917,413
Equity			
Accumulated surplus		823,671	781,066
Reserves	28	1,364,523	1,136,347
Total equity		2,188,194	1,917,413

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

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For the year ended 30 June 2017

Statement of Changes in Equity

For the year ended 30 June 2017

		Consolidated			
2017	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		1,917,413	781,066	1,103,891	32,456
Adjustment directly to equity	39	3,935	3,935	–	–
Adjusted balance at beginning of the financial year		1,921,348	785,001	1,103,891	32,456
Surplus for the year		51,729	51,729	–	–
Net asset revaluation increment	28(a)	215,164	–	215,164	–
Revaluation reversal – disposed assets	28(a)	–	10,971	(10,971)	–
Impairment loss recognised in revaluation reserve	28(a)	(47)	–	(47)	–
Transfers to other reserves	28(b)	–	(34,502)	–	34,502
Transfers from other reserves	28(b)	–	10,472	–	(10,472)
Balance at end of the financial year		2,188,194	823,671	1,308,037	56,486

		Consolidated			
2016		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		1,668,707	730,080	911,395	27,232
Adjustment directly to equity	39	7,827	7,827	–	–
Adjusted balance at beginning of the financial year		1,676,534	737,907	911,395	27,232
Surplus for the year		48,418	48,418	–	–
Net asset revaluation increment	28(a)	192,430	–	192,430	–
Revaluation reversal – disposed assets	28(a)	–	(35)	35	–
Impairment loss reversal	28(a)	31	–	31	–
Transfers to other reserves	28(b)	–	(13,028)	–	13,028
Transfers from other reserves	28(b)	–	7,804	–	(7,804)
Balance at end of the financial year		1,917,413	781,066	1,103,891	32,456

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

Statement of Cash Flows

For the year ended 30 June 2017

	Note	Consolidated 2017 Inflows/ (Outflows) \$'000	Consolidated 2016 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		127,008	120,241
Statutory fees and fines		4,849	4,880
User fees		11,208	9,222
Grants – operating		37,981	27,052
Grants – capital		7,320	4,824
Contributions – monetary		3,518	3,907
Interest received		2,641	2,794
Trust funds and deposits taken		38,598	37,428
Other receipts		12,856	10,834
Net GST refund		7,210	8,370
Employee costs		(71,569)	(71,595)
Materials and services		(64,262)	(66,428)
Trust funds and deposits repaid		(33,627)	(29,820)
Other payments		(9,299)	(10,379)
Net cash provided by operating activities	29	74,432	51,330
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(43,029)	(34,567)
Proceeds from sale of property held for resale		918	1,327
Proceeds from sale of property, infrastructure, plant and equipment		13,089	1,016
Net cash used in investing activities		(29,022)	(32,224)
Cash flows from financing activities			
Finance costs		(3,726)	(4,066)
Repayment of borrowings (includes refinancing)		(3,120)	(4,386)
Repayment of other interest-bearing liabilities		(1,184)	(1,117)
Net cash used in financing activities		(8,030)	(9,569)
Net increase in cash and cash equivalents		37,380	9,537
Cash and cash equivalents at the beginning of the financial year		88,664	79,127
Cash and cash equivalents at the end of the financial year	16	126,044	88,664
Financing arrangements	30		
Restrictions on cash assets	16		

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

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For the year ended 30 June 2017

Statement of Capital Works

For the year ended 30 June 2017

	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Property		
Land	530	–
Total land	530	–
Buildings	23,617	12,934
Total buildings	23,617	12,934
Total property	24,147	12,934
Plant and equipment		
Plant, machinery and equipment	2,533	2,766
Fixtures, fittings and furniture	270	6
Computers and telecommunications	115	299
Library books	1,091	1,054
Total plant and equipment	4,009	4,125
Infrastructure		
Roads	7,310	10,130
Bridges	370	165
Footpaths and cycleways	1,985	1,368
Drainage	1,676	1,189
Recreational, leisure and community facilities	1,229	1,049
Parks, open space and streetscapes	2,808	4,838
Off street car parks	1,223	637
Total infrastructure	16,601	19,376
Total capital works expenditure	44,757	36,435
Represented by:		
New asset expenditure	15,395	8,506
Asset renewal expenditure	19,098	20,093
Asset upgrade expenditure	10,237	7,690
Asset expansion expenditure	27	146
Total capital works expenditure	44,757	36,435

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

Notes to the Financial Report

Introduction

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

Statement of compliance

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

Note 1 Significant accounting policies

(a) Basis of accounting

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

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

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

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

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

(b) Change in accounting policies

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

(c) Principles of consolidation

The consolidated financial statements of Council incorporates all entities controlled by Council as at 30 June 2017, and their income and expenses for that part of the reporting period in which control existed.

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

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

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

Entities consolidated into Council include:

- Dandenong Market Pty Ltd

Refer note 40 for a reconciliation between Council, Dandenong Market Pty Ltd and consolidated for the 2016–17 financial year.

(d) Committees of management

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

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

(e) Revenue recognition

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

Rates and charges

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

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2017

Note 1 Significant accounting policies (continued)

(e) Revenue recognition (continued)

Statutory fees and fines

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

User fees

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

Grants

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

Where grants are recognised as revenues during the financial year, were obtained on the condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant is disclosed in note 6. The note also discloses the amount of unused grants from prior years that were expended on Council's operations during the current year.

Contributions

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

Sale of property, infrastructure, plant and equipment

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

Interest

Interest is recognised as it is earned.

Other income

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

(f) Fair value measurement

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

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

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

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

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

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

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

In addition, Council determines whether transfers have occurred between levels in the hierarchy by 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.

(g) Cash and cash equivalents

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

(h) Trade and other receivables

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(i) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense. Details in relation to other financial assets are included in note 17.

Note 1 Significant accounting policies (continued)

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

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

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

Acquisition

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

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

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

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than land under roads, leasehold improvements, recreational, leisure and community facilities, parks, open space and streetscapes and plant and equipment are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arm's length transaction. Subsequent to the initial recognition of assets, non-current physical assets (other than the asset classes detailed directly above) are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset.

Further details regarding the fair value hierarchy are disclosed at note 21 'Property, infrastructure, plant and equipment'.

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

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

Land

Since the last formal revaluation of land at 1 January 2016, the property market of the various suburbs in the municipality have increased by an average of 22%. An indexed revaluation of land at fair value was performed at 30 June 2017 resulting in an increase of \$211.44 million.

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.

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

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

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

Road earthworks are depreciated on the basis that they are assessed as having a limited useful life.

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

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For the year ended 30 June 2017

Note 1 Significant accounting policies (continued)

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

The following changes were made to useful lives effective 1 July 2016:

Plant, machinery and equipment

- buses, quads and trailers: 5 years (2015–16) to 10 years (2016–17)
- heavy plant: 5 years (2015–16) to 7 years (2016–17)

The financial impact of this change in accounting policy for the 2016–17 financial year was a decrease in depreciation expense and an increase in the written down value of assets caused by a decrease in accumulated depreciation at 30 June 2017 of \$308,700.

Parks, open space and streetscapes

- surface drainage, unformed open drains: 20 years (2015–16) to 10 years (2016–17)
- surface drainage, formed open drains: 20 years (2015–16) to 50 years (2016–17)
- water quality devices – wetlands, rain gardens and bioretention swales: 10–20 years (2015–16) to 10 years (2016–17).

The financial impact of this change in accounting policy for the 2016–17 financial year was a decrease in depreciation expense and an increase in the written down value of assets (caused by a decrease in accumulated depreciation) at 30 June 2017 of \$5,000.

Note 1 Significant accounting policies (continued)

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

Depreciation periods used are listed below and are consistent with the prior year unless marked with an *. Further details of these useful life changes can be found on the previous page.

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

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Note 1 Significant accounting policies (continued)

(m) Repairs and maintenance

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

(n) Investment property

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

(o) Impairment of assets

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

(p) Trust funds and deposits

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

(q) Borrowings

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

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

Borrowing costs

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

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

(r) Employee costs and benefits

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

Wages, salaries and annual leave

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

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

Long service leave

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

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

Note 1 Significant accounting policies (continued)

(r) Employee costs and benefits (continued)

The components of this current liability are measured at:

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

Classification of employee costs

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

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

(s) Leases

Operating leases

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

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 5 to 21 year period.

(t) Goods and Services Tax (GST)

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

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

(u) Financial guarantees

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

(v) Contingent assets, contingent liabilities and commitments

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

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

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Note 1 Significant accounting policies (continued)

(w) Pending Accounting Standards

The following new Australian Accounting Standards have been issued or amended and are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Pronouncement	AASB 15 Revenue from Contracts with Customers
Background	The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measuring encompasses estimation by the entity of the amount expected to be entitled for performing under the contract.
Impact/action	The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.
Effective date	Periods beginning on or after 1 January 2019.

Pronouncement	AASB 16 Leases
Background	This standard sets out the principles for the recognition, measurement, presentation and disclosure of leases. The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capturing the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the right-of-use asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.
Impact/action	Council has a significant number of operating leases that will be impacted as a result of this change. The impact on the disclosure of assets and liabilities will be assessed based on eventual implication of the standard.
Effective date	Periods beginning on or after 1 January 2019.

Pronouncement	AASB 1058 Income for Not-for-Profit Entities
Background	This Standard establishes principles for not-for-profit entities that apply to: (a) transactions where the consideration to acquire an asset is significantly less than the fair value principally to enable a not-for-profit entity to further its objectives; and (b) the receipt of volunteer services. Objective of this standard is, upon initial recognition of the asset, the entity should consider whether any other financial statement elements (called 'related amounts') should be recognised, such as: contributions by owners, revenue, or a contract liability arising from a contract with a customer, a lease liability, a financial instrument or a provision. These related amounts are accounted for in accordance with the applicable Australian Accounting Standard.
Impact/action	Impacts on the level and nature of the disclosures will be assessed based on the eventual implications arising from the application of this standard.
Effective date	Periods beginning on or after 1 January 2019.

(x) Rounding

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

Note 2 Budget comparison

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

The budget figures detailed below are those adopted by Council on 27 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

a) Income and expenditure

	Consolidated Actual 2017 \$'000	Council Actual 2017 \$'000 <i>(note 40)</i>	Council Budget 2017 \$'000	Council Variance 2017 \$'000 <i>Fav (Unfav)</i>	Ref
Income					
Rates and charges	127,661	127,752	125,886	1,866	
Statutory fees and fines	7,892	7,892	6,389	1,503	(a)
User fees	9,230	9,230	10,127	(897)	
Grants – operating	37,381	37,381	30,351	7,030	(b)
Grants – capital	8,989	8,989	6,824	2,165	(c)
Contributions – monetary	3,518	3,518	1,600	1,918	(d)
Contributions – non-monetary	16,308	16,308	20,000	(3,692)	(e)
Net gain on disposal of property, infrastructure, plant and equipment	181	181	7,391	(7,210)	(f)
Other income	14,281	9,976	8,543	1,433	(g)
Total income	225,441	221,227	217,111	4,116	
Expenses					
Employee costs	(71,752)	(70,918)	(74,194)	3,276	(h)
Materials and services	(60,674)	(57,680)	(53,348)	(4,332)	(i)
Bad and doubtful debts	(911)	(905)	(788)	(117)	
Depreciation, amortisation and impairment	(27,964)	(27,951)	(32,087)	4,136	(j)
Borrowing costs	(3,699)	(3,699)	(3,699)	–	
Fair value adjustments for investment property	(125)	(125)	–	(125)	
Other expenses	(8,587)	(8,450)	(8,515)	65	
Total expenses	(173,712)	(169,728)	(172,631)	2,903	
Surplus for the year	51,729	51,499	44,480	7,019	

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Note 2 Budget comparison (continued)

a) Income and expenditure (continued)

Explanation of material variations

Ref	Item	Explanation
(a)	Statutory fees and fines	Statutory fees and fines are \$1.50 million higher than the Original Budget due mainly to: <ul style="list-style-type: none"> – higher than anticipated parking fine income and Infringement Court recoveries (\$829,000). – greater Planning application income due to the change in statutory fee rates by the State Government in 2016–17. – a reclassification of election fine income which was included in other income in the Original Budget.
(b)	Grants – operating	Operating grant income was \$7.03 million higher than the Original Budget due mainly to the distribution of \$5.42 million (50%) of the 2017–18 Financial Assistance Grants funding via the Victoria Grants Commission in June 2017. In addition, operating grant income was \$1.57 million higher than anticipated in the Original Budget in relation to Home and Community Care, Community Aged Care Packages, Maternal and Child Health and Library Services. Council was also successful in obtaining a grant of \$170,000 for the Community Revitalisation project (not included in the Original Budget).
(c)	Grants – capital	Capital grant income was \$2.17 million higher than the Original Budget due to \$1.99 million in Federal Government Black Spot grant funding and \$750,000 of State Government grant funding for the new Springvale Library which were not known at the time of adopting the 2016–17 Original Budget. This favourable variance is partly offset by a \$390,000 unfavourable variance in capital funding for Tatterson Park Pavilion project because these funds had been distributed early in the 2015–16 financial year.
(d)	Contributions – monetary	Due to a greater level of economic activity than anticipated, Council received higher than budgeted open space contributions from developers of \$1.86 million during 2016–17. These contributions are restricted in their use and are transferred to reserves at the end of the financial year which are set aside for open space projects. The timing of receipt and amount of open space contributions are difficult to predict.
(e)	Contributions – non-monetary	These contributions represent assets that are transferred to Council's ownership from developers upon completion of subdivisions. A lower number of subdivisions were completed and finalised during 2016–17 than expected in the Original Budget. The timing of these asset transfers is outside of Council's control and difficult to predict. This item is a non-cash accounting entry.
(f)	Other income	Other income is \$1.43 million higher than the 2016–17 Original Budget due to: <ul style="list-style-type: none"> – higher than anticipated interest income \$925,000. – unbudgeted sale of allocated places in the Community Aged Care Packages program \$426,000. – unbudgeted recoveries relating to the Level Crossing Removal Authority (LXRA) project \$204,000, WorkCover credit \$127,000 and General Revaluation \$18,000. These favourable variances are partly offset by an unfavourable variance of \$450,000 due to the reclassification of interest on rates from other income (2016–17 Original Budget) to rates income (2016–17 Actuals).
(g)	Net gain on disposal of property, infrastructure, plant and equipment	The disposal of property, infrastructure, plant and equipment was \$7.21 million lower than expected in the Original Budget mainly due to the written down value on the sale of View Road, Springvale (former depot). The 2016–17 revaluation adjustment to fair value of this property occurred after the Original Budget was adopted.

Note 2 Budget comparison (continued)

a) Income and expenditure (continued)

Explanation of material variations (continued)

Ref	Item	Explanation
(h)	Employee costs	Employee costs were favourable to the 2016–17 Original Budget due mainly to lower than anticipated salaries, overtime and associated oncosts as a result of vacant positions, a delay in recruitment and a number of grant funded programs that have been carried over to the 2017–18 financial year. This favourable variance was partly offset by higher temporary agency staff costs and an increase in WorkCover premium.
(i)	Materials and services	An unfavourable variance to the 2016–17 Original Budget of \$4.33 million was experienced in materials and services mainly due to prior year capital expenditure that was not able to be capitalised to the asset register because it was not capital in nature, it did not meet the capitalisation threshold or it related to non-Council owned assets (\$5.87 million).
(j)	Depreciation, amortisation and impairment	Depreciation expense was lower than the Original Budget due mainly to finalisation of the 2015–16 year end fixed asset balances which occurred after the adoption of the Original Budget. The depreciation expense budget was reduced to \$28.34 million during the 2016–17 Mid Year Budget process.

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b) Capital works

	Consolidated Actual 2017 \$'000	Council Actual 2017 \$'000	Council Budget 2017 \$'000	Council Variance 2017 \$'000 <i>Fav (Unfav)</i>	Ref
Property					
Land	530	530	–	(530)	
Total land	530	530	–	(530)	
Buildings	23,617	23,617	27,017	3,400	(k)
Total buildings	23,617	23,617	27,017	3,400	
Total property	24,147	24,147	27,017	2,870	
Plant and equipment					
Plant, machinery and equipment	2,533	2,533	2,650	117	
Fixtures, fittings and furniture	270	231	42	(189)	
Computers and telecommunications	115	115	163	48	
Library books	1,091	1,091	1,161	70	
Total plant and equipment	4,009	3,970	4,016	46	
Infrastructure					
Roads	7,310	7,310	6,820	(490)	
Bridges	370	370	300	(70)	
Footpaths and cycleways	1,985	1,985	1,805	(180)	
Drainage	1,676	1,676	1,438	(238)	
Recreational, leisure and community facilities	1,229	1,229	1,439	210	
Parks, open space and streetscapes	2,808	2,808	3,918	1,110	(l)
Off street car parks	1,223	1,223	1,050	(173)	
Total infrastructure	16,601	16,601	16,770	169	
Total capital works expenditure	44,757	44,718	47,803	3,085	
Represented by:					
New asset expenditure	15,395	15,356	14,184	(1,172)	(m)
Asset renewal expenditure	19,098	19,098	19,466	368	
Asset upgrade expenditure	10,237	10,237	14,153	3,916	(n)
Asset expansion expenditure	27	27	–	(27)	
Total capital works expenditure	44,757	44,718	47,803	3,085	

Note 2 Budget comparison (continued)

b) Capital works (continued)

Explanation of material variations

Ref	Item	Explanation
(k)	Buildings	Capital expenditure on buildings was lower than the 2016–17 Original Budget by \$3.40 million due to delays in a number of projects including Alex Nelson Reserve Pavilion, Robert Booth Reserve Pavilion, Springvale Community Precinct (multi-year project) and Yarraman Kindergarten (change in scope and delivery schedule). This favourable variance is partly offset by the Dandenong Civic Centre Level 4 and 5 fitout project carried over from 2015–16 (not included in the 2016–17 Original Budget).
(l)	Parks, open space and streetscapes	The \$1.11 million favourable variance is due to delays in a number of projects including Dandenong Park Master Plan implementation, Sarah Lands Open Space development, Activity Centres Streetscapes and Open Space Master Plan implementation caused by the Council Election caretaker period, developer negotiations or level crossing removal works in Noble Park. This favourable variance is partly offset by the Pultney Triangle Construction and Parking Management Equipment projects carried over from the 2015–16 financial year (not included in the 2016–17 Original Budget).
(m)	New asset expenditure	Capital new expenditure was \$1.17 million higher than the Original Budget due to: <ul style="list-style-type: none"> – five new projects approved in the 2016–17 Mid Year Budget totalling \$2.49 million which were not known at the time of the Original Budget (four Federal Government Black Spot projects and purchase of 144 Thomas Street, Dandenong). – two projects carried over from the previous financial year of \$1.49 million relating to the Dandenong Civic Centre fitout of levels 4 and 5 and Metro 3175 off street car park (not included in the Original Budget). The above unfavourable variances are partly offset by \$2.54 million lower than anticipated expenditure on the new Springvale Library component of the Springvale Community Precinct project. These funds will be carried over to 2017–18.
(n)	Asset upgrade expenditure	Upgrade expenditure was \$3.92 million favourable to the 2016-17 Original Budget due to delays in a number of projects including the Alex Nelson Reserve Pavilion, Robert Booth Reserve Pavilion, Dandenong Park Master Plan implementation, Yarraman Kindergarten, Drainage Upgrade/Expansion program and Activity Centres Streetscapes. The delays were caused by the Council Election caretaker period, changes in scope/delivery schedules or level crossing removal works in Noble Park. These projects will be carried forward to the 2017–18 financial year. <p>Additionally, expenditure relating to the Baden Powell Drive project included in the capital expenditure budget was transferred to operating expenditure because it did not relate to Council-owned assets.</p> <p>These favourable variances are partly offset by higher than anticipated upgrade expenditure for the Springvale Community Precinct project (more than offset by a favourable variance in ‘new’ expenditure, which resulted in an overall favourable variance at year end for this project).</p>

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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 2016-17 was \$38.08 billion (\$31.17 billion in 2015-16).

	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Residential	50,778	47,937
Commercial	11,927	11,626
Industrial	44,209	41,995
Farm	347	472
Cultural and recreational	432	411
Waste management charge - residential	15,818	14,734
Supplementary rates and rates adjustment	2,286	2,336
Maintenance levy	1,264	1,143
Interest on rates and charges*	600	562
Total rates and charges	127,661	121,216

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

*In order to comply with the Local Government Model Financial Report (LGMFR) prior year comparatives have been amended to re-classify interest on rates from note 9 – Other income.

Note 4 Statutory fees and fines

Infringements and costs	4,150	3,204
Court recoveries	1,191	825
Building and town planning fees	1,994	1,591
Land information certificates	115	107
Election fines	215	–
Permits	227	205
Total statutory fees and fines	7,892	5,932

Note 5 User fees

Aged and health services	1,176	1,027
Child care/children's programs	824	822
Parking	4,129	3,542
Registration and other permits	1,312	1,196
Asset protection fees	290	465
Sub-division fees	654	746
Other fees and charges	845	596
Total user fees	9,230	8,394

Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 6 Grants		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	33,856	13,752
State funded grants	12,514	16,590
Total grants	46,370	30,342
Operating grants		
<i>Recurrent – Commonwealth Government</i>		
Financial Assistance Grants (via Victoria Grants Commission)*	15,893	5,321
Family day care	3,352	3,337
General home care**	9,361	2,084
<i>Recurrent – State Government</i>		
Aged care**	2,548	8,888
Maternal and child health	2,178	1,875
Family and children services	1,440	1,260
Libraries	1,020	901
Community development	300	119
School crossing supervisors	228	222
Other	188	192
Right @ Home	183	223
Community wellbeing	114	110
Community education	57	57
Emergency management	20	73
Total recurrent operating grants	36,882	24,662
<i>Non-recurrent – Commonwealth Government</i>		
Community development	5	–
Other	–	13
<i>Non-recurrent – State Government</i>		
Community wellbeing	126	119
Environmental planning	116	–
Family and children	113	314
Libraries	91	90
Community development	20	5
Economic development	15	–
Sports and recreation	5	8
Other	5	77
Waste management	3	5
Total non-recurrent operating grants	499	631
Total operating grants	37,381	25,293

*The comparatives for 2015–16 Financial Assistance Grants received via the Victorian Grants Commission reflects only 50% of the funding for 2015–16 (other 50% was received in early June 2015). For 2016–17 the full funding for 2016–17 and 50% or \$5.42 million of Financial Assistance Grants funding for 2017–18 was distributed early to Council in June 2017.

**Due to recent aged care reforms, there has been a shift in the funding arrangements with the Australian Government now being responsible for funding basic community care for people aged 65 years and over. This has resulted in a higher amount of general home care funding from the Commonwealth Government (and a lower amount from the State Government) than compared to the prior year.

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Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 6 Grants (continued)		
Capital grants		
<i>Recurrent – Commonwealth Government</i>		
Roads to recovery	2,224	1,926
<i>Recurrent – State Government</i>		
Other	35	80
Cultural facilities	–	46
Total recurrent capital grants	2,259	2,052
<i>Non-recurrent – Commonwealth Government</i>		
Sports and recreation – Tatterson Park	2,871	–
Community safety	150	–
Community Energy Efficiency Program	–	423
Other	–	648
<i>Non-recurrent – State Government</i>		
Roads	2,729	764
Libraries – Springvale Community Hub	750	–
Sports and recreation	230	804
Education and early childhood development	–	192
Community safety	–	166
Total non-recurrent capital grants	6,730	2,997
Total capital grants	8,989	5,049
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of the year	2,671	8,311
Received during the financial year and remained unspent at balance date	8,500	2,223
Received in prior years and spent during the financial year	(2,224)	(7,863)
Balance at end of the year*	8,947	2,671
*The large increase in unspent grants at balance date relates to the early distribution of \$5.42 million (50%) of Financial Assistance Grants funding for 2017–18 via the Victoria Grants Commission which was received in June 2017.		
Note 7 Contributions		
Monetary	3,518	3,833
Non-monetary	16,308	38,261
Total contributions	19,826	42,094
<i>Contributions of non-monetary assets were received in relation to the following asset classes:</i>		
Land	8,022	24,330
Buildings	–	235
Infrastructure	8,286	13,696
Total contributions – non-monetary	16,308	38,261

Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 8 Net gain (loss) on disposal of property, infrastructure, plant and equipment		
<i>Net gain on sale of inventory property*</i>		
Proceeds of sale (Council share of 25.47%)	918	–
Less carrying amount of assets sold	(490)	–
	428	–
<i>Net gain on sale of property, infrastructure, plant and equipment</i>		
Proceeds of sale	12,993	1,016
Less carrying amount of assets sold	(12,410)	(361)
	583	655
<i>Net loss on write off / replacement of property, infrastructure, plant and equipment</i>		
Property	(527)	(219)
Infrastructure	(292)	(617)
Plant and equipment	(11)	(12)
	(830)	(848)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	181	(193)
*Council had an agreement with Development Victoria (formerly Places Victoria) for a residential development of the former Dandenong sale yards. Development Victoria was responsible for the development of the land under this agreement, and was entitled to 74.53% of the proceeds of this developed land with Council's share being 25.47%. The final lot of this development was sold in 2016–17.		
Note 9 Other income		
Interest on investments	2,487	2,280
Interest – other	197	–
Dandenong Market rental	5,610	5,381
Property rental	1,396	1,385
Other rent	860	1,048
Recoveries	2,455	2,087
Other	1,276	750
Total other income	14,281	12,931

In order to comply with the Local Government Model Financial Report (LGMFR) prior year comparatives have been amended to reclassify interest on rates to note 3 – Rates and charges. Also prior year comparatives have been reclassified between property rental, other rent and recoveries.

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Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 10 a) Employee costs		
Wages and salaries	56,282	56,375
WorkCover	1,379	1,664
Casual staff	1,275	1,409
Superannuation	5,341	5,356
Long service leave oncost	1,595	1,764
Fringe benefits tax	627	655
Other	5,253	5,627
Total employee costs	71,752	72,850
b) Superannuation		
Council made contributions to the following funds:		
Defined benefit plan		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	485	474
	485	474
Employer contributions payable at reporting date.	–	–
Accumulation funds		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	3,345	3,382
Employer contribution – other funds	1,511	1,465
	4,856	4,847
Employer contributions payable at reporting date (Dandenong Market Pty Ltd)	1	2
Refer note 33 for further information relating to Council's superannuation obligation.		
Note 11 Materials and services		
Contract payments	33,363	32,089
Building maintenance	1,170	1,119
General maintenance	4,340	4,687
Works in progress (unable to be capitalised)	5,871	3,468
Utilities	3,449	3,788
Office administration	6,132	6,139
Information technology	2,276	2,134
Insurance	790	887
Consultants and professional services	3,283	3,803
Total materials and services	60,674	58,114
Note 12 Bad and doubtful debts		
Parking fine debtors	612	516
Other debtors	299	174
Total bad and doubtful debts	911	690

	Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 13 Depreciation, amortisation and impairment			
Depreciation			
Property		4,985	5,090
Plant and equipment		4,155	4,286
Infrastructure		18,586	18,145
Total depreciation and amortisation		27,726	27,521
<i>Refer to note 21 for a more detailed breakdown of depreciation and amortisation charges.</i>			
Impairment			
Infrastructure		238	–
Total impairment of assets		238	–
Total depreciation, amortisation and impairment		27,964	27,521
Note 14 Borrowing costs			
Interest – borrowings		3,554	3,822
Interest – other		145	212
Total borrowing costs		3,699	4,034
Note 15 Other expenses			
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals		83	87
Auditors' remuneration – internal		167	115
Audit – other		1	1
Councillors' allowances		428	412
Council election		689	–
Operating lease / rentals		893	888
Other expenses		919	1,365
Community grants and contributions		5,407	6,579
Total other expenses		8,587	9,447

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	Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 16 Cash and cash equivalents			
Cash on hand		3,507	5,047
Cash at bank		11,704	7,430
Term deposits		110,833	76,187
Total cash and cash equivalents		126,044	88,664
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
– Trust funds and deposits	24	35,448	30,612
Total restricted funds		35,448	30,612
Total unrestricted cash and cash equivalents		90,596	58,052
Intended allocations*			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Employee provisions	25	17,081	17,138
Statutory and other reserves	28(b)	56,486	32,456
Cash held to fund carried forward operational projects		7,330	1,713
Cash held to fund carried forward capital works		10,848	7,728
Total funds subject to intended allocations		91,745	59,035
*Users of the financial report should refer to note 28(b) for details of funds held in reserve and note 31 for details of existing Council commitments.			
Note 17 Other financial assets			
Non-current			
Financial assets held for sale			
Unlisted shares – Regional Kitchen Pty Ltd – at cost		230	230
Total non-current other financial assets		230	230
Total other financial assets		230	230

	Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 18 Trade and other receivables			
Current			
<i>Statutory receivables</i>			
Rates debtors	1(e)	7,079	6,439
Infringement debtors		5,981	4,904
Provision for doubtful debts – infringements		(1,613)	(1,448)
Other statutory debtors		3,301	3,437
Provision for doubtful debts – other statutory debtors		(100)	(89)
Net GST receivable		1,587	1,442
<i>Non statutory receivables</i>			
Other debtors*		3,598	2,074
Provision for doubtful debts – other debtors		(55)	(119)
Total current trade and other receivables		19,778	16,640
Non-current			
<i>Non statutory receivables</i>			
Narre Warren landfill – financial contribution		261	258
Other debtors – refundable deposit		73	73
Total non-current trade and other receivables		334	331
Total trade and other receivables		20,112	16,971

*Comparative figures for 2015–16 have been adjusted to comply with the LGMFR classification of Statutory, non-statutory classification and other assets.

a) Ageing of receivables

At balance date other debtors representing financial assets with balances outstanding beyond Council's terms of trade were past due but not impaired. The ageing of the Council's trade and other receivables (current and non-current) excluding statutory receivables and provisions for doubtful debts were:

Current (not yet due)	2,591	861
Past due by up to 30 days	306	223
Past due between 31 and 180 days	261	267
Past due between 181 and 365 days	102	334
Past due by more than 1 year	672	720
Total trade and other receivables	3,932	2,405

Note: The above ageing of debtors only reflect the balance of other debtors.

b) Movement in provisions for doubtful debts

Balance at the beginning of the year	1,656	1,687
New provisions recognised during the year	911	690
Amounts already provided for and written off as uncollectible	(754)	(712)
Amounts provided for but recovered during the year	(45)	(9)
Balance at end of year	1,768	1,656

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	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note		
Note 19 Non-current assets classified as held for sale		
Non-current assets classified as held for sale – current	–	11,490
Non-current assets classified as held for sale – non-current	–	–
Total non-current assets classified as held for sale	–	11,490
<p>Non-current assets classified as held for sale in the prior year (2015–16) comprised \$11 million for the sale of land at View Road, Springvale (former Springvale Depot) and \$490,000 for sale of the final lot of Metro 3175 which both settled in 2016–17.</p>		
Note 20 Other assets		
Prepayments	922	851
Accrued income	1,707	1,497
Total other assets	2,629	2,348

Note 21 Property, infrastructure, plant and equipment

SUMMARY OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT
(net carrying amount)

	At fair value/cost 30 June 2016	Acquisitions	Contributions	Revaluation & impairment to ARR	Depreciation, amortisation & impairment to Inc. Stmt	Disposals	Transfers*	At fair value/cost 30 June 2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	979,925	830	8,023	211,439	-	(1,361)	-	1,198,856
Buildings	228,778	3,205	-	(47)	(4,985)	(288)	6,076	232,739
Plant and equipment	13,128	3,783	-	-	(4,155)	(246)	137	12,647
Infrastructure	669,541	7,342	8,285	3,725	(18,824)	(346)	10,071	679,794
Work in progress (WIP)	24,478	29,597	-	-	-	(5,871)	(16,394)	31,810
	1,915,850	44,757	16,308	215,117	(27,964)	(8,112)	(110)	2,155,846

*Net transfers of \$110,000 represent WIP transfers to Investment Property assets (refer Note 22).

SUMMARY OF WORK IN PROGRESS

	Opening WIP 30 June 2016	Additions	Transfers*	Write Offs	Closing WIP 30 June 2017
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	9,429	21,005	(6,109)	(1,912)	22,413
Plant and equipment	77	66	(75)	(2)	66
Infrastructure	14,972	8,526	(10,210)	(3,957)	9,331
Total	24,478	29,597	(16,394)	(5,871)	31,810

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

PROPERTY

	Land – specialised \$'000	Land – non-specialised \$'000	Total land \$'000	Buildings – specialised \$'000	Leasehold improvements \$'000	Total buildings \$'000	Work in progress \$'000	TOTAL PROPERTY \$'000
Opening balance at 1 July 2016								
At cost	40,372	–	40,372	–	1,441	1,441	9,429	51,242
At fair value*	779,683	159,870	939,553	363,502	–	363,502	–	1,303,055
Accumulated depreciation*	–	–	–	(135,272)	(893)	(136,165)	–	(136,165)
	820,055	159,870	979,925	228,230	548	228,778	9,429	1,218,132
Movements in fair value/cost								
Acquisition of assets at cost	–	–	–	–	–	–	21,005	21,005
Acquisition of assets at fair value	300	530	830	3,609	–	3,609	–	4,439
Contributed assets at cost	2,232	–	2,232	–	–	–	–	2,232
Contributed assets at fair value	5,791	–	5,791	665	–	665	–	6,456
Revaluation increments (decrements)	178,353	33,086	211,439	–	–	–	–	211,439
Fair value/cost of assets disposed/expensed	(281)	(1,080)	(1,361)	(953)	–	(953)	(1,912)	(4,226)
Transfers in (out)	–	–	–	5,959	117	6,076	(6,109)	(33)
	186,395	32,536	218,931	9,280	117	9,397	12,984	241,312
Movements in accumulated depreciation								
Depreciation and amortisation	–	–	–	(4,873)	(112)	(4,985)	–	(4,985)
Accumulated depreciation of contributed assets	–	–	–	(665)	–	(665)	–	(665)
Accumulated depreciation of acquisitions	–	–	–	(404)	–	(404)	–	(404)
Accumulated depreciation of disposals	–	–	–	665	–	665	–	665
Impairment loss recognised in revaluation reserve	–	–	–	(47)	–	(47)	–	(47)
	–	–	–	(5,324)	(112)	(5,436)	–	(5,436)
Closing balance at 30 June 2017								
At cost	42,614	–	42,614	–	1,558	1,558	22,413	66,585
At fair value	963,836	192,406	1,156,242	372,782	–	372,782	–	1,529,024
Accumulated depreciation	–	–	–	(140,596)	(1,005)	(141,601)	–	(141,601)
	1,006,450	192,406	1,198,856	232,186	553	232,739	22,413	1,454,008

*The opening at fair value and accumulated depreciation balances include equity adjustments relating to 2015–16 of \$18,000 (fair value) and \$nil (accumulated depreciation) and 2016–17 of \$11,250 (fair value) and \$nil (accumulated depreciation) – refer note 38 for further details.

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

PLANT AND EQUIPMENT

	Consolidated					
	Plant, machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and telecomm's \$'000	Library books \$'000	Work in progress \$'000	TOTAL PLANT AND EQUIPMENT \$'000
Opening balance at 1 July 2016						
At cost	14,551	8,020	6,822	6,009	77	35,479
Accumulated depreciation	(8,397)	(5,741)	(5,204)	(2,932)	-	(22,274)
	6,154	2,279	1,618	3,077	77	13,205
Movements in cost						
Acquisition of assets at cost	2,429	121	142	1,091	66	3,849
Cost of assets disposed	(1,576)	(11)	(237)	(917)	(2)	(2,743)
Transfers in (out)	67	55	16	-	(75)	63
	920	165	(79)	174	(11)	1,169
Movements in accumulated depreciation						
Depreciation and amortisation	(1,876)	(670)	(592)	(1,017)	-	(4,155)
Accumulated depreciation of disposals	1,331	10	237	917	-	2,495
Transfers (in) out	-	(1)	-	-	-	(1)
	(545)	(661)	(355)	(100)	-	(1,661)
Closing balance at 30 June 2017						
At cost	15,471	8,185	6,743	6,183	66	36,648
Accumulated depreciation	(8,942)	(6,402)	(5,559)	(3,032)	-	(23,935)
	6,529	1,783	1,184	3,151	66	12,713

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

	INFRASTRUCTURE							Consolidated		
	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community facilities	Parks, open space and streetscapes	Off street car parks	Work in progress	TOTAL INFRA-STRUCTURE	GRAND TOTAL PROPERTY, PLANT & EQUIP. INFRAST.
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 July 2016										
At cost	-	-	-	-	33,207	44,439	-	14,972	92,618	179,339
At fair value*	455,619	54,721	74,512	391,524	-	-	14,998	-	991,374	2,294,429
Accumulated depreciation*	(185,201)	(14,856)	(17,666)	(133,563)	(15,156)	(28,167)	(4,870)	-	(399,479)	(557,918)
	270,418	39,865	56,846	257,961	18,051	16,272	10,128	14,972	684,513	1,915,850
Movements in fair value/cost										
Acquisition of assets at cost	-	-	-	-	375	357	-	8,526	9,258	34,112
Acquisition of assets at fair value	4,803	60	1,321	8	-	-	418	-	6,610	11,049
Contributed assets at cost	-	-	-	-	-	60	-	-	60	2,292
Contributed assets at fair value	2,684	2,429	409	2,703	-	-	-	-	8,225	14,681
Revaluation increments (decrements)	-	4,741	-	-	-	-	-	-	4,741	216,180
Fair value/cost of assets disposed/expensed	(85)	(50)	(72)	(158)	(129)	(574)	(32)	(3,957)	(5,057)	(12,026)
Transfers in (out)	1,199	1,692	697	605	1,777	4,076	24	(10,210)	(140)	(110)
	8,601	8,872	2,355	3,158	2,023	3,919	410	(5,641)	23,697	266,178
Movements in accumulated depreciation										
Depreciation and amortisation	(8,524)	(692)	(1,779)	(3,880)	(1,446)	(1,992)	(273)	-	(18,586)	(27,726)
Accumulated depreciation of contributed assets	-	-	-	-	-	-	-	-	-	(665)
Accumulated depreciation of acquisitions	-	-	-	-	-	-	-	-	-	(404)
Accumulated depreciation of disposals	49	46	14	59	95	481	10	-	754	3,914
Revaluation (increments) decrements	-	(1,016)	-	-	-	-	-	-	(1,016)	(1,016)
Impairment loss recognised in revaluation reserve	-	-	-	-	-	-	-	-	-	(47)
Impairment loss recognised in operating result	-	-	-	-	(238)	-	-	-	(238)	(238)
Transfers (in) out	1,541	-	-	-	6	(1,546)	-	-	1	-
	(6,934)	(1,662)	(1,765)	(3,821)	(1,583)	(3,057)	(263)	-	(19,085)	(26,182)
Closing balance at 30 June 2017										
At cost	-	-	-	-	35,230	48,358	-	9,331	92,919	196,152
At fair value	464,220	63,593	76,867	394,682	-	-	15,408	-	1,014,770	2,543,794
Accumulated depreciation	(192,135)	(16,518)	(19,431)	(137,384)	(16,739)	(31,224)	(5,133)	-	(418,564)	(584,100)
	272,085	47,075	57,436	257,298	18,491	17,134	10,275	9,331	689,125	2,155,846

*The opening at fair value and accumulated depreciation balances include equity adjustments relating to 2015-16 of \$8.35 million (fair value) and \$541,000 (accumulated depreciation) and 2016-17 of \$3.92 million (fair value) and \$1,000 (accumulated depreciation) - refer note 38 for further details.

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

Valuation of land and buildings

An indexed based revaluation of land was conducted at 30 June 2017 based on movements in the property market since the last formal revaluation of land and buildings on 1 January 2016. This index revaluation of land was based on increase of 22% for residential land, 15% for commercial and industrial land and 20% for rural land. The index revaluation resulted in a \$211.44 million increase in the land value which was recognised in the asset revaluation reserve. A full formal revaluation of land and building assets will be conducted in 2017–18. The buildings asset class has not moved materially in the 2016–17 year, therefore, it was not subject to an indexed revaluation at 30 June 2017.

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

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

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

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

Details of the written down value of Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3	Date of last valuation
Land*	–	192,406	963,836	Jun–17
Buildings	–	–	232,186	Jan–16
Total written down value	–	192,406	1,196,022	

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

Valuation of infrastructure

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

The valuation of bridges at 31 March 2017 was undertaken by qualified independent valuers, Sterling Group and WT Partnership. The methodology used depreciated replacement costs to quantify fair value and remaining useful life was revised based on condition. The value of bridges increased by \$3.72 million (9%) as a result of the revaluation.

Details of the written down value of Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Non-specialised Level 2	Specialised Level 3	Date of last valuation
Roads	–	–	272,085	Jun–15
Bridges	–	–	47,075	Mar–17
Footpaths and cycleways	–	–	57,436	Jun–15
Drainage	–	–	257,298	Jun–15
Off street car parks	–	–	10,275	Jun–15
Total written down value	–	–	644,169	

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

Description of significant unobservable inputs into level 3 valuations

Specialised land is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restrictions of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$12 and \$3,100 per square metre.

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

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

Reconciliation of specialised land at fair value*

	2017 \$'000	2016 \$'000
Parks and reserves	656,954	533,360
Floodway	10,624	8,430
Public use	21,906	17,810
Industrial	32,132	27,457
Other	242,220	192,626
Total specialised land	963,836	779,683

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

	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 22 Investment property		
Balance at beginning of financial year	10,320	9,874
Additions	110	88
Fair value adjustments	(125)	358
Balance at end of financial year	10,305	10,320
<i>Valuation of investment property</i>		
Valuation of investment property has been determined in accordance with an independent valuation by Proval (Vic) Pty Ltd who have recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.		
Note 23 Trade and other payables		
Trade payables	13,915	12,231
Accrued expenses	4,361	4,073
Total trade and other payables	18,276	16,304
Note 24 Trust funds and deposits		
Current		
Fire services levy*	1,117	961
Road deposits*	303	544
Landscape deposits*	849	1,792
Open space contributions	3,266	3,401
Development contribution plans (DCP)*	27,360	22,191
Other refundable deposits*	1,373	706
Total current trust funds and deposits	34,268	29,595
Non-current		
Other refundable deposits*	1,180	1,017
Total non-current trust funds and deposits	1,180	1,017
Total trust funds and deposits	35,448	30,612

**Purpose and nature of items*

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

Roads and landscape deposits – are taken by Council as a form of surety during the maintenance period of a development or held due to outstanding works identified after the maintenance period which have not been addressed by the contracted builder or developer.

Development contribution plans (DCP) – amounts received from developers relating to the 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.

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

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Note 25 Provisions

	Annual leave \$'000	Long service leave \$'000	Other \$'000	Total \$'000
2017				
Balance at beginning of the financial year	5,966	10,725	447	17,138
Additional provisions	5,370	1,608	134	7,112
Amounts used	(5,475)	(1,402)	(155)	(7,032)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	–	(137)	–	(137)
Balance at the end of the financial year	5,861	10,794	426	17,081
2016				
Balance at beginning of the financial year	5,868	10,062	465	16,395
Additional provisions	5,270	1,769	134	7,173
Amounts used	(5,172)	(1,286)	(152)	(6,610)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	–	180	–	180
Balance at the end of the financial year	5,966	10,725	447	17,138

	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Employee provisions		
<i>Current provisions expected to be wholly settled within 12 months</i>		
Annual leave	5,749	5,788
Long service leave	853	854
Other	426	448
	7,028	7,090
<i>Current provisions expected to be wholly settled after 12 months</i>		
Annual leave	112	177
Long service leave	9,292	9,196
	9,404	9,373
Total current provisions	16,432	16,463
Non-current		
Long service leave	649	675
Total non-current provisions	649	675
<i>Aggregate carrying amount of employee provisions:</i>		
Current	16,432	16,463
Non-current	649	675
Total aggregate carrying amount of employee provisions	17,081	17,138

	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Note 26 Interest-bearing loans and borrowings		
Current		
Borrowings – secured	3,086	3,120
	3,086	3,120
Non-current		
Borrowings – secured	51,826	54,912
	51,826	54,912
Total interest-bearing loans and borrowings	54,912	58,032
Borrowings are secured over the general rates of Council as per section 141 of the Local Government Act 1989.		
a) The maturity profile for Council's borrowings is:		
Not later than one year	3,086	3,120
Later than one year and not later than five years	15,335	15,469
Later than five years	36,491	39,443
	54,912	58,032
Note 27 Other interest-bearing liabilities		
Current		
Land purchase – interest-bearing	1,255	1,184
	1,255	1,184
Non-current		
Land purchase – interest-bearing	–	1,255
	–	1,255
Total other interest-bearing liabilities	1,255	2,439

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

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Note 28 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous valuations for assets disposed \$'000	Impairment loss (credited against previous increments)/ reversed \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves					
2017					
Property					
Land	682,456	211,439	(10,850)	–	883,045
Buildings	27,363	–	(121)	(47)	27,195
	709,819	211,439	(10,971)	(47)	910,240
Infrastructure					
Roads	188,977	–	–	–	188,977
Bridges	16,599	3,725	–	–	20,324
Footpaths and cycleways	15,101	–	–	–	15,101
Drainage	170,324	–	–	–	170,324
Off street car parks	3,071	–	–	–	3,071
	394,072	3,725	–	–	397,797
Total asset revaluation reserves	1,103,891	215,164	(10,971)	(47)	1,308,037
2016					
Property					
Land	507,839	174,617	–	–	682,456
Buildings	9,515	17,813	35	–	27,363
	517,354	192,430	35	–	709,819
Infrastructure					
Roads	188,977	–	–	–	188,977
Bridges	16,568	–	–	31	16,599
Footpaths and cycleways	15,101	–	–	–	15,101
Drainage	170,324	–	–	–	170,324
Off street car parks	3,071	–	–	–	3,071
	394,041	–	–	31	394,072
Total asset revaluation reserves	911,395	192,430	35	31	1,103,891

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

Note 28 Reserves (continued)

	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2017				
Insurance reserve	423	–	202	625
Re-vegetation reserves	563	(192)	–	371
Open space – planning, development and improvements	9,754	(6,164)	3,052	6,642
Open space – acquisitions	–	–	6,000	6,000
Keysborough South maintenance levy	1,025	(1,111)	1,264	1,178
Major projects reserve	6,679	(2,185)	17,458	21,952
General reserve	–	–	1,780	1,780
Council funded development contributions reserve	8,964	(181)	2,946	11,729
Spring Valley landfill rehabilitation	761	(36)	286	1,011
Springvale Activity Precinct – parking and development	190	(603)	711	298
Local Government Funding Vehicle	4,097	–	803	4,900
Total other reserves	32,456	(10,472)	34,052	56,486
2016				
Insurance reserve	423	–	–	423
Re-vegetation reserves	576	(13)	–	563
Public open space reserve	7,296	(1,305)	3,763	9,754
Keysborough South maintenance levy	945	(1,063)	1,143	1,025
Major projects reserve	5,512	(1,281)	2,448	6,679
General reserve	–	–	–	–
Council funded development contribution reserve	11,306	(4,142)	1,800	8,964
Spring Valley landfill rehabilitation	761	–	–	761
Springvale Activity Precinct – parking and development	190	–	–	190
Local Government Funding Vehicle	223	–	3,874	4,097
Total other reserves	27,232	(7,804)	13,028	32,456

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. This reserve was split into two open space reserves in 2016–17: Open space – planning, development and improvements, and Open space – acquisitions.

Open space – planning, development and improvement

Funds set aside in this reserve will be utilised exclusively for allocation towards enhancing the City's open space via planning, development and improvements.

Open space – acquisitions

Funds set aside in this reserve will be utilised exclusively for open space land acquisitions.

Keysborough South maintenance levy

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

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Note 28 Reserves (continued)

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.

General reserve

This reserve relates to financial impacts of future aged care sector reforms.

Council funded development contributions reserve

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

Spring Valley landfill rehabilitation reserve

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

Springvale Activity Precinct parking and development reserve

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

Local Government Funding Vehicle

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

	Note	Consolidated 2017 \$'000	Consolidated 2016 \$'000
(c) Total reserves			
Asset revaluation reserve	28(a)	1,308,037	1,103,891
Other reserves	28(b)	56,486	32,456
Total reserves		1,364,523	1,136,347

Note 29 Reconciliation of cash flows from operating activities to surplus

Surplus for the year		51,729	48,418
Depreciation, amortisation and impairment		27,964	27,521
(Gain)/loss on disposal of property, infrastructure, plant and equipment		(181)	193
Fair value adjustments		125	(358)
Contributions of non-monetary assets		(16,308)	(38,261)
Works in progress unable to be capitalised (expensed)		5,871	3,468
Borrowing costs		3,699	4,034
Change in assets and liabilities			
Increase in trade and other receivables		(3,578)	(375)
Increase in trust funds and deposits		4,971	7,608
Increase in prepayments		(75)	(383)
Increase (decrease) in trade and other payables		32	(1,790)
Increase in employee provisions		183	1,255
Net cash provided by operating activities		74,432	51,330

Note 30 Financing arrangements

Interest-bearing loans and borrowings – secured	26	54,912	58,032
Interest-bearing liabilities – other (land purchase)	27	1,255	2,439
Credit card facilities		200	200
Bank overdraft		2,500	2,500
Total facilities		58,867	63,171
Used facilities		56,172	60,474
Unused facilities		2,695	2,697

Note 31 Commitments

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
The Council has entered into the following commitments:					
2017					
Works and services contracts*					
Building maintenance services	3,675	195	–	–	3,870
Cleaning services	2,015	629	499	–	3,143
Consultancies	70	–	–	–	70
Garbage collection	5,438	6,161	17,131	–	28,730
Leisure centres management services	1,320	1,314	–	–	2,634
Meals for delivery	604	604	554	–	1,762
Open space management	1,124	110	–	–	1,234
Other contracts	4,872	511	1,200	1,400	7,983
Parking management	331	149	366	–	846
Recycling	2,119	2,401	6,674	–	11,194
Works (roads and drains) services	384	384	96	–	864
Dandenong Market Pty Ltd commitments	1,425	1,269	2,936	–	5,630
Total	23,377	13,727	29,456	1,400	67,960
Capital					
Buildings	9,759	54	39	45	9,897
Roads	736	–	–	–	736
Drainage	366	–	–	–	366
Parks, open space and streetscapes	1,099	–	–	–	1,099
Total	11,960	54	39	45	12,098

*All contract commitments are disclosed excluding schedule of rate contracts which vary from year to year depending on the volume of services required.

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Note 31 Commitments (continued)

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2016**					
Works and services contracts*					
Building maintenance services	3,880	3,322	–	–	7,202
Cleaning services	1,110	573	–	–	1,683
Consultancies	261	–	–	–	261
Garbage collection	4,743	4,909	15,783	1,408	26,843
Leisure centres management services	1,036	–	–	–	1,036
Meals for delivery	605	605	1,160	–	2,370
Open space management	2,850	1,873	105	–	4,828
Other contracts	1,750	400	1,200	1,800	5,150
Parking management	555	71	–	–	626
Recycling	1,845	1,909	6,138	548	10,440
Works (roads and drains) services	350	350	322	–	1,022
Dandenong Market Pty Ltd commitments	1,524	1,277	3,898	338	7,037
Total	20,509	15,289	28,606	4,094	68,498
Capital					
Buildings	10,784	984	36	–	11,804
Roads	840	–	–	–	840
Drainage	436	–	–	–	436
Total	12,060	984	36	–	13,080

*All contract commitments are disclosed excluding schedule of rate contracts which vary from year to year depending on the volume of services required.

**Comparative figures for 2015–16 has been adjusted to reflect the exclusion of schedule of rate contracts.

Note 32 Operating leases

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment, fleet and properties for use within Council's activities. These obligations are not recognised as liabilities.

(a) Operating lease commitments**

	Consolidated 2017 \$'000	Consolidated 2016 \$'000
Not later than one year	1,101	785
Later than one year and not later than five years	2,484	2,154
Later than five years	14	14
	3,599	2,953

(b) Operating lease receivables**

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

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

Not later than one year	1,583	1,562
Later than one year and not later than five years	3,541	3,997
Later than five years	484	704
	5,608	6,263

**Comparative figures have been amended to reflect all operating lease commitments and receivables, that were previously not included as part of this note.

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Note 33 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision My Super/ Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% required under Superannuation Guarantee legislation (for 2015–16, this was 9.5%)).

Defined Benefit

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

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

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

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

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

Vision Super has advised that the estimated VBI at quarter ended 30 June 2017 was 103.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund's Actuary, the Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015–16). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

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

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

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

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

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

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

Note 33 Superannuation (continued)

2016 interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which the Council is a contributing employer:

- A VBI surplus of \$40.3 million; and
- A total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016.

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

The Council was notified of the 30 June 2016 VBI during August 2016.

2017 Full triennial investigation

A full actuarial investigation being conducted for the funds position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling Nil during 2016–17 year (Nil for 2015–16 year). There were contributions outstanding and Nil loans issued from or to the above schemes as at 30 June 2017.

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2018 is estimated to be \$497,635.

Note 34 Contingent liabilities and contingent assets

Contingent liabilities

Defined benefit superannuation scheme

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

Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

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 \$130,000 (\$205,000 as at 30 June 2016).

The Council is a guarantor on a bank loan taken out by the Noble Park Football Social Club Ltd. The original loan (and maximum extent of possible Council exposure) was \$650,000. At balance date the amount outstanding balance is \$36,774 (\$115,830 as at 30 June 2016).

The Council is also a guarantor on a bank loan taken out by the Keysborough Bowls Club Inc. The original loan (and maximum extent of possible Council exposure) was \$150,000. At balance date the amount outstanding balance is \$134,574 (\$144,772 as at 30 June 2016).

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 \$1.5 million (\$630,000 as at 30 June 2016).

Development Contribution Plans (DCP)

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

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

New development in each of the areas is required to meet its share of the total cost of delivering the required infrastructure works – as measured by its projected share of usage – through development contributions collected under the DCP's. The balance of works not covered by development contributions has been agreed to be funded by Council. The total value of these works is estimated to be around \$13.4 million.

Contingent assets

Development Contribution Plans (DCP)

Under the two DCPs noted previously, developers construct infrastructure assets which are vested with Council when Council issues a Statement of Compliance. These assets are brought to account as revenue (Contributions – Non Monetary Assets) and capitalised. At reporting date, developers had commenced construction of assets that will eventually be transferred to the Council subject to Council issuing a Statement of Compliance. Council cannot reliably measure the value of the assets involved prior to completion and the timing of recognition.

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Note 35 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

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

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

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

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

(c) Credit risk

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

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

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

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

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

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

(d) Liquidity risk

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

To help reduce these risks Council:

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

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

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

Note 35 Financial instruments (continued)

(d) Liquidity risk (continued)

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

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

(e) Fair value

Fair value hierarchy

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

(f) Sensitivity disclosure analysis

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

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 1.50%.

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

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Note 36 Related party disclosures

(i) Related Parties

Parent entity

City of Greater Dandenong

Subsidiaries

Dandenong Market Pty Ltd

(ii) Key Management Personnel

Details of persons holding the position of Councillors or other members of key management personnel at any time during the year are:

	2017 No.
Councillors	
Councillor Roz Blades AM (1 July 2016 – Current)	
Councillor Youhorn Chea (1 July 2016 – Current)	
Councillor Matthew Kirwan (1 July 2016 – Current)	
Councillor Angela Long (1 July 2016 – Current)	
Councillor Jim Memeti (Mayor 11 November 2016 – Current)	
Councillor Sean O'Reilly (1 July 2016 – Current)	
Councillor Maria Sampey (1 July 2016 – Current)	
Councillor Heang Tak (Mayor 5 November 2015 – 10 November 2016)	
Councillor Loi Truong (1 July 2016 – Current)	
Councillor Tim Dark (10 November 2016 – Current)	
Councillor Zaynoun Melhem (10 November 2016 – Current)	
Councillor John Kelly (1 July 2016 – 22 October 2016)	
Councillor Peter Brown (1 July 2016 – 22 October 2016)	
Total number of Councillors	13
Other Key Management Personnel	
Mick Jaensch – Director Corporate Services	
Jody Bosman – Director City Planning, Design and Amenity	
Mark Doubleday – Director Community Services (1 July 2016 – 31 March 2017)	
Martin Fidler – Director Community Services (23 March 2017 – Current)	
Julie Reid – Director Engineering Services	
Paul Kearsley – Group Manager Greater Dandenong Business	
	6
Chief Executive Officer	
John Bennie PSM	1
Total key management personnel	20
Dandenong Market Board Members	
Ms Julie Busch	
Mr Christopher Smith (1 July 2016 – 30 November 2016)	
Mr Franz Madlener	
Mr Tom Mollenkopf	
Mr Tim Cockayne	
Ms Donna McMaster (23 May 2017 – Current)	
General Manager	
	7

Note 36 Related party disclosures (continued)

(iii) Remuneration of Key Management Personnel

	Consolidated \$'000
Total remuneration of key management personnel was as follows:	
Short-term benefits	2,573
Long-term benefits	51
Post employment benefit	165
Termination benefits	–
	2,789

	2017 No.
The number of key management personnel, whose total remuneration from Council and any related entities fall within the following bands:	
\$10,000 – \$19,999	4
\$20,000 – \$29,999	5
\$30,000 – \$39,999	8
\$50,000 – \$59,999	1
\$70,000 – \$79,999	1
\$190,000 – \$199,999	1
\$230,000 – \$239,999	1
\$250,000 – \$259,999	1
\$260,000 – \$269,999	1
\$270,000 – \$279,999	2
\$280,000 – \$289,999	1
\$480,000 – \$489,999 ¹	1
Total	27

“Total remuneration” comprises base salary, superannuation, annual leave entitlements, long service leave entitlements, allowances and fringe benefits tax paid by Council.

¹In 2016–17 an accrued annual leave entitlement was paid to a Key Management Personnel.

(iv) Transactions with related parties

During 2016–17 Council entered into the following transactions with related party Dandenong Market Pty Ltd (DMPL).

	Excl GST \$'000
Received from DMPL	
Rent received	1,312
Other reimbursements	1
Refund of gift vouchers for 2015–16 not redeemed by the Council	12
Total received	1,325
Paid to DMPL	
Contributions for festival/events	80
Payment for Gift vouchers	49
Payment for Insurance claims	7
Total paid	136

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 related parties have minority shareholdings in public companies, which have dealings with the Council from time to time.

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For the year ended 30 June 2017

Note 36 Related party disclosures (continued)

	Excl. GST \$'000
(v) Outstanding balances with related parties	
The following transaction was outstanding at 30 June 2017	
Refund of gift vouchers for 2016–17 not redeemed by the Council	9
	9
(vi) Loans to/from related parties	
No loans were made, guaranteed or secured by the Council to related parties during 2016–17 (2015–16 \$nil).	
(viii) Commitments to/from related parties	
Under the Management Services Agreement with Dandenong Market Pty Ltd (DMPL) an extension has been exercised up to 30 June 2018.	
A commitment for rent of the Market premises is as follows	1,378
	1,378

For the first year of implementation (2016–17) remuneration has been determined in line with AASB 119 Employee Benefits. As per AASB's decision, no prior year comparatives are required to be presented in the period of initial application of the amendments. Refer to prior year's financial statement for 2015–16 comparatives.

Note 37 Senior Officers remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$142,000.

The number of Senior Officers are shown below in their relevant income bands:

Income range:	2017 No.	2016 No.
< \$141,999	–	1
\$142,000 – \$149,999	10	4
\$150,000 – \$159,999	8	7
\$160,000 – \$169,999	4	5
\$170,000 – \$179,999	2	6
\$180,000 – \$189,999	4	5
\$190,000 – \$199,999	4	1
\$200,000 – \$209,999 ¹	2	1
\$210,000 – \$219,999 ¹	2	–
	36	30
	\$'000	\$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to:	6,076	5,033

¹Total remuneration' comprises base salary, superannuation, annual leave entitlements, long service leave entitlements, allowances and fringe benefits tax paid by Council.

¹In 2016–17, two Senior Officers were paid accrued long service leave and annual leave entitlements and ex-gratia payments upon departure.

Prior year comparatives has been amended to reflect the amendment to AASB 124.

Note 38 Events occurring after balance date

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

Note 39 Adjustments directly to equity

In the 2016–17 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 (\$3.94 million in 2016–17 and \$7.10 million in 2015–16) related to gifted infrastructure assets by developers of new subdivisions. These adjustments to equity are detailed below by net written down value and occurred in the 2016–17 financial year, but were adjusted against opening equity and assets of the following years:

	2017 \$'000	2016 \$'000
Property		
Land	–	18
Land under roads	11	–
Infrastructure		
Roads	443	624
Drainage	3,432	7,178
Footpaths and cycleways	49	7
	3,935	7,827

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For the year ended 30 June 2017

Note 40 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts

Dandenong Market Pty Ltd is a wholly owned subsidiary of Greater Dandenong City Council. Dandenong Market Pty Ltd manages the Dandenong Market on the terms set out in a management service agreement dated 30 November 2012 between Dandenong Market Pty Ltd and Greater Dandenong City Council. The management service agreement runs concurrently with the Lease Agreement (50 years) and provides for annual agreement extensions at Council's discretion. An extension has been exercised by Council up to 30 June 2018. The following Comprehensive Income Statement, Balance Sheet and Statement of Cash Flows has been provided to show the individual financial positions of the Council and The Dandenong Market Pty Ltd and consolidated accounts for the 2016–17 financial year. These financial statements should be read in conjunction with the accompanying notes in the financial report.

Comprehensive Income Statement

For the year ended 30 June 2017

	Council 2017 \$'000	DMPL 2017 \$'000	Consolidation Adjustment 2017 \$'000	Consolidated Accounts 2017 \$'000
Income				
Rates and charges	127,752	–	(91)	127,661
Statutory fees and fines	7,892	–	–	7,892
User fees	9,230	–	–	9,230
Grants – operating	37,381	–	–	37,381
Grants – capital	8,989	–	–	8,989
Contributions – monetary	3,518	–	–	3,518
Contributions – non-monetary	16,308	–	–	16,308
Net gain on disposal of property, infrastructure, plant and equipment	181	–	–	181
Other income	9,976	5,745	(1,440)	14,281
Total income	221,227	5,745	(1,531)	225,441
Expenses				
Employee costs	(70,918)	(873)	39	(71,752)
Materials and services	(57,680)	(3,173)	179	(60,674)
Bad and doubtful debts	(905)	(6)	–	(911)
Depreciation, amortisation and impairment	(27,951)	(13)	–	(27,964)
Borrowing costs	(3,699)	–	–	(3,699)
Fair value adjustments for investment property	(125)	–	–	(125)
Other expenses	(8,450)	(1,450)	1,313	(8,587)
Total expenses	(169,728)	(5,515)	1,531	(173,712)
Net surplus for the year	51,499	230	–	51,729
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment	215,164	–	–	215,164
Total comprehensive result	266,663	230	–	266,893

Note 40 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (continued)

Balance Sheet

As at 30 June 2017

	Council 2017 \$'000	DMPL 2017 \$'000	Consolidation Adjustment 2017 \$'000	Consolidated Accounts 2017 \$'000
Assets				
Current assets				
Cash and cash equivalents	125,304	740	–	126,044
Trade and other receivables	19,703	75	–	19,778
Other assets	2,601	37	(9)	2,629
Total current assets	147,608	852	(9)	148,451
Non-current assets				
Trade and other receivables	334	–	–	334
Other financial assets	230	–	–	230
Property, infrastructure, plant and equipment	2,155,810	36	–	2,155,846
Investment property	10,305	–	–	10,305
Total non-current assets	2,166,679	36	–	2,166,715
Total assets	2,314,287	888	(9)	2,315,166
Liabilities				
Current liabilities				
Trade and other payables	17,954	331	(9)	18,276
Trust funds and deposits	34,268	–	–	34,268
Provisions	16,399	33	–	16,432
Interest-bearing loans and borrowings	3,086	–	–	3,086
Other interest-bearing liabilities	1,255	–	–	1,255
Total current liabilities	72,962	364	(9)	73,317
Non-current liabilities				
Trust funds and deposits	1,103	77	–	1,180
Provisions	625	24	–	649
Interest-bearing loans and borrowings	51,826	–	–	51,826
Other interest-bearing liabilities	–	–	–	–
Total non-current liabilities	53,554	101	–	53,655
Total liabilities	126,516	465	(9)	126,972
Net assets	2,187,771	423	–	2,188,194
Equity				
Accumulated surplus	823,248	423	–	823,671
Reserves	1,364,523	–	–	1,364,523
Total equity	2,187,771	423	–	2,188,194

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For the year ended 30 June 2017

Note 40 Reconciliation of Council, The Dandenong Market Pty Ltd (DMPL) and consolidated accounts (continued)

Statement of Cash Flows

For the year ended 30 June 2017

	Council 2017 \$'000	DMPL 2017 \$'000	Consolidation Adjustment 2017 \$'000	Consolidated Accounts 2017 \$'000
Cash flows from operating activities				
Rates and charges	127,099	–	(91)	127,008
Statutory fees and fines	4,849	–	–	4,849
User fees	11,208	–	–	11,208
Grants – operating	37,981	–	–	37,981
Grants – capital	7,320	–	–	7,320
Contributions – monetary	3,518	–	–	3,518
Interest received	2,633	8	–	2,641
Trust funds and deposits taken	38,537	56	5	38,598
Other receipts	8,213	6,315	(1,672)	12,856
Net GST refund	7,345	(135)	–	7,210
Employee costs	(70,747)	(852)	30	(71,569)
Materials and services	(60,788)	(5,203)	1,729	(64,262)
Trust funds and deposits repaid	(33,623)	–	(4)	(33,627)
Other payments	(9,302)	–	3	(9,299)
Net cash provided by operating activities	74,243	189	–	74,432
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(42,991)	(38)	–	(43,029)
Proceeds from sale of inventory property	918	–	–	918
Proceeds from sale of property, infrastructure, plant and equipment	13,089	–	–	13,089
Net cash used in investing activities	(28,984)	(38)	–	(29,022)
Cash flows from financing activities				
Finance costs	(3,726)	–	–	(3,726)
Repayment of other interest bearing liabilities	(1,184)	–	–	(1,184)
Repayment of borrowings	(3,120)	–	–	(3,120)
Net cash used in financing activities	(8,030)	–	–	(8,030)
Net increase in cash and cash equivalents	37,229	151	–	37,380
Cash and cash equivalents at the beginning of the financial year	88,075	589	–	88,664
Cash and cash equivalents at the end of the financial year	125,304	740	–	126,044

Certification of the Financial Statements

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

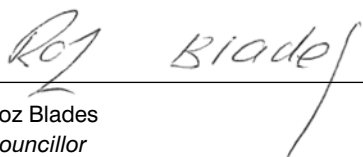


Michelle Hansen CPA
Principal Accounting Officer
Date: 11 September 2017

In our opinion the accompanying Financial Statements present fairly the financial transactions of the City of Greater Dandenong for the year ended 30 June 2017 and the financial position of the Council as at that date.

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

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulation 2014 on 11 September 2017 to certify the Financial Statements in their final form.



Roz Blades
Councillor
Date: 11 September 2017



Matthew Kirwan
Councillor
Date: 11 September 2017



John Bennie PSM
Chief Executive Officer
Date: 11 September 2017

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2017



Independent Auditor's Report

To the Councillors of Greater Dandenong City Council

Opinion	<p>I have audited the financial report of Greater Dandenong City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2017• comprehensive income statement for the year then ended• statement of changes in equity for the year then ended• statement of cash flows for the year then ended• statement of capital works for the year then ended• notes to the financial statements, including a summary of significant accounting policies• certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit 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 council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
14 September 2017



Tim Loughnan
as delegate for the Auditor-General of Victoria

Customer Service Centre locations

Dandenong Civic Centre

Level 2, 225 Lonsdale Street, Dandenong

Hours of operation:

8.30am–5pm Monday to Friday

Springvale

397–405 Springvale Road, Springvale

Hours of operation:

8.30am–5pm Monday to Friday

Parkmore

Shop A7, Parkmore Shopping Centre

Cheltenham Road, Keysborough

Hours of operation:

9am–5pm Monday to Friday, 9am–1pm Saturday

Paddy O'Donoghue Centre

18-32 Buckley Street, Noble Park

Hours of operation:

9am–5pm Monday to Friday

Please note card payments not accepted at this centre

 Phone **8571 1000**
 Fax **8571 5196**
 council@cgd.vic.gov.au



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Speak and listen: 1300 555 727
Online: relayservice.gov.au



TIS: 13 14 50

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