

Greater Dandenong

ANNUAL REPORT

2017–18



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OUR GREAT CITY



OUR GREAT CITY

People



Greater Dandenong is the **most culturally diverse locality in Australia** and has an estimated population of 168,000 people with a forecast of 205,000 people by 2028.

The most widely spoken languages are **Vietnamese, Khmer, Punjabi, Mandarin, Cantonese** and **Greek**.

Two thirds of residents in the city **speak languages other than English** at home and one in seven residents has limited fluency in the use of spoken English.

Nearly two thirds of residents were **born overseas** and residents come from **157 different birthplaces**.

Place

Quality infrastructure across the city includes **61km of shared bike paths, 1,084km of footpaths** and **127 playgrounds**.



The City of Greater Dandenong encompasses an area of **129 square kilometres in Melbourne's south-east**, approximately 35km from the Melbourne central business district.

It is home to **35** sports reserves, **234** land reserves, **33** bushland areas and **101** playgrounds.

Opportunity

Other **key industries** within the municipality include **health care, retail trade, wholesale trade** and **transport and warehousing**.

Tourism is a key focus for Council and the area has **many attractions** including **cultural precincts, culturally diverse cuisine, and food and shopping tours**.



The **City of Greater Dandenong** is renowned as the **manufacturing hub of Victoria** with the industry accounting for **30 per cent of all jobs**.



The **Afghan Bazaar** cultural precinct and **Melbourne's first Indian cultural precinct** bring many visitors to the city along with the **iconic Dandenong Market** which attracts over **five million visitors** a year.

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

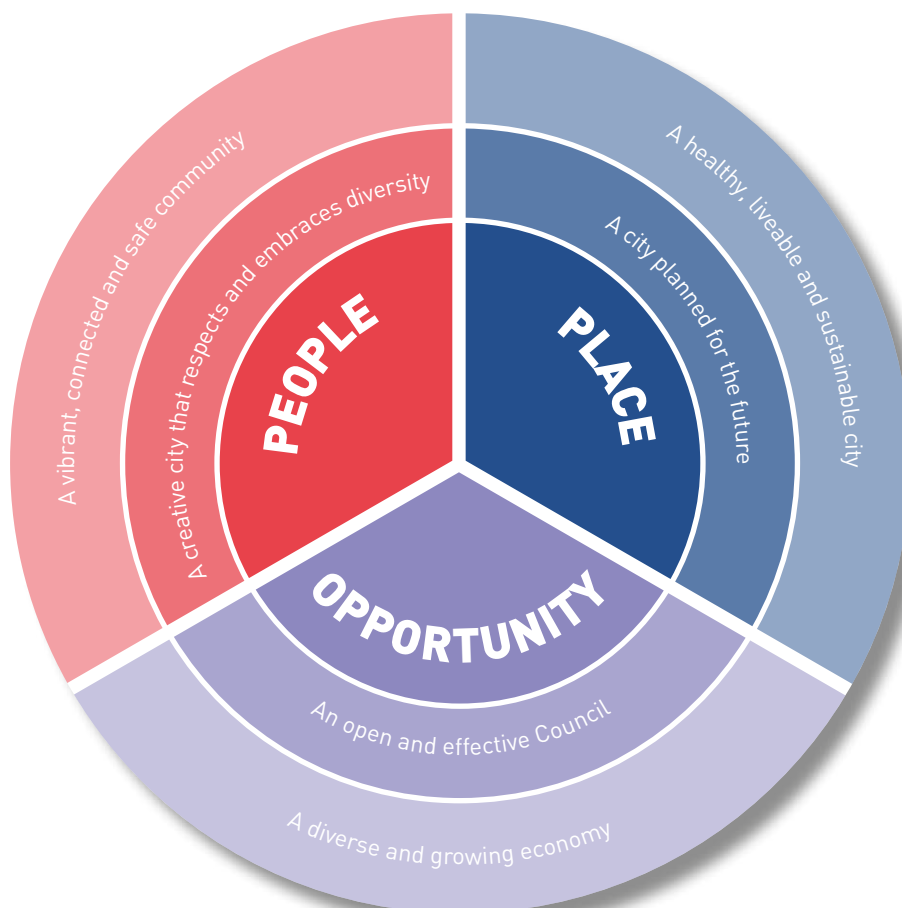
- ▶ A vibrant, connected and safe community
- ▶ A creative city that respects and embraces diversity

Place

- ▶ A healthy, liveable and sustainable city
- ▶ A city planned for the future

Opportunity

- ▶ A diverse and growing economy
- ▶ An open and effective Council





Heesco in front of a section of his mural at the Dandenong Market titled "Year of the Wolf"

OUR GREAT CITY

Message from the Mayor

The City of Greater Dandenong is officially the most culturally diverse community in Australia according to the 2016 Australian Bureau of Statistics census data. We have long held claim to being the most culturally-diverse city in Victoria, but this is the first time in the city's history that it has ranked number one nationally.

With residents from 157 different birthplaces and more than half of our residents born overseas, all corners of the globe are represented in our vibrant community.

There are almost 2,000 people seeking asylum in Greater Dandenong, the highest of any Victorian municipality. These people are some of the most vulnerable within our community and Council is committed to supporting them.

Council has launched its People Seeking Asylum and Refugees Action Plan 2018–21 which outlines key actions and initiatives designed to support people seeking asylum and refugees over the next four years. Through joint efforts with the Asylum Seeker and Refugee Communities Advisory Committee we have developed a plan that addresses the priority areas of concern. Collaboration with our advisory committee enables us to work with other agencies and services within the community to further identify opportunities to address these issues and to continue to build Greater Dandenong into a truly inclusive and culturally vibrant community.

Council also launched its first Reconciliation Action Plan which provides a framework for Council to realise its vision for reconciliation with the Aboriginal and Torres Strait Islander community. This strategy is a practical plan of action which will provide social change and economic opportunities, as well as demonstrate Council's commitment to the local Indigenous community. It seeks to foster increased understanding, respect and inclusion in this region.

The City of Greater Dandenong is also committed to supporting our ageing population and collaborating with the community to build a city for all ages, which accommodates and respects people regardless of their life stage and capabilities. Council endorsed its Positive Ageing Strategy 2017–25, which aims for Greater Dandenong to be a place where the contribution of older people is recognised and where they are respected and able to safely and independently participate in activities and access services. This strategy focuses on promoting an integrated, whole-of-Council approach that encourages older people to maintain their links with their neighbourhoods and families and use their skills and knowledge to benefit the community.

The push to bring the A-League to the south east has gained momentum this year. The City of Greater Dandenong, together with the City of Casey and Cardinia Shire Council, has continued to spearhead the Team 11 bid to bring the eleventh A-League club to south-east Melbourne.

An exciting development this year has been the unveiling of stadium plans proposed for a site on Cheltenham Road, next to Dandenong train station. Concepts designed by Cox Architecture has Dandenong Stadium capacity at 12,000–15,000 with the ability to expand to 20,000 in the future. Various funding options are being explored and the stadium build is dependent on the Team 11 bid being successful.

It has also been a busy year for infrastructure projects in the city, with a number of major projects underway.

Council this year allocated \$6.9 million (spent \$5.6 million) for stage three works at Tatterson Park, including construction of the state-of-the-art lan Tatterson Pavilion, synthetic soccer pitch and access road and car park works. This premier multi-purpose sporting hub is a wonderful asset for our great city, and will cater for everything from grass roots sport right through to elite level competition.

The second stage of the Springvale Community Precinct also commenced, and includes the construction of the new Springvale Library and community hub. The significant investment by Council in this precinct will see the site of the former Springvale municipal offices on Springvale Road transformed into a world-class community facility, providing a variety of learning, leisure and cultural spaces.

It gives me great pleasure to present our 2017–18 Annual Report. We are very proud of what we have achieved in the past year, and I encourage you to take the time to read through the highlights contained in this document.

I would like to thank my fellow Councillors and staff at the City of Greater Dandenong for their continued support and contributions in helping to make our city such a wonderful and vibrant place in which to live, work and play.



Cr Youhorn Chea
Greater Dandenong Mayor

The City of Greater Dandenong is officially the most culturally diverse community in Australia according to the 2016 Australian Bureau of Statistics census data. We have long held claim to being the most culturally diverse city in Victoria, but this is the first time in the city's history that it has ranked number one nationally.



OUR GREAT CITY

Chief Executive Officer's Report

Council has maintained balance in the delivery of its key performance outcomes over the last year. Healthy community satisfaction ratings confirm that a focus on quality service delivery continues and strong investment in infrastructure is evidence of Council's long-term commitment to asset revitalisation.

In 2017, Council reopened a refurbished and more accessible Springvale City Hall creating one of the most appealing community buildings in the region. In 2018, Council fulfilled its commitment to the Springvale Civic Masterplan and let a tender for the balance of the precinct works – a Springvale Community Hub and quality public landscape surrounds. The 'Hub' 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 project in 2020.

Council again participated in the Local Government Victoria Community Satisfaction Survey – the results again being most pleasing. Council outperformed the average for metropolitan Melbourne in all but one surveyed category – and missed the average by one point in that sole category. Most pleasing of the results were significant increases in 'overall performance' (up from 64 to 66) and 'overall direction' (up from 60 to 64 – as compared to the average for Melbourne Councils of 54). We regard such survey results as promising; as an indication of a point in time; and, as encouragement to strive for better results in the year ahead.

Council continued its objective to improve fundamental asset renewals, drains, footpaths and roads, and is making steady progress in maintaining this vast network at an optimal service level.

This report outlines many significant achievements in recurrent service delivery. I echo the suggestions of the Mayor and others 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.

Council's Strategic Focus

In 2017–18, Council has demonstrably maintained its focus on:

- ▶ **Advocacy for better outcomes** – Council's ongoing call for grade separations saw the completion of works in this year and a similar call for improved arterial road capacity has seen the announcement of a 'South-East Roads Package' that will improve access/egress to the employment zones of the city.
- ▶ **Securing partnerships in the delivery of community needs** – Council has worked hard and advocated strongly for the needs of disadvantaged people and has had no hesitation in speaking up for, and supporting, refugees and new arrivals to this city, seeking more material aid for families in need, 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 \$46.9 million. It is important to note that this is an 'accounting surplus' which includes a range of non-cash items such as depreciation on Council assets, assets written off, assets gifted to Council by developers (eg. roads, footpaths and open space) and excludes cash costs such as capital expenditure.

Council remains in a healthy financial position through sound and prudent leadership by Council and its staff, although it must again be stated, that this will continue to be tested by the compounding effect of rate capping and the vagaries of certain external influences such as recycling commodity prices.

Capital Improvements

\$37.1 million was spent on capital improvements during the year with \$18.6 million spent on asset renewals and \$6.5 million on upgrades to existing infrastructure assets.

Funding of basic infrastructure (roads, footpaths and drains) was maintained at \$12 million and 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.

I commend the Council on its leadership and achievements in 2017-18 and thank the many wonderful staff that remain committed to local government service within Greater Dandenong City Council.



John Bennie PSM
Chief Executive Officer

Healthy community satisfaction ratings confirm that a focus on quality service delivery continues and strong investment in infrastructure is evidence of Council's long-term commitment to asset revitalisation.





PERFORMANCE HIGHLIGHTS



PERFORMANCE HIGHLIGHTS

A vibrant, connected and safe community

Highlights

- ▶ Council has worked with a number of companies across various sectors to assist in creating more opportunities for jobseekers through the Community Revitalising Project. There are currently 160 registered jobseekers with the program and 21 per cent in employment.
- ▶ Library programs increased in participation by seven per cent with 35,036 total program participants throughout the year.
- ▶ The Ian Tatterson pavilion was completed in December 2017 and officially opened along with a new synthetic pitch in June 2018.
- ▶ Council awarded \$1,955,416.86 in grants as part of the Community Funding Program.
- ▶ 180 Council volunteers attended a Volunteer Appreciation Event in May 2018.
- ▶ New lighting and a shared path network have been completed as part of the Dandenong Park masterplan.
- ▶ Family Services engaged a total of 180 families and 486 children, providing a total of 9,418 hours of support.
- ▶ 11 party safe workshops were delivered as part of the Drug and Alcohol project which aims to raise young people's awareness of the harmful effects of substance abuse.
- ▶ The Environmental Health team conducted 1,401 inspections of fixed food premises and food vehicles.
- ▶ The Springvale and Dandenong libraries continue to attract a large number of visitors with 1,100,017 physical visits in 2017–18.

Family Services engaged a total of **180 families** and **486 children**, providing a total of **9,418 hours of support**.

A creative city that respects and embraces diversity

Highlights

- ▶ Council launched its Disability Action Plan.
- ▶ Drum Theatre increased its attendance by 7.75 per cent to 83,246 visitors to theatre events and meetings.
- ▶ Eight events were held including Springvale Snow Fest, Children's Festival, Little Day Out and Sunset Cinema.
- ▶ The Greater Dandenong People Seeking Asylum and Refugees Plan 2018–21 was endorsed by Council in April 2018.
- ▶ The Reconciliation Action Plan was endorsed by Council and launched in March 2018.
- ▶ 23 exhibitions were held across Council's cultural facilities.
- ▶ Council's website attracted 12,762 page views of heritage photos.
- ▶ 11 schools participated in the Children's Advisory Group.

A healthy, liveable and sustainable city

Highlights

- ▶ Council continued to advocate to state and federal members of parliament on the Lyndhurst landfill and the deposit of prescribed industrial waste at Taylor's Road landfill.
- ▶ World Wetlands Day was hosted in February at Tirhatuan Park.
- ▶ Two "Pop-up drive thru" recycle events were held with 1,321 vehicles attending and 127 tonnes of waste collected.
- ▶ 2,491 street and park trees and 26,772 indigenous seedlings were planted across parks and reserves in the municipality.
- ▶ The annual Home Cycle Collection Service was conducted in February 2018 and over 40,000 kilograms of household items was presented for collection.
- ▶ 80 community members attended the Community Clean Up Day in March.
- ▶ Nine projects were delivered through the Active Transport Infrastructure Priority Program.



Library programs increased in participation by 7 per cent.

Eight events were held including **Springvale Snow Fest, Children's Festival, Little Day Out** and **Sunset Cinema**.

A diverse and growing economy

Highlights

- ▶ Eight workshops were delivered as part of the food manufacturers collaborative network.
- ▶ 13 small business workshops were conducted in partnership with Kingston City Council.
- ▶ 80 business network activities were delivered including group sessions, events, workshops and programs.
- ▶ 200 secondary school students attended a career event held in partnership with the South East Local Learning and Employment Network (SELLEN).
- ▶ 12 cultural and food tours were conducted across Dandenong and Springvale.

An open and effective Council

Highlights

- ▶ The 2018 Community Satisfaction Survey continued to show positive results from the 400 community members who responded. In six out of seven categories Council outperformed both the metropolitan and state-wide averages.
- ▶ Two community forums requested by Councillors were held.
- ▶ Advocacy continued across a number of important issues including gambling reform, dumped rubbish, road safety, improved public transport options, family violence and mental health.
- ▶ Council's social media channels grew by 13.6 per cent.
- ▶ Users of Council's digital property portal grew by 51.5 per cent.
- ▶ A review of the Council Plan 2017–21 was completed and a new Annual Plan 2018–19 was developed.

A city planned for the future

Highlights

- ▶ Improvements were made to Council's statutory planning processes and new software was implemented.
- ▶ The Sustainable Buildings Policy was adopted at the beginning of the financial year.
- ▶ The review of the Open Space Strategy commenced.
- ▶ Draft master plans for Warner, Frederick Wachter, Burden and Parkfield Reserves have been completed in preparation for community consultation later in 2018.
- ▶ The revised Springvale Activity Centre Structure Plan was finalised and adopted by Council.



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 to other levels of government on 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.



Suburbs

Lightwood Ward

Springvale
Springvale South

Paperbark Ward

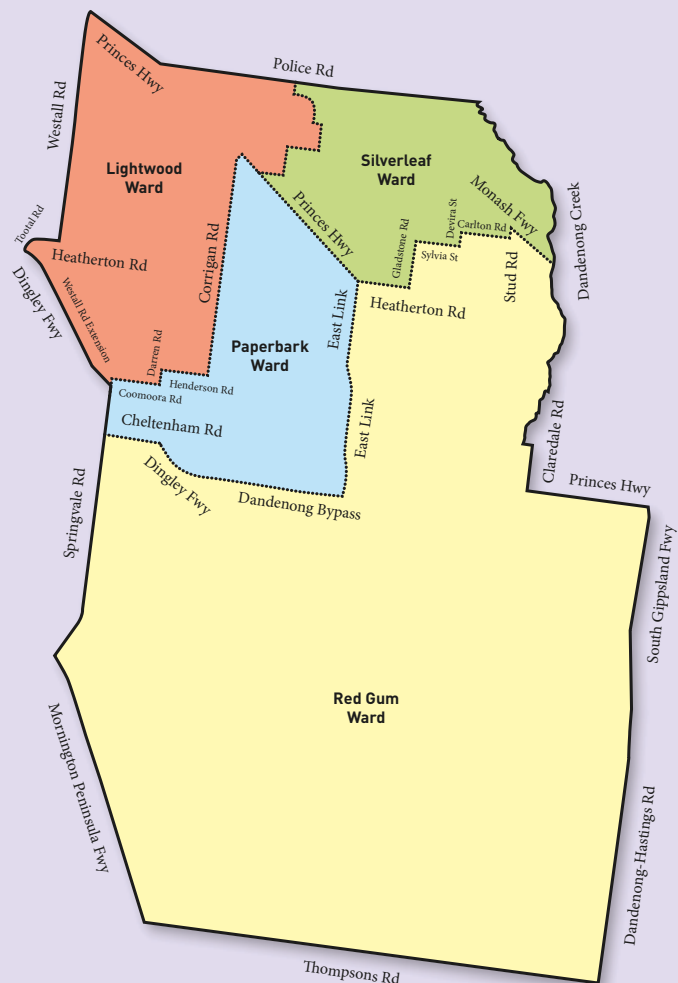
Keysborough
Noble Park

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, 2017–18



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:
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:
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

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 2017–18, there were 22 ordinary meetings and one special meeting of Council (the annual statutory meeting).

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

Councillors from 1 July 2017–30 June 2018	Ordinary Meetings	Special Meetings
Number of Meetings Held	22	1
Cr Roz Blades AM	19	1
Cr Youhorn Chea	20	1
Cr Tim Dark	21	1
Cr Matthew Kirwan	21	1
Cr Angela Long	19	1
Cr Zaynoun Melhem	18	1
Cr Jim Memeti	18	1
Cr Sean O'Reilly	20	1
Cr Maria Sampey	20	1
Cr Heang Tak	21	1
Cr Loi Truong	20	1

Council Meetings Online

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

During 2017–18, the average number of 'log-ins' per meeting to the live webcasts was 27 with 47 '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 Allowances

Mayoral Allowance

1 July 2017 – 30 November 2017	\$94,641 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle
1 December 2017 – 30 June 2018	\$96,534 (plus 9.50 per cent superannuation equivalent) with the use of a fully maintained vehicle

Councillor's Allowance

1 July 2017 – 30 November 2017	\$29,630 (plus 9.50 per cent superannuation equivalent)
1 December 2017 – 30 June 2018	\$30,223 (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 2017–18 financial year.

Councillor	Mobile	Training and Conferences	Airfares	Taxi/ Train Fares
Cr Roz Blades AM	\$7.28	\$295.00	\$0.00	\$199.12
Cr Youhorn Chea	\$0.92	\$1,409.00	\$234.71	\$402.50
Cr Tim Dark	\$0.00	\$1,199.00	\$688.85	\$21.10
Cr Matthew Kirwan	\$0.00	\$6,090.00	\$874.57	\$253.00
Cr Angela Long	\$65.97	\$969.00	\$704.23	\$112.80
Cr Zaynoun Melhem	\$0.00	\$0.00	\$0.00	\$0.00
Cr Jim Memeti	\$12.95	\$1,689.00	\$605.03	\$270.05
Cr Sean O'Reilly	\$0.23	\$1,694.00	\$704.23	\$0.00
Cr Maria Sampey	\$0.00	\$2,094.50	\$1,557.18	\$1,009.10
Cr Heang Tak	\$0.00	\$1,199.00	\$0.00	\$0.00
Cr Loi Truong	\$0.00	\$0.00	\$0.00	\$0.00



	Accommodation and Meals	Childcare	Vehicle/Mileage	Functions	Other	Total
	\$0.00	\$0.00	\$0.00	\$653.30	\$0.00	\$1,154.70
	\$51.56	\$1.00	\$0.00	\$1,509.14	\$52.40	\$3,661.23
	\$959.18	\$0.00	\$0.00	\$1,544.84	\$808.22	\$5,221.19
	\$1,654.94	\$0.00	\$0.00	\$418.00	\$25.00	\$9,315.51
	\$740.36	\$0.00	\$2,952.48	\$1,057.00	\$50.62	\$6,652.46
	\$0.00	\$0.00	\$0.00	\$315.00	\$0.00	\$315.00
	\$1,024.44	\$0.00	\$0.00	\$905.84	\$94.00	\$4,601.31
	\$1,360.44	\$0.00	\$1,204.52	\$878.14	\$50.62	\$5,892.18
	\$1,609.17	\$0.00	\$821.74	\$1,060.84	\$0.00	\$8,152.53
	\$711.56	\$0.00	\$0.00	\$325.00	\$0.00	\$2,235.56
	\$0.00	\$0.00	\$0.00	\$80.00	\$0.00	\$80.00



CORPORATE GOVERNANCE

Councillor Representation and Community Consultations

On 10 November 2016, 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 16 November 2017:

Community Organisations

Organisation	Past Councillor Liaison(s) 01/07/2017–16/11/ 2017	New Councillor Liaison(s) 16/11/2017–30/06/2018
Dandenong and District Historical Society	Cr Matthew Kirwan	Cr Matthew Kirwan
Dandenong Show Committee	Cr Roz Blades AM Cr Angela Long Cr Matthew Kirwan Cr Zaynoun Melhem <i>(Interim appointments from 22 August 2017)</i>	Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Zaynoun Melhem
Greater Dandenong Interfaith Network	Cr Roz Blades AM Cr Youhorn Chea Cr Zaynoun Melhem Cr Jim Memeti	Cr Roz Blades AM Cr Youhorn Chea Cr Jim Memeti
Noble Park Community Action Forum Inc (NPCAF)	Cr Roz Blades AM	Cr Roz Blades AM Cr Heang Tak
Noble Park Community Centre	Cr Sean O'Reilly <i>(interim appointment August 2017)</i>	Cr Sean O'Reilly
South East Community Links	Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Loi Truong	Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong
Springvale and District Historical Society	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly 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 Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly

Council Groups and Committees

Organisation	Past Council Representative(s) 01/07/2017–16/11/ 2017	New Council Representative(s) 16/11/2017–30/06/2018
Arts Advisory Committee	Cr Tim Dark Cr Matthew Kirwan	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 Cr Maria Sampey <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 Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Jim Memeti Cr Angela Long	Mayor of the Day Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti Cr Maria Sampey
Children & Family Partnership	Cr Roz Blades AM Cr Heang Tak	Cr Roz Blades AM Cr Heang Tak
Community Safety Advisory Committee	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	Mayor of the Day Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long 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 Maria Sampey Alternate – Cr Matthew Kirwan	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 Matthew Kirwan Cr Angela Long Cr Maria Sampey	Cr Roz Blades AM Cr Angela Long Cr Maria Sampey Cr Zaynoun Melhem
Family Violence Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Angela Long Cr Heang Tak Cr Loi Truong	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	Cr Roz Blades AM Cr Angela Long

Note *The DMPL Management Services Agreement does not specifically require an 'alternate' Council representative.

CORPORATE GOVERNANCE

Council Groups and Committees

Organisation	Past Council Representative(s) 01/07/2017–16/11/ 2017	New Council Representative(s) 16/11/2017–30/06/2018
Multicultural Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Jim Memeti Cr Maria Sampey Cr Heang Tak Cr Loi Truong	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Zaynoun Melhem Cr Maria Sampey Cr Heang Tak Cr Loi Truong
Positive Ageing Advisory Committee	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey Cr Loi Truong	Cr Roz Blades AM Cr Maria Sampey Cr Loi Truong
Reconciliation Working Group	Cr Matthew Kirwan Cr Angela Long	Cr Matthew Kirwan Cr Angela Long
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)	Mayor of the Day Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong	Cr Roz Blades Cr Youhorn Chea Cr Matthew Kirwan Cr Jim Memeti Cr Maria Sampey Cr Sean O'Reilly Cr Heang Tak Cr Loi Truong
Sustainability Reference Committee	Cr Tim Dark Cr Matthew Kirwan	Cr Matthew Kirwan
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	Mayor of the Day Cr Sean O'Reilly	Mayor of the Day Cr Sean O'Reilly
Young Leaders	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	Ambassador – Cr Roz Blades AM Ambassador – Cr Tim Dark Ambassador – Cr Matthew Kirwan Ambassador – Cr Sean O'Reilly Ambassador – Cr Zaynoun Melhem Ambassador – Cr Heang Tak

NB: [#]denotes alternate Councillor required when nominated Councillor cannot attend a meeting.

Peak Industry Bodies

Organisation	Past Council Representative(s) 01/07/2017–16/11/ 2017	New Council Representative(s) 16/11/2017–30/06/2018
Australian Local Government Women's Association (ALGWA)	Cr Roz Blades AM	Cr Roz Blades AM
Municipal Association of Victoria (MAV) [#]	Cr Sean O'Reilly Alternate – Cr Youhorn Chea	Cr Sean O'Reilly Alternate – Cr Youhorn Chea
Victorian Local Governance Association (VLGA) [#]	Cr Matthew Kirwan Alternate – Cr Heang Tak	Cr Matthew Kirwan Alternate – Cr Heang Tak

Regional Organisations and Committees

Organisation	Past Councillor Representative(s) 01/07/2017–16/11/ 2017	New Councillor Representative(s) 16/11/2017–30/06/2018
Alliance for Gambling Reform	Cr Matthew Kirwan Cr Sean O'Reilly	Cr Matthew Kirwan Cr Sean O'Reilly Cr Heang Tak
Eastern Transport Coalition [#]	Cr Roz Blades AM	Cr Roz Blades AM
Inter Council Aboriginal Consultative Committee (ICACC)	Cr Angela Long	Cr Angela Long
Local Governments'/Metropolitan Waste Management Forum [#]	Cr Matthew Kirwan	Cr Matthew Kirwan
RoadSafe South East Inc	Cr Angela Long	Cr Angela Long
South East Councils Climate Change Alliance (SECCCA) Regional Councillor Forum (Quarterly)	–	Cr Matthew Kirwan
South East Region Gas Company (SERGASCo)	Cr Matthew Kirwan	Cr Matthew Kirwan

NB: [#]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 to build on its significant advocacy program this year, with particular attention focused on the upcoming State Government elections. Advocacy efforts again aimed to increase funding and levels of service for the city, raise awareness on critical issues facing the Greater Dandenong community, as well as build and foster key relationships with a number of external sources.

A dedicated advocacy page on Council's website provides an opportunity for members of the community to 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.

Projects

Key advocacy projects for 2017–18 included the following:

- ▶ Level Crossing Removals: 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, particularly in relation to the parkland and project investment underneath the Sky rail.
- ▶ Team 11: support for the Cities of Greater Dandenong, Casey and Shire of Cardinia's combined efforts to make the south east home to a new A-League, W-League and National Youth League club under Football Federation Australia's plans to expand the league, in addition to the development of a new stadium in central Dandenong.
- ▶ Keysborough South Community Hub: capital funding for an integrated children's centre within a community hub, in close proximity to a new Keysborough South Primary school.
- ▶ Public transport: new bus services, particularly in Keysborough South and Dandenong South.
- ▶ Transport infrastructure: support for a range of critical road and rail network projects to improve access to and within the Dandenong South National Employment and Innovation Cluster.
- ▶ Masonic Hall Art Gallery: funding towards an exciting new initiative which would transform the Masonic Hall building in Central Dandenong into a state-of-the-art gallery and exhibition space.

- ▶ Maternal and Child Health funding: additional funding to support the growing service and increasingly complex needs of our culturally diverse community.
- ▶ Community safety: increased support and resources for initiatives to combat family violence and drug and alcohol misuse, as well as additional police resources.
- ▶ Gambling reform: a range of initiatives aimed at reducing the impact on Greater Dandenong residents, currently one of the highest areas for gaming losses in Victoria.
- ▶ Lyndhurst landfill: a commitment for the earliest possible closure of the Lyndhurst landfill site and a process of planning and policy development to address the matter of future land use and location of landfill sites.
- ▶ Waste and recycling: the allocation of a greater proportion of landfill levy funds from the State Government towards waste reduction, resource recovery programs, minimising dumped rubbish and recycling initiatives following an announcement by China that they will no longer accept imported materials from countries including Australia.

A full and detailed list of advocacy projects can be found at www.greaterdandenong.com.

Liaison with the following key groups:

- ▶ Australian Sports Commission
- ▶ Bicycle Network Victoria
- ▶ Committee for Dandenong
- ▶ Community Chef – shared Meals on Wheels service
- ▶ Council Alliance for a Sustainable Built Environment (CASBE)
- ▶ Development Victoria
- ▶ Eastern Transport Coalition
- ▶ Eastern Treatment Plant Community Liaison Committee
- ▶ Federal Government Ministers and departments
- ▶ Level Crossing Removal Authority (LXRA)
- ▶ Melbourne Water
- ▶ Metropolitan Planning Authority (MPA)
- ▶ Metropolitan Waste and Resource Recovery Group (MWRRG)
- ▶ Migrant Resource Centres
- ▶ Municipal Association of Victoria (MAV)

- ▶ National Broadband Network Company
- ▶ 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 Councils Climate Change Alliance (SECCCA)
- ▶ South East Integrated Water Management Group
- ▶ South East Melbourne – group of seven south-east Councils
- ▶ South East Melbourne Manufacturers Alliance (SEMMA)
- ▶ 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 Steering Committee.

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 2017 – 30 June 2017	Chair
Mr David Ashmore 1 November 2017 – 30 June 2018	Chair
Cr Jim Memeti 1 July 2017 – 16 November 2017	Mayoral representative
Cr Youhorn Chea 16 November 2017 – 30 June 2018	Mayoral representative
Cr Roz Blades AM 1 July 2017 – 30 June 2018	Council representative
Cr Matthew Kirwan 1 July 2017 – 30 June 2018	Council representative
Mr David Ashmore 1 July 2017 – 31 October 2017	External member
Mr Mick Ulbrick 1 July 2017 – 30 June 2018	External member
Mr Geoff Harry 1 November 2017 – 30 June 2018	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 2017–18.

Matters considered included:

- ▶ financial and performance statements for 2016–17
- ▶ the Auditor General's Audit Strategy for 2017–18
- ▶ Internal Audit Plan of Council for 2017–18
- ▶ the 2018–19 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 customer 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*.

During the financial year 38 FOI requests were received, of which 31 were considered valid and reportable. Two were outstanding and actioned from the previous year.

The table below outlines the results of those requests:

	2017-18
Total number of requests	38
Access granted in full	16
Access granted in part	5
Other*	6
Access denied in full	0
Requests still under consideration	9
Number of internal reviews sought	0
Number of appeals lodged with VCAT	0
Number of requests transferred/withdrawn	2
Total fees and charges collected	\$1,808.75

*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, planning, preparing for, responding to and recovering from emergency incidents.

A number of state wide reviews and changes are currently underway in the emergency management sector within Victoria resulting in an increased requirement on local governments across the state.

These changes will continue for several years before they come into effect with progressive changes in the role of, and costs to, Council in relation to emergency management.

A number of changes already implemented include:

- ▶ a restructure and re-write of the Greater Dandenong Municipal Emergency Management Plan with a focus on building community resilience
- ▶ testing, exercising and improving protocols in partnership with Victoria Police, CFA, SES, Department of Health and Human Services and other agencies and community services
- ▶ collaborating with neighbouring municipalities and non-government agencies in developing a range of community resilience building materials including a booklet, videos and website.

Achievements in 2017–18

- ▶ Adoption of a new Municipal Emergency Management Plan.
- ▶ Successful compliance of a legislative audit with a number of local innovations to be shared at the State level.
- ▶ Council participated in multi-agency emergency management exercises to observe other practices and to enhance knowledge and capability.
- ▶ Induction of new personnel in the Municipal Recovery Manager role.
- ▶ 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: 09/04/18
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: 12/06/18
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: 12/06/18
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: Road AMP – 01/05/15 Buildings and Facilities AMP – 31/07/15 Stormwater Drainage AMP – 01/08/15
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: 15/02/18
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: 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
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

Governance and Management Checklist

Governance and Management Items	Assessment
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: Q4 (2016-17) – 28/08/17 Q1 – 13/11/17 Q2 – 12/02/18 Q3 – 14/05/18
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: Q4 (2016-17) – 11/09/17 Q1 – 13/11/17 Q2 – 12/02/18 Q3 – 14/05/18
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: 31/08/17 24/11/17 09/03/18 15/06/18
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: Q4 2016-17: 28/08/17 (Council Plan Indicators), 11/09/17 (Financial Statements) Q1 2017-18: 13/11/17 Q2 2017-18: 12/02/18 Q3 2017-18: 14/05/18

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: 09/10/17
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





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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 and implementation of a Family Violence and Gender Equity action plan
- ▶ Commencement of negotiations for a new Enterprise Agreement to determine staff conditions of employment
- ▶ Ongoing promotion of the Reward and Recognition program for employees
- ▶ Commencement towards National Audit Tool standards as required to be part of the newly introduced MAV Self Insurance Scheme for Workcover
- ▶ Commitment to the 12 month re-accreditation process for Council to be recognised as a White Ribbon Workplace
- ▶ Commencement of the implementation of a new Learning Management System and online Performance Management System for staff due to be completed in the second half of 2018–19
- ▶ Completion of the rollout of the Appropriate Workplace Behaviours Policy training program to all staff.

Enterprise Agreement

The largest piece in our industrial matters landscape is the Enterprise Agreement. Council has commenced the negotiation of its Enterprise Agreement for the first time under a rate capped environment. It is anticipated that the Agreement will be made in principle in the first quarter of 2018–19.

Gender Equity

Council is a champion of actioning gender equity, saying NO to violence against women and all forms of family violence. This incorporates the extensive work being undertaken to gain re-accreditation with White Ribbon Australia including the White Ribbon Walk against Family Violence held annually in November and growing in community participation each year.

Council's CEO hosted and facilitated a series of workshops as part of a Local Government Victoria initiative called Listen, Learn and Lead to assist the sector to understand gender equity issues within their respective Council and also across the sector. The initiative features a reporting requirement back to Local Government Victoria who will collate feedback and development of industry wide initiatives.

Council hosts a "Step Up" program for staff with a focus on developing women's leadership. Guest speakers present to female staff quarterly on contemporary topics.

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 2017–18 Council staff donated a total of \$18,568 to local agencies.

Employee Development

Council remains committed to staff development, including current and upcoming leaders within the organisation. Council's training blends formal training and development opportunities with on-the-job experiences via secondments and acting in different roles. This includes participation in the annual Inter-Council Leadership Challenge organised by the Local Government Managers of Australia (LGMA) and tapping into industry based 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.

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.

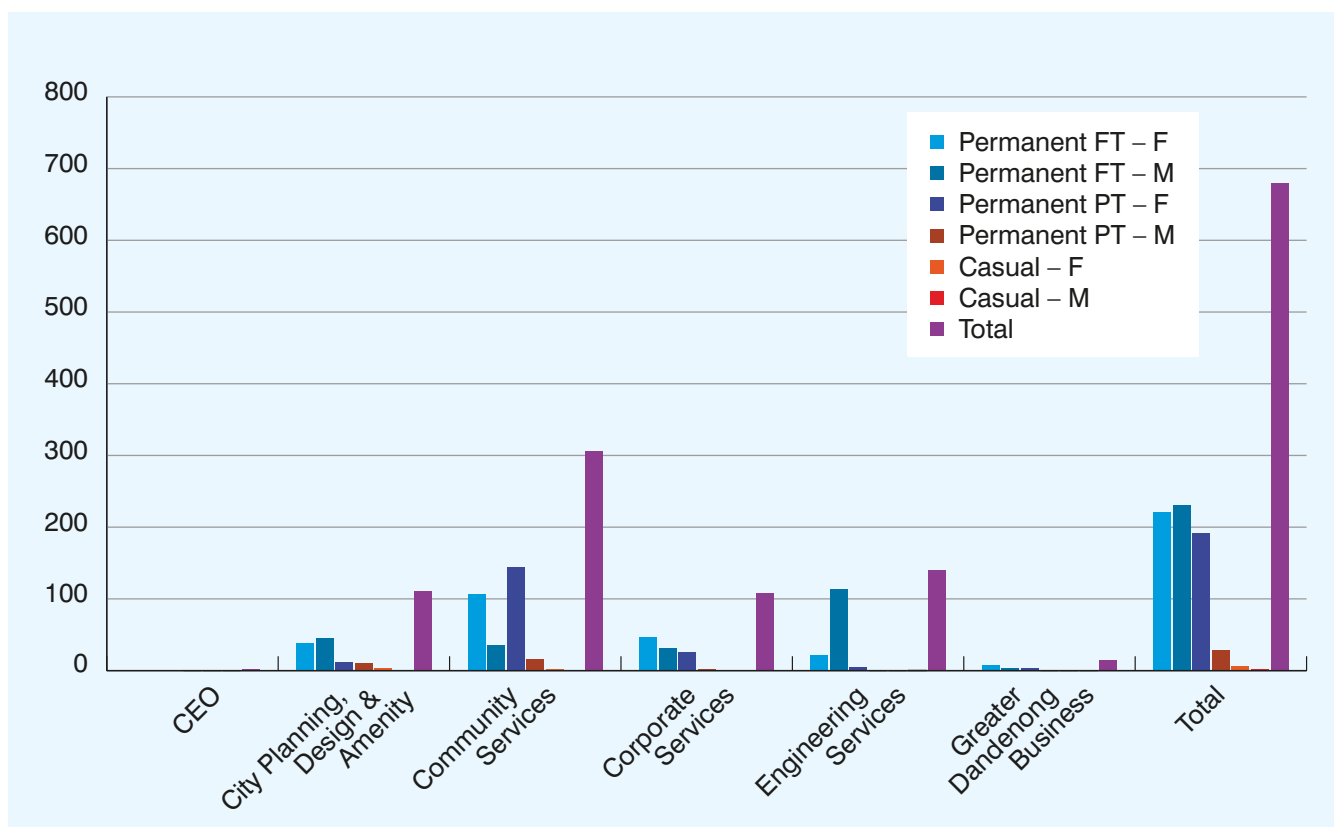


Service Milestones

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

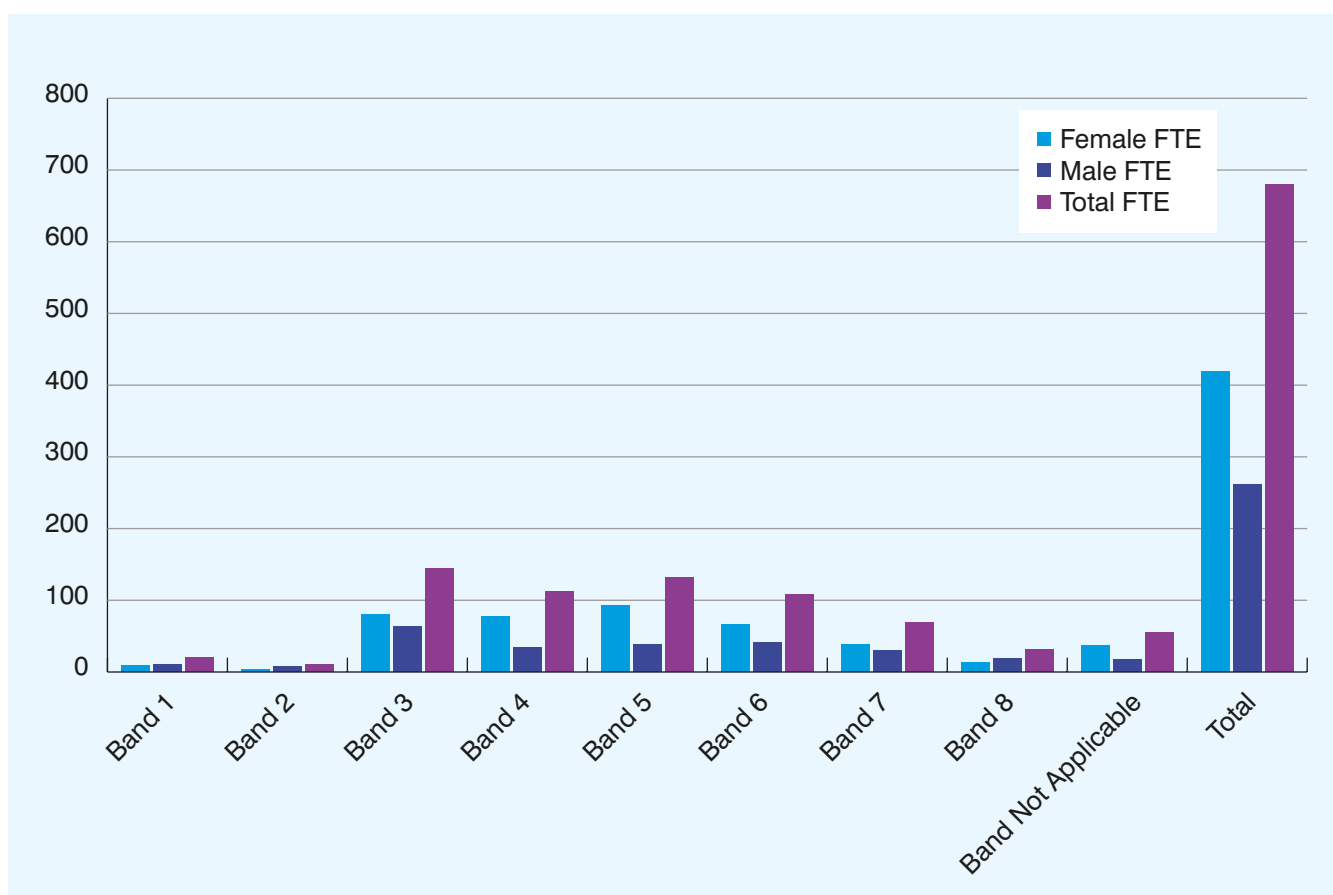
Council Staff – Full Time Equivalent (FTE)

Employment Type/ FTE Gender	CEO	City Planning, Design & Amenity	Community Services	Corporate Services	Engineering Services	Greater Dandenong Business	TOTAL
Permanent FT – F	1	38	106	47	21	8	221
Permanent FT – M	1	46	36	31	114	3	231
Permanent PT – F	0	12.09	144.78	26.27	4.55	3.39	191.08
Permanent PT – M	0	10.79	15.41	2.63	0	0	28.83
Casual – F	0	2.99	2.62	0.71	0	0	6.32
Casual – M	0	0.63	1.1	0.2	0.27	0	2.2
Total	2	110.5	305.91	107.81	139.82	14.39	680.43



OUR ORGANISATION

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	9.57	10.26	19.83
Band 2	2.85	8.00	10.85
Band 3	80.77	62.92	143.69
Band 4	78.00	33.87	111.87
Band 5	93.34	37.94	131.28
Band 6	65.87	41.71	107.58
Band 7	38.10	30.33	68.43
Band 8	12.82	19.00	31.82
Band Not Applicable	37.08	18.00	55.08
Total	418.40	262.03	680.43



Training

Appropriate Workplace Behaviours

Customised training incorporating bullying prevention and equal opportunity principles and underpinned by Council's REACH values has been successfully rolled out across the organisation.

Staff in all business units have participated in the training and been provided with supporting resources which facilitate faster and more effective resolution of workplace issues. The *Appropriate Workplace Behaviours Policy* is promoted via Council's intranet. This will continue to be expanded on by further training in Cooperative Conversations to enhance staff skills and capability to handle conflict, interpersonal communication and improve workplace relationships.

Online Compliance Training

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

- ▶ information privacy
- ▶ occupational health and safety
- ▶ workplace bullying and 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 Walk Against Family Violence in November 2017 with more than 700 people attending the event aimed at raising awareness in the community. Importantly Council has committed to be re-accredited as a White Ribbon Workplace and is currently planning to host another walk event in November 2018.

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 is online and internally promoted as a way to thank and recognise work colleagues who perform above and beyond their role. The online program encourages staff to recognise each other for outstanding achievements. The following were awarded throughout the year:

- ▶ 89 REACH awards
- ▶ 19 Rise Above awards, and
- ▶ 804 appreciation eCards.

Greater Dandenong's reward and recognition activities remain contemporary and best practice across Local Government. The system will continue to be developed and promoted to maximise staff engagement across the organisation.

Complaints and grievances

Complaints and grievance numbers continue to remain low. There were seven complaints received by Council which required investigation and all have since been satisfactorily resolved. No formal staff grievances were lodged.

OUR ORGANISATION

2017–18 Organisational Development Achievements

- ▶ Enterprise Agreement negotiations commenced
- ▶ Roll-out of the Child Safe policy and code of conduct
- ▶ Gender equity action focus
- ▶ Appropriate Workplace Behaviours training was completed across Council
- ▶ A focus on embracing diversity in the workplace and reaching out to specific groups continued including:
 - enhancing Council’s disability employment readiness
 - promoting employment and training opportunities as part of the Reconciliation Action Plan for the local Aboriginal community
 - developing a working group on LGBTIQ+ inclusion.

The Year Ahead

- ▶ Finalise Enterprise Agreement negotiations and a new agreement
- ▶ Implement new People Management software (Learning and Performance modules)
- ▶ Roll-out a pulse-style engagement survey across the organisation
- ▶ Continue to focus on gender equity with the White Ribbon Workplace Accreditation Action Plan
- ▶ Provide ongoing support to the organisation during a period of change as Council works through the operational implications associated with the State Government’s Fair Go Rates Policy.

Absenteeism

In 2017–18, a total of 1,459 days were lost due to workplace injuries.

These figures include days lost from injuries/illnesses sustained in previous financial years. Of these 1,459 lost days, 1,110 days were from injuries sustained in previous years including:

- ▶ four manual handling injuries in the 2015–16 financial year contributed to 728 days lost – 50 per cent of the total days lost
- ▶ one claim as a result of a musculoskeletal injury in the 2016–17 financial year contributed 180 days lost – 12 per cent of the total days lost.

These five claims have contributed 62 per cent of the 1,459 days lost figure in 2017–18.

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 50 per cent of the NAT elements by November 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 and Risk resources.

MAV Self Insurance Scheme for Workcover

Greater Dandenong is one of 31 Councils who have committed to be part of a new industry based scheme for Workcover. The new scheme which came into effect in November 2017 is designed to provide greater scope for participating Councils to prevent injuries occurring and improve return to work performance, in-turn reducing Workcover premiums. A requirement of participating in the scheme is that organisational OHS Management systems are required to be 100 per cent compliant with the NAT over a three year period. This is a very high standard guiding policy and procedure development which will further improve attention and focus on health and wellbeing and overall OHS performance.

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.

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.

A program of activities was developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing.

The Year Ahead

- ▶ Council will continue to implement the OHS Management System in line with the National Audit Tool (NAT) in accordance with the three year program set by MAV/JLT. The program started in November 2017, and will continue until October 2020. Council will be 50 per cent compliant to NAT by October 2018, 75 per cent compliance will be expected by October 2019, and 100 per cent compliance by October 2020.
- ▶ The “Our Safety Way” OHS Management System portal will be developed and available to staff.
- ▶ 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.
- ▶ Better purchasing controls to be put in place to ensure OHS risks are considered prior to purchase.

OUR ORGANISATION

Asset Management

The City of Greater Dandenong recognises the importance of, and is committed to, improving asset management in accordance with the National Asset Management Assessment Framework (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 Unit, an Asset Data and GIS Team and a Services and Asset Management Steering Group. The steering group oversees the development of asset management policy and strategy, implementation, monitoring and the continuous improvement of asset management projects. These are supported by an asset management system and processes. Council 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, facilities and buildings have been developed. Those plans are reviewed annually to accommodate budgetary limitations, enhanced service planning and financial sustainability considerations. Asset Management Plans for Multimedia and Broadcast Assets, Playgrounds, Public Lighting, Public Art and Fleet are currently under development. A review timetable is in place to ensure that these plans remain current and relevant.

...updating **information**,
expanding **knowledge** and
applying the latest tried and
tested **technology**.

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 CIP 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 2017–18, Council invested \$37.14 million in capital expenditure across a variety of assets as shown on the adjacent City Improvement Program expenditure chart.

2017–18 City Improvement Program Expenditure



Council invested **\$37.14 million** in capital expenditure across a **variety of assets**



Project Highlights

Asset Class	Project
Property	
Buildings	<ul style="list-style-type: none"> ▶ Completion of significant upgrade works at the Dandenong Market site including a terrace toilet and utility upgrades. ▶ 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. ▶ Completion of Springvale Community Precinct Stage One (City Hall) and commencement of Stage 2 (including library and open space). ▶ Completion of the Tatterson Park Pavilion and synthetic soccer pitch including an official opening.
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 near Cleeland Street, Dandenong.
Parks, Open Space and Streetscapes	<ul style="list-style-type: none"> ▶ Construction of paths and lighting for Dandenong Park as part of the masterplan. ▶ 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 Greaves Reserve sports field lighting, Walker Street streetscape, Dandenong and Sandown Road streetscape, Springvale.
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.

OUR ORGANISATION

Service Improvement Process

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 2017–21 and several other high-level strategies and plans such as the Community Wellbeing Plan 2017–21. The Council Plan is supplemented by an Annual Plan which outlines key activities for the financial year and 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 an annual plan, 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 2017–18 Council regularly monitored its performance via Quarterly Performance Reports which covered the financial and performance targets outlined in the Council Plan, Annual 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 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 2017–18.

Community satisfaction

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

The City of Greater Dandenong participated for the sixth consecutive year in 2018. 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 community satisfaction levels which are three points above the metropolitan average and five points above the state.

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
- ▶ 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, Gallagher.

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

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

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

Business continuity

The Business Continuity Plan ensures that the functions of Council can be continued in the event of a disaster affecting the operations and delivery of service with specific reference to 'Building Access Denial', 'Significant Staff Absence' (Pandemics) and 'IT Disaster and Records Recovery'. Council undertook a test of this plan in April 2018 to identify opportunities for improvement and will continue a program of annual testing of the plan.

Council has also 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 address the issues associated with the prevention of fraud and align with the new requirements of the Protected Disclosure Act 2012. A fraud training program has been scheduled for completion in 2018.

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 and safety profession. The group has a membership of over 4,000 individuals who may be interested in health and safety in the workplace, or be actively working in the field of OHS as Health and Safety Representatives, or are 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 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 community's vision, key themes and priorities for the future of Greater Dandenong. These have been categorised into three main areas: 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 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) has been developed for the period 2017–21. 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.

The 2017–21 CWP focuses 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 2017–18 financial year, the implementation of the Community Wellbeing Plan 2017–21 has included ongoing activities in partnership with a range of local health and community service agencies.

Community Infrastructure, Transport and Environment

- ▶ Council advocated to the State Government for better regulations regarding rooming houses.
- ▶ Council identified vacant and under-utilised public and private sites with redevelopment potential and pursued partnership opportunities to deliver social housing outcomes for the community.
- ▶ Rate relief continued to be offered to vulnerable households experiencing housing stress through Council's Rates and Charges Hardship policy.

Learning and Employment

- ▶ Adult literacy sessions were held at the municipal libraries during January – June 2018. Language and literacy advice and assistance was provided to participants over a total of 403 appointments. The Libraries' Learning English through Storytime activity involved 506 participants.
- ▶ A People Seeking Asylum Employment Prototype under the South East Business Network (SEBN) commenced in February 2018 as part of the Community Revitalisation project. The prototype will seek to improve the job readiness of people seeking asylum and lead to sustainable employment outcomes.
- ▶ South East Learning and Employment Network (SELLEN) together with SEBN hosted several events to assist recently arrived migrants to meet with employers and hear what they are looking for in staff.
- ▶ Chisholm has partnered with Hilton Manufacturing to address current skill shortages in Melbourne's south east by tailoring training to support marginalised residents in the Greater Dandenong region – one of the highest unemployment regions in the state.

Mental and Physical Health

- ▶ Council supported participation of eight vulnerable young people in the Kitchen Challenge leadership program.
- ▶ Discussions were held with the Victorian Department of Health and Human Services (DHHS) for a local “healthy eating enterprise” or similar partnership hub that could bring together local government, business, industry, education, health professionals and communities.
- ▶ 17 local food outlets are participating in the Healthy Bites program. This aims to increase the availability of healthy food options by educating local food outlets about healthy eating and increasing healthy food options for consumers.

...encourage people to **live healthier lives** and to work towards **providing the right environment** for them to do so.

Safety, Engagement and Social Cohesion

- ▶ White Ribbon prevention of violence against women events were held.
- ▶ The South East Metro Councils Group is now finalising its Group of Councils submission to the Minister for Planning to amend local planning schemes and allow closer control of packaged liquor locations and density.
- ▶ Council advocated to AFL clubs urging them to relinquish their electronic gambling machines (pokies).
- ▶ Council’s revised Alcohol Management Plan was adopted.
- ▶ Council continued to support local police to assist coordination of the new Greater Dandenong Liquor Accord. The Accord focusses on enhancing licensee compliance and working closely with packaged outlets to reduce alcohol related harm and anti-social behaviour.



COMMUNITY RELATIONS



Annual Sustainability Report

The City of Greater Dandenong's Council Plan 2017–21 identifies six key strategic objectives. These include “A healthy, liveable and sustainable city” and “A city planned for the future”. The formally 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 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 late 2017, Council developed the Sustainable Greater Dandenong website. Members of the community and others can use this interactive platform to navigate directly to sustainability issues that are of interest to them and track progress over time. 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, sustainable.greaterdandenong.com.

Disability Action Plan

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.

The Disability Action Plan was adopted by Council in 2017. Implementation of the plan has been undertaken across the four core objectives relating to Wellbeing, Education and Employment, Physical Environment and Community Participation. Implementation of the Disability Action Plan is a whole-of-council and whole-of-community endeavour.

Key achievements include:

Objective 1 – Health and Wellbeing

- ▶ A range of accessible information has been updated on the Council website, including disability access maps, location and type of supporting infrastructure, access information for transport and Council's relevant policy framework.
- ▶ Council has supported the business community to increase disability awareness and the benefits of employment for people with a disability by the promotion of resources through networks.
- ▶ Guides for accessible and inclusive participation for Council's community events have been established.

Objective 2 – Education, Training and Employment

- ▶ A School Based Apprenticeship Training (SBAT) horticultural project with Emerson School and Council's Parks area has been piloted. The activity was such a success that an ongoing transition to a work program is being planned.
- ▶ Council hosted a fifth graduate intern who completed a "pram ramp compliance project". The project known as the "Stepping Into" program is supported through Council's ongoing membership of the Australian Network on Disability (AND). AND assists businesses to become disability confident in employing people with disabilities.
- ▶ Various initiatives were implemented across Council related to supporting the employment of people with a disability.

Objective 3 – Physical and Natural Environment

- ▶ Council has completed audits related to accessibility in community facilities and infrastructure which informed the annual work priorities and resource allocations.
- ▶ The principles of accessible park designs have been incorporated into the playground strategy.
- ▶ Council has continued to influence transport issues by advocating for accessibility features at Noble Park Station and throughout the public transport and taxi networks.
- ▶ Following advocacy by Council the upgrade of the Robinson Street and Princes Highway intersection was completed improving safety for all road users and pedestrians.

Objective 4 – Community Participation

- ▶ Virtual Tours of Council's major facilities have been established. These virtual tours enable visitors to view the facility before they arrive to understand where entrances are located, what rooms look like, where to find accessible parking etc. They also provide information on where Changing Places facilities are located.
- ▶ The Access & Inclusion e-news 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.
- ▶ In conjunction with the National Disability Insurance Agency (NDIA) Council has been working with the community to prepare for the implementation of the NDIS which will remain a major focus over the next year.



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 February and August. 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 to both 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 \$500 for travel and accommodation expenses to participate in an elite level sporting tournament, artistic or cultural performance, scientific, technological, environmental or sustainability related activity, community sector or civil society forum, or to receive a highly esteemed individual award.

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.

The Community Response Grants Program was reviewed in 2017 and a new policy and guidelines were adopted in October. The list of grants provided includes those approved under both the previous and current policies.

Greater Dandenong Volunteer Resource Service

Council provides funding to support the operation of the Greater Dandenong Volunteer Resource Service (GDVRS). The GDVRS assists local residents to find suitable volunteering opportunities and supports local not-for-profit community organisations to recruit and train volunteers.

Asylum Seeker Partnership Employment Grant

The Asylum Seeker Partnership Employment Grant aims to deliver improved employment outcomes for Asylum Seekers living in the City of Greater Dandenong by strengthened coordination of employment opportunities; improving employment related knowledge and skills; improving service organisation practice; and delivery of sustainable programs to meet identified needs.

Community Partnerships Funding Program Supplementary Round

Council provided an additional opportunity for service organisations to apply for Community Partnerships Funding in 2017–18.



Community Support Grants Program Round 1

Applicant Name	Project Title	Amount Granted
Afghan Australia Community Social Sports Club Inc	Soccer Family Fun Day at Mills Reserve	\$2,000
Afghan Women's Organisation Victoria Inc	Afghan Women and Girl's Leadership Training	\$2,500
Arkan Rohingya Community of Australia Inc	Information session on Australian legal value and culture, equal rights to all people of Australia	\$3,240
Asylum Seeker Resource Centre Inc	ASRC Education Program	\$10,000
Australia-Burma Society Inc	Lantern Festival, Youth-led Sport and Burmese New Year event	\$3,400
Australian Vietnamese Women's Association Inc	Green sustainable lifestyle for Vietnamese background local residents	\$5,000
Australian Vietnamese Women's Association Inc	Healthy cooking for Vietnamese	\$2,500
Buddhist Council of Victoria Inc	BCV say no to family violence	\$5,000
Cambodian Association of Victoria Inc	Beauty contest 2017	\$2,500
Cambodian Association of Victoria Inc	Cambodian New Year and CAV 33rd year anniversary	\$1,500
Cambodian Association of Victoria Inc	Support disadvantaged Cambodian-Australian women's group	\$1,000
Cambodian Association of Victoria Inc	Youth sporting, recreational and social support	\$3,456
Casey Tamil Manram Inc	Celebration of "Aadi-Pirappu"	\$1,700
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 Band Inc	One-off establishment costs for a youth brass academy and training band	\$5,000
Dandenong & District Aborigines Co-operative Limited	Cultural connection camps for indigenous youth	\$15,450
Dandenong Low Vision Group	To improve the independence, safety and confidence of people with vision loss	\$1,500
Dandenong West Primary School	Healthy eating workshops, leading to increased employment skills	\$4,300
Fijian Community Association Victoria Inc	Fiji Day multicultural festival	\$2,000
Fusion Theatre Inc	Luminosity: Connecting community through inclusive theatre arts	\$10,000
Greek Orthodox Community of Dandenong & Districts	Dandenong Greek festival	\$3,000
Hazara Australian Community Association of Victoria	Ramadan Eid celebration	\$1,000
Indonesian Women's Friendship Network	Family Fun Day in Dandenong	\$527
Indonesian Women's Friendship Network	Indonesian multicultural festival in Victoria	\$1,000

COMMUNITY FUNDING PROGRAM

Community Support Grants Program Round 1

Applicant Name	Project Title	Amount Granted
Island Roots Performing Arts	National TANGI KAARA (drumming) competition	\$3,496
Kerala Hindu Society Melbourne Inc	KHSM ONAM Extravaganza 2017	\$2,000
Lyndale Football Club	Goal post pads	\$1,500
Noble Park Community Centre Inc	Noble Park Community Centre Art Show	\$979
Omid Cultural Association Inc	Eid celebration	\$2,000
Omid Cultural Association Inc	Employment readiness training sessions for asylum seekers and refugees	\$1,500
Relaxum Group Inc	Social, active and healthy ageing of isolated senior Slavic women	\$1,000
River Jiang Arts Inc	Dragon boat sing along festival	\$1,000
Rodriguan Social Club of Victoria Inc	Seniors Week special lunch	\$1,000
Sandown Cobras All Abilities Sports Inc	Disability Special Day	\$1,500
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc)	Build residents associations bridges	\$1,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc)	Clean Up Australia	\$500
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc)	Lantern Festival	\$1,500
Senior Citizens of the Freccia Azzura Club Inc	Health and wellbeing of senior citizens of the City of Greater Dandenong	\$1,000
South Springvale Soccer Club	Set sustainable foundations to meet demand, particularly of migrant communities, and grow the club	\$6,300
Southern Football Netball League Inc	Form five AFL women's teams within the City of Greater Dandenong	\$7,500
Space2b Social Design Inc	Flying: A creative and business mentoring program run by and for new migrants and refugees	\$9,995
Springvale Little Athletics Centre Inc	To purchase athletics equipment	\$1,875
Springvale Mandarin Network	Multicultural Ping Pong tournament and Mother's Day and Dragon Boat festival celebration of 2018	\$1,500
Springvale Neighbourhood House Inc	Harmony Festival – Celebrating cultural diversity in the City of Greater Dandenong	\$8,000
Sri Lanka German Technical Training Institute Old Boys Association Australia Inc	A seminar of English language for VCE students conducted by two high achieving former students	\$770
Sri Lanka German Technical Training Institute Old Boys Association Australia Inc	Christmas Carols in Sinhala	\$900
St. Martin's Youth Arts Centre	St. Martin's workshop program in Dandenong	\$10,000

Community Support Grants Program Round 1

Applicant Name	Project Title	Amount Granted
Stand Up: Jewish Commitment to a Better World Ltd	Sudanese Youth Engagement Project: I Can Beyond	\$4,000
Thai Information and Welfare Association (TIWA) Inc	Empowering Thai Women through knowledge and awareness training and peer support project	\$5,000
The Association of Hazaras in Victoria Inc	End of Ramadan celebration	\$1,000
The Australian Indian Innovations Inc	Diwali Festival of Lights 2017	\$4,000
The Australian Indian Innovations Inc	India Day celebrations at Dandenong Market	\$2,000
The Nigerian Society of Victoria Inc	2017 International Student Information and Awareness Forum	\$2,000
The Nigerian Society of Victoria Inc	2017 African Australian Soccer Tournament	\$2,000
The Nigerian Society of Victoria Inc	2017 African Australian Table Tennis Tournament	\$2,000
Salvation Army Victoria Property Trust	Street Dreams dance program	\$9,000
Victorian Afghan Associations Network Incorporated	Refugee Week celebration	\$2,000
White Star Dandenong Soccer Club Inc	This season our focus is on building a community and connecting cultures through playing soccer	\$4,014
Women's Health in the South East Inc	Harmony and respect in the home: Understanding the importance of gender equity for CALD communities	\$1,000
Xinjiang Chinese Association of Australia Inc	Regular activities at the Noble Park Community Centre	\$3,000
AA Combined Groups at Palm Plaza	To provide a meeting room for four AA groups	\$13,173
St. Kilda Gatehouse Inc	Three programs for at risk young women	\$8,000
Life Without Barriers	Seeking healthy lives for people seeking asylum	\$15,000
TOTAL	63 applications	\$232,575

COMMUNITY FUNDING PROGRAM

Community Support Grants Program Round 2

Applicant Name	Project Title	Amount Granted
Al-Emaan Women's Organisation Inc	Happiness workshop	\$3,000
Anglo-Indian Australasian Association of Victoria Inc	Three picnics in Fotheringham Reserve for young and old in the community	\$1,000
Association of Hazaras in Victoria Inc	End of Ramadan celebration	\$1,100
Athol Road Primary School	Urban farm initiative	\$10,000
Athol Road Primary School	Athol Road play group family wellbeing program	\$1,250
Australian Rohingya Soccer Club	Australian Rohingya Soccer Club	\$6,000
Australian Vietnamese Women's Association Inc	Vietnamese cultural expo	\$2,000
Australian Youth Climate Coalition Limited	Switched On Schools – Greater Dandenong	\$5,000
Burmese Women's Alliance	Creative arts activity	\$6,256
Burmese Women's Group	Empowered Life project	\$1,700
Cambodian Association of Victoria Inc	Healthy eating and living for Cambodian elderly citizens	\$1,500
Cambodian Association of Victoria Inc	Harmony gathering	\$2,000
Cambodian Association of Victoria Inc	Community newsletter	\$1,000
Cambodian Association of Victoria Inc	Traditional Khmer dance for Cambodian youth	\$1,500
Dandenong Arts Club Inc	Christmas and New Year - Community gathering	\$1,500
Dandenong High School	School urban farm	\$10,000
Dandenong Neighbourhood House Inc	Learn...Share...Eat...Connect	\$10,000
Dandenong West Community Hub Primary School	2018 Dandenong West cultural diversity Harmony Day Community Festival	\$8,600
Dandenong West Cricket Club	Cricket equipment	\$2,731
Fiji Islamic Cultural Society of Victoria Inc	Eid celebrations and Prophet's birthday	\$1,000
Freedom Day Club	Fun Day project of Freedom Day Club in 2017	\$1,000
Friends of Refugees	Refugee and asylum seekers recognition awards	\$5,000
Friends of Refugees	Startup Refugees	\$8,000
Future Foundations	Future Foundation creative workshops	\$7,274
Girl Guides Association of Victoria	Girl Guides in school community cohesion programs	\$5,540
Hindi Niketan Inc	Celebration of Independence Day of India	\$1,000
Jesuit Social Services	Parent-Child Language for Learning program	\$8,240
Kerala Hindu Society Melbourne	Kids Club activities	\$2,500
Lakhanda Sri Lankan Elderly Group	Sri Lankan New Year celebration	\$400
Las Iluminadas	Tuesday Lunch Club	\$750
Lopit Community Association of Australia Inc	Lopit Women's empowerment project	\$2,850
Mythri Social and Cultural Association	Kudumbolsavam	\$1,500

Community Support Grants Program Round 2

Applicant Name	Project Title	Amount Granted
North Dandenong Junior Football Club	Community football engagement project	\$2,500
Omid Cultural Association	Refugee Week and Eid celebration 2018	\$3,000
Parkmore Junior Football Club Inc	Free community junior football clinics	\$8,000
Rodriguan Social Club of Victoria Inc	Festival Creole	\$1,000
Rohingyan Women's Group	Rohingyan healing stories	\$7,066
Russian Seniors in Dandenong Inc	Transport, exercise, administration, general support, dancing classes	\$1,000
Serbian Community Association of Australia	Raising awareness about safety in the community	\$2,350
South East Victorian Tibetan Cultural School	Tibetan Folk dance classes	\$3,500
Southeast Region Melbourne Oromo Community Association Victoria, Australia	Bridging the young-elderly people gap among the Oromo community	\$5,000
Southern Migrant and Refugee Centre	Women's exercise group	\$3,240
Southern Migrant and Refugee Centre	One world festival of sports and culture	\$7,500
Springvale Little Athletics Centre Inc	Finish line	\$4,000
Springvale Mandarin Network	2018 Springvale Chinese music festival	\$1,000
Sri Lanka German Technical Training Institute Old Boys Association of Australia Inc	Sri Lankan New Year celebrations	\$5,000
Stand Up: Jewish Commitment to a Better World	Sudanese Women's Leadership Group	\$5,000
The Australian Indian Innovations Inc	Alli Holi Fair 2018	\$4,000
U3A Dandenong Inc	A proposed course on positive ageing	\$1,500
U3A Dandenong Inc	Arts and Craft Show 2018	\$1,400
Victorian Afghan Associations Network Inc	The Nawroz Festival 2018	\$8,500
Wellsprings for Women	Wellsprings holiday program	\$3,450
Wooranna Park Primary School	Youth Empowerment Conference 2018 and Beyond	\$9,000
TOTAL	53 applications	\$208,197

COMMUNITY FUNDING PROGRAM

Sponsorships Program Round 1

Applicant Name	Project Title	Amount Granted
Dandenong Agricultural & Pastoral Society Inc	146th Annual Dandenong Show 2017	\$25,000
Springvale Asian Business Association Inc	2018 Springvale Lunar New Year festival	\$33,000
Lions Club of Noble Park Inc	2018 Summer Community Festival	\$22,000
September Latin Festival Incorporated	September Latin Festival 2017	\$20,000
Dandenong Basketball Association Inc	Dandenong Rangers Women's National Basketball League (WNBL) season	\$30,000
TOTAL	5 applications	\$130,000

Sponsorships Program Round 2

Applicant Name	Project Title	Amount Granted
Chand Raat Eid Festival Inc	Chand Raat Eid Festival 2018	\$5,000
Dandenong Basketball Association	2018 Australian Club Champs	\$5,000
Dandenong Thunder Soccer Club	Prepare for 2018 season	\$8,000
YMCA Victoria Community Programming – Dandenong Oasis	Twilight Fun Run	\$2,500
TOTAL	4 applications	\$20,500

Community Response Grants Original Process

Applicant Name	Project Title	Amount Granted
Afro Youth Link Incorporated	Youth music workshop	\$760
Al-Ehssan Women's Group	Eid celebration	\$810
Alexandar Ivetic	World Karate Federation Junior World Championships	\$650
Amelia Davidson	Australian Junior Indoor Netball Championships 2017	\$630
Australia – Ceylon Fellowship Incorporated	Pre Xmas lunch	\$1,000
Australian Hazara Women's Friendship Network Inc	English classes, computer classes and learner driving classes	\$850
Australian International Relief Inc	Community gathering	\$560
Boopa Thidas Munasinghe	2017 Australian National Indoor Cricket Championships	\$490
Bourio-Anatolies	Venue hire, travel and equipment	\$660
Brighton Life Saving Club Inc	Water safety program	\$520
Ceylonese Welfare Organisation Inc	End of year luncheon	\$950
Chevone Thomson	2017 Pacific School Games Netball Competition	\$520

Community Response Grants Original Process

Applicant Name	Project Title	Amount Granted
Church For The Whole Family – Dandenong South Inc	From Tears to Joy program	\$780
Combined Probus Club of Noble Park Inc	Excursion to Eynesbury House	\$715
Connection Arts Space Inc	Arts program for refugee and asylum seeker young people	\$1,000
Corona Italian Seniors Club of Casey Inc	Christmas lunch	\$700
Dandenong & District Orchid Club Inc	Regular meetings of the Dandenong & District Orchid Club	\$396
Dandenong & District Orchid Club Inc	Greater Dandenong Orchid Show	\$604
Dandenong Baptist Church	Youth Camp	\$700
Dandenong City Soccer Club	Kanga Cup	\$700
Dandenong Cossacks Volleyball Club Inc	Junior Girls Volleyball development program	\$700
Dandenong Springvale Athletics Incorporated	Club promotion and purchase of uniforms	\$880
Dandenong West Primary School	Buildings and landmarks for the traffic course	\$750
Greek Community of Springvale and Districts Limited	Father's Day celebration	\$500
Greek Community of Springvale and Districts Limited	Christmas celebration	\$500
Heming Hu	2017 World Individual Table Tennis Championships	\$490
Ignite Sport Dance Life	Volunteer training and sports equipment	\$760
Indian Community Association of Greater Dandenong Inc	Christmas party for seniors	\$1,000
Italo-Spanish Club Inc	Father's Day celebration	\$500
Italo-Spanish Club Inc	Christmas lunch	\$500
Jesuran Welfare Services Inc	Kitchen equipment and appliances for the Global Café	\$900
JET Australia Foundation Ltd	Rahki – Multicultural event	\$880
Justin Tang Lieu	2017 Australian Junior Volleyball Championships	\$630
La Voz Femenina Group Inc	Independence Day celebration and purchase of craft materials	\$390
Lili Taivai	2017 Australian Calisthenic Federation Nationals Championship	\$490
Lions Club of Dandenong Inc	Holiday Camp for disadvantaged children	\$680
Lions Club of Dandenong Inc	Senior Citizens hall hire fee	\$320
Lions Sports Club Inc	Additional Cricket team	\$750
Mind Australia Limited	Music recording equipment	\$700
Moodemere Scout Group	Scout Leaders training and uniforms	\$950
Multicultural Women's Friendship Network	Mothers Mean Business Expo	\$730

COMMUNITY FUNDING PROGRAM

Community Response Grants Original Process

Applicant Name	Project Title	Amount Granted
Multicultural Women's Group	Mother's Day excursion to Healesville Sanctuary	\$800
Napoli Family Dandenong Inc	Father's Day celebration	\$950
Noble Park Community Centre Inc	City of Greater Dandenong encouragement awards	\$280
Noble Park Community Centre Inc	All Abilities drawing classes	\$720
Noble Park North Multicultural Elderly Citizens Club Inc	Excursion to Thomastown	\$960
North Dandenong Cricket Club	Sports equipment	\$880
North Dandenong Junior Football Club Inc	Subsidise player registration fees	\$1,000
Original Hope Reform Assembly Divine Acts (OHRADA Church)	Community gathering	\$1,000
Ramblers Community Walking Group	Excursion to Marysville	\$750
Rohingya Women's Support Group	Day to reconnect	\$1,000
Rossalean To	2017 World University Games	\$560
Sangam Kala Group, Australia (SKGA) Inc	Sawan Spring Cultural Festival 2017	\$1,000
SEWA International (AUST) Inc	Monthly activities for Indian seniors	\$810
Sierra Lee	2017 Australian Championship in Hockey	\$480
Springvale Neighbourhood House Inc	Chinese painting class	\$830
Springvale Park SDS Parents Association	Springvale Park SDS end of year celebration	\$1,000
Springvale Rise Primary School	Food safety training	\$620
Tallis Kahu	Rugby League CAS Championships	\$490
Tamil Women's Group Dandenong	Arts and craft exhibition	\$960
The Aussie Rhythm & Jazz Association Incorporated	Purchase musical instruments	\$880
The Combined Probus Club of Sandown Inc	Christmas lunch	\$1,000
The Country Women's Association of Victoria Inc – Dandenong Branch	Regular meetings at the Palm Plaza meeting room	\$1,000
The Druze Community Charity of Victoria	Mother's Day river cruise	\$960
THE HE Vietnamese Language Centre	Fitness activity involving hula hoops	\$750
The Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc	Macedonian National Day celebration	\$850
The Tamil Competition, Victoria	The Tamil competition national awards ceremony	\$1,000
Whirlybird Day Club	Excursions for members of the Whirlybird Day Club	\$750
Willow Lodge Garden Club	Friendship Rose Arbour	\$750
Zinzan Kahu	Country Rugby League Championships	\$450
TOTAL	70 applications	\$51,475

Community Response Grants Revised Process

Applicant Name	Project Title	Amount Granted
A877 Club Inc	A877 Club English volunteer program	\$1,000
Association of Ukrainians in Victoria South Eastern Branch	Ukrainian community cultural day	\$1,000
Bangla Sahitya Sansad (Bengali Literary Society Inc)	International mother language day and literary workshop	\$1,000
Basbetbol At Kulturang Pinas Incorporated	Basketball	\$750
Burgher Association Australia Inc	Lunch for the elderly	\$1,000
City of Greater Dandenong Tennis Group	CGD Tennis group 'Tennis Fun Day'	\$1,000
Cleeland United Soccer Club Inc	Soccer training equipment	\$1,000
Cross Purpose Church	Youth camp	\$1,000
Dandenong Alevi Cultural centre	Seniors Day Out	\$1,000
Dandenong Arts Club Inc	Christmas and New Year dinner night 2017	\$1,000
Dandenong Health and Recreation Model Association Inc	Outdoor family day	\$1,000
Dandenong Tigers Soccer Club	Soccer tournament	\$1,000
Dandy Cat Rescue	Cat education brochure in multiple languages	\$1,000
ElHokamaa Senior Citizens	Weekly social gathering	\$1,000
Evergreen Seniors Group	Group activities	\$750
Folklorni Ansambl Moravac	Dancing group	\$1,000
Goan Association of Australia Inc	Carnival celebrations at Springvale Town Hall	\$1,000
Goodstart Early Learning – Princes Highway Dandenong	Family support group	\$1,000
Hispano American School of Springvale Inc	School operational support project	\$1,000
Italian Elderly Citizens Club	Easter luncheon and Mother's Day luncheon	\$1,000
Keysborough Fire Brigade	Defibrillator OHS project	\$1,000
Keysborough Soccer Club	IT Hardware project	\$1,000
Melbourne Waverley Netball Club Inc	Match day netballs	\$1,000
MiCare (Formerly New Hope Foundation)	Family violence session and Sovereign Hill visit	\$1,000
Lauren Kirkwood	Disabled athlete competing in Pacific School Games	\$500
Alfred Krause	Shalafron productions	\$250
Hur Ali Doostizadah	FFV Player	\$350
Mubashar Ali Doostizadah	FFV Player	\$350
Nenyasha Manzvera	IMG Discovery Open	\$500
Tawananyasha Manzvera	IMG Discovery Open	\$500
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon – Dandenong Branch Inc	Guard of Honour 2018 members annual free BBQ	\$1,000

COMMUNITY FUNDING PROGRAM

Community Response Grants Revised Process

Applicant Name	Project Title	Amount Granted
Nepalese Association of South East Melbourne	Deusi-Bhailo (Nepalese Festival of Diwali) celebration	\$1,000
Parkmore Junior Football Club Inc	Club operation IT improvement	\$1,000
Polio Australia	Clinical practice workshop on the late effects of polio	\$138
Serbian Australian Pensioners Group	Pensioner group	\$1,000
Social Club Maricot Incorporated	Fundraising dinner	\$1,000
Somalian Cultural Youth Group	Swimming at Waves Leisure Centre	\$1,000
Springvale Districts Football Club	Family Day	\$1,000
Springvale Italian Senior Citizen's Club	36th Anniversary of the Springvale Italian Senior Citizen's Club	\$1,000
Springvale Senior Citizen's Multicultural Club	Excursion to Fruit Farm	\$1,000
The Australian Jordanian Association	Community and family gathering to keep in touch	\$1,000
Uniting Victoria & Tasmania Ltd	Supported residential service social group	\$800
Vasudeva Kriya Yoga	4th International Day of Yoga celebration	\$1,000
Vietnamese Australian Senior Association Inc	Vietnamese New Year celebration	\$1,000
TOTAL	44 applications	\$38,888

Community Partnerships Funding Program

Applicant Name	Project Title	Amount Granted
Dandenong Neighbourhood House Inc	Operational Support	\$71,430
Keysborough Learning Centre	Operational Support	\$75,447
Noble Park Community Centre Inc	Operational Support	\$40,854
Springvale Learning and Activities Centre Inc	Operational Support	\$40,854
Springvale Neighbourhood House Inc	Operational Support	\$69,897
Wellsprings for Women Inc	Operational Support	\$108,038
Springvale Benevolent Society Inc	Operational Support	\$18,476
St Vincent De Paul Society	Operational Support	\$18,476
St. Joseph's Catholic Church Springvale	Operational Support	\$10,384
We Care Community Services Inc	Operational Support	\$19,472
Cornerstone Contact Centre Inc	Operational Support	\$30,000
Concern Australia Welfare Inc	Operational Support	\$21,163
Cambodian Association of Victoria Inc	Operational Support	\$22,183
City of Greater Dandenong Band Inc	Operational Support	\$22,947
Dandenong & District Historical Society Inc	Operational Support	\$8,076
Springvale & District Historical Society	Operational Support	\$6,999
Interfaith Network of the City of Greater Dandenong Inc	Operational Support	\$89,436
South East Community Links Inc	Operational Support	\$429,545
Dandenong Women's Cricket Club Inc	Women's Cricket – Community and Premier Levels	\$6,630
TOTAL	19 applications	\$1,110,307

Community Partnerships Funding Program Supplementary

Applicant Name	Project Title	Amount Granted
Victorian Foundation for Survivors of Torture	Hazara Women's support group	\$10,000
Jesuran Welfare Services Inc	Meeting the needs of refugees and asylum seekers in the community	\$10,000
Springvale Learning and Activities Centre Inc	Dandenong Outreach Service	\$18,476
St Kilda Gatehouse	Outreach to women in the sex industry	\$40,000
Friends of Refugees Inc	Move to new premises and delivery of training program	\$40,000
TOTAL	5 applications	\$118,476

COMMUNITY FUNDING PROGRAM



Asylum Seeker Employment Grant

Applicant Name	Project Title	Amount Granted
Life Without Barriers	Cultural mentoring and partnership-building for people seeking asylum	\$45,000
TOTAL	1 application	\$45,000

Greater Dandenong Volunteer Resource Service

Applicant Name	Project Title	Amount Granted
South East Volunteers Incorporated	Greater Dandenong Volunteer Resource Service	\$80,000
TOTAL	1 application	\$80,000



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 seven prosecutions, the issuing of 148 building notices and 280 orders on non-compliant building work.
- ✓ 2,452 resident requests for information by solicitors and building surveyors were answered within the required timelines.
- ✓ 1,737 privately issued building permits were recorded on Council's systems.
- ✓ 1,079 report and consent applications were assessed, including 85 siting consents and 204 build over easement consents.
- ✓ 67 Essential Safety Measures inspections were carried out resulting in safer buildings.

Over **1.1 million people** visited the **Libraries** in 2017–18

There was a **25 per cent decrease** in recorded instances of **antisocial behaviour** in and around the Civic Centre precinct and Dandenong Library.

Planning and Design

Planning and Design provides both statutory planning and strategic, design and sustainability services for the city. This includes the assessment of planning and subdivision applications, future land use strategy, urban design and sustainability assessment, policy development, and all legislative matters relating to the Greater Dandenong Planning Scheme.

Achievements

- ✓ 1,000 planning applications were determined, and the percentage of applications determined within the statutory timeframe improved from 68 per cent in 2016–17 to 71 per cent.
- ✓ A fully electronic planning permit application system was developed and successfully implemented.
- ✓ Planning Scheme Amendment C143 Green Wedge Management Plan was gazetted into the Greater Dandenong Planning Scheme.
- ✓ Planning Scheme Amendment C182 (Part 1) Residential Zones was gazetted into the Greater Dandenong Planning Scheme.
- ✓ Planning Scheme Amendment C201 Environmental Sustainable Design Planning Policy was exhibited and adopted by Council.
- ✓ Springvale Activity Centre Structure Plan 2017 was adopted by Council.
- ✓ The review of the Noble Park Activity Centre Structure Plan 2009 commenced.
- ✓ The review of the Open Space Strategy commenced.
- ✓ Development of the Climate Change Strategy commenced.
- ✓ The Sustainable Buildings Policy for Council buildings was completed and adopted by Council.
- ✓ The Sustainability Awards and the Sustainability Festival were delivered.
- ✓ A Sustainability Reference Committee was established.
- ✓ Master Plans for Warner, Frederick Wachter, Burden and Parkfield reserves were developed.

Regulatory Services

Regulatory Services provides compliance, education and enforcement functions related to public 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. Regulatory Services' administration team provides direct services to customers both internal and external, as well as offering general administrative support to the other teams within the department.

Achievements

- ✓ As a result of significant efforts by the Public Safety and Security team, there was a 25 per cent decrease in recorded instances of antisocial behaviour in and around the Civic Centre precinct and Dandenong Library.
- ✓ The Public Health Unit implemented a new software program that will greatly enhance our ability to share information with food businesses and assist them in maximising food safety.
- ✓ The Parking Management team responded to a range of customer concerns about parking controls in and around the Dandenong Activity Centre, leading to an increase in parking availability in some areas, fee reductions in certain areas and fee removal in other areas.
- ✓ The Local Laws team held a workshop with local real estate agents, leading to relaxing of the controls on real estate advertising in relation to auctions and open houses.

Community Services

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 and development in arts, heritage, culture, literacy 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 engaging creative public programs, artist development, artist residencies, community and artist exhibitions, public art, and cultural venues including Heritage Hill and Walker Street Gallery.

Festivals and Events encourages community celebration, participation and inclusion through the delivery of strategic Council funded festivals and events and through the support of many community festivals and events across the municipality.

The Drum Theatre hosts performances including professional productions, local theatrical performances and community presentations. It also provides workshops, exhibitions, meeting and function facilities.

Achievements

- ✓ The new Library Strategy was adopted by Council and launched in May 2018.
- ✓ Over 1.1 million people visited the Libraries in 2017–18.
- ✓ A total of 717 Library program sessions for children were conducted, with more than 15,000 children and 12,000 carers/parents attending.
- ✓ Over 35,000 people attended library programs targeted at adults. Programs included Robotics for Seniors, Readers on Wheels, Scam Savvy Seniors, Social Media for Seniors, Social Knitwork and Coffee Club, among others.
- ✓ There were 12,762 page views of heritage photos on Council's website.

SERVICE SUMMARIES – A YEAR IN REVIEW

- ✓ The Springvale and District Historical Society (SDHS) relocated to a temporary home in Morwell Parade, Springvale while the construction of the Springvale Community Precinct is underway.
- ✓ The Short Cuts Film Festival 2018 screened at Drum Theatre for the third year to an attendance of 325, with a program of 18 films selected from more than 1,800 entries. Entries were received from primary and secondary school students, community groups, emerging and professional film-makers.
- ✓ 1,873 participants engaged in creative classes and programs across Council's cultural venues such as life drawing, weaving and composting.
- ✓ The Home exhibition showcased artists from refugee and asylum seeker backgrounds, receiving strong local engagement and national press coverage.
- ✓ Partnerships with the Emerging Writers' Festival, Melbourne Writers' Festival and Open House Melbourne delivered successful events into the City of Greater Dandenong.
- ✓ Through Creative Victoria's Creative Suburbs funding, [Sub]urban Studio produced over 50 community workshops in dance, spoken word and puppetry, and the nationally significant exhibition Odile which was successfully held across all Council's cultural facilities, and was reviewed in Art + Australia.
- ✓ Drum Theatre increased the average attendance for each performance from 71 per cent to 75 per cent capacity per performance across every performance for the year.
- ✓ Drum Theatre season highlights included Australian Ballet presenting two performances of Giselle, The Very Hungry Caterpillar, Damien Leith, Rhonda Burchmore, Ghazel Nights, Multicultural Arts Victoria partnering with The Drum to present Ustad Shujaat Khan, full houses for The Laughing Samoans, Normie Rowe, David Strassman, Guy Sebastian, and Shrek the Musical.
- ✓ The Drum Theatre also hosted the St Kilda Film Festival regional tour and The Melbourne International Indian Film Festival.
- ✓ Six large scale Council-led events and two festivals were successfully delivered with an estimated attendance of 90,600, a 7 per cent increase on the previous year.
- ✓ Council-led large festivals and events achieved an average 92.2 per cent in customer satisfaction rates, a 2 per cent increase on the previous year.

- ✓ The Festivals and Events team supported over 55 community event applications as well as smaller Council and community activations, with an estimated community attendance of over 463,000 people.

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

- ✓ A redesign of work practices for the Assessment Team has led to the team exceeding their agreed timelines for undertaking client assessments through referrals from My Aged Care.
- ✓ The Positive Ageing Strategy 2017–25 was adopted by Council in November 2017.
- ✓ The YouMeUs Project which aims to foster a culture of inclusion within organisations won the Outstanding Program/Project at the 2017 LGPro Aged and Disability Awards and also received a High Commendation in the Community Partnerships Initiative category at the 2018 LGPro Awards for Excellence. The project was a partnership between the cities of Glen Eira, Kingston, Bayside, Port Phillip and Greater Dandenong.
- ✓ The Disability Action Plan 2017–23 was successfully launched in November 2017.
- ✓ A very successful Seniors Festival was held in October 2017 with 39 activities on offer. These activities were run by a range of clubs and organisations across the municipality. Council hosted an Afternoon Tea Dance at the Jan Wilson Centre with approximately 180 people in attendance.

- ✓ To promote and celebrate social inclusion and connectedness, a MultiCultural Seniors Dance was held at the Springvale City Hall in September 2017. There were over 350 people in attendance.
- ✓ Ongoing support was provided to the Positive Ageing Advisory Committee and Disability Advisory Group. Both advisory committees have provided invaluable advice to Council on the development of the new Disability Action Plan 2017–23 and the Positive Ageing Strategy 2017–25.

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; Volunteers, Sport, Recreation and Community Facilities; Community Funding; Youth and Family Services; Children's Services; Maternal and Child Health; and Immunisation.

Achievements

- ✓ The Tattersson Park precinct was officially opened – including the Ian Tattersson Pavilion and synthetic soccer pitch.
- ✓ Young Women's Gala Day event was attended by over 200 students.
- ✓ Council celebrated 100 years of Maternal and Child Health Services in the state of Victoria.
- ✓ 11,587 children and adolescents received immunisation, a 10 per cent increase from the previous year.
- ✓ 'Improving Childhood Immunisation Rates in the Southern Region' project funded through an \$80,000 grant from South Eastern Melbourne Primary Health Network (SEMPHN), has resulted in increased immunisation coverage rates of between three to five per cent in all age cohorts.
- ✓ 656,946 child care hours were provided annually to 993 local families and 1,124 children in Family Day Care.
- ✓ CGD won the State Agency of the Year in the Playgroup Victoria Awards 2017.
- ✓ The Children's Forum was held for 55 local children to have an active voice in planning activities and events in the municipality and to promote Greater Dandenong as a Child Friendly City.
- ✓ Planning and design was completed for Yarraman Oaks new Early Years Facility due to open in 2019.
- ✓ Council conducted advocacy against the changes to the Status Resolution Support Service (SRSS) program for people seeking asylum. Mayoral letters were written to federal and state Ministers of Parliament and Councillor deputation went to Canberra in June 2018. CGD has close to 2,000 people seeking asylum in the municipality and many will lose all income and case management support through these changes.
- ✓ The Gambling Forum was held in February 2018 with guest speaker Tim Costello. A Mayoral letter was written to AFL clubs advocating they relinquish their electronic gambling machines (pokies).
- ✓ CGD's first Reconciliation Action Plan was launched on 15 March 2018. Other key highlights included a Reconciliation Week event in Harmony Square and celebration of NAIDOC Week.
- ✓ Family Services engaged a total of 240 families, 642 children, providing a total of 9,418 contact hours of support and nine group programs targeting vulnerable families and at risk fathers.
- ✓ Youth and Family Services engaged with 5,800 young people through 10 events that encouraged pro social activities in public spaces, including Harmony Square, Dandenong Plaza, Dandenong Market, JC Mills Reserve and the Noble Park Skate Park.
- ✓ The Youth Mayoral Taskforce developed a 12 month action plan to address youth disengagement and unemployment in CGD.
- ✓ Council has secured funding of \$546,000 to facilitate a pilot program for intensive case management to highly at risk families, drug strategy initiatives and youth engagement activities.

SERVICE SUMMARIES – A YEAR IN REVIEW

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 127,000 calls to the call centre and answered 80 per cent of those within 20 seconds, achieving the annual target.
- ✓ The team processed 25,906 Merit requests for service; 57,599 receipts to a value of \$53,244,000; and 2,902 Disabled Parking Permits, 2,647 of which were approved and 255 declined.
- ✓ In the 2018 Community Satisfaction Survey, the City of Greater Dandenong scored 71 for customer service, which continues to be higher than the state-wide average for all councils.
- ✓ A number of processes were reviewed resulting in improved services, including updating the Cat Trap rental process, and collaborating with IT to integrate the website and Snap Send Solve with Merit.
- ✓ 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.
- ✓ Civic and Community Facilities teams were merged in 2017, creating efficiencies in processes and improved customer service across all Council facilities.
- ✓ Staff continued to provide a professional support service to thousands of guests through their private events, civic receptions and community meetings. Venue usage grew and feedback from customers was overwhelmingly positive.

- ✓ Substantial works and maintenance were undertaken across multiple venues, including an upgrade of the Jan Wilson Centre kitchen and refurbishment of the old Meals on Wheels site to become a multi-functional community group space.

Governance

The Governance department 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. Records Management is responsible for the management, archiving and disposal of all Council correspondence and records in compliance with the *Public Records Act 1973* and Public Records Office of Victoria (PROV) Standards.

Achievements

- ✓ A number of Mayor and Councillors annual and civic events were conducted for the Greater Dandenong community.
- ✓ There were no breaches of the Local Government Act 1989.
- ✓ No Freedom of Information decisions required review by the FOI Commissioner in 2017–18.
- ✓ The budgeted targets for expected rental revenue across the municipality were met.
- ✓ The Records Management Unit was externally audited and an 18 month program of improvement initiatives 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 two of the implementation of the Zipporah booking system for the Drum Theatre was completed. The future development of this system will include managing sports grounds and pavilions as well as allowing residents to request a space via Council's website.
- ✓ Various online forms/processes and application interfaces both internal and external were implemented utilising technology allowing for integration with Council's corporate systems.
- ✓ Snap Send Solve application integration was completed with Council's Merit Customer Request Management System (CRMS). The public can provide feedback and report incidents using the universal application which will then automatically notify Council's CRMS. The requests will now be issued with a Merit number for tracking purposes.
- ✓ Valuation Management (VM) 2020 was integrated with Property and Rating improving the management of integration settings.
- ✓ Health Manager was implemented.
- ✓ The Windows 10 and Office 2016 deployment commenced.

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 2017–18 Budget was completed recognising changed circumstances underlying the adopted budget.
- ✓ Council's Long Term Financial Strategy was updated for the period 2018–19 to 2022–23 to form the basis of the Budget for 2018–19, and Council's Annual Budget for 2018–19 was adopted by Council on 12 June 2018.
- ✓ 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 2016–17 Annual Financial Statements were produced including the receipt of an unqualified audit opinion from the Victorian Auditor-General.

SERVICE SUMMARIES – A YEAR IN REVIEW

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, Annual 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 and internal communications; preparation of mayoral speeches; and the supply of internal printing services.

Achievements

- ✓ A community engagement and consultation program was managed for the development of the 2018–19 Annual Budget.
- ✓ The development and implementation of key branding and community information campaigns was coordinated, including Snow Fest, the Walk Against Family Violence, Children's Festival, Summer in the City events, Short Cuts Film Festival and Council's Team 11 bid.
- ✓ A number of community consultation campaigns were managed via Council's online community engagement tool including one for the Little India Precinct and the future of parks in Greater Dandenong.
- ✓ Online engagement improved through social media, with Greater Dandenong's official Facebook page now having 11,132 followers; official twitter followers over 4,191; and Instagram with 2,554 followers. Overall, the annual growth of our Social Media channels was 13.6 per cent; YouTube grew by 100 per cent (0 – 93 subscribers), Facebook followers by 14.5 per cent, Instagram followers by 12 per cent and Twitter followers grew by 8.7 per cent.
- ✓ A total of 394 content items were sourced and curated for the Urban Screen and digital screen network, including those in customer service centres, libraries, community centres and maternal and child health centres.

People and Procurement Services

People and Procurement Services are responsible for supporting and developing 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 full rollout of the Appropriate Workplace Behaviours Policy training program was completed across the organisation.
- ✓ Listen, Learn and Lead sessions were conducted with staff to understand gender equity and contribute to broader industry initiatives.
- ✓ A vendor was selected and implementation of a new HR system incorporating learning management, performance management and integrating with Council reporting commenced.
- ✓ Council's White Ribbon Workplace accreditation was maintained.
- ✓ Another successful Walk Against Family Violence event was conducted in November 2017 with increased numbers and participation.
- ✓ Collaborative procurement for facilities management commenced 1 July 2018, resulting in increased savings.
- ✓ CarbonMetrix and an Embedded Utility Officer program were implemented replacing the outdated UtilityTracker system. This has led to improved efficiency and accuracy in utility reporting and payments recouping \$33,000 for incorrect water charges with more savings to be identified.
- ✓ The three year implementation program commenced to ensure compliance of the OHS Management System to the National Audit Tool (NAT) requirements as part of Council's participation in the MAV Self Insurance Scheme for Workcover.
- ✓ A new OHS web portal was developed for staff to enhance health and safety knowledge and focus on preparation for new self-insurance standards.

Engineering Services

City Projects and Asset Improvement

This department incorporates the Project Delivery team 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 major building projects with Springvale Community Precinct Stage Two underway and the pavilions at the Robert Booth and Alex Nelson Reserves nearly complete.
- ✓ The design for a major sports pavilion redevelopment at Thomas Carroll Reserve was completed ready for construction in 2018–19.
- ✓ The annual building renewal program was completed incorporating over 80 improvement projects across various Council buildings.
- ✓ A number of open space, lighting and landscape projects were completed across Council's reserves including Greaves Reserve, Dandenong Park 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.

Infrastructure Services and Planning

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

Achievements

- ✓ The 'Discover Dandenong Creek' program continues, with a further \$60,000 of grant funding secured as part of a partnership with Landcare and Transurban to complement the previous two grants focusing on improving biodiversity and social links along Dandenong Creek. The first "Discover Dandenong Creek" festival was held at Tirhatuan Park during Nature Play week, to promote the project and engage the community in environmental awareness activities particularly focusing on wetlands and the creek.
- ✓ 'Greening Our City', Council's new urban tree strategy (2018–28), was developed and provides a comprehensive framework for tree management and planting across the municipality for the next 10 years.
- ✓ The Parks Team has continued its partnerships with specialised secondary schools as part of an ongoing environmental works program to teach students about horticulture, revegetation and parks management. This year the program has worked with Emerson and Berry Street Schools and Operation Newstart, a program which works with students at significant educational risk.
- ✓ Shepley Oval hosted a Pathways Second Eleven Cricket Victoria four day game, which is the first time ever this event has been held at a Greater Dandenong venue. Council and staff were highly praised for their efforts by all parties involved.
- ✓ School education was a key focus at all levels with 48 sessions delivered to over 1,450 students focusing on good recycling and composting habits to reduce waste to landfill.
- ✓ Council adopted the Greater Dandenong Sustainable Stormwater Strategy.
- ✓ An external mapping module for Council's website called Locate, enabling residents and the general public to easily access information about the local area was implemented.

SERVICE SUMMARIES – A YEAR IN REVIEW



- ✓ Council reviewed its Road Management Plan in accordance with the Road Management Act. This document spans 2017–21.
- ✓ The Dumped Rubbish ‘Hot Spots’ Program continued with over 7,642 collections from 2,360 sites to remove approximately 932,116 tonnes of dumped rubbish from streets throughout the municipality.
- ✓ Euro 6 standards were introduced to increase engine efficiency and reduce CO2 emissions from heavy fleet vehicles. Greater Dandenong is the first Council in Australia to purchase a new street sweeper with Euro 6 technology.

Transport and Civil Development

The Transport Unit incorporates Strategic Transport Planning and Transport System Management.

Strategic Transport Planning delivers transport planning, 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, coordinates 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

- ✓ Coordinated a review of the South Eastern Metro Integrated Transport Group’s Regional Transport Strategy.
- ✓ Submitted and advocated Greater Dandenong’s priority projects in the Eastern Transport Coalition’s ‘Commuters Count – Transport Priorities’.
- ✓ Finalised the Integrated Transport Plan and Greater Dandenong Municipal Parking Strategy.
- ✓ Prepared the Dandenong Parking Precinct Action Plan.
- ✓ Successfully applied for \$526k of Black Spot Program funding for road safety treatments.
- ✓ Successfully applied for \$300k of TAC Safe Travel in Local Streets SSRIP funding for road safety treatments.
- ✓ Continued to provide rapid response to Heavy Vehicle Permit applications, including through transition to the National Heavy Vehicle Regulator online portal.

- ✓ 93 per cent of customer requests relating to transport issues (parking signage/road safety) responded to within the allocated timeframe.
- ✓ Joined the Executive Committee of RoadSafe South East.
- ✓ Nine Active Transport Infrastructure projects were planned and delivered.
- ✓ 278 statements of compliance on completed civil works for developments and subdivisions were issued, up 84 (43 per cent) over the 194 last year.
- ✓ 782 new Asset Protection Permits were issued, up 215 (38 per cent) over the 567 last year, 424 permits were released, 85 permits were referred for reinstatement by Council’s Operations Centre, and 5 permits were referred for prosecution, down 15 (75 per cent) compared to last year.

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

- ✓ Worked in partnership with Development Victoria to progress investment on key development sites in central Dandenong including the preparation of a Developer and Tenant Prospectus.
- ✓ Developed a 10 year City Improvement Program plan for the Dandenong, Springvale and Noble Park activity centres.
- ✓ Completed design and consultation for the Masonic Hall Art Gallery project.
- ✓ Progressed the design and implementation of works associated with the Springvale Boulevard and Post Office Lane projects.
- ✓ Secured a \$500,000 grant and developed a framework plan for the Indian Cultural Precinct.
- ✓ Completed place making projects in the Dandenong, Springvale and Noble Park activity centres including the transformed arts program, interpretive signage and comfort improvements to Multicultural Place in Springvale and Harmony Square in Dandenong.

SERVICE SUMMARIES – A YEAR IN REVIEW

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), Welcome to Victoria, Frankly Frankston and Mornington Peninsula magazines, Casey Cardinia magazine and Victoria's Cultural Guide (annual), with a distribution to all information centres within Victoria.
- ✓ 11 Greater Dandenong businesses were featured at the *Melbourne Food and Wine Festival – Regional World's Longest Lunch – Acheron* due to a collaboration with regional businesses.
- ✓ The implementation of both the Regional Food Strategy and Greater Dandenong Tourism Strategy continued in 2017–18. Five videos highlighting tourism have been seen via a number of WIN TV campaigns within the Gippsland area. The videos continue to be shown through accommodation and business venues and on Council's website and Urban Screen in Harmony Square.
- ✓ To promote the city's reputation as a key destination for food and cultural experiences, a total of 12 Council led food and cultural tours were delivered.
- ✓ Seven small business workshops, four CEO and Mayor roundtables, seven Victoria Government Small Business bus visits, one Real Estate and Developer Forum, and eight 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 two grants issued.
- ✓ Christmas decorations were coordinated across the three major activity centres.

To promote the city's reputation as a **key destination for food and cultural experiences**, a total of **12 Council led food and cultural tours** were delivered.

South East Business Networks (SEBN)

Through its unique networking model, 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

Business:

- ✓ Maintained a strong participation base, with increasing numbers of new and younger business owners and managers across all levels of business from CEO to shop floor – in an environment of change and multiple offerings.
- ✓ Delivered a program of activities including local and international experts on topics as diverse as people, behaviours and skills to internationalisation and emerging technologies. Our 'Sales and Marketing' and 'Sustaining your Business into the next Decade' series were highlights, together with the popular Moot Court, Boeing Australia and the University of Warwick events.
- ✓ The focus on business sustainability continued with the ASPIRE waste exchange platform; gas efficiency masterclasses; supporting electricity forums and hosting two key waste forums – one with SECCCA.
- ✓ The Women in Business (WIB) program focused on leadership and empowerment through workshops and exposure to subject experts. International Women's Day and other Showcasing WIB events profiled thought-provoking and inspirational business women who shared experiences, challenges and career learnings – encouraging others to follow suit.

Community:

- ✓ Involvement in key projects including RDA Southern Metro Disadvantaged Project with TACSI and the Victorian Skills Commission Regional Skills Survey.
- ✓ Consolidation of the Greater Dandenong Regional Employment Taskforce and managing the Community Revitalisation/One Per Cent Project, which has attracted additional funding and is gaining momentum, and responsibility for a variety of projects and prototypes.
- ✓ Funding attracted from VicHealth for the unique CGD Kitchen Challenge leadership program and the LaunchVic Greater Dandenong Startup Hub – both to be delivered in 2018–19.
- ✓ The ninth Annual Take a Swing for Charity Golf Day raised in excess of \$43,000 for local charities.
- ✓ The SEBN – SELLEN partnership again delivered ‘Lunch with Winners’ with more than 200 secondary school students, teachers and businesses coming together in this popular highlight of the school’s calendar year.





PERFORMANCE



PERFORMANCE

Meeting Our Strategic Objectives

The Council Plan 2017–21 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 vibrant, connected and safe community
- ▶ A creative city that respects and embraces diversity
- ▶ A healthy, liveable and sustainable city
- ▶ A city planned for the future
- ▶ A diverse and growing economy
- ▶ An open and effective Council



Strategic Objective 1: A vibrant, connected and safe community

The following table shows progress against Council’s four year strategic measures from the Council Plan 2017–21:

Measure	Progress
Community Satisfaction Survey – “How Safe do you feel walking alone at night?”	36 per cent of respondents feel safe
% of participation at Council events	Council had over 90,000 attendees across its eight major festivals. 46 per cent of these attended Springvale Snow Fest.
% of municipality who are active library members	19.22 per cent
Number of visits to the Library	1,100,017
% of residents who volunteer	13,657 people volunteered in 2017–18, 80 per cent were residents of CGD.
VIC Health General Wellbeing Indicator	74.9 – The last survey was conducted in 2015
Number of direct services for older people that promote independence and collaborative service planning	3,184
Stakeholder and Agency Partnership Satisfaction Survey	Council is currently reviewing partnership support processes for, and in consultation with, stakeholders and agencies to strengthen and enhance partner service delivery and positive outcomes for the community. A survey is in development as part of this.

The following table reviews Council's performance against the indicators of the Annual Plan 2017–18.

✓ Achieved ~ Not achieved

What we hope to achieve	Actions	2017–18
A safe community	Develop a Sport and Recreation Women's Action Plan and guide for sporting clubs to increase female participation <i>Comment: This action has been rolled over to 2018–19 for completion</i>	~
	Host and promote the 2017 Walk Against Family Violence	✓
	Work to protect children from family violence, provide support services to vulnerable families – including delivery of the Greater Dad's program	✓
	Support and participate in regional primary prevention of violence against women activities including the Regional Management Forum project and Southern Metropolitan Region 'Preventing Violence Together Strategy'	✓
	In association with RoadSafe South East, continue to advocate for and promote the implementation of Road Safety for New Arrivals programs within the region	✓
	In association with RoadSafe South East, continue to advocate for and promote the implementation of programs that address road laws and highlight the impact that alcohol and drugs (legal and illegal), fatigue, speed, hoon behavior and distractions have on driving abilities	✓
	Deliver a Drug and Alcohol project that raises young people's awareness of the harmful effects of substance abuse	✓
	Review Council's Alcohol Management Policy and Guidelines and continue to implement	✓
	Implement master plans for: – Dandenong Park – Noble Park Community Space – Springvale Boulevard <i>Comment: The Springvale Boulevard tender package is 95 per cent complete</i>	✓ ✓ ~
	Maintain eSmart Libraries accreditation to equip libraries and connect communities with the skills needed for smart, safe and responsible use of technology	✓
	Undertake consultation with the Community Safety Advisory Committee to identify and develop a plan in response to emerging online safety issues	✓
	Continue to advocate to the State Government for additional police resources	✓

PERFORMANCE

Strategic Objective 1: A vibrant, connected and safe community

What we hope to achieve	Actions	2017–18
A city with high community participation	Review the Sports Facilities Plan in order to increase participation opportunities for CALD, all-abilities, female and junior residents <i>Comment: This plan has been reviewed and is expected to be endorsed by Council in early 2018–19</i>	~
	Undertake a Sport Participation Survey to determine priorities for the new Recreation Strategy <i>Comment: A grant was received for this project and as per the grant requirements this project will commence in 2018–19</i>	~
	Complete and open the new Tatterson Park facility	✓
	Undertake a feasibility study of Dandenong Oasis <i>Comment: Following extensive community consultation Council is considering future aquatic provisions at the municipal level.</i>	~
	Continue to work on the Springvale Community Precinct project	✓
	Develop actions for the Mayoral Youth Employment Taskforce to advocate for improved local levels of youth employment and engagement	✓
	Manage the state-funded Community Revitalising (Postcode) Project to increase employment opportunities for the long-term unemployed and disadvantaged members of the community	✓
	Develop specific programs to increase library engagement by older residents and those new to the community	✓
	Implement the Community Funding Program including Community Support Grants, Sponsorships, Community Response Grants and Community Partnerships funding	✓
	Participate in local and regional projects that seek to improve social cohesion and positive youth engagement of young people at risk	✓
	Continue to participate in the state and federally represented School Based Community Hubs Strategic Advisory Group	✓
	Continue to participate in the local Greater Dandenong Community Hubs in Schools Strategic Group	✓
	Host the end of year Volunteer Appreciation Event	✓
	Promote volunteering and celebrate Council's volunteers through a recognition event held during National Volunteer Week	✓
	Review the Greater Dandenong Volunteer Resource Centre	✓
A well informed and connected community with improved health and wellbeing	Implement key activities for Year 1 of the Community Wellbeing Plan 2017–21	✓
	Maintain food safety – inspect all registered food premises annually and report outcomes	✓
	Implement the Gambling Advocacy Program	✓

Strategic Objective 1: A vibrant, connected and safe community

What we hope to achieve	Actions	2017–18
Enhanced partnerships with agencies and stakeholder groups to deliver quality services	Develop a Stakeholder and Agency Partnership Satisfaction Survey to be conducted annually	✓
	Review of the Community Grants Program	✓
	Implement the Greater Dandenong Charitable Fund <i>Comment: Council initiated a review and considered a range of options which will be discussed in the 2018–19 financial year.</i>	~

Major initiatives as funded in the 2017–18 Budget

Initiatives	Progress
Implementation of the Greater Dandenong Charitable Fund	Council initiated a review of the proposed Charitable Fund model, identified risks and considered a range of options that may deliver greater value for the community and corporate sectors, at a lower cost to Council. Further options are scheduled to be presented to Council for feedback in September and endorsement in October 2018.
Implementation of the Council Public Lighting Sustainability Plan	Full-cost upgrades of 940 V-Category street lights in the City of Greater Dandenong along with a small number of high wattage mercury vapour and metal halide street lights, with energy efficient LED luminaires have been undertaken. All works are within the United Energy distribution network and include the compliant disposal of old luminaires and PE cells.
Dandenong Oasis Feasibility Study	Following extensive community consultation Council is considering future aquatics provisions at the municipal level.
Springvale Community Precinct Project	A contract with Ireland Brown has been executed and work has commenced on site.
Tatterson Park Master Plan implementation	The Ian Tatterson pavilion was completed in December 2017 and the synthetic pitch in June 2018. The official opening was held on 23 June 2018.

PERFORMANCE

Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Results				Material Variation
	2015	2016	2017	2018	
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]	4.50	5.50	1.00	1.50	
Health and Safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	5	7	5	6	
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	\$2.14	Council has no outdoor only aquatic facilities.
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received/Number of visits to outdoor aquatic facilities]	N/A	N/A	N/A	N/A	
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]	0.00	1.17	1.11	1.13	
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	36.00%	37.09%	37.19%	27.82%	The results are affected by the high number of feral cats in the municipality and the relocation of a local animal shelter which could not receive animals whilst their interim premises were being prepared

Service Indicator/Measure	Results				Material Variation
	2015	2016	2017	2018	
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	\$69.53	The single largest expense associated with animal management is pound fees. These fees to Council have increased by over 50 per cent in the last two years
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]	0.00	1.76	1.96	1.66	
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%	144.15%	
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	\$509.86	In 2017–18 the administration support function for food safety was absorbed into another team leading to systems improvements and savings in operating costs
Libraries					
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.80	6.20	5.78	6.47	
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	95.00%	85.97%	87.25%	86.90%	

PERFORMANCE

Service Indicator/Measure	Results				Material Variation
	2015	2016	2017	2018	
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	\$5.46	
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	106.00%	103.60%	101.20%	101.04%	
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%	101.99%	
Service cost <i>Cost of the MCH service</i> [Cost to Council of the MCH service/Hours worked by MCH nurses]	\$0.00	\$71.80	\$71.52	\$72.48	

Strategic Objective 2: A creative city that respects and embraces diversity

The following table reviews Council's performance against the strategic indicators of the Council Plan 2017-21.

Measure	Progress
Number of annual artist opportunities that celebrate diversity and build community cohesion	9
Number of cultural celebrations facilitated by Council	7
Increase in participation for creative and cultural programs and initiatives	2017-18 attendance: 1,873
Number of arts and heritage exhibitions delivered through cultural facilities	5
Number of opportunities provided to all residents to participate in Council processes	51

The following table reviews Council's performance against the indicators of the Annual Plan 2017-18.

✓ Achieved ~ Not achieved

What we hope to achieve	Actions	2017-18
A harmonious community that celebrates diversity	Deliver 20 cultural events	✓
	Deliver initiatives which target racism, discrimination and homophobia, including the Creating Change and Unite Alliance programs	✓
	Launch the Reconciliation Action Plan	✓
	Support the Asylum Seeker and Refugee Communities Committee	✓
	Develop a new Asylum Seeker and Refugee Action Plan	✓

What we hope to achieve	Actions	2017–18
Increased participation in creative and cultural activities	Promote in excess of 20 arts and cultural heritage exhibitions across Council's facilities	✓
	Promote and support The Hive through two arts open days including workshops, exhibitions and open studios	✓
	Promote, develop and implement installations and maintenance of Public Art	✓
	Finalise the new Public Art policy	✓
	Promote access to local history only	✓
	Support historical societies with programs and exhibitions	✓
	Host the 2017 Children's Forum	✓
	Develop a Children's Advisory Group with students from local schools	✓
A city well known for working together with its community	Host seven festivals and events across the municipality	✓
	Increase participation and attendance by 5% through programs and workshops at Drum Theatre	✓
	Implement Council endorsed strategies relating to positive ageing, youth, disability, and asylum seekers and refugees	✓

Major initiatives as funded in the 2017–18 Budget

Initiative	Progress
Valuation of the public art and civic collection	The public art valuation was completed and an asset management plan was drafted for the public art collection and memorials collection.

Strategic Objective 3: A healthy, liveable and sustainable city

The following table shows progress against Council's four year strategic measures from the Council Plan 2017–21:

Measure	Progress
% of kerbside collection waste diverted from landfill	46.17 per cent
Number of indigenous seedlings planted	26,772
Number of street trees planted	2,491
Completion of Climate Change Strategy	Council has commenced the development of the strategy which is scheduled to be completed in 2020.
Delivery of annual report on the Sustainability Strategy	The 2017–18 Annual Sustainability Report is due to Councillors in October 2018.
Number of park, reserve and sportsground upgrades	13
Completion of Capital Works Program	The capital works program has been completed with only an estimated six per cent of projects unable to be delivered.
Increase in shared path network	450m of footpaths and 3kms of on-road bike lanes were delivered.
Kilometres of streetscapes renewed to a high urban design standard	0.35km

PERFORMANCE

Measure	Progress
Increase of canopy cover within areas of low coverage	2,491 trees and 26,772 indigenous seedlings were planted and Council continues to enhance the environmental value of the open space and streets through these planting programs

The following table reviews Council's performance against the indicators of the Annual Plan 2017–18.

✓ Achieved ~ Not achieved

What we hope to achieve	Actions	2017–18
A city that delivers a clean and healthy environment for people to enjoy	Make submissions on State policy documents relating to the Lyndhurst landfill as the opportunities arise	✓
	Conduct pop up drive thru recycle days for residents	✓
	Monitor materials recycling and green waste processing sites across the municipality	✓
	Make advocacy submissions on the Lyndhurst landfill to State and Federal Members of Parliament	✓
	Advocate to the State Government that funds generated via the Municipal and Industrial Landfill Levy be used for waste related initiatives, particularly new, innovative and sustainable waste management solutions by Councils	✓
	Make submissions on relevant State Government policies and strategies when they are exhibited for comment	✓
A city that delivers a clean and healthy environment for people to enjoy	Lobby MPs at State and Federal level to acknowledge concerns regarding the deposit of prescribed industrial waste (PIW) at Taylors Rd landfill and commit to a process for selecting a future site for the management of PIW	✓
	Undertake the annual Sustainability Festival and Awards	✓
	Conduct World Wetlands Day community event	✓
	Produce two environmental event community calendars	✓
	Deliver waste education program to increase awareness and engagement	✓
	Implement the Green Wedge Management Plan	✓
	Participate in the Living Links program along Dandenong Creek	✓
	Undertake non-chemical playground weed control project	✓
A city that prepares for climate change	Complete flora and fauna study for an overlay to protect vegetation of value in the Green Wedge	✓
	Promote indigenous vegetation in open spaces by planting 1,250 street trees and 18,000 indigenous seedlings	✓
	Commence the Pilot Renewal Energy project <i>Comment: This project was delayed due to the need to re-tender</i>	~
	Publish the annual report on the Sustainability Strategy	✓
	Introduce environmental upgrade agreements	✓

What we hope to achieve	Actions	2017–18
A network of quality parks, reserves and sportsgrounds	Undertake Dandenong Park improvements	✓
	Increase number of dog off leash areas in parks	✓
Infrastructure that supports people and business	Implement the Active Transport Infrastructure Priority Program (shared paths)	✓
	Undertake the road resurfacing program	✓
A range of quality streetscapes and public places that build pride	Deliver Graffiti Clean Up Day	✓
	Deliver the Home Cycle Collection Service	✓
	Deliver the Hot Spot dumped rubbish proactive collection program	✓

Major initiatives as funded in the 2017–18 Budget

Initiative	Progress
Continued implementation of the Sustainability Strategy 2016–30	Council publishes a separate report annually on actions from the Sustainability Strategy which is available at sustainable.greaterdandenong.com
Pilot Renewal Energy Project	Due to the need to re-tender, the project was delayed and will be completed early in the new financial year.
Active Transport Infrastructure Priority Program	In total nine projects were delivered through the Active Transport Infrastructure Priority Program.
Wal Turner Pavilion extension	This project has been delayed.
Pop up Recycle Days and Home Cycle collection	Two Pop Up Drive Recycle Events were completed, and attended by 1,321 vehicles with over 127 tonnes of waste collected. Some of the key recycling figures collected were 415 mattresses recycled, 180 bikes donated to Bikes for Life, 48 tonnes of TV's, computers, whitegoods/metal and 2.5 tonnes of furniture collected.
Dumped Rubbish Hot Spot Initiative	This program has been implemented and will be continually monitored for changes to hot spots.

PERFORMANCE

Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Results				Material Variation
	2015	2016	2017	2018	
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	41.07	
Service standard <i>Kerbside collections 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	3.95	The number of bins missed has increased slightly in 2017–18 due to the introduction of new residential estates and the associated adjustment of collection programs
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	\$124.79	
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	\$42.62	Council's recycling cost has increased considerably in 2017–18 since the imposition of import restrictions by China

Strategic Objective 4: A city planned for the future

The following table shows progress against Council's four year strategic measures from the Council Plan 2017–21:

Measure	Progress
Continued growth in development permits and activity across the municipality	There remains a high level of growth in both the residential and commercial/industrial areas of the municipality, with many infill residential developments occurring, and a number of large businesses coming to the Dandenong South industrial area.
Completion of reviews of Activity Centre Structure Plans for Springvale and Noble Park	Springvale completed, Noble Park underway.
Number of 10 year capital and renewal plans for major asset classes implemented	7
4.5ha of open space per 1,000 head of population	4.02ha of open space per head of 1,000 head of population
Hectares of public open space acquired, renewed or developed	1.3ha of additional land has been acquired for open space
Sustainable Buildings Policy completed and implemented	Policy completed.
Greater Dandenong Planning Scheme amended to include sustainability performance requirements for new developments	Planning Scheme Amendment C201 (Environmentally Sustainable Design) has been developed, exhibited and adopted by Council. It is now awaiting a Panel hearing prior to being gazetted into the Planning Scheme.
Number of environmentally sustainable design planning policy actions completed	In 2017–18 Council made significant progress towards introducing a Local ESD Policy into the Greater Dandenong Planning Scheme. The proposed policy was publicly exhibited in early 2018. It is currently being reviewed by Planning Panels Victoria. Subject to the findings from Planning Panels Victoria, Council intends to formally adopt the policy in late 2018. Thereafter it will be submitted to the Planning Minister for formal approval, before being gazetted and formally introduced into the Greater Dandenong Planning Scheme.

PERFORMANCE

The following table reviews Council's performance against the indicators of the Annual Plan 2017–18.

✓ Achieved ~ Not achieved

What we hope to achieve	Actions	2017–18
An adequate supply of residential, commercial and industrial development	Complete the industrial land supply and demand analysis, including market and sensitivity analysis	✓
	Integrate and implement the better apartment design guidelines, recent VC planning scheme amendments and revised provisions of Amendment C182 into the assessment of all new applications	✓
	Commence the development of a new Municipal Strategic Statement (MSS) <i>Comment: The review of the MSS has commenced and has been fully reviewed by Council officers. Further work is awaiting the release of new Victorian Planning Provisions due later in 2018</i>	~
Revitalised activity centres	Review of Springvale Activity Centre Structure Plan finalised and adopted by Council	✓
	Review of Noble Park Activity Centre Structure Plan commenced	✓
	Develop master plans for Parkfield, Warner, Wachter and Burden Park Reserves	✓
	Consult on and develop concept plans for the Hemmings Street Streetscape improvements	✓
	Undertake Springvale Road Boulevard stage one construction and stage two design <i>Comment: This project has been delayed due to its complex nature and the range of approval requirements and processes required with a variety of external agencies. The project has now been reduced to three stages to ensure value for money and less disruption to traders and the wider community.</i>	~
	Undertake Afghan Bazaar Cultural Precinct stage 3A power and undergrounding and new public lighting <i>Comment: A contractor has been appointed however delays have been experienced due to authority approvals</i>	~
	Commence Walker Street streetscape stage one construction <i>Comment: Stage one construction is underway however delays were experienced due to the withdrawal of the preferred tenderer.</i>	~
Assets planned to meet future community needs	Develop a 10 year Activity Centre city improvement program for implementing sustainable improvements that have multiple benefits	✓
	Undertake the major stormwater renewal projects program	✓
Quality public open space provided across the city	Review statutory planning permit processes and fully implement the "Trapeze" software system into the department	✓
	Commence the review of the Open Space Strategy	✓
Increased sustainability of residential, commercial and Council developments	Complete the Sustainable Buildings Policy	✓
	Draft and undertake public exhibition of planning scheme amendments to create a local policy in relation to an Environmentally Sustainable Design performance policy	✓
	Continue to meet with social housing providers in Greater Dandenong to investigate and facilitate local opportunities	✓

Major initiatives as funded in the 2017–18 Budget

Initiative	Progress
Parkfield, Warner, Wachter and Burden Park Reserve Master Plans	Draft master plans have been developed for each of the reserves. Community consultation activities will take place in early 2018–19.
Hemmings Street Shopping Strip Streetscape improvement – Concept designs	Three design options were developed and received a high level of interest from the community throughout the engagement process. The outcomes of the community engagement activities will inform the final design.
Springvale Road Boulevard stage one construction and stage two design	This project has been delayed due to the complexity of approval requirements and processes. The physical works for each stage have increased in size which has delayed construction.
Afghan Bazaar cultural precinct stage 3A power undergrounding and new public lighting	A contractor has been appointed for the undergrounding of power and new public lighting however delays have been experienced due to authority approvals.
Walker Street streetscape stage one construction	This project is underway but was delayed due to the withdrawal of the preferred tenderer.
Dandenong Market improvements	Significant works were completed including a terrace toilet and utility upgrades.
Major stormwater renewal projects program	The program for the year was completed and contracts have been put in place for staged works into the next financial year.
Road resurfacing	Projects were undertaken for a shared user path in Dandenong South and a footpath in Noble Park.
Dandenong Park improvements	A shared path network and lighting have been completed. Stage two construction works will commence in 2018–19.

PERFORMANCE

Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Results				Material Variation
	2015	2016	2017	2018	
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	52.14	
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%	79.38%	CGD's intervention level for sealed roads is set high to ensure high performance and accommodate higher demands on our road network. This result appears low in comparison to a number of other councils which can be explained by the difference in intervention levels set across the sector, in some cases much less than CGD's. In the recent 2018 Community Satisfaction Survey, the community expressed their satisfaction with the condition of the road network with a significant increase on the 2017 results.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$0.00	\$0.00	\$0.00	\$0.00	Council did not undertake any reconstruction projects.

Service Indicator/Measure	Results				Material Variation
	2015	2016	2017	2018	
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	\$24.55	
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]	146.00	135.00	120.00	92.00	Council continues to improve on its time taken to decide planning applications and has made considerable progress over the past three years
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%	70.40%	
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	\$3,352.97	Council had increased legal costs (expenditure) this year and a lower number of applications were received (income)

PERFORMANCE

Strategic Objective 5: A diverse and growing economy

The following table shows progress against Council's four year strategic measures from the Council Plan 2017–21:

Measure	Progress
Number of training and development, networking and mentoring activities	80
Number of food and cultural tours conducted	12
Number of state-wide events with CGD businesses represented	25
Number of business support services and investment attraction activities that facilitate job sustainability and job growth	20
4-10 year city improvement program developed to implement sustainable improvements in each activity centre	A sub committee of CWC has been established. Dandenong, Springvale and Noble Park 10 year CIP programs have been developed.
Kilometres of commercial centre streetscape refurbished	The Walker Street project commenced in May 2018, Sandown Road has been completed and Springvale Boulevard has been programmed for commencement.
Number of activities supporting social enterprises	3
Progress on the Community Revitalisation and One Per Cent projects	Opportunities have been provided for jobseekers to increase confidence and capability and a number of individual job outcomes have been achieved.
Number of businesses participating in export industry workshops and overseas delegations	4

The following table reviews Council's performance against the indicators of the Annual Plan 2017–18.

✓ Achieved ~ Not achieved

What we hope to achieve	Actions	2017–18
A city that supports the economic contribution, strength and diversity of its industries	Publish four editions of Stakeholder business magazine, featuring business investment and success stories	✓
	In partnership with Development Victoria update the Revitalising Central Dandenong investment prospectus	✓
A tourist destination attracting new visitors	Implement a visitor attraction marketing program	✓
	Host 15 cultural and food tours across Dandenong and Springvale	✓
A resilient employment hub	Deliver key event for secondary school students that promotes diversity of career opportunities	✓
	Lead the Community Revitalisation Employment Project incorporating the One Per Cent initiative	✓

What we hope to achieve	Actions	2017–18
A great place for business	Publish a minimum of three articles promoting partnerships between the commercial and social sectors	✓
	Hold at least one industry golf day event to raise funds in support of local charities	✓
	Host a minimum of eight events as part of a small business workshop series	✓
	Monitor and report the number of network activities conducted with a target of 50 network activities	✓
	Provide networks for local industry, promoting best practice and innovation across the manufacturing sector	✓
	Provide activities that encourage opportunities for women and promote women in business	✓
	Deliver a minimum of five food manufacturers collaborative network events	✓
	Develop a micro food business start-up tool <i>Comment: A shortage of resources has resulted in delays to this project. It is expected to commence in the 2018–19 financial year</i>	~
	Explore opportunities that promote and encourage 'start-up' businesses	✓
A city where business and community work together	Design a social enterprise development program	✓
A city that is connected to the global economy	Promote grant, trade mission, and business development programs and events in each of the four editions of Stakeholder business magazine and through the e-newsletter series	✓
	Deliver activities that provide exposure and knowledge of global trends and encourage internationalisation	✓
	Support the Future of Manufacturing (FoM) globalisation program	✓

Major initiatives as funded in the 2017–18 Budget

Initiative	Progress
Business Grant Program	Two new business grant recipients were featured in articles in Council's business magazine Stakeholder.
Community Revitalisation Employment Project	The 'Kitchen Challenge' program provided opportunities for jobseekers to build their capability and confidence. A number of individual job outcomes have been achieved as part of the Community Revitalisation project.

PERFORMANCE

Strategic Objective 6: An open and effective Council

The following table reviews Council's performance against the strategic indicators of the Council Plan 2017–21.

Measure	Progress
Community Satisfaction Survey – satisfaction with lobbying on behalf of the community (advocacy)	60
Community Satisfaction Survey – satisfaction with community consultation and engagement	60
% of decisions made in Council meetings closed to the public	0 per cent
Increase in the amount of residents either attending Council meetings or viewing online	The average for 2017–18 was 17.8 people attending a Council Meeting. An average of 27.4 people watched a meeting live online.
Increase in the level of participation by residents in OurSay consultations	OurSay forums had 2,778 unique visits.
Increase in the number of registered users accessing the Council digital portal	An additional 538 users registered in 2017–18, bringing the total to 1,582.
Increase in the number of residents engaging with Council on social media	Increase of 13.6 per cent.
\$ amount of Council transactions completed online	The value of online transactions equates to \$12,436,992 or 28,593 transactions.
Adoption of a revised Long Term Financial Strategy (LTFS) annually which addresses Council's financial sustainability over a rolling 10 year period	The Long Term Financial Strategy for five years 2018–19 to 2022–23 was adopted by Council on 12 June 2018. The rolling 10 year period plan will be introduced under the transitional provisions of the revised Local Government Act which has yet to receive royal assent.
Capital works funded from operational surpluses in annual budgets meet or exceed targets established in the LTFS	The Long Term Financial Strategy (LTFS) 2017–18 to 2021–22 projected \$38.28 million of capital works to be funded from the operational surplus in the forecast year 2018–19. The 2018–19 annual budget achieved \$38.09 million. The amount is lower than the LTFS forecast due to \$620,000 of projects that did not meet the asset capitalisation criteria however were funded and included in the operating budget (master plans and street lighting costs).
Underlying financial result remains in surplus (as per the Local Government Performance Reporting Framework measurement)	Council achieved an underlying surplus result of \$18.65 million at 30 June 2018.

The following table reviews Council's performance against the indicators of the Annual Plan 2017–18.

✓ Achieved ~ Not achieved

What we hope to achieve	Actions	2017–18
A Council connected with the community, providing an effective voice on their behalf	Grow Council's social media following by 10%	✓
	Prepare, publish and distribute monthly editions of 'The City' magazine detailing Council news, events and initiatives	✓
	Facilitate Community Forums as requested by Councillors	✓
	Maintain a detailed 'advocacy' register on Council's website and prepare an updated advocacy document for distribution to local Members of Parliament	✓
	Plan, develop and execute effective media and public information campaigns on matters of significance to the Greater Dandenong community	✓
	Achieve an index score of 62 or higher for community consultation and advocacy (Community Satisfaction Survey) <i>Comment: Council's result was 60 for both scores which were three plus points above the metropolitan average and five plus points above the state average</i>	~
Decision making which is transparent and accountable	Prepare the organisation for compliance with the outcomes described in the draft of the new Local Government Act <i>Comment: This action has been delayed pending the completion of the Local Government Act review</i>	~
	Continue to promote the requirements of the Councillor and staff codes of conduct	✓
	Review the Council Plan 2017–21 and develop the Annual Plan 2018–19	✓
	Achieve an index score of 61 or higher for Making decisions in the interest of the community (Community Satisfaction Survey)	✓
An innovative and technologically connected Council	Continue to implement the Digital Strategy and publish to the community the outcomes achieved against the prior year	✓
	Grow the number of registered users of Council's digital property portal by 50%	✓
A well-managed and high performing Council	Annually review the Long Term Financial Strategy and seek Council adoption of the revised framework	✓
	Develop a Revenue and Rating Strategy in line with the requirements of the new Local Government Act <i>Comment: This action has been delayed due to the pending completion of the Local Government Act review</i>	~
	Complete a Workforce Management Plan in line with the requirements of the new Local Government Act <i>Comment: Initial work has commenced however further action will be dependent upon the completion of the Local Government Act review</i>	~
	Develop and implement actions that allow Council to meet the mandatory thresholds of the National Audit Tool for workplace safety as outlined by the MAV Workcover Self-insurance program	✓

PERFORMANCE

What we hope to achieve	Actions	2017–18
	Implement the Pulse Corporate Reporting and Risk Management System across Council for improved performance reporting, risk identification and mitigation	✓
	Achieve a customer satisfaction rating equal to, or greater than, 76 in the annual Customer Satisfaction Survey <i>Comment: Council received a score of 71 for satisfaction with Customer Service. This was one point above the state-wide average</i>	~
	Complete a review of the Meeting Procedure Local Law and the delegations register <i>Comment: This review is reliant upon the completion of the pending Local Government Act review</i>	~
	Undertake a review of all Council services including seeking community feedback on desired future service levels <i>Comment: These reviews have been delayed until October 2018 due to workload pressures associated with the Budget timetable</i>	~
	Proactively work with the MAV and VLGA to ensure that Council maximises the partnership value provided by these two industry groups	✓

Major initiatives as funded in the 2017–18 Budget

Initiative	Progress
Implementation of the Digital Strategy	Council continues to implement initiatives as part of this strategy and focused on conducting research to improve the customer experience in 2017–18.
Review of all Council services including seeking community feedback on current and desired service levels	This action has been delayed until 2018–19 when Councillors will conduct a review and consider how it is best to engage with the community.
Development of a Revenue and Rating Strategy in alignment with the proposed new Local Government Act	This project has been delayed as the Local Government Act has yet to be finalised.
Development and implementation of an annual action plan to continue to progress Council's Digital Strategy and report to the community on the outcomes achieved	Council developed an action plan for 2017–18 and a report on the outcomes achieved will be finalised in the 2018–19 financial year and provided to the community via Council's website www.greaterdandenong.com .
Development of a Workforce Management Plan	Initial work has commenced on this however its development is reliant on the Local Government Act being finalised.
The City magazine	Council published 11 editions of The City magazine and distributed them to approximately 57,000 households within the municipality.

Local Government Performance Reporting Framework (LGPRF)

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

Service Indicator/Measure	Results				Material Variation
	2015	2016	2017	2018	
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	2.00%	0.50%	0.00%	0.00%	Council had no resolutions made at meetings closed to the public
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	61.00	62.00	63.00	60.00	
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) x (Number of Councillors elected at the last Council general election)] x100	83.00%	98.81%	95.65%	90.51%	
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	\$55,960.73	

PERFORMANCE

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 2017–18 year the following information about infrastructure and development contributions is disclosed:

KEYSBOROUGH SOUTH DEVELOPMENT CONTRIBUTIONS PLAN

Table 1 Total DCP levies received in 2017–18

Name of DCP (Year approved)	Levies received in 2017–18 financial year	
	Development Infrastructure Levies	Community Infrastructure Levies
Keysborough South Development (2008)	\$3,442,231	\$116,314
Total	\$3,442,231	\$116,314

Table 2 DCP land, works, services or facilities accepted as works-in-kind 2017–18

Name of DCP	Project ID	Project description	Item purpose	Project Value \$
Keysborough South Development (2008)	DI_R03	Chapel Road	Internal Roads	\$191,301
Keysborough South Development (2008)	DI_R06	Chruch Road	Internal Roads	\$31,126
Total				\$222,427

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	\$33,815,713	\$15,897,351	\$20,447,727	\$54,263,440
Keysborough South Development (2008)	Community infrastructure	\$1,479,713	\$0	\$0	\$1,479,713
Total		\$35,295,426	\$15,897,351	\$20,447,727	\$55,743,153



PERFORMANCE

Table 4 Land, works, services or facilities delivered in 2017–18 from DCP contributions collected

Project description	Project ID	DCP name and year approved
Public Open Space Improvements	DI_OS1	Keysborough South Development (2008)
Roads	DI_R03	Keysborough South Development (2008)
Roads	DI_R06	Keysborough South Development (2008)
Total		

*Total works in kind accepted to date (non cash) for the Keysborough South area has been revised to what was previously reported in 2016–17. This total now excludes works undertaken by Council and/or external agencies.



Artwork – “Rising Phoenix” by Scottie ‘Bonsai’ Neoh

	DCP expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure** \$	Percentage of item delivered %
	\$410,625	\$0	\$37,937	\$0	\$448,562	4.09%
	\$0	\$191,301	\$0	\$0	\$191,301	4.35%
	\$0	\$31,126	\$0	\$0	\$31,126	0.50%
	\$410,625	\$222,427	\$37,937	\$0	\$670,989	



PERFORMANCE

For the 2017–18 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 2017–18

Name of DCP (Year approved)	Area	Levies received in 2017–18 financial year
		Development Infrastructure Levies (cash) \$
Dandenong South Industrial Area Extension (2015)	LYNDHURST	\$961,278
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	\$0
Total		\$961,278

Table 2 DCP land, works, services or facilities accepted as works-in-kind 2017–18

Name of DCP	Area	Project ID
Dandenong South Industrial Area Extension (2015)	LYNDHURST	LR03a
Dandenong South Industrial Area Extension (2015)	LYNDHURST	LI10b
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	KR01c
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	KR01c
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	KI03
Total		



	Project description	Item purpose	Project Value \$
	Land purchase for Glasscocks Road (Dandenong to Frankston Road to Westernport Highway)	Land purchase	\$1,666,702
	Land purchase for intersection Glasscocks Road and R5	Land purchase	\$288,750
	Perry Road –South (Part C – R7 to Bangholme Road)	Roads	\$610,285
	Perry Road – South (Part C – R7 to Bangholme Road)	Roads	\$485,446
	Keysborough Site, Perry Rd (2)	Roads	\$1,373,796
			\$4,424,979

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 2017–18 from DCP contributions collected

Project description	Project ID	DCP name and year approved
Perry Road – South (Part C – R7 to Bangholme Road)	KR01c	Dandenong South Industrial Area Extension (2015)
Perry Road – South (Part C – R7 to Bangholme Road)	KR01c	Dandenong South Industrial Area Extension (2015)
Keysborough Site, Perry Rd (2)	KI03	Dandenong South Industrial Area Extension (2015)
Land purchase for Glasscocks Road (Dandenong to Frankston Road to Westernport Highway)	LR03a	Dandenong South Industrial Area Extension (2015)
Land purchase for intersection Glasscocks Road and R5	LI10b	Dandenong South Industrial Area Extension (2015)
Taylors Road – (Colemans Road to Abbots Road)	LR02	Dandenong South Industrial Area Extension (2015)
Taylors Road (Bayliss Road to Colemans Road)	LR06a	Dandenong South Industrial Area Extension (2015)
Colemans Road East Stage 1	LR08	Dandenong South Industrial Area Extension (2015)
Lyndhurst intersection 3 – Taylors Road/Colemans Road	LI03	Dandenong South Industrial Area Extension (2015)
Total		

Please note:

*Total works in kind accepted to date (non cash) has been revised to what was previously reported in 2016–17. This total now excludes works undertaken by Council and/or external agencies.

**Project expenditure equates to the capital costs prescribed in the approved Development Contribution Plan which are indexed annually.

	Total levies received (cash) \$	Total levies expended (cash) \$	Total works-in-kind accepted (non cash)* \$	Total DCP contributions received (levies and works-in-kind) \$
	\$12,493,110	\$11,946,874	\$13,866,731	\$26,359,841
	\$2,698,872	\$355,807	\$7,664,410	\$10,363,282
	\$15,191,982	\$12,302,681	\$21,531,141	\$36,723,123

	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 %
	\$0	\$610,285	\$0	\$0	\$610,285	10.10%
	\$82,532	\$402,914	\$0	\$0	\$485,446	100.00%
	\$0	\$1,373,796	\$0	\$0	\$1,373,796	7.81%
	\$0	\$1,666,702	\$0	\$0	\$0	18.95%
	\$0	\$288,750	\$0	\$0	\$0	100.00%
	\$678,223	\$0	\$0	\$0	\$678,223	29.61%
	\$284,431	\$0	\$0	\$0	\$284,431	10.51%
	\$2,345,373	\$0	\$0	\$0	\$2,345,373	68.00%
	\$17,205	\$0	\$0	\$0	\$17,205	93.00%
	\$3,407,764	\$4,342,447	\$0	\$0	\$5,794,758	



PERFORMANCE STATEMENT



Artwork – “Adornment” by Rowena Martinich and
Geoffrey Carran

PERFORMANCE STATEMENT

For the year ended 30 June 2018

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 Australia, 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.

Sustainable Capacity Indicators

For the year ended 30 June 2018

Indicator/Measure	Results				Material Variations
	2015	2016	2017	2018	
Population					
<i>Expenses per head of municipal population</i> [Total expenses/Municipal population]	\$1,078.60	\$1,105.51	\$1,053.75	\$1,069.38	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure/Municipal population]	\$5,962.70	\$6,033.37	\$5,945.59	\$5,897.18	
<i>Population density per length of road</i> [Municipal population/Kilometres of local roads]	223.16	219.77	235.59	238.93	
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue/Municipal population]	\$870.85	\$947.90	\$962.44	\$990.47	
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants/Municipal population]	\$248.00	\$174.51	\$243.18	\$199.76	
Disadvantage					
<i>Relative socio-economic</i> [Index of Relative Socio-economic Disadvantage by decile]	1	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 2018

Service Performance Indicators

For the year ended 30 June 2018

<i>Indicator/Measure</i>	Results				Material Variations
	2015	2016	2017	2018	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	4.32	4.44	4.31	4.06	
Animal Management Health and Safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	20	25	26	31	Prosecution numbers increased this year due to a higher number of dog attacks.
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	91.00%	100.00%	100.00%	100.00%	
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	63	

Indicator/Measure	Results			2018	Material Variations
	2015	2016	2017		
Home and Community Care (HACC) Participation <i>Participation in the HACC service</i> [Number of people that received a HACC service/ Municipal target population for HACC services] x100	20.00%	13.55%	N/A	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 the 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	N/A	
Libraries Participation <i>Active library members</i> [Number of active library members/Municipal population] x100	35.00%	33.06%	20.23%	19.22%	The reduction in the number of library active members from 2015–16 to 2017–18 is a result of Wi-Fi users being included in the 2015–16 result as Council's library system could not separate these from general PC users.
Maternal and Child Health 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%	77.56%	
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%	75.15%	

PERFORMANCE STATEMENT

For the year ended 30 June 2018

Service Performance Indicators

For the year ended 30 June 2018

Indicator/Measure	Results				Material Variations
	2015	2016	2017	2018	
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	69	
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%	23.53%	VCAT has given varying levels of weight to a Planning Scheme Amendment that is currently under consideration by the Minister for Planning. This has resulted in VCAT overturning a number of Council decisions that Council considers to accord with this amendment. It is anticipated that once the Minister makes a final decision on the amendment there will be more consistent decision making between Council and VCAT.
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%	46.17%	

Definitions

“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 book from the library

“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 authorized 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 council

“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 2018

Financial Performance Indicators

For the year ended 30 June 2018

Dimension / indicator / measure	Results					Forecast				Material Variations and Comments	
	2015	2016	2017	2018	2019	2020	2021	2022			
Efficiency											
Revenue level											
Average residential rate per residential property assessment	\$864.45	\$1,192.35	\$1,234.43	\$1,258.93	\$1,306.75	\$1,290.78	\$1,301.77	\$1,313.16			
[Residential rate revenue / Number of residential property assessments]											
Expenditure level											
Expenses per property assessment	\$2,608.70	\$2,675.09	\$2,644.92	\$2,701.55	\$2,764.10	\$2,718.77	\$2,756.16	\$2,771.62			
[Total expenses / Number of property assessments]											
Workforce turnover											
Resignations and terminations compared to average staff	7.69%	7.97%	9.67%	9.83%	10.00%	10.00%	10.00%	10.00%			
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100											

Financial Performance Indicators

For the year ended 30 June 2018

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Liquidity Working capital Current assets compared to current liabilities [Current assets/Current liabilities] x100	172.67%	178.97%	202.31%	219.30%	160.22%	171.78%	178.85%	187.13%	The increase in working capital from 2017 to 2018 is due mainly to higher cash holdings at 30 June 2018 as a result of a delay in grant funded operating program and capital project cash payments which have been carried forward to 2018-19. Future years forecast a return to normal full year allocations for Financial Assistance Grants and do not project delays in grant funded programs.
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash/Current liabilities] x100	65.57%	57.85%	81.02%	86.14%	71.16%	71.29%	74.23%	80.70%	

PERFORMANCE STATEMENT

For the year ended 30 June 2018

Financial Performance Indicators

For the year ended 30 June 2018

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Obligations									
Asset renewal Asset renewal compared to depreciation [Asset renewal expense/Asset depreciation] x100	62.61%	73.03%	68.33%	66.03%	71.13%	84.82%	83.43%	80.63%	
Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	56.80%	48.52%	43.62%	39.60%	42.38%	42.78%	39.53%	36.32%	The decrease in this measure in 2018 is due to a combination of higher rate revenue (2.00% rate cap plus favourable supplementary valuations) and lower finance costs and principal repayments as Council continues to reduce the outstanding loan balances. This is forecast to increase in 2018–19 and 2019–20 due to proposed borrowings of \$10 million in both years and then decline as Council continues to reduce outstanding loan balances.

Financial Performance Indicators

For the year ended 30 June 2018

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
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%	4.99%	4.69%	8.49%	4.53%	4.40%	The decrease in this measure in 2018 is due to a combination of higher rate revenue (2.00% rate cap plus favourable supplementary valuations) and lower finance costs and principal repayments as Council continues to reduce the outstanding loan balances.

PERFORMANCE STATEMENT

For the year ended 30 June 2018

Financial Performance Indicators

For the year ended 30 June 2018

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities/ Own source revenue] x100	48.18%	39.99%	34.57%	31.45%	30.80%	34.99%	32.31%	29.61%	The lower measure in 2018 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 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	2022	
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	4.25%	1.87%	12.82%	10.89%	8.51%	8.99%	8.45%	9.17%	The decrease in adjusted underlying surplus is mainly due to a higher level recurrent grant funding in 2017 due to the early receipt of \$5.42 million of the 2017-18 Financial Assistance Grant funding (via the Victoria Grants Commission) in June 2017. This resulted in 2017 including 100% of Financial Assistance Grant funding plus 50% of the 2017-18 allocation. Whilst the 2018-19 year includes a full year allocation, it includes 50% of 2018-19 which was paid in advance in June 2018.

PERFORMANCE STATEMENT

For the year ended 30 June 2018

Financial Performance Indicators

For the year ended 30 June 2018

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	65.25%	69.59%	64.71%	66.44%	70.35%	71.41%	72.11%	72.40%	This ratio has fluctuated over the 2015 to 2017 years due to the timing of Financial Assistance Grants where funding has been paid in advance. Future years forecast a return to normal full year allocations.
Rates effort Rates compared to property values [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.35%	0.31%	0.32%	0.33%	0.29%	0.26%	0.25%	0.23%	

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

“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 2018

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 12 June 2018 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.



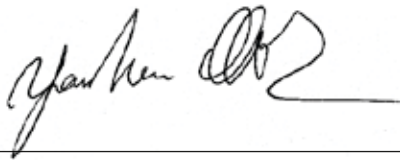
Michelle Hansen CPA
Principal Accounting Officer
Date: 10 September 2018

In our opinion, the accompanying performance statement of the City of Greater Dandenong for the year ended 30 June 2018 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



Youhorn Chea
Mayor
Date: 10 September 2018



Matthew Kirwan
Councillor
Date: 10 September 2018



Mick Jaensch
Acting Chief Executive Officer
Date: 10 September 2018

PERFORMANCE STATEMENT

For the year ended 30 June 2018



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 2018• sustainable capacity indicators for the year ended 30 June 2018• service performance indicators for the year ended 30 June 2018• financial performance indicators for the year ended 30 June 2018• 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 2018 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. I further describe my responsibilities under that Act and those standards 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 Victoria 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 are 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>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, 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.</p>

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

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 decisions of users taken on the basis of this performance statement.

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 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 overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement 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
11 September 2018


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 2017–18 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 2017-18 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 2017–18 Comprehensive Income Statement highlights that Council achieved a surplus for the financial year of \$46.93 million (\$51.73 million in 2016–17). 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 decrement of \$17.13 million in the value of Council's land and buildings leading to a Comprehensive Income Statement surplus outcome of \$29.85 million.

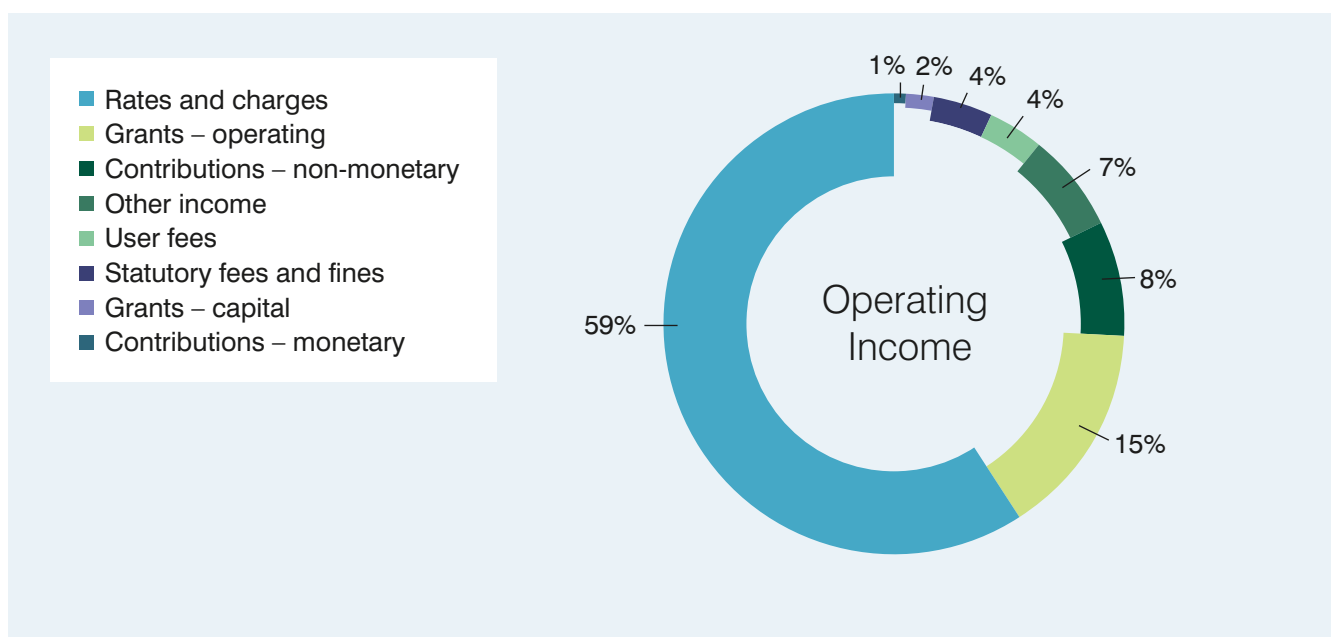
Comprehensive Income Statement

This Statement shows:

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

Income

Council's operating income for 2017–18 was \$226.69 million (\$226.27 million in 2016–17) including rates and charges income (\$132.81 million), fees and charges (\$17.38 million), operating grants (\$33.03 million), capital grants (\$4.28 million), monetary contributions (\$3.37 million), contributions of non-monetary assets, mainly from sub division activity (\$19.17 million), net gain on disposal of property, infrastructure, plant and equipment (\$141,000) and other income (\$15.48 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 2.1 of Financial Report for further details on rate income.

Fees, charges and fines – Income from these sources were \$17.38 million for the year (\$17.12 million in 2016–17). The major sources of income are:

Statutory fees and fines	\$8.73 million
Parking fees	\$3.25 million
Registrations and other permits	\$1.43 million
Aged care services	\$1.33 million

Grants operating – operational grant income comprises:

- ▶ Financial Assistance Grants received via the Victoria Grants Commission of \$11.94 million (which includes \$1.48 million for local roads). Tied grants of \$21.09 million which were essentially for community care and community wellbeing services.

Grants capital – capital grants received were \$4.28 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 2.4 of Financial Report).

Contributions monetary and non-monetary – contributions monetary (cash) of \$3.37 million received were mainly for public open space development. Capital non-monetary contributions of \$19.17 million were mainly from “gifted” assets from developer activity.

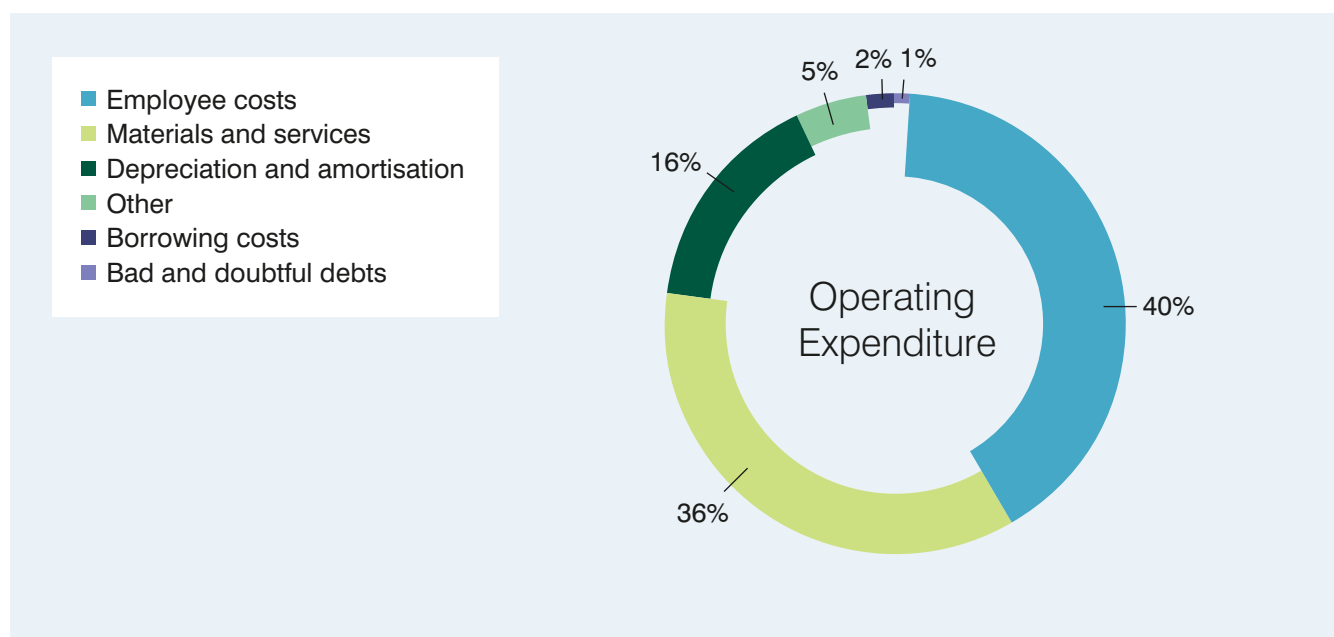
Fair value adjustment for investment property – Fair value adjustments for investment property of \$1.02 million, which is a non-cash item. This is the result of several land and building assets classified as ‘Investment property’ as they are held primarily to earn rental income. Australian Accounting Standards require any revaluation of these assets to fair value to be recognised in the Comprehensive Income Statement, rather than in the Asset Revaluation Reserve like other fixed assets held at fair value by Council.

Other income (\$15.48 million) – This item of income essentially relates to Dandenong Market revenue from operations, interest received on investments and other sundry income.

Expenditure

Total operating expenditure for 2017–18 including depreciation was \$179.76 million (\$174.54 million in 2016–17).

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



FINANCIAL OVERVIEW

Employee costs (\$72.38 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 (\$65.56 million) – Included in this category are the following major costs relating to:

Contract payments	\$37.98 million
Office administration	\$6.13 million
Building and general maintenance	\$5.41 million
Utilities	\$4.02 million
Consultants and professional services	\$5.90 million
Information technology	\$2.42 million

Bad and doubtful debts – (\$1.65 million) – mainly relates to new provisions recognised during the year for parking fine debtors (\$786,000) and other debtors (\$863,000). Other debtor provisions primarily relate recycling income recoveries which are doubtful.

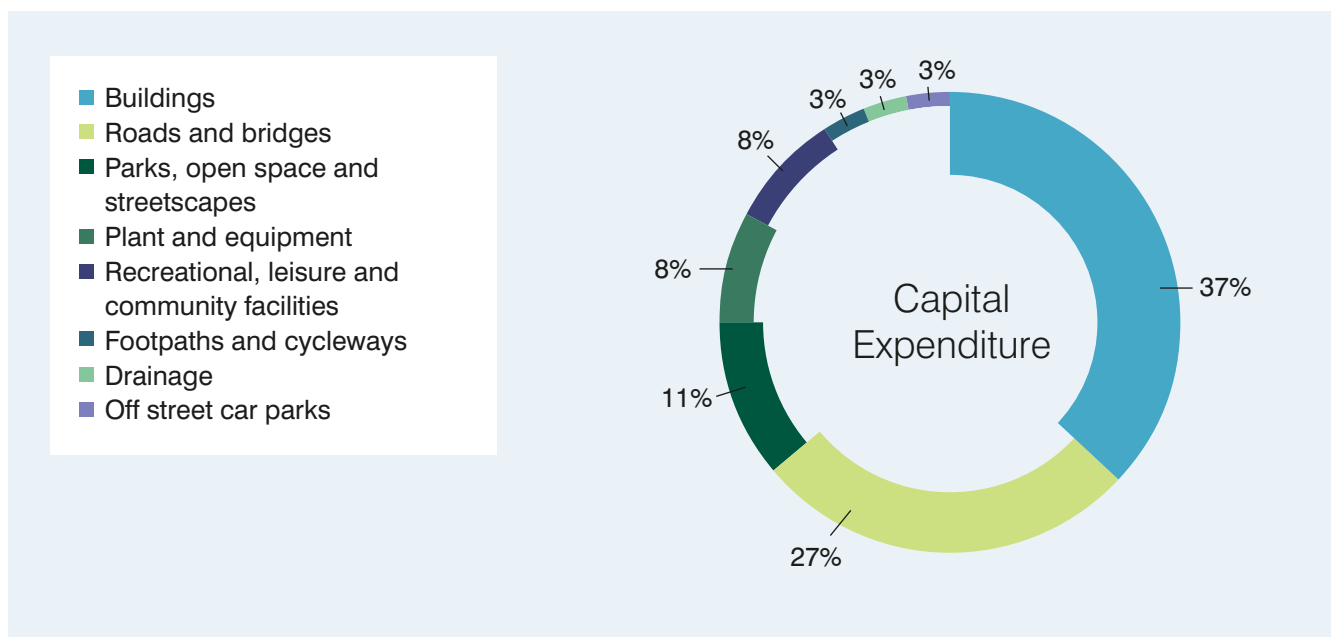
Depreciation and amortisation (\$28.20 million) – The depreciation expense reflects the diminution in the value of assets due to wear and tear and obsolescence. It has no impact on the cash position of Council. Cash flow is impacted only at the time of purchase and sale of assets.

Borrowing costs (\$3.42 million) – represents interest on Council's long term borrowings.

Capital Expenditure (as per the Capital Works Statement)

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

Council spent \$37.14 million on capital expenditure during the year. This comprises upgrade (\$6.47 million), renewal (\$18.61 million) and new assets (\$12.05 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 \$29.85 million during the year, made up of a surplus of \$46.93 million, an asset revaluation decrement of \$17.13 million and an impairment loss reversal of \$47,000. The difference between the assets and liabilities amounting to \$2.22 billion is the net worth of the Council to its ratepayers and community (\$2.19 billion in 2017).

Council's borrowing at 30 June 2018 was \$51.83 million, which is 39.60% of rate revenue (Government prudential limit is 80%). Loan repayments of \$21.04 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:

	\$M	%
Assets:		
Land	1,192,732	50.75
Roads and bridges	318,837	13.57
Drainage	259,108	11.01
Buildings (including leasehold improvements)	249,137	10.60
Footpaths and cycle ways	57,820	2.46
Works in progress	23,012	0.98
Recreational, leisure and community facilities	20,190	0.86
Parks, open space and streetscapes	17,531	0.75
Plant and equipment	11,637	0.50
Off street car parks	10,762	0.46
Cash and other assets	177,787	7.56
Other non-current assets	555	0.02
Investment property	11,330	0.48
	2,350,438	100.00

Council's liabilities (what Council owes) comprise:

	\$M	%
Long-term borrowing	51,826	39.14
Trust funds and deposits	41,505	31.35
Employee entitlements	17,763	13.42
Creditors	21,301	16.09
	132,395	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 2017–18 financial year Council repaid \$3.09 million of its long term debt and settled the final \$1.25 million instalment (other interest-bearing liabilities) relating to Council's agreement with VicTrack and Places Victoria for the purchase of land parcels in the Dandenong Railway Precinct.

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.*



ANNUAL FINANCIAL REPORT



ANNUAL FINANCIAL REPORT

For the year ended 30 June 2018

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For the year ended 30 June 2018

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.

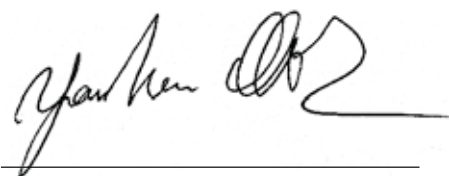


Michelle Hansen CPA
Principal Accounting Officer
Date: 10 September 2018

In our opinion the accompanying Financial Statements present fairly the financial transactions of the City of Greater Dandenong for the year ended 30 June 2018 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 10 September 2018 to certify the Financial Statements in their final form.



Youhorn Chea
Mayor
Date: 10 September 2018



Matthew Kirwan
Councillor
Date: 10 September 2018



Mick Jaensch
Acting Chief Executive Officer
Date: 10 September 2018

Independent Auditor's Report

To the Councillors of Greater Dandenong City Council

Opinion I have audited the consolidated financial report of Greater Dandenong City Council (the council) and its controlled entities (together the consolidated entity), which comprises the:

- consolidated entity and council balance sheet as at 30 June 2018
- consolidated entity and council comprehensive income statement for the year then ended
- consolidated entity and council statement of changes in equity for the year then ended
- consolidated entity and council statement of cash flows for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion, the financial report presents fairly, in all material respects, the financial positions of the consolidated entity and the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Councillors' responsibilities for the financial report 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 *Local Government Act 1989*, 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.

In preparing the financial report, the Councillors are responsible for assessing the council and the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2018

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 and the consolidated entity'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 and the consolidated entity'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 and the consolidated entity 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
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the council and consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of the council and the consolidated entity. I remain solely responsible for my audit opinion.

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
11 September 2018


Tim Loughnan
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2018

	Note	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Income			
Rates and charges	2.1	132,808	127,661
Statutory fees and fines	2.2	8,730	7,892
User fees	2.3	8,655	9,230
Grants – operating	2.4	33,029	37,381
Grants – capital	2.4	4,281	8,989
Contributions – monetary	2.5	3,375	3,518
Contributions – non-monetary	2.5	19,169	16,308
Net gain on disposal of property, infrastructure, plant and equipment	2.6	141	1,011
Fair value adjustments for investment property	5.4	1,025	–
Other income	2.7	15,481	14,281
Total income		226,694	226,271
Expenses			
Employee costs	3.1	(72,378)	(71,752)
Materials and services	3.2	(65,557)	(63,060)
Depreciation and amortisation	3.3	(28,202)	(27,726)
Bad and doubtful debts	3.4	(1,649)	(911)
Borrowing costs	3.5	(3,419)	(3,699)
Fair value adjustments for investment property	5.4	–	(125)
Other expenses	3.6	(8,555)	(7,269)
Total expenses		(179,760)	(174,542)
Surplus for the year		46,934	51,729
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	8.1(a)	(17,132)	215,164
Impairment (loss) reversal	8.1(a)	47	(47)
Total comprehensive result		29,849	266,846

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

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2018

Balance Sheet

As at 30 June 2018

	Note	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1(a)	154,591	126,044
Trade and other receivables	4.1(c)	19,454	19,778
Other assets	4.2	3,742	2,629
Total current assets		177,787	148,451
Non-current assets			
Trade and other receivables	4.1(c)	325	334
Other financial assets	4.1(b)	230	230
Property, infrastructure, plant and equipment	5.2	2,160,766	2,155,846
Investment property	5.4	11,330	10,305
Total non-current assets		2,172,651	2,166,715
Total assets		2,350,438	2,315,166
Liabilities			
Current liabilities			
Trade and other payables	4.3	21,301	18,276
Trust funds and deposits	4.3(b)	40,218	34,268
Provisions	4.6	16,412	16,432
Interest-bearing loans and borrowings	4.4	3,301	3,086
Other interest-bearing liabilities	4.5	–	1,255
Total current liabilities		81,232	73,317
Non-current liabilities			
Trust funds and deposits	4.3(b)	1,287	1,180
Provisions	4.6 (c)	1,351	649
Interest-bearing loans and borrowings	4.4	48,525	51,826
Total non-current liabilities		51,163	53,655
Total liabilities		132,395	126,972
Net assets		2,218,043	2,188,194
Equity			
Accumulated surplus		857,413	823,671
Reserves	8.1	1,360,630	1,364,523
Total equity		2,218,043	2,188,194

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

Statement of Changes in Equity

For the year ended 30 June 2018

2018	Note	Consolidated			
		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		2,188,194	823,671	1,308,037	56,486
Surplus for the year		46,934	46,934	–	–
Net asset revaluation increment	8.1(a)	(17,132)	–	(17,132)	–
Revaluation reversal – disposed assets	8.1(a)	–	87	(87)	–
Impairment (loss)/reversal in revaluation reserve	8.1(a)	47	–	47	–
Transfers to other reserves	8.1(b)	–	(15,849)	–	15,849
Transfers from other reserves	8.1(b)	–	2,570	–	(2,570)
Balance at end of the financial year		2,218,043	857,413	1,290,865	69,765

2017		Consolidated			
		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
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	8.1(a)	215,164	–	215,164	–
Revaluation reversal – disposed assets	8.1(a)	–	10,971	(10,971)	–
Impairment (loss)/reversal in revaluation reserve	8.1(a)	(47)	–	(47)	–
Transfers to other reserves	8.1(b)	–	(34,502)	–	34,502
Transfers from other reserves	8.1(b)	–	10,472	–	(10,472)
Balance at end of the financial year		2,188,194	823,671	1,308,037	56,486

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

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2018

Statement of Cash Flows

For the year ended 30 June 2018

	Note	Consolidated 2018 Inflows/ (Outflows) \$'000	Consolidated 2017 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		132,752	127,008
Statutory fees and fines		6,630	4,849
User fees		9,876	11,208
Grants – operating		33,085	37,981
Grants – capital		6,449	7,320
Contributions – monetary		3,353	3,518
Interest received		2,916	2,641
Trust funds and deposits taken		39,180	38,598
Other receipts		12,566	12,856
Net GST refund		8,156	7,210
Employee costs		(74,073)	(71,569)
Materials and services		(69,014)	(64,262)
Trust funds and deposits repaid		(32,540)	(33,627)
Other payments		(5,420)	(9,299)
Net cash provided by operating activities	8.2	73,916	74,432
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(38,231)	(43,029)
Proceeds from sale of property held for resale		–	918
Proceeds from sale of property, infrastructure, plant and equipment		648	13,089
Net cash used in investing activities		(37,583)	(29,022)
Cash flows from financing activities			
Finance costs		(3,445)	(3,726)
Repayment of borrowings		(3,086)	(3,120)
Repayment of other interest-bearing liabilities		(1,255)	(1,184)
Net cash used in financing activities		(7,786)	(8,030)
Net increase in cash and cash equivalents		28,547	37,380
Cash and cash equivalents at the beginning of the financial year		126,044	88,664
Cash and cash equivalents at the end of the financial year	4.1	154,591	126,044
Financing arrangements	4.7		
Restrictions on cash assets	4.1		

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

Statement of Capital Works

For the year ended 30 June 2018

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Property		
Land	–	530
Total land	–	530
Buildings	13,780	23,617
Leasehold improvements	33	–
Total buildings	13,813	23,617
Total property	13,813	24,147
Plant and equipment		
Plant, machinery and equipment	1,692	2,533
Fixtures, fittings and furniture	28	270
Computers and telecommunications	139	115
Library books	980	1,091
Total plant and equipment	2,839	4,009
Infrastructure		
Roads	9,742	7,310
Bridges	191	370
Footpaths and cycleways	1,143	1,985
Drainage	1,123	1,676
Recreational, leisure and community facilities	2,861	1,229
Parks, open space and streetscapes	4,173	2,808
Off street car parks	1,256	1,223
Total infrastructure	20,489	16,601
Total capital works expenditure	37,141	44,757
Represented by:		
New asset expenditure	12,052	15,395
Asset renewal expenditure	18,614	19,098
Asset upgrade expenditure	6,475	10,237
Asset expansion expenditure	–	27
Total capital works expenditure	37,141	44,757

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

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2018

Notes to the Financial Report

Overview

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*.

Significant accounting policies

(a) Basis of accounting

These consolidated financial statements for the year ended 30 June 2018 comprise the results of operations for both Council and its wholly owned subsidiary, namely the Dandenong Market Pty Ltd.

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 5.2 and 7.4).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 5.2).
- the determination of employee provisions (refer to note 4.6 (a)).

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.

Note 1 Performance against budget

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 26 June 2017. 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*.

1.1 Income and expenditure

	Consolidated Actual 2018 \$'000	Council Actual 2018 \$'000 <i>(note 5.3)</i>	Council Budget 2018 \$'000	Council Variance 2018 \$'000 <i>Fav (Unfav)</i>	Ref
Income					
Rates and charges	132,808	132,919	132,258	661	
Statutory fees and fines	8,730	8,730	7,610	1,120	1.1.1
User fees	8,655	8,655	9,203	(548)	
Grants – operating	33,029	33,029	30,085	2,944	1.1.2
Grants – capital	4,281	4,281	2,932	1,349	1.1.3
Contributions – monetary	3,375	3,375	2,000	1,375	1.1.4
Contributions – non-monetary	19,169	19,169	15,000	4,169	1.1.5
Net gain on disposal of property, infrastructure, plant and equipment	141	141	522	(381)	1.1.6
Fair value adjustments for investment property	1,025	1,025	–	1,025	1.1.7
Other income	15,481	11,114	9,120	1,994	1.1.8
Total income	226,694	222,438	208,730	13,708	
Expenses					
Employee costs	(72,378)	(71,478)	(76,265)	4,787	1.1.9
Materials and services	(65,557)	(62,422)	(58,374)	(4,048)	1.1.10
Bad and doubtful debts	(1,649)	(1,649)	(879)	(770)	1.1.11
Depreciation and amortisation	(28,202)	(28,190)	(29,758)	1,568	1.1.12
Borrowing costs	(3,419)	(3,419)	(3,419)	–	
Other expenses	(8,555)	(8,378)	(4,792)	(3,586)	1.1.13
Total expenses	(179,760)	(175,536)	(173,487)	(2,049)	
Surplus for the year	46,934	46,902	35,243	11,659	

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1.1 Income and expenditure (continued)

Explanation of material variations

Ref	Item	Explanation
1.1.1	Statutory fees and fines	Statutory fees and fines are \$1.12 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 (\$1.01 million). – unbudgeted election fine income from the 2016 Council election.
1.1.2	Grants – operating	Operating grant income was \$2.94 million higher than the Original Budget due to: <ul style="list-style-type: none"> – the early distribution of 50% of the 2017–18 and 2018–19 Financial Assistance Grant funding allocation in June of the preceding financial years. The 2017–18 actuals reflect 50% of the 2017–18 allocation and 50% of the 2018–19 allocation. Whilst 100% has effectively been received in 2017–18, both of the allocations were higher than expected in the Original Budget representing a favourable variance of \$1.37 million. – Council was successful in obtaining project grants (not included in the Original Budget) for the Indian Cultural Precinct (\$500,000) and Community Revitalisation (\$425,000). – Higher Community Service program grant funding than expected in the Original Budget for Playgroups Initiative, Child First, Dads in Dandenong, Drug Strategy, Libraries, Right@Home and Immunisation, partly offset by lower Family Day Care funding.
1.1.3	Grants – capital	Capital grant income was \$1.35 million higher than the Original Budget due to \$674,000 in additional Federal Government Roads to Recovery funding and \$526,000 in new Federal Government Black Spot grant funding.
1.1.4	Contributions – monetary	Due to a greater level of economic activity than anticipated, Council received higher than budgeted open space contributions from developers (\$921,000) during 2017–18. 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. Also contributing to this favourable variance is \$411,000 of Developer Contribution Plan funding in relation to the Sarah Lands capital project which was not allocated in the Original Budget (included in the 2017–18 Mid Year Budget).
1.1.5	Contributions – non-monetary	These contributions represent assets that are transferred to Council's ownership from developers upon completion of subdivisions. Refer to note 5.2 for further details about contributed assets. In 2017–18, they related mainly to land, roads and drains. The number of subdivisions that are completed vary from year to year and the timing of these asset transfers is outside of Council's control and difficult to predict. This item is a non-cash accounting entry.
1.1.6	Net gain on disposal of property, infrastructure, plant and equipment	The disposal of property, infrastructure, plant and equipment was \$381,000 lower than expected in the Original Budget mainly due to higher than expected cost of fleet sold (\$140,000) and the carrying amount of parking meters sold (\$230,000) which wasn't included in the 2017–18 Original Budget.
1.1.7	Fair value adjustments for investment property	The fair value valuation of investment property is determined annually by independent valuers. Changes to fair value are recorded in the Income Statement each year. Council's investment properties increased by \$1.03 million in 2017–18. This item is difficult to predict and is not included in the Original Budget. It is a non-cash accounting entry.

1.1 Income and expenditure (continued)

Explanation of material variations

Ref	Item	Explanation
1.1.8	Other income	The favourable variance of \$1.99 million in other income is mainly attributable to a higher than anticipated interest return on investments (\$1.16 million), a part refund of a prior year contribution to VicRoads (\$467,000) and a credit received for prior year WorkCover premium (\$305,000), partly offset by lower recoveries from member councils in relation to Spring Valley landfill works not yet under taken at 30 June 2018 (\$368,000). Expected to be completed in 2018–19.
1.1.9	Employee costs	Employee costs were favourable to the 2017–18 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 2018–19 financial year. In addition, Fringe Benefits Tax and the year end employee entitlement provisions were lower than anticipated. These favourable variances were partly offset by higher temporary agency staff costs.
1.1.10	Materials and services	The \$4.05 million unfavourable variance is due to a number of factors: <ul style="list-style-type: none"> – \$6.00 million in 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 controlled assets (\$3.06 million relating to prior year capital expenditure and \$2.94 million relating to current year capital expenditure). – higher recycling costs due to recent restrictions and disruptions in the worldwide recycling markets (\$584,000). – higher statutory lodgement fees with the Infringements Court (\$421,000). These variances are partly offset by lower costs relating to payments to educators in the Family Day Care program (\$841,000), Spring Valley landfill (\$469,000), major patching of roads (\$372,000), hard waste collection (\$322,000) and drainage network (\$268,000).
1.1.11	Bad and doubtful debts	The unfavourable variance of \$770,000 in bad and doubtful debts is due to a \$549,000 provision for recycling income as recovery is doubtful. This is combined with a higher provision for doubtful parking fines (\$110,000) due to an increase in fines generated in 2016–17 which remain outstanding at 30 June 2018. This has resulted in a higher provision than anticipated in the Original Budget.
1.1.12	Depreciation and amortisation	Depreciation expense was lower than the Original Budget due mainly to finalisation of the 2016–17 year end fixed asset balances which occurred after the adoption of the Original Budget. Also, contributing to the lower depreciation was the buildings revaluation decrement at 1 January 2018 and the assets written off during 2017–18.

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1.1 Income and expenditure (continued)

Explanation of material variations

Ref	Item	Explanation
1.1.13	Other expenses	<p>The unfavourable variance of \$3.59 million to the 2017–18 Original Budget is due to: – \$2.83 million in asset write offs in 2017–18 (asset write offs are not budgeted for as they are difficult to predict) and relate mainly to:</p> <ul style="list-style-type: none">• Demolition of buildings at 144 Thomas Street, Dandenong, Robert Booth Reserve baseball pavilion and Alex Nelson pavilion (\$926,000).• A review of assets in the Parks, open space and streetscapes and Recreational, leisure and community facilities asset classes (\$808,000).• \$312,000 in drainage assets.• Land at 44 Hope Street Springvale which is no longer Council owned (\$276,000).• A review of IT assets that are no longer in use (\$170,000). <p>– \$895,000 relating to the recognition of a provision for remediation at Spring Valley landfill.</p> <p>– \$285,000 contributions in the Capital Improvement program that were unable to be capitalised to the asset register because they related to non-Council controlled assets.</p> <p>These unfavourable variances are partly offset by lower Community Partnership funding (\$139,000) and the reversal of an impairment loss expense recognised in the prior year in relation to defective tiles at Noble Park Aquatic Centre which have now been fixed (\$237,500).</p>

1.2 Capital works

	Consolidated Actual 2018 \$'000	Council Actual 2018 \$'000	Council Budget 2018 \$'000	Council Variance 2018 \$'000 <i>Fav (Unfav)</i>	Ref
Property					
Buildings	13,780	13,780	16,710	2,930	1.2.1
Leasehold improvements	33	33	80	47	
Total buildings	13,813	13,813	16,790	2,977	
Total property	13,813	13,813	16,790	2,977	
Plant and equipment					
Plant, machinery and equipment	1,692	1,692	2,774	1,082	1.2.2
Fixtures, fittings and furniture	28	28	45	17	
Computers and telecommunications	139	139	123	(16)	
Library books	980	980	1,160	180	
Total plant and equipment	2,839	2,839	4,102	1,263	
Infrastructure					
Roads	9,742	9,742	6,705	(3,037)	1.2.3
Bridges	191	191	–	(191)	
Footpaths and cycleways	1,143	1,143	1,730	587	1.2.4
Drainage	1,123	1,123	1,740	617	1.2.5
Recreational, leisure and community facilities	2,861	2,861	3,162	301	
Parks, open space and streetscapes	4,173	4,173	6,395	2,222	1.2.6
Off street car parks	1,256	1,256	2,000	744	1.2.7
Total infrastructure	20,489	20,489	21,732	1,243	
Total capital works expenditure	37,141	37,141	42,624	5,483	
Represented by:					
New asset expenditure	12,052	12,052	17,004	4,952	1.2.8
Asset renewal expenditure	18,614	18,614	19,372	758	
Asset upgrade expenditure	6,475	6,475	6,248	(227)	
Asset expansion expenditure	–	–	–	–	
Total capital works expenditure	37,141	37,141	42,624	5,483	

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1.2 Capital works (continued)

Explanation of material variations

Ref	Item	Explanation
1.2.1	Buildings	Capital expenditure on buildings was lower than the 2017–18 Original Budget by \$2.93 million due mainly to the Springvale Community Precinct multi year project (\$3.65 million) combined with \$1.1 million that was transferred to operating expenditure as it could not be capitalised to the asset register) and the Building Renewal Program (\$1.57 million, as a result of \$685,000 transferred to operating expenditure and lower than anticipated expenditure). These favourable variances are partly offset by projects that were carried over from the prior year such as Robert Booth Reserve Pavilion – \$1.42 million variance (not included in the 2017–18 Original Budget).
1.2.2	Plant, machinery and equipment	Plant, machinery and equipment experienced a favourable variance of \$1.08 million to the 2017–18 Original Budget due to lower than anticipated expenditure in the Fleet Renewal Program (\$990,000). This was due mainly to a delay in the purchase of a specialised jet truck for Council's drainage network combined with some savings in this program.
1.2.3	Roads	Capital expenditure on roads was higher than the 2017–18 Original Budget due to the Local Road Rehabilitation Program – Bangholme Road (\$1.72 million – which is a multi-year project and had a carry over from the prior year), higher expenditure on the Roads to Recovery program (\$666,000 – matched by higher Federal Government Roads to Recovery grant funding in 2017–18), several Federal Government Black Spot funded projects that were not known at the time of adopting the Original Budget and \$521,000 of major road works transferred from operating expenditure as it was considered capital in nature.
1.2.4	Footpaths and cycleways	The favourable variance of \$587,000 to the Original Budget is due to lower than anticipated expenditure in relation to the municipal-wide footpath renewal program (comprised of \$159,000 that was transferred to operating expenditure as it could not be capitalised to the asset register and program savings) and a delay in the Active Transport Infrastructure Priority Program (paths) which is expected to be carried over to the 2018–19 financial year.
1.2.5	Drainage	Lower than anticipated capital expenditure on drainage of \$617,000 relates to the Drainage Upgrade Program, which was caused partly by \$111,000 that was transferred to operating expenditure as it could not be capitalised to the asset register and program savings.
1.2.6	Parks, open space and streetscapes	Capital expenditure on parks, open space and streetscapes was \$2.22 million lower than the 2017–18 Original Budget due mainly to delays in the following projects – Walker Street Streetscape \$1.07 million, Springvale Road Boulevard \$930,000 and Dandenong Park Master Plan Implementation \$821,000 – which are expected to be carried over to the 2018-19 financial year. These favourable variances are partly offset by \$448,000 for a Developer Contributions Plan (DCP) project (Sarah Lands) which was not included in the 2017–18 Original Budget (included as part of the 2017–18 Mid-Year Budget).
1.2.7	Off street car parks	Off street car parks experienced a favourable variance of \$744,000 to the 2017–18 Original Budget due mainly to a delay in the Tatterson Park Car Park and Access Road project (\$1.24 million) which is expected to be carried over to the 2018–19 financial year, partly offset by an unfavourable variance of \$389,000 for the Dandenong City Soccer Club project which was not included in the 2017–18 Original Budget as it was a carry over from the 2016–17 financial year.

1.2 Capital works (continued)

Explanation of material variations

Ref	Item	Explanation
1.2.8	New asset expenditure	Lower than anticipated capital expenditure on new assets of \$4.95 million relates to a delay in a number of projects which are expected to be carried over to 2018–19 (Springvale Community Precinct \$3.65 million, Dandenong Park Master Plan Implementation \$1.17 million, Tatterson Park Car Park and Access Road \$781,000 and Springvale Road Boulevard \$575,000). These favourable variances are partly offset by projects not included in the 2017–18 Original Budget as they were carried over from the 2016–17 financial year (Yarraman Oaks Early Learning Facility \$541,000 and DCP Sarah Lands \$449,000).

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Note 2 Funding for the delivery of our services

2.1 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 2017–18 was \$38.96 billion (\$38.08 billion in 2016–17).

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Residential	52,762	50,778
Commercial	12,241	11,927
Industrial	47,103	44,209
Farm	337	347
Cultural and recreational	438	432
Waste management charge – residential	16,342	15,818
Supplementary rates and rates adjustment	1,547	2,286
Maintenance levy	1,381	1,264
Interest on rates and charges	657	600
Total rates and charges	132,808	127,661

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

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.

2.2 Statutory fees and fines

Infringements and costs	4,270	4,150
Court recoveries	1,734	1,191
Building and town planning fees	2,206	1,994
Land information certificates	111	115
Election fines	140	215
Permits	269	227
Total statutory fees and fines	8,730	7,892

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.

2.3 User fees

Aged and health services	1,331	1,176
Child care/children's programs	950	824
Parking	3,250	4,129
Registration and other permits	1,458	1,312
Asset protection fees	348	290
Sub-division fees	629	654
Other fees and charges	689	845
Total user fees	8,655	9,230

User fees are recognised as revenue when the service has been provided or Council has otherwise earned the income.

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
2.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	26,278	36,847
State funded grants	11,032	9,523
Total grants	37,310	46,370
a) Operating grants		
Recurrent – Commonwealth Government		
Financial Assistance Grants (via Victoria Grants Commission)*	11,941	15,893
Family day care	3,152	3,352
Family & Children	325	158
General home care	6,951	9,361
Libraries**	110	89
Maternal & Child Health**	18	15
Volunteer	16	–
Recurrent – State Government		
Aged care	2,763	2,548
Maternal and child health	2,270	2,162
Family and children services	1,763	1,282
Libraries	1,008	1,020
Community development	206	300
School crossing supervisors	306	228
Other	19	116
Right @ Home	427	183
Community wellbeing	71	85
Community education	57	57
Emergency management	40	20
Total recurrent operating grants	31,443	36,869
Non-recurrent – Commonwealth Government		
Community development	20	5
Non-recurrent – State Government		
Community wellbeing	127	126
Environmental planning	295	218
Family and children	–	113
Libraries	–	2
Community development	993	20
Economic development	–	15
Sports and recreation	27	5
Other	–	5
Waste management	124	3
Total non-recurrent operating grants	1,586	512
Total operating grants	33,029	37,381

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*Payments for Financial Assistance Grants received via the Victorian Grants Commission can vary year on year. The 2016–17 financial year essentially reflects 150% of funding – 100% of the 2016–17 allocation and 50% or \$5.42 million of the 2017–18 allocation which was distributed early to Council in June 2017. For the 2017–18 year, whilst the funding received reflects 100% funding allocation, 50% of the funding relates to 2017–18 and 50% relates to the 2018–19 year distributed early to Council in June 2018.

**Comparative figures for 2016–17 have been amended to reflect the correct classification of funding source from State to Federal for libraries and maternal and child health grants.

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
b) Capital grants		
Recurrent – Commonwealth Government		
Roads to recovery	1,348	2,224
Recurrent – State Government		
Other	–	35
Total recurrent capital grants	1,348	2,259
Non-recurrent – Commonwealth Government		
Sports and recreation – Tatterson Park	1,703	2,871
Community safety	167	150
Roads*	527	2,729
Non-recurrent – State Government		
Roads	36	–
Libraries – Springvale Community Hub	205	750
Sports and recreation	185	230
Community education	97	–
Community safety	13	–
Total non-recurrent capital grants	2,933	6,730
Total capital grants	4,281	8,989
*Comparative figure for 2016–17 have been amended to reflect the correct classification of funding source from State to Federal for road grants.		
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of the year	8,947	2,671
Received during the financial year and remained unspent at balance date	9,636	8,500
Received in prior years and spent during the financial year	(7,894)	(2,224)
Balance at end of the year*	10,689	8,947

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

*The increase in unspent grants at the end of the year in 2018 and 2017 relates to the early distribution by the Victoria Grants Commission of approximately 50% of the Financial Assistance Grants funding for the following financial year (\$5.92 million and \$5.42 million respectively).

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
2.5 Contributions		
Monetary		
Community contributions (<i>for capital works</i>)	23	50
Other contributions	20	–
Total non-developer contributions	43	50
Open space contributions (<i>for future capital works</i>)	2,922	3,062
Development infrastructure levies (<i>for capital works completed</i>)	410	406
Total monetary contributions	3,375	3,518
Non-monetary	19,169	16,308
Total contributions	22,544	19,826
<i>Public open space contributions received during the financial year are transferred to the Open Space Reserve. Refer note 8.1(b).</i>		
<i>Contributions of non-monetary assets were received in relation to the following asset classes:</i>		
Land	9,179	8,022
Buildings	225	–
Infrastructure	9,765	8,286
Total non-monetary contributions	19,169	16,308
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
2.6 Net gain on disposal of property, infrastructure, plant and equipment		
<i>Net gain on sale of inventory property*</i>		
Proceeds of sale (<i>Council share of 25.47%</i>)	–	918
Less carrying amount of assets sold	–	(490)
	–	428
<i>Net gain on sale of property, infrastructure, plant and equipment</i>		
Proceeds of sale	648	12,993
Less carrying amount of assets sold	(507)	(12,410)
	141	583
Total net gain on disposal of property, infrastructure, plant and equipment**	141	1,011

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

*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.

**In order to comply with the Local Government Model Financial Report (LGMFR) prior year comparatives have been amended to reclassify assets written off to note 3.6 – net loss on write off of property, infrastructure, plant and equipment.

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	Consolidated 2018 \$'000	Consolidated 2017 \$'000
2.7 Other income		
Interest on investments	2,922	2,487
Interest – other	2	197
Dandenong Market revenue from operations	5,738	5,610
Property rental	1,665	1,396
Other rent	1,060	860
Recoveries	2,960	2,455
Other	1,134	1,276
Total other income	15,481	14,281

Interest is recognised as it is earned.

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.

Note 3 The cost of delivering services

3.1 a) Employee costs

Wages and salaries	57,195	56,282
WorkCover	1,694	1,379
Casual staff	940	1,275
Superannuation	5,416	5,341
Long service leave oncost	1,343	1,595
Fringe benefits tax	435	627
Other	5,355	5,253
Total employee costs	72,378	71,752

b) Superannuation

Council made contributions to the following funds:

Defined benefit plan

Employer contribution to Local Authorities Superannuation Fund (Vision Super)	473	485
	473	485

Employer contributions payable at reporting date.

Accumulation funds

Employer contribution to Local Authorities Superannuation Fund (Vision Super)	3,353	3,345
Employer contribution – other funds	1,631	1,511
	4,984	4,856

Employer contributions payable at reporting date (Dandenong Market Pty Ltd)	4	1
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Refer note 8.3 for further information relating to Council's superannuation obligation.

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
3.2 Materials and services		
Contract payments*	37,984	35,749
Building maintenance	1,864	1,170
General maintenance	3,541	4,340
Works in progress (unable to be capitalised)	3,006	5,871
Utilities	4,017	3,449
Office administration	5,974	6,132
Information technology	2,425	2,276
Insurance	850	790
Consultants and professional services	5,896	3,283
Total materials and services	65,557	63,060
*Prior year comparative figures related to contract payments have been amended to reclassify payment to educators from note 3.6 – Other expenses (Community grants and contributions).		
3.3 Depreciation and amortisation		
Depreciation		
Property	5,516	4,985
Plant and equipment	3,886	4,155
Infrastructure	18,800	18,586
Total depreciation and amortisation	28,202	27,726
Refer to 5.2 for a more detailed breakdown of depreciation and amortisation charges.		
3.4 Bad and doubtful debts		
Parking fine debtors	786	612
Other debtors	863	299
Total bad and doubtful debts	1,649	911
Movement in provisions for doubtful debts		
Balance at the beginning of the year	1,768	1,656
New provisions recognised during the year	1,652	911
Amounts already provided for and written off as uncollectible	(777)	(754)
Amounts provided for but recovered during the year	–	(45)
Balance at end of year	2,643	1,768
Provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Bad debts are written off when identified.		
3.5 Borrowing costs		
Interest – borrowings	3,345	3,554
Interest – other	74	145
Total borrowing costs	3,419	3,699

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

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	Consolidated 2018 \$'000	Consolidated 2017 \$'000
3.6 Other expenses		
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	86	83
Auditors' remuneration – internal	100	167
Audit – other	1	1
Councillors' allowances	434	428
Council election	–	689
Operating lease/rentals	1,042	893
Assets written-off*	2,828	830
Landfill provisions	895	–
Impairment loss/(reversal)	(238)	238
Other expenses	876	919
Community grants and contributions**	2,531	3,021
Total other expenses	8,555	7,269

*In order to comply with the Local Government Model Financial Report (LGMFR) prior year comparatives have been amended to reclassify assets written off from note 2.6 – net loss on write off of property, infrastructure, plant and equipment. Also the impairment loss/ (reversal) has been reclassified under other expenses.

*Refer to page 12 – note 1.1.13 for more detail explanation of material variances on assets written-off.

**Prior year comparative figures related to community grants and contributions have been amended to reclassify payment to educators to note 3.2 – material and services (contract payments).

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Note 4 Our financial position		
4.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	4,189	3,507
Cash at bank	16,885	11,704
Term deposits	133,517	110,833
Total cash and cash equivalents	154,591	126,044
(b) 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
<i>Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:</i>		
– Trust funds and deposits (note 4.3(b))	41,505	35,448
Total restricted funds	41,505	35,448
Total unrestricted cash and cash equivalents	113,086	90,596
Intended allocations*		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
Employee provisions (note 4.6 (a))	16,868	17,081
Statutory and other reserves (note 8.1(b))	69,765	56,486
Cash held to fund carried forward operational projects	9,597	7,330
Cash held to fund carried forward capital works (net)	16,659	10,848
Total funds subject to intended allocations	112,889	91,745

*Users of the financial report should refer to note 8.1(b) for details of funds held in reserve and note 4.8 for details of existing Council commitments.

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.

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.

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	Consolidated 2018 \$'000	Consolidated 2017 \$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	7,132	7,079
Infringement debtors	7,119	5,981
Provision for doubtful debts – infringements	(1,897)	(1,613)
Other statutory debtors	2,738	3,301
Provision for doubtful debts – other statutory debtors	(149)	(100)
Net GST receivable	1,998	1,587
<i>Non statutory receivables</i>		
Other debtors	3,110	3,598
Provision for doubtful debts – other debtors	(597)	(55)
Total current trade and other receivables	19,454	19,778
Non-current		
<i>Non statutory receivables</i>		
Narre Warren landfill – financial contribution	252	261
Other debtors – refundable deposit	73	73
Total non-current trade and other receivables	325	334
Total trade and other receivables	19,779	20,112
<p>Short term receivables are carried at invoice amount. 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.</p>		
i) Ageing of receivables		
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	1,247	2,591
Past due by up to 30 days	302	306
Past due between 31 and 180 days	512	261
Past due between 181 and 365 days	85	102
Past due by more than 1 year*	696	617
Total trade and other receivables (excluding statutory receivables)	2,842	3,877

(c) Trade and other receivables (continued)

ii) Ageing of individually impaired receivables

At balance date, trade and other receivables (excluding statutory receivables) representing financial assets with a nominal value of \$556,000 (2017 \$7,000) were impaired. The amount of the provision raised against these debtors was \$556,000 (2017 \$3,000). They have been individually impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Current (not yet due)	–	–
Past due by up to 30 days	4	–
Past due between 31 and 180 days	342	–
Past due between 181 and 365 days	211	–
Past due by more than 1 year*	40	55
Total trade and other receivables (excluding statutory receivables)	597	55

*Prior year comparative figures for ageing of receivables (note 4.1 (c) (ii) and ageing of individually impaired receivables (note 4.1 (c) (iii) have been amended to separately disclose the impaired debtor for 2016–17.

4.2 Non-financial assets

Other assets

Prepayments	2,768	922
Accrued income	754	1,707
Other	220	–
Total other assets	3,742	2,629

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	Consolidated 2018 \$'000	Consolidated 2017 \$'000
4.3 Payables		
(a) Trade and other payables		
Trade payables	16,095	13,915
Accrued expenses	5,206	4,361
Total trade and other payables	21,301	18,276
(b) Trust funds and deposits		
Current		
Fire services property levy	1,194	1,117
Road deposits	402	303
Landscape deposits	1,042	849
Open space contributions	2,683	3,266
Development contribution plans (DCP)	32,510	27,360
Other refundable deposits	2,387	1,373
Total current trust funds and deposits	40,218	34,268
Non-current		
Other refundable deposits	1,287	1,180
Total non-current trust funds and deposits	1,287	1,180
Total trust funds and deposits	41,505	35,448

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. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

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.

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
4.4 Interest-bearing loans and borrowings		
Current		
Borrowings – secured	3,301	3,086
	3,301	3,086
Non-current		
Borrowings – secured	48,525	51,826
	48,525	51,826
Total interest-bearing loans and borrowings	51,826	54,912

Borrowings are secured over the general rates of Council as per section 141 of the Local Government Act 1989.

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.

a) The maturity profile for Council's borrowings is:

Not later than one year	3,301	3,086
Later than one year and not later than five years	13,643	15,335
Later than five years	34,882	36,491
	51,826	54,912

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.

4.5 Other interest-bearing liabilities

Current

Land purchase – interest-bearing	–	1,255
	–	1,255

Non-current

Land purchase – interest-bearing	–	–
	–	–

Total Other interest-bearing liabilities	–	1,255
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In 2014–15, Council entered into an agreement with VicTrack and Places Victoria to purchase land parcels in the Dandenong Railway Precinct. The purchase price was established by the Valuer General Victoria, Council paid a 10% deposit in 2014–15, the first instalment in June 2016 and the final instalment paid in June 2018.

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	Consolidated		Total \$ '000
	Employee \$ '000	Landfill restoration \$ '000	
4.6 Provisions			
2018			
Balance at beginning of the financial year	17,081	–	17,081
Additional provisions	6,970	895	7,865
Amounts used	(7,137)	–	(7,137)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(46)	–	(46)
Balance at the end of the financial year	16,868	895	17,763
2017			
Balance at beginning of the financial year	17,138	–	17,138
Additional provisions	7,112	–	7,112
Amounts used	(7,032)	–	(7,032)
Change 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	17,081	–	17,081

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
(a) Employee provisions		
<i>Current provisions expected to be wholly settled within 12 months</i>		
Annual leave	5,715	5,749
Long service leave	881	853
Other	407	426
	7,003	7,028
<i>Current provisions expected to be wholly settled after 12 months</i>		
Annual leave	109	112
Long service leave	9,204	9,292
	9,313	9,404
Total current employee provisions	16,316	16,432
Non-current		
Long service leave	552	649
Total non-current employee provisions	552	649
<i>Aggregate carrying amount of employee provisions:</i>		
Current	16,316	16,432
Non-current	552	649
Total aggregate carrying amount of employee provisions	16,868	17,081

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. LSL is measured at present value. Unconditional LSL is disclosed as a 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.

	Consolidated 2018	Consolidated 2017
Key assumptions:		
– discount rate	2.33%	2.22%
– index rate	2.50%	3.15%
– settlement rate		
long service leave (years)	7	7
annual leave (days)	260	260
(b) Landfill restoration	\$'000	\$'000
Current	96	–
Non-current	799	–
	895	–

The former Springvalley landfill has been closed to the receipt of refuse since December 1998. The former landfill is located between Clarke Road and Springvale Road and the premises was used as a landfill for disposal of waste from 1993 to 1999 under a licence issued by the Environmental Protection Authority (EPA). The landfill is owned by the City of Greater Dandenong and is used as recreational open space. On 22 June 2013 the EPA issued a Pollution Abatement Notice (PAN) requiring Council to carry out a landfill cap assessment against the EPA Waste Discharge Licence and to produce an Aftercare Management Plan (AMP). An AMP was submitted to the EPA in December 2014 to meet the requirement of this PAN. A further PAN issued by the EPA was issued on 23 September 2016 and revised on the 19 January 2018.

The City of Greater Dandenong shares the commitment for rehabilitation and aftercare management of the landfill with other stakeholder Council's. Council's interest or share of the costs is 19.88%. In the financial report for 30 June 2018, Council has an amount of \$895,000 as a provision for the restoration of the Springvalley Road Landfill site which includes aftercare costs to meet EPA obligations. At balance date the provision was measured at the net present value of the estimated future rehabilitation costs including aftercare and site monitoring costs.

Key assumptions:

– discount rate	2.44%	–
– index rate	2.00%	–
– settlement rate	15 years	–

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
(c) Total provisions summary		
Current	16,412	16,432
Non-current	1,351	649
Total provisions	17,763	17,081

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	Consolidated 2018 \$'000	Consolidated 2017 \$'000
4.7 Financing arrangements		
Interest-bearing loans and borrowings – secured	51,826	54,912
Interest-bearing liabilities – other (land purchase)	–	1,255
Credit card facilities	200	200
Bank overdraft	2,500	2,500
Total facilities	54,526	58,867
Used facilities	51,828	56,172
Unused facilities	2,698	2,695

4.8 (a) Commitments

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

	Consolidated				Total \$'000
	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	
2018					
Operating					
Building maintenance services	3,421	2,730	8,355	2,897	17,403
Cleaning services	1,635	1,488	–	–	3,123
Consultancies	205	–	–	–	205
Garbage collection	6,539	6,735	8,724	–	21,998
Hard waste collection	463	–	–	–	463
Leisure centres management services	1,314	–	–	–	1,314
Meals for delivery	495	454	–	–	949
Open space management	1,536	1,015	110	–	2,661
Other contracts	4,868	823	1,411	360	7,462
Parking management	246	251	784	272	1,553
Recycling	4,016	4,097	5,244	–	13,357
Works (roads and drains) services	507	204	–	–	711
Dandenong Market Pty Ltd commitments	1,222	1,224	1,457	–	3,903
Total 2018 Operating	26,467	19,021	26,085	3,529	75,102
Capital					
Buildings	6,188	250	160	–	6,598
Roads	3,305	–	–	–	3,305
Drainage	4,113	–	–	–	4,113
Parks, open space and streetscapes	1,671	–	–	–	1,671
Total 2018 Capital	15,277	250	160	–	15,687
2017					
Operating					
Building maintenance services	3,675	195	–	–	3,870
Cleaning services	2,015	629	499	–	3,143
Consultancies	70	–	–	–	70
Garbage collection*	6,198	6,539	15,459	–	28,196
Hard waste collection	1,462	463	–	–	1,925
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*	2,057	2,119	5,009	–	9,185
Works (roads and drains) services	384	384	96	–	864
Dandenong Market Pty Ltd commitments	1,425	1,269	2,936	–	5,630
Total 2017 Operating	25,537	14,286	26,119	1,400	67,342

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	Consolidated				Total \$'000
	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	
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 2017 Capital	11,960	54	39	45	12,098

*Prior year comparative figures for garbage collection and recycling have been restated on a consistent basis with the current year commitment estimates.

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
4.8 (b) Operating lease commitments		
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.		
Not later than one year	1,406	1,124
Later than one year and not later than five years	2,179	2,484
Later than five years	–	14
	3,585	3,622

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

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.

Note 5 Assets we manage

Note content:

5.1 Non-current assets classified as held for sale

5.2 Property, infrastructure, plant and equipment

- (a) Summary of Property, Infrastructure, Plant and Equipment
- (b) Summary of Work in Progress (WIP)
- (c) Details of Property Category
- (d) Details of Plant and Equipment Category
- (e) Details of Infrastructure Category
- (f) Recognition
- (g) Depreciation and Amortisation
- (h) Revaluation
- (i) Valuation of Property
- (j) Valuation of Infrastructure
- (k) Reconciliation of Specialised Land

7.4* Fair value measurement

**This note includes additional details about the fair value hierarchy and impairment of assets.*

5.1 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 its carrying amount and fair value less costs of disposal, 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. At 30 June 2018, there were no non-current assets classified as held for sale.

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Note 5.2 Property, infrastructure, plant and equipment

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

Consolidated

(Related Financial Statement note)	At fair value/cost 30 June 2017	Acquisitions (Strmt Cap Wrks)	Contributions (Note 2.5)	Revaluation (Note 8.1(a))	Depreciation and amortisation (Note 3.3)	Impairment (loss)/reversal* (Note 3.6 & 8.1(a))	Disposals (Note 2.6)	Write Offs (Note 3.2 & 3.6)	Transfers (Note 5.2(b))	At fair value/cost 30 June 2018
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,198,856	-	9,179	(15,027)	-	-	-	(276)	-	1,192,732
Buildings	232,739	5,281	225	(2,105)	(5,516)	47	-	(1,041)	19,507	249,137
Plant and equipment	12,647	3,129	-	-	(3,886)	-	(276)	(173)	196	11,637
Infrastructure	679,794	8,814	9,765	-	(18,800)	238	(231)	(1,338)	6,006	684,248
Work in progress (WIP)	31,810	19,917	-	-	-	-	-	(3,006)	(25,709)	23,012
	2,155,846	37,141	19,169	(17,132)	(28,202)	285	(507)	(5,834)	-	2,160,766

*Two impairment loss reversals occurred in 2017-18. \$47,000 related to a building asset held at fair value so was reversed to the Asset Revaluation Reserve (refer Note 8.1(a)) and \$238,000 related to an asset held at cost, so was reversed against 'Other expenses' in the Income Statement (refer Note 3.6).

(b) SUMMARY OF WORK IN PROGRESS

	Opening WIP 30 June 2017	Additions	Transfers	Write Offs	Closing WIP 30 June 2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	22,413	7,488	(19,651)	(1,205)	9,045
Plant and equipment	66	44	(39)	(27)	44
Infrastructure	9,331	12,385	(6,019)	(1,774)	13,923
Total	31,810	19,917	(25,709)	(3,006)	23,012

Note 5.2 Property, infrastructure, plant and equipment (continued)

(c) 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 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
Movements in fair value/cost								
Additions at cost	–	–	–	–	401	401	7,488	7,889
Additions at fair value	–	–	–	4,880	–	4,880	–	4,880
Contributed assets at cost	1,417	–	1,417	–	–	–	–	1,417
Contributed assets at fair value	7,022	740	7,762	234	–	234	–	7,996
Revaluation increments (decrements)	(6,374)	(8,653)	(15,027)	(6,866)	–	(6,866)	–	(21,893)
Fair value/cost of assets written off	(276)	–	(276)	(2,779)	–	(2,779)	(1,205)	(4,260)
Transfers in (out)	9,793	(9,793)	–	19,583	42	19,625	(19,651)	(26)
	11,582	(17,706)	(6,124)	15,052	443	15,495	(13,368)	(3,997)
Movements in accumulated depreciation								
Depreciation and amortisation	–	–	–	(5,393)	(123)	(5,516)	–	(5,516)
Accumulated depreciation of contributed assets	–	–	–	(9)	–	(9)	–	(9)
Accumulated depreciation of write offs	–	–	–	1,738	–	1,738	–	1,738
Impairment loss/(reversal) in revaluation reserve	–	–	–	47	–	47	–	47
Revaluation increments (decrements)	–	–	–	4,761	–	4,761	–	4,761
Transfers (in) out	–	–	–	(92)	(26)	(118)	–	(118)
	–	–	–	1,052	(149)	903	–	903
Closing balance at 30 June 2018								
At cost	44,031	–	44,031	–	2,001	2,001	9,045	55,077
At fair value	974,001	174,700	1,148,701	387,834	–	387,834	–	1,536,535
Accumulated depreciation	–	–	–	(139,544)	(1,154)	(140,698)	–	(140,698)
	1,018,032	174,700	1,192,732	248,290	847	249,137	9,045	1,450,914

*Refer to note 5.2(k) for a reconciliation of specialised land.

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Note 5.2 Property, infrastructure, plant and equipment (continued)

(d) PLANT AND EQUIPMENT

	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
Consolidated						
Opening balance at 1 July 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
Movements in cost						
Acquisition of assets at cost	1,708	259	182	980	44	3,173
Cost of assets disposed	(1,878)	-	(30)	-	-	(1,908)
Cost of assets written off	-	(144)	(1,251)	-	(27)	(1,422)
Transfers in (out)	-	(1,268)	930	-	(39)	(377)
	(170)	(1,153)	(169)	980	(22)	(534)
Movements in accumulated depreciation						
Depreciation and amortisation	(1,617)	(552)	(676)	(1,041)	-	(3,886)
Accumulated depreciation of disposals	1,606	-	26	-	-	1,632
Accumulated depreciation of write offs	-	144	1,078	-	-	1,222
Transfers (in) out	-	979	(445)	-	-	534
	(11)	571	(17)	(1,041)	-	(498)
Closing balance at 30 June 2018						
At cost	15,301	7,032	6,574	7,163	44	36,114
Accumulated depreciation	(8,953)	(5,831)	(5,576)	(4,073)	-	(24,433)
	6,348	1,201	998	3,090	44	11,681

Note 5.2 Property, infrastructure, plant and equipment (continued)

	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 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
Movements in fair value/cost										
Acquisition of assets at cost	-	-	-	-	2,276	1,716	-	12,385	16,377	27,439
Acquisition of assets at fair value	2,129	191	1,440	706	-	-	356	-	4,822	9,702
Contributed assets at cost	-	-	-	-	200	450	-	-	650	2,067
Contributed assets at fair value	4,790	461	414	3,970	-	-	120	-	9,755	17,751
Revaluation increments (decrements)	-	-	-	-	-	-	-	-	-	(21,893)
Fair value/cost of assets disposed	-	-	-	-	-	(264)	-	-	(264)	(2,172)
Fair value/cost of assets written off	(60)	-	(15)	(505)	(848)	(7,328)	(76)	(1,774)	(10,606)	(16,288)
Transfers in (out)	2,080	27	550	1,524	1,401	371	468	(6,019)	402	(1)
	8,939	679	2,389	5,695	3,029	(5,055)	868	4,592	21,136	16,605
Movements in accumulated depreciation										
Depreciation and amortisation	(8,873)	(812)	(1,880)	(3,994)	(1,507)	(1,499)	(295)	-	(18,800)	(28,202)
Accumulated depreciation of contributed assets	(243)	(16)	(1)	(144)	(159)	(64)	(13)	-	(640)	(649)
Accumulated depreciation of disposals	-	-	-	-	-	33	-	-	33	1,665
Accumulated depreciation of write offs	36	-	3	193	444	6,800	18	-	7,494	10,454
Revaluation (increments) decrements	-	-	-	-	-	-	-	-	-	4,761
Impairment loss/(reversal) in revaluation reserve	-	-	-	-	-	-	-	-	-	47
Impairment loss/(reversal) in operating result	-	-	-	-	238	-	-	-	238	238
Transfers (in) out	(33)	-	(127)	-	(346)	182	(91)	-	(415)	1
	(9,113)	(828)	(2,005)	(3,885)	(1,330)	5,452	(381)	-	(12,090)	(11,685)
Closing balance at 30 June 2018										
At cost	-	-	-	-	38,259	43,303	-	13,923	95,485	186,676
At fair value	473,159	64,272	79,256	400,377	-	-	16,276	-	1,033,340	2,569,875
Accumulated depreciation	(201,248)	(17,346)	(21,436)	(141,269)	(18,069)	(25,772)	(5,514)	-	(430,654)	(595,785)
	271,911	46,926	57,820	259,108	20,190	17,531	10,762	13,923	698,171	2,160,766

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Note 5.2 Property, infrastructure, plant and equipment (continued)

(f) Recognition

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, 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 5.2 have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Recognition thresholds

Council has set a threshold limit for all classes of assets (refer section (g) of this note), which means that all assets with a value equal or greater than this threshold are recognised in these financial statements.

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.

Finance leases

Council does not have any financial leases.

Repairs and maintenance

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.

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.

(g) Depreciation and amortisation

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.

(g) Depreciation and amortisation (continued)

Depreciation periods used are listed below and are consistent with the prior year unless marked with an *.

	Depreciation period (years)	Threshold limit \$'000
<i>Property</i>		
Land		
Land	N/A	–
Land under roads	N/A	–
Buildings		
Buildings	50–100	5
Leasehold improvements	Lease term	–
<i>Plant and equipment</i>		
Plant and equipment		
Heavy plant and equipment	7	2
Buses, quads and trailers	10	2
Light plant and equipment, passenger and light commercial vehicles	5	2
Fixtures, fittings and furniture		
Fixtures, fittings, furniture and equipment	6	2
Musical instruments	20	2
Art works	N/A	2
Computers and telecommunications		
Software, hand held devices / mobile phones	3	2
Hardware and equipment	5	2
Library books	5	–
<i>Infrastructure</i>		
Roads		
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	–
Drainage		
New pipes and pits	100	–
Existing pipes and pits	100	5
Gross pollutant traps	50	5
Recreational, leisure and community facilities		
Recreational equipment and facilities, electronic screens, scoreboards. Sportsgrounds, grass (turf), courts, hardstand, other ground surfaces. Minor structures (sporting, shade structures and retaining walls), irrigation, sportsfield drainage, controllers, sensors, water tanks/pumps.	10–20	2
Playgrounds	15	2
Outdoor pools	50	2

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	Depreciation period (years)	Threshold limit \$'000
Parks, open space and streetscapes		
Open space furniture, fencing, bollards and gates.	#10–50	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. 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

#This does not represent a change in accounting policy. It was incorrectly disclosed as 10–20 years in the prior year's financial statements.

(h) 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 reporting date each year, Council reviews the carrying value of the individual classes of assets to ensure that each asset class materially approximates its fair value. Where the carrying value materially differs from the fair value, the class of assets is 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 of the fair value hierarchy are included in Note 7.4 and are explained below for each asset class.

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 appropriately experienced Council officers or independent experts.

Where 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.

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 5% and 85%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$14 and \$2,800 per square metre.

Consolidated 2018 \$'000	Consolidated 2017 \$'000
974,001	963,836

Note – Specialised land valued at fair value disclosed here, excludes land under roads which are valued at cost.

(h) Revaluation (continued)

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 \$320 to \$52,000 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 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 buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Consolidated
2018
\$'000

Consolidated
2017
\$'000

248,290

232,186

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.

646,527

644,169

Note – Infrastructure assets at fair value disclosed here, excludes 'Recreational, leisure and community facilities', 'Parks, open space and streetscapes' and 'Work in progress' which are valued at cost.

(i) Valuation of Property

Valuation of land and buildings

The last formal valuation of land and buildings at 1 January 2018 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.

Details of the written down value of Council's land and buildings and information about the fair value hierarchy** as at 30 June 2018 are as follows:

	<u>Level 1</u>	<i>Non-specialised</i> <u>Level 2</u>	<i>Specialised</i> <u>Level 3</u>	<u>Date of last valuation</u>
Land*	–	174,700	974,001	1–Jan–18
Buildings	–	–	248,290	1–Jan–18
Total written down value	–	174,700	1,222,291	

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

**Additional details about the fair value hierarchy can be found in Note 7.4.

Land under roads

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

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(j) 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.

Details of the written down value of Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	<u>Level 1</u>	<i>Non-specialised</i> <u>Level 2</u>	<i>Specialised</i> <u>Level 3</u>	<u>Date of last valuation</u>
Roads	–	–	271,911	Jun-15
Bridges	–	–	46,926	Mar-17
Footpaths and cycleways	–	–	57,820	Jun-15
Drainage	–	–	259,108	Jun-15
Off street car parks	–	–	10,762	Jun-15
Total written down value	–	–	646,527	

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
(k) Reconciliation of specialised land at fair value*		
Parks and reserves	652,460	656,954
Floodway	9,410	10,624
Public use	23,320	21,906
Industrial	39,964	32,132
Other	248,847	242,220
Total specialised land	974,001	963,836

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

Note 5.3 Investments in associates, joint arrangements and subsidiaries

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.

Principles of consolidation

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

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

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 City of Greater Dandenong. 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 2019. 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 2017–18 financial year. These financial statements should be read in conjunction with the accompanying notes in the financial report.

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Comprehensive Income Statement

For the year ended 30 June 2018

	Council 2018 \$'000	DMPL 2018 \$'000	Consolidation Adjustment 2018 \$'000	Consolidated Accounts 2018 \$'000
Income				
Rates and charges	132,919	–	(111)	132,808
Statutory fees and fines	8,730	–	–	8,730
User fees	8,655	–	–	8,655
Grants – operating	33,029	–	–	33,029
Grants – capital	4,281	–	–	4,281
Contributions – monetary	3,375	–	–	3,375
Contributions – non-monetary	19,169	–	–	19,169
Net gain on disposal of property, infrastructure, plant and equipment	141	–	–	141
Fair value adjustments for investment property	1,025	–	–	1,025
Other income	11,114	5,866	(1,499)	15,481
Total income	222,438	5,866	(1,610)	226,694
Expenses				
Employee costs	(71,478)	(940)	40	(72,378)
Materials and services	(62,422)	(3,327)	192	(65,557)
Bad and doubtful debts	(1,649)	–	–	(1,649)
Depreciation and amortisation	(28,190)	(12)	–	(28,202)
Borrowing costs	(3,419)	–	–	(3,419)
Other expenses	(8,378)	(1,555)	1,378	(8,555)
Total expenses	(175,536)	(5,834)	1,610	(179,760)
Net surplus for the year	46,902	32	–	46,934
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment	(17,132)	–	–	(17,132)
Impairment (loss)/reversal	47	–	–	47
Total comprehensive result	29,817	32	–	29,849

Balance Sheet

As at 30 June 2018

	Council 2018 \$'000	DMPL 2018 \$'000	Consolidation Adjustment 2018 \$'000	Consolidated Accounts 2018 \$'000
Assets				
Current assets				
Cash and cash equivalents	153,578	1,013	–	154,591
Trade and other receivables	19,324	130	–	19,454
Other assets	3,723	29	(10)	3,742
Total current assets	176,625	1,172	(10)	177,787
Non-current assets				
Trade and other receivables	325	–	–	325
Other financial assets	230	–	–	230
Property, infrastructure, plant and equipment	2,160,742	24	–	2,160,766
Investment property	11,330	–	–	11,330
Total non-current assets	2,172,627	24	–	2,172,651
Total assets	2,349,252	1,196	(10)	2,350,438
Liabilities				
Current liabilities				
Trade and other payables	20,864	447	(10)	21,301
Trust funds and deposits	40,013	205	–	40,218
Provisions	16,361	51	–	16,412
Interest-bearing loans and borrowings	3,301	–	–	3,301
Total current liabilities	80,539	703	(10)	81,232
Non-current liabilities				
Trust funds and deposits	1,287	–	–	1,287
Provisions	1,313	38	–	1,351
Interest-bearing loans and borrowings	48,525	–	–	48,525
Total non-current liabilities	51,125	38	–	51,163
Total liabilities	131,664	741	(10)	132,395
Net assets	2,217,588	455	–	2,218,043
Equity				
Accumulated surplus	856,958	455	–	857,413
Reserves	1,360,630	–	–	1,360,630
Total equity	2,217,588	455	–	2,218,043

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Statement of Cash Flows

For the year ended 30 June 2018

	Council 2018 \$'000	DMPL 2018 \$'000	Consolidation Adjustment 2018 \$'000	Consolidated Accounts 2018 \$'000
Cash flows from operating activities				
Rates and charges	132,863	–	(111)	132,752
Statutory fees and fines	6,630	–	–	6,630
User fees	9,876	–	–	9,876
Grants – operating	33,085	–	–	33,085
Grants – capital	6,449	–	–	6,449
Contributions – monetary	3,353	–	–	3,353
Interest received	2,909	7	–	2,916
Trust funds and deposits taken	39,003	177	–	39,180
Other receipts	7,887	6,534	(1,855)	12,566
Net GST refund/(payments)	8,301	(157)	12	8,156
Employee costs	(73,205)	(898)	30	(74,073)
Materials and services	(65,628)	(5,241)	1,855	(69,014)
Trust funds and deposits repaid	(32,491)	(49)	–	(32,540)
Other payments	(5,389)	(100)	69	(5,420)
Net cash provided by operating activities	73,643	273	–	73,916
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(38,231)	–	–	(38,231)
Proceeds from sale of property, infrastructure, plant and equipment	648	–	–	648
Net cash used in investing activities	(37,583)	–	–	(37,583)
Cash flows from financing activities				
Finance costs	(3,445)	–	–	(3,445)
Repayment of other interest bearing liabilities	(1,255)	–	–	(1,255)
Repayment of borrowings	(3,086)	–	–	(3,086)
Net cash used in financing activities	(7,786)	–	–	(7,786)
Net increase in cash and cash equivalents	28,274	273	–	28,547
Cash and cash equivalents at the beginning of the financial year	125,304	740	–	126,044
Cash and cash equivalents at the end of the financial year	153,578	1,013	–	154,591

5.4 Investment property

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Balance at beginning of financial year	10,305	10,320
Additions	–	110
Fair value adjustments	1,025	(125)
Balance at end of financial year	11,330	10,305

Valuation of investment property

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.

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.

Note 6 People and relationships

6.1 Council and key management remuneration

(a) Related parties

Parent entity

City of Greater Dandenong

Subsidiaries

Dandenong Market Pty Ltd – detailed in note 5.3

(b) Key Management Personnels

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

Councillors	2018 No.	2017 No.
From 1 July 2017 to Current		
Councillor Youhorn Chea (Mayor 17 November 2017 – Current)		
Councillor Jim Memeti (Mayor 11 November 2016 – 16 November 2017)		
Councillor Roz Blades AM		
Councillor Matthew Kirwan		
Councillor Angela Long		
Councillor Sean O'Reilly		
Councillor Maria Sampey		
Councillor Heang Tak		
Councillor Loi Truong		
Councillor Tim Dark		
Councillor Zaynoun Melhem		
From 1 July 2016 to 22 October 2016		
Councillor John Kelly		
Councillor Peter Brown		
Total number of Councillors	11	13

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Councillors (continued)	2018 No.	2017 No.
Other Key Management Personnel		
Mick Jaensch – Director Corporate Services		
Jody Bosman – Director City Planning, Design and Amenity		
Martin Fidler – Director Community Services		
Julie Reid – Director Engineering Services		
Paul Kearsley – Group Manager Greater Dandenong Business		
Mark Doubleday – Director Community Services (1 July 2016 – 31 March 2017)		
	5	6
Chief Executive Officer		
John Bennie PSM	1	1
Total key management personnel	17	20
Dandenong Market Board Members		
Ms Julie Busch		
Mr Franz Madlener		
Mr Tom Mollenkopf		
Mr Tim Cockayne		
Ms Donna McMaster		
General Manager		
Mr Christopher Smith (1 July 2016 – 30 November 2016)		
Total number of Dandenong Market Board Members	6	7
(c) Remuneration of Key Management Personnel		
	Consolidated 2018 \$'000	Consolidated 2017 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,491	2,573
Long-term benefits	49	51
Post employment benefit	152	165
Termination benefits	–	–
	2,692	2,789

(c) Remuneration of Key Management Personnel (continued)

	2018 No.	2017 No.
The numbers 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	4	5
\$30,000 – \$39,999	10	8
\$50,000 – \$59,999	1	1
\$70,000 – \$79,999	1	1
\$190,000 – \$199,999	–	1
\$230,000 – \$239,999	1	1
\$250,000 – \$259,999	–	1
\$260,000 – \$269,999	–	1
\$270,000 – \$279,999	–	2
\$280,000 – \$289,999	3	1
\$290,000 – \$299,999	2	–
\$430,000 – \$439,999	1	–
\$480,000 – \$489,999	–	1
Total	23	27

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

(d) 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 \$145,000.

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

Income range:

\$145,000 – \$149,999	5	10
\$150,000 – \$159,999	6	8
\$160,000 – \$169,999	9	4
\$170,000 – \$179,999	2	2
\$180,000 – \$189,999	4	4
\$190,000 – \$199,999	7	4
\$200,000 – \$209,999	–	2
\$210,000 – \$219,999	–	2
\$220,000 – \$229,999	1	–
	34	36
	\$'000	\$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to:	5,842	6,076

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

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6.2 Related party disclosure

(a) Transactions with related parties

During 2017–18 Council entered into the following transactions with related party Dandenong Market Pty Ltd (DMPL).

	2018 Excl GST \$'000	2017 Excl GST \$'000
Received from DMPL		
Rent received	1,378	1,312
Other reimbursements	–	1
Refund of gift vouchers not redeemed by the Council	10	12
Total received	1,388	1,325
Paid to DMPL		
Contributions for festival/events	81	80
Payment for Gift vouchers	50	49
Payment for Insurance claims	–	7
Total paid	131	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.		
(b) Outstanding balances with related parties		
The following transaction was outstanding at 30 June		
Refund of gift vouchers not redeemed by the Council	10	9
	10	9
(c) Loans to/from related parties		
No loans were made, guaranteed or secured by the Council to related parties during 2017–18 (2016–17 \$nil).		
(d) 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 2019.		
A commitment for rent of the Market premises is as follows	1,447	1,378
	1,447	1,378

Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

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.

(a) Contingent assets

	Consolidated 2018 \$'000	Consolidated 2017 \$'000
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	1,783	1,583
Later than one year and not later than five years	3,094	3,541
Later than five years	354	484
	5,231	5,608

Developer contributions

Greater Dandenong acquires infrastructure assets, such as local roads, footpaths, kerb and channel and drains etc, from developers, as subdivisional contributions. The amount and value of assets acquired depends on the size of the development and the level of growth within the municipality. 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.

(b) Contingent liabilities

Superannuation

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 below. 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.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling Nil during 2017–18 year (Nil for 2016–17 year). There were contributions outstanding and Nil loans issued from or to the above schemes as at 30 June 2018.

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2019 is estimated to be \$484,539.

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 \$14.6 million.

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Landfills

The City of Greater Dandenong may be liable for the consequences of disposing refuse at a number of legacy landfill sites. A legacy site refers to a landfill that has been decommissioned and is no longer receiving waste. At balance date Council is unable to assess whether there are any financial implications.

(c) Guarantees for loans to other entities

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 below.

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.

As at 30 June 2018, Council's maximum potential exposure is as follows:

Entities	Amount outstanding 30 June 2018 \$'000	Amount outstanding 30 June 2017 \$'000	Year loan commenced
Dandenong Basketball Association	50	130	14 July 2004
Noble Park Football Club	–	37	10 May 2012
Keysborough Bowls Club Inc.	123	135	18 May 2015
Total Guarantees for loans to other entities	173	302	

(d) 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 \$856,000 (\$1.5 million as at 30 June 2017).

Note 7.2 Change in accounting standards

The following new Australian Accounting Standards have been issued or amended and are not mandatory for the 30 June 2018 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 7 Financial Instruments – Disclosures
Background	The objective of this Standard is to require entities to provide disclosures in their financial statements that enable users to evaluate, a) the significance of financial instruments for the entity's financial position and performance; b) and the nature and extent of risks arising from financial instruments to which the entity is exposed.
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 2018.

Pronouncement	AASB 9 Financial Instruments
Background	The objective of this Standard is to establish principles for the financial reporting of <i>financial assets</i> and <i>financial liabilities</i> that will present relevant and useful information to users of financial statements for their assessment of the amounts, timing and uncertainty of an entity's future cash flows.
Impact/action	Impact of the standard is, simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current the current approach that recognises impairment only when incurred.
Effective date	Periods beginning on or after 1 January 2018.

Pronouncement	<i>AASB 15 Revenue from Contracts with Customers</i>
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	<i>AASB 16 Leases</i>
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	<i>AASB 1058 Income for Not-for-Profit Entities.</i>
Background	The standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not for profit entity to further its objective.
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.

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7.3 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 Notes 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. Rates debtors are secured by a charge over the rateable property. Council has assessed that 26% of parking infringement debts owing to Council are unlikely to be collected and has raised a provision for doubtful debts over those debts based on an assessment of collectability. The collection of long overdue parking infringement debts is managed by Fines Victoria.

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 7.1.

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 7.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 4.4.

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

(e) 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.

7.4 Fair value measurement

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.

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.

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.

7.5 Events occurring after balance date

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

7.6 Adjustments directly to equity

There were no adjustments to opening equity balances in the 2017–18 financial year.

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	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed \$'000	Impairment loss (credited against previous increments)/ reversal \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves					
2018					
Property					
Land	883,045	(15,027)	(52)	–	867,966
Buildings	27,195	(2,105)	(35)	47	25,102
	910,240	(17,132)	(87)	47	893,068
Infrastructure					
Roads	188,977	–	–	–	188,977
Bridges	20,324	–	–	–	20,324
Footpaths and cycleways	15,101	–	–	–	15,101
Drainage	170,324	–	–	–	170,324
Off street car parks	3,071	–	–	–	3,071
	397,797	–	–	–	397,797
Total asset revaluation reserves	1,308,037	(17,132)	(87)	47	1,290,865
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

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 5.2.

	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
8.1 Reserves (continued)				
(b) Other reserves				
2018				
Insurance reserve	625	(54)	305	876
Re-vegetation reserves	371	(37)	–	334
Open space – planning, development and improvements	6,642	(343)	2,921	9,220
Open space – acquisitions	6,000	–	–	6,000
Keysborough South maintenance levy	1,178	(1,051)	1,381	1,508
Major projects reserve	21,952	(279)	6,990	28,663
General reserve	1,780	–	2,100	3,880
Council funded development contributions reserve	11,729	(27)	1,000	12,702
Spring Valley landfill rehabilitation	1,011	(29)	82	1,064
Springvale Activity Precinct – parking and development	298	(202)	70	166
Dandenong Activity Precinct – parking and development	–	(548)	1,000	452
Local Government Funding Vehicle	4,900	–	–	4,900
Total other reserves	56,486	(2,570)	15,849	69,765
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)	34,502	56,486

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.

Open space – planning, development and improvements

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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8.1 Reserves (continued)

(b) Other 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.

Dandenong Activity Precinct parking and development reserve

The purpose of the reserve is to fund development in the Dandenong 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 2018 \$'000	Consolidated 2017 \$'000
(c) Total reserves summary			
Asset revaluation reserve	8.1(a)	1,290,865	1,308,037
Other reserves	8.2(b)	69,765	56,486
Total reserves		1,360,630	1,364,523

8.2 Reconciliation of cash flows from operating activities to surplus

Surplus for the year	46,934	51,729
Depreciation and amortisation	28,202	27,726
Impairment loss / (reversal)	(238)	238
Gain on disposal of property, infrastructure, plant and equipment	(141)	(1,011)
Fair value adjustments	(1,025)	125
Contributions of non-monetary assets	(19,169)	(16,308)
Works in progress unable to be capitalised (expensed)	3,006	5,871
Assets written-off	2,828	830
Borrowing costs	3,419	3,699
Change in assets and liabilities		
Increase (decrease) in trade and other receivables	333	(3,578)
Increase in trust funds and deposits	6,057	4,971
Increase in other assets	(1,113)	(75)
Increase in trade and other payables	4,141	32
Increase in provisions	682	183
Net cash provided by operating activities	73,916	74,432

8.3 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 2018, this was 9.5% required under Superannuation Guarantee legislation (for 2016–17, 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.

The annual actuarial investigation as at 30 June 2018 is currently in progress. It is anticipated that the investigation will be completed in October 2018. As at 30 June 2017, 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 103.1%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns	6.5% pa
Salary information	3.5% pa
Price inflation (CPI)	2.5% pa

Vision Super has advised that the estimated VBI at quarter ended 30 June 2018 was 106%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 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 2017 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 2018, this rate was 9.5% of members' salaries (9.5% in 2016–17). This rate will increase in line with any increase in the SG contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

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.

2017 triennial actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which the Council is a contributing employer:

- A VBI surplus of \$69.8 million
- A total service liability surplus of \$193.5 million.
- A discounted accrued benefits surplus of \$228.8 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 2018.

2018 interim actuarial investigation

An interim actuarial investigation will be conducted for the funds position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in October 2018.

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



TTY: 133 677

Speak and listen: 1300 555 727

Online: relayservice.gov.au



TIS: 13 14 50

Find us online



greaterdandenong.com

