



Annual Report
2002>2003

Annual Report
2002>2003



CONTENTS

Introduction

Your City at a Glance	1
Our Vision & Mission	2
Your Council.....	3
Mayors Message	4
Chief Executive Officers Report	6
Performance at a Glance.....	10

Performance Statement

Progress Against One Year Targets.....	17
Progress Against Community Satisfaction Targets	34
Progress Against Financial Targets.....	35
City Improvement Program.....	37
Community Grants & Donations Program	45

Organisation

Corporate Governance	46
Employer of Choice	57

Best Value Report

Greater Dandenong's Approach	62
Community Involvement.....	63
Reporting	63

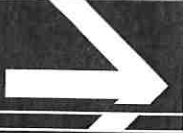
Financial Report

Management Comment on the Financial Report.....	115
Statement of Financial Performance	118
Statement of Financial Position.....	119
Statement of Changes in Equity.....	120
Statement of Cash Flows.....	121
Notes to and forming part of the Financial Report.....	122

The City of Greater Dandenong is a dynamic and diverse city well known for its significant industrial centre which forms a second city at the south-eastern edge of Melbourne.

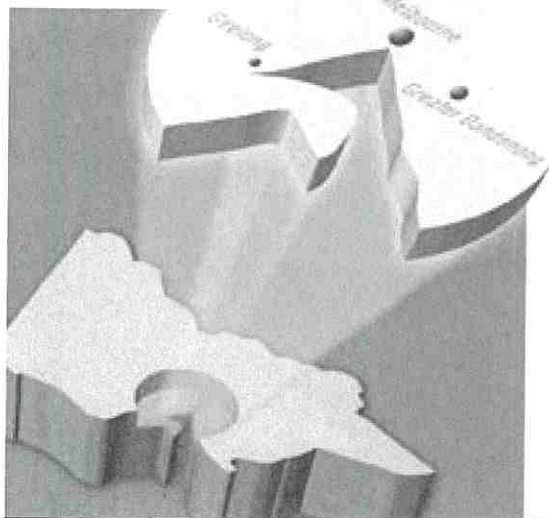
Spanning 129.5 square kilometres, Greater Dandenong is the transport hub of the south-east, providing easy access to road, rail, air and sea transport facilities. Over 7,000 firms employing nearly 70,000 people conduct their business within Greater Dandenong. Immigrants from 140 nations have chosen Greater Dandenong as their home, and account for 52% of the city's population of 130,000. The influx of cuisines, lifestyles, faiths and cultures make Greater Dandenong a thriving metropolis that people flock to shop in from all over Melbourne.

Located at the heart of Melbourne's most rapidly growing industrial and commercial region, Greater Dandenong is set to play a key role in the enormous industrial, commercial and social opportunities which will follow an anticipated population rise of 35% in the region over the next ten years.



Your City at a Glance

Annual Report
2002>2003





Our Vision
Our Mission
Our
Commitments
to You

OUR VISION


To be recognised and acknowledged by our residents and others as Melbourne's Second City in all aspects of the life of our city.

OUR MISSION

We place great importance on listening to the views and needs of our residents and ratepayers. This ongoing consultation has resulted in identifying a number of important things that you, our community, want, need and expect. These things form the basis of 'Our Commitments To You' - a series of simple, short statements that set out what you can expect from your council. This is how we will achieve Our Vision - to be recognised and acknowledged by you as Melbourne's Second City.

OUR COMMITMENTS TO YOU

We will:

- Provide services that reflect your needs and preferences.
 - Ensure your city is one in which planned growth and diversified employment growth provide an attractive, efficient, productive and healthy environment with a high quality of life.
 - Create a city in which you can feel safe in all aspects of your life.
 - Act locally to improve air quality, reduce litter, waste and energy consumption to enhance your living environment.
 - Manage your city's assets to ensure they are useable, accessible and safe.
- 

Your Council

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

- establishing the strategic direction of the city
- advocating a broad range of issues
- managing the community's assets

Greater Dandenong Council was elected on 14 March, 2003 and will retire in November, 2005.



Cleeland
Cr. Paul Donovan
Mayor, March 2002-2003
Phone: 0408 251 926



Noble Park
Cr. Kevin Walsh
Mayor, March 2003-2004
Phone: 0438 800 034



Dandenong
Cr. David Kelly
Phone: 0417 307 455



Noble Park North
Cr. Maria Sampey
Phone: 0438 800 027



Dandenong North
Cr. John Kelly
Phone: 0418 350 743



Springvale Central
Cr. Youhorn Chea
Phone: 0417 320 645



Keysborough
Cr. Roz Blades
Phone: 0417 053 612



Springvale North
Cr. Naim Melhem
Phone: 0407 451 916



Keysborough South
Cr. Peter Brown
Phone: 0408 138 939



Springvale South
Cr. Clare O'Neil
Phone: 0400 599 342



Lyndale
Cr. Angela Long
Phone: 0408 251 910

Councillor's Office

Tel: 9239 5230
Fax: 9239 5369

Former councillors elected on 18 March 2000 and retired on 14 March 2003:

Dandenong

Geraldine Gonsalvez

Keysborough South

Dale Wilson resigned 25 February 2003

Springvale South

Yvonne Herring

Annual Report
2002>2003



Mayor's Message

Citizens of the City of Greater Dandenong are privileged to be part of an area that is second-to-none in Victoria. A city that is 100% committed to ensuring the economic, social and environmental sustainability of this community, the Greater Melbourne area and Victoria as a whole.

Greater Dandenong is also one of the most community minded cities in Australia. People in this city not only respect each other, we also help each other. It is home to successful and accomplished sportsmen and women, artists, faith leaders, professionals, business operators, older persons, young persons and everyday mum and dads. It is also home to a large pool of incredibly dedicated volunteers who give their time generously in a wide range of activities from organising events to helping the less fortunate.

It is this community spirit that differentiates Greater Dandenong from other municipalities in Greater Melbourne and around Australia. We enjoy an international reputation as a location where people of different cultures and faiths live together in harmony. In this respect; in a world increasingly beset by tensions, wars and racial unrest, the harmony that exists within this city is a role model to others across the planet.

The pride that I and my fellow elected councillors have in the City of Greater Dandenong should be obvious from the

statements above. As a team of committed people from all walks of life elected to lead this community, our aim is to do the very best for this city and ensure its reputation as a great place to live, work and play increases in stature every day.

While I believe the reputation of the city has continued to grow in 2002-2003 there are still many challenges that face us in the future. In order to meet the environmental, social and economic targets we have set for the future, we will need to continue to strive to do more locally and in the wider world. For example, few outside of our city would characterise it as being an area with an abundance of natural features but this is not true. The major creek systems that pass through this city, the Police Paddocks and large tracts of open space acquired by council over a long period of time provide a significant "green" backdrop to this city. Future plans to enhance these 'green' areas, particularly the use of creek areas as part of a series of "green spines" reaching across the city, are high on council's agenda. We realise it will take many years to achieve these ambitions but unless we set our sights high, nothing will happen.

Continued expansion of the local economy has also been one of the highlights of the past year. The continued growth of Dandenong South as a prime location for manufacturing, warehousing and freight handling has enhanced our reputation

as a centre of industry for the Greater Melbourne area. Some of the new buildings being constructed in Dandenong South are enormous, with at least two having floor areas larger than the playing surface of the MCG. Every one of these investments in Dandenong South represents new opportunities for other businesses in Greater Dandenong and, most importantly, creates employment. More than 67,000 people come to work in Greater Dandenong every day, making this city one of the largest employment centres of the Greater Melbourne area. The City of Greater Dandenong will work very hard to ensure economic opportunities for its residents and ratepayers.

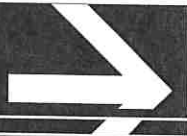
Of course, it is people that make Greater Dandenong such a great place. As indicated earlier, Greater Dandenong is a city of achievement. While we celebrate this through the large number of festivals and other events that occur during the course of the year, we need to ensure everyone who lives in this city feels connected to where they live.

Connectedness is about people feeling in control, safe and supported. This can only be achieved if people are involved and informed. We have an excellent record in this area and activities that are everyday and second nature to this city are still only being thought of, or experimented with, in other municipalities. Examples include the continued use of trained facilitators as part of the consultation process associated with planning applications, the engagement of council and community in advisory committees dealing with matters as diverse as disability services, public transport, retail development, the arts, minimising the harms associated with drugs, local area traffic management problems and service development. These are just a few of the many ways in which the community works in partnership with the council to ensure we are successful in all that we do. We will continue to work hard in this area.

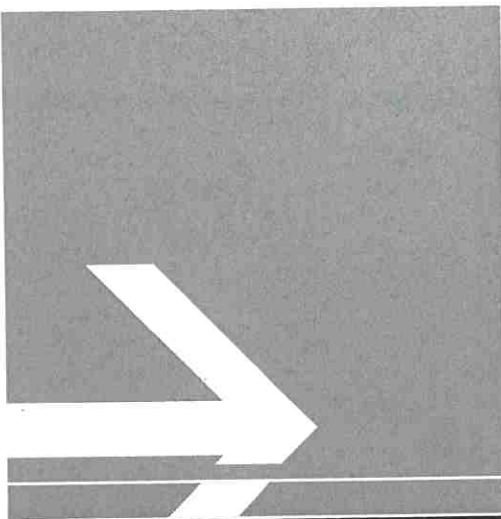
The coming twelve months will be an important time in the ongoing growth of our city with many new challenges and opportunities to be addressed. One of these will be the development of the former saleyards land in Cheltenham Road, Dandenong which will move into a construction phase early in 2004. The success of this project is essential to the revitalisation of the Dandenong Central Business District and is a very high priority for council. Another challenge will be to meet the needs of the new community emerging in the Keysborough South area. The first of nearly 1,000 new dwellings in this area will be occupied in 2003-2004 and begin the process of creating a new neighbourhood. At the same time, council will still need to meet the needs and improve the quality of life of existing residents.

I would like to take this opportunity to sincerely thank everyone in this great city for the support that you have given to me and the team of councillors and council staff who give their all for this city. Thank you. I look forward to continuing to work with you for the benefit of our great city.

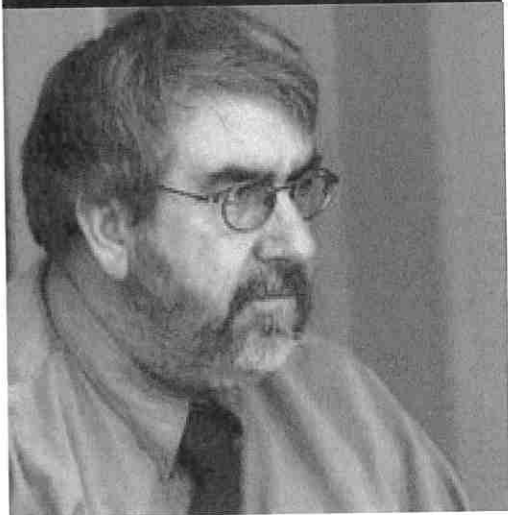
Kevin Walsh
Cr Kevin Walsh
Mayor



Annual Report
2002>2003



Chief Executive Officer's Report



Year in Review

2002-2003 was another year of success for the City of Greater Dandenong. As Melbourne's Second City, we continue to contribute to the international recognition of Melbourne as a global city known for its living environment, lifestyle and business opportunities. Our contribution was in all three of these areas as evidenced by our achievements in improving the management of our environment, the services we offer to our community and the growth in business investment we attracted. Greater Dandenong can also be proud of the way in which it has worked with its community over the last twelve months to make the most of opportunities that have come our way, and to find the best possible solutions to all of the challenges that have arisen.

Through sound financial management, good governance practices and a continued commitment to our Five Year Council and Financial Plan, Greater Dandenong achieved good financial, environmental and social outcomes for the year.

Local Government Leader

Greater Dandenong continued to show leadership in the local government sector in 2002-2003, resulting in significant benefits to our community. This leadership was demonstrated through our continuing commitment to providing quality services to the community, the conduct of the March 2003 Council Elections, maintenance of our service charter program, our approach

to the Victorian Government's Best Value requirements, the continuous improvement of business systems in order to improve efficiency and effectiveness, advocacy on behalf of the community and a willingness to find the best possible solution to any matter raised by our community.

Specific examples of this leadership in 2002-2003 included the conduct of a six week training program for prospective candidates for the March 2003 elections, continued advocacy for the construction of the Mitcham-Frankston Freeway, continued advocacy for increased public transport services in the city, (particularly in the evenings and at weekends), advocacy for increased funding for the provision of services to older persons and the web casting of Ordinary Meetings of Council as a first step in the development of e-government capability.

Community Engagement

Working with the community to ensure decisions of council are understood, creating opportunities for community input into decision making and ensuring the involvement processes that form part of council's everyday responsibilities are able to be accessed by the community are essential parts of Greater Dandenong's commitment to consultation and engagement.

Initiatives in 2002-2003 included the further strengthening of our practice to independently facilitate consultation meetings on planning approvals and further expansion of our customer research panel to 512 members. A highlight of the year was the Young People's Involvement Project which culminated in a performance by 16 groups of young people around the general theme of reducing the harms associated with drug use to an audience of more than 600 of their peers. Other initiatives included consultation and involvement in the preparation of the Council Plan, the development of a heritage plan, preparation of a leisure strategy and the drafting of a library strategy.

Community Safety

Greater Dandenong residents reported feeling safer in 2002-2003 than previous years reflecting the council's efforts over nearly a ten year period. To find out more, please turn to page 12.

Financial Performance

The City of Greater Dandenong achieved an operating surplus before depreciation and asset write-offs of \$9.3M. For a full management comment on the financial performance for 2002-2003, please turn to page 115.

Capital Works

The council continues towards meeting its commitment to spending more than \$65 million on capital works over a five year period. Further details on the capital works spending program can be found on pages 14 and 37.

Best Value

The Greater Dandenong Best Value program will deliver demonstrable service improvement to services that is both understood and tangible to our residents. A full report can be found starting on page 61.

Service Quality Guarantees

Greater Dandenong continued to develop its service charter program in 2002-2003 with reviews of 39 service charters being completed during the course of the year. As a result of these reviews, a number of service charters were re-issued. Full details of the developments undertaken in this program are included later in this report.

A total of three penalty payments were made to residents for failure to meet service quality guarantees in service charters. All of these service quality guarantee failures related to failure by council to acknowledge, or respond, to correspondence within ten working days.

Regional and Local Roads

Construction of regional roads together with the safety of local roads remains a strong priority for the City of Greater Dandenong. To find out more please turn to page 11.

Gaming

Council has continued to work with local gaming venue operators and community based organisations to reduce the impact of gaming and provide support for people with gambling problems. The imposition of a 'regional cap' on the number of electronic gaming machines in the Greater Dandenong region by the Victorian Government resulted in a small reduction in the total number of machines in the city and was welcomed by the council. The impact of the introduction of a smoking ban in gaming venues by the Victorian Government was also noted by the council. The number of people in the city with gambling problems remains an area of significant social concern for the council.

Community Satisfaction Survey

Improved results were achieved in 2002-2003 in the level of community satisfaction with the council's performance in the areas of Local Roads and Footpaths and Economic Development more information can be found on page 34.

Improving the Environment

2002-2003 has been another year of achievement by Greater Dandenong in meeting environmental targets. For more information please turn to page 13.

Waste Management

The council is committed to further reducing the volumes of domestic waste deposited to landfill. For further information please turn to page 13.



Annual Report
2002>2003





Chief Executive Officer's Report

Business Development and Employment

Building permits for investment in residential, commercial and industrial properties were issued with an estimated value of \$289 million, up 80% from the previous year. For further information on investment in new industrial and commercial buildings in Greater Dandenong please turn to page 11.

Services to Older Persons

Greater Dandenong has a commitment to the provision of services to older persons which is second to none in Victoria.

Additional commonwealth funding for Community Aged Care Packages (CACP) of \$76,000 and for Home and Community Care (HACC) of \$186,290 were received during 2002-2003. This allowed the council to extend services, resulting in an estimated 3% increase in the hours of direct service delivered to clients.

However, this increase did not meet the level of overall demand for HACC services resulting in a process of continuing client reviews in order to balance resources with demand. Further increases in resources are required in 2003-2004.

The demand for services to older persons in the areas of delivered meals, adult day activity support services and support for accommodation (HL Williams Court) continued at high levels and reflects the increasing level of crisis in the provision of services to this section of the community.

Former Saleyards Land - Cheltenham Road, Dandenong

Planning for the future development of this land continued during 2002-2003 with the initiation of an amendment to the Greater Dandenong Planning Scheme to allow urban development of this site to proceed. The amendment process will be completed in 2003-2004 and will result in up to 1,400 new dwellings being constructed on this site over the next five to six years. The council is jointly developing this site in association with Vic Urban (formerly known as the Urban and Regional Land Corporation).

Dandenong Produce Market

Strategic planning for the future development of the Dandenong Produce Market continued during 2002-2003. The council's commitment to redevelop the Produce Market has been welcomed by the majority of existing stall holders who see the opportunity to further enhance their businesses and to benefit the city as a whole. Planning for this redevelopment will continue in 2003-2004. It is anticipated redevelopment plans will be put on exhibition early in 2003-2004 and a final decision made to proceed later in the year.

Dandenong Town Hall Redevelopment

The council continued to consider redevelopment options for this building during 2002-2003. The project remains a high priority for council and a final decision on redevelopment will be made in 2003-2004.

Dandenong Central Business District - Revitalisation

The Victorian Government designated Dandenong as one of 13 localities in metropolitan Melbourne to be considered for redevelopment as part of its Transit Cities Program. As a result of this announcement, a number of initiatives have been undertaken by the council and the Victorian Government, through the Department of Sustainability and Environment (DSE) to examine how the Transit City principles can be best applied in Dandenong to revitalise the city centre. Preliminary proposals for redevelopment were released in 2002-2003. Work to refine and further develop these proposals will continue in 2003-2004.

An initiative taken by the Victorian Government during 2002-2003 was to propose the establishment of a Dandenong Development Board to facilitate partnership arrangements between the council, the Victorian Government and the private sector in revitalising central Dandenong. Legislation to establish the Board was passed by parliament, and will come into effect in 2003-2004. The legislation provides for the Board to have an advisory

role. The Board has no statutory planning powers, all statutory planning powers in relation to central Dandenong remain with the council. Council is represented on the Board by the Mayor and the Chief Executive Officer.

Cost Shifting

The decision by the Commonwealth Parliament to inquire into cost shifting between levels of government in Australia, particularly to local government, acted to highlight a matter of concern to our city for some years.

A submission was made to the inquiry and evidence given at a Parliamentary Committee meeting held in Melbourne. The submission argued for a comprehensive review of financial relationships between the three levels of government in Australia and for local government to be given access to revenue streams other than property rates.

Parliament will consider the outcome of this inquiry in 2003-2004.

2nd City Branding

One of the outcomes of the March 2003 elections was a questioning of the ongoing use of 'Greater Dandenong: Melbourne's Second City' as a branding for the city. Feedback received by a number of candidates suggested a lack of understanding of the branding at a community level and widespread concern that the branding suggested the city was "second best" rather than a Second City of Greater Melbourne.

Councillors have agreed to review the ongoing use of the Second City branding in 2003-2004. Action has also been taken to provide an explanation and context of the branding in council publications to heighten awareness.

Performance Statement

The performance statement that forms part of this annual report has been derived from the monthly report against annual plan targets prepared for council for the month of June 2003. What appears in the performance statement is a "cut down" version of the June monthly report to meet the requirements

of the annual audit process. In order to meet these requirements, much of the commentary that forms part of the June monthly report has been excluded from this report. In addition, all annual plan targets met during the course of the year by as little as one day later than a target date are shown as "not achieved". This results in a false impression being given of overall progress against annual plan targets. Of the 221 targets set in the annual plan for the last financial year, 67% were completed, an increase of 7% from the previous year.

For full details of the June monthly report of progress against annual plan targets for 2002-2003 please visit our website at www.greaterdandenong.com and look under Council & Annual Plan.

Future Focus

The City of Greater Dandenong continues to be a strong and capable contributor to the economic, social and environmental sustainability of Greater Melbourne. A number of projects commenced by the council in 2002-2003 will ensure that the city continues to play this role well into the future.

The planning process put in place by Greater Dandenong through its Council and Annual Plan, and commitment to engage and work with all stakeholders continues to be one of the principal characteristics of its governance approach. Combined with sound financial, social and environmental management, Greater Dandenong will achieve even greater success in future years.

The City of Greater Dandenong management team and I sincerely thank all staff and everyone else who contributed to assisting us achieve our vision for 2002-2003. We look forward to the future with confidence.



Warwick Heine
Chief Executive Officer

Annual Report
2002>2003