

ANNUAL REPORT 2019-20



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OUR GREAT CITY



A TROBE
LIFE SANCTUARY



OUR GREAT CITY



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 18 per cent of residents have limited fluency in the use of spoken English.

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

Quality infrastructure across the city includes **188km of bike and shared paths, 1,100km of footpaths and 152 playgrounds.**



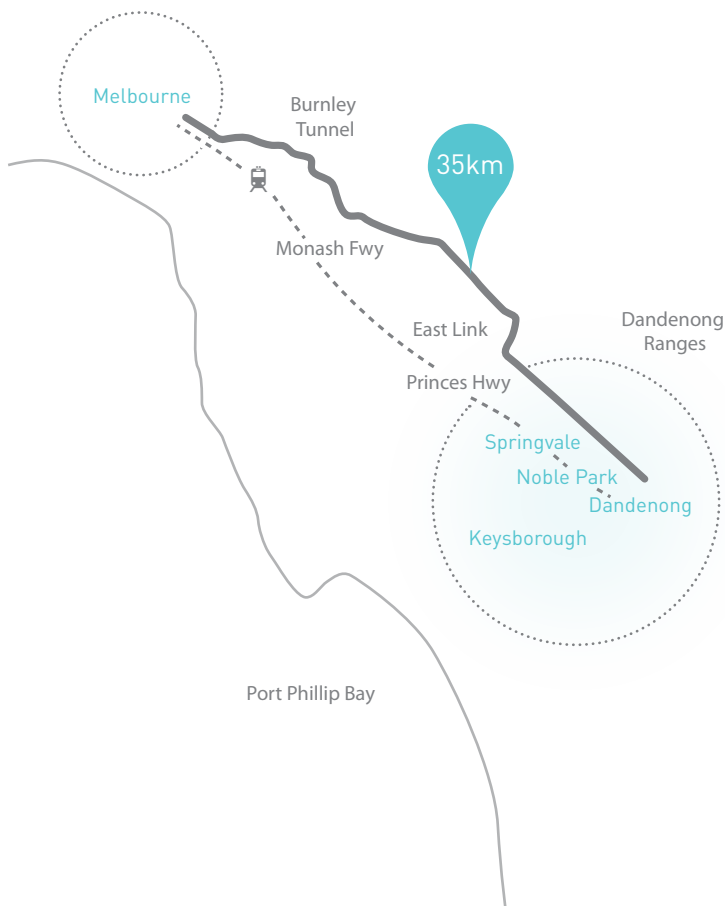
The **Afghan Bazaar** cultural precinct and **Melbourne's first Indian cultural precinct** bring many visitors to the city along with the **iconic Dandenong Market** which attracts over **five million visitors** a year.

It is home to **35** sports reserves, **197** parks totalling **523** hectares and **33** bushland areas

Key industries within the municipality include **health care and social assistance, retail trade, wholesale trade and transport, postal and warehousing.**

The **City of Greater Dandenong** is renowned as the **manufacturing hub of Victoria** with the industry accounting for **17 per cent of all jobs.**

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

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

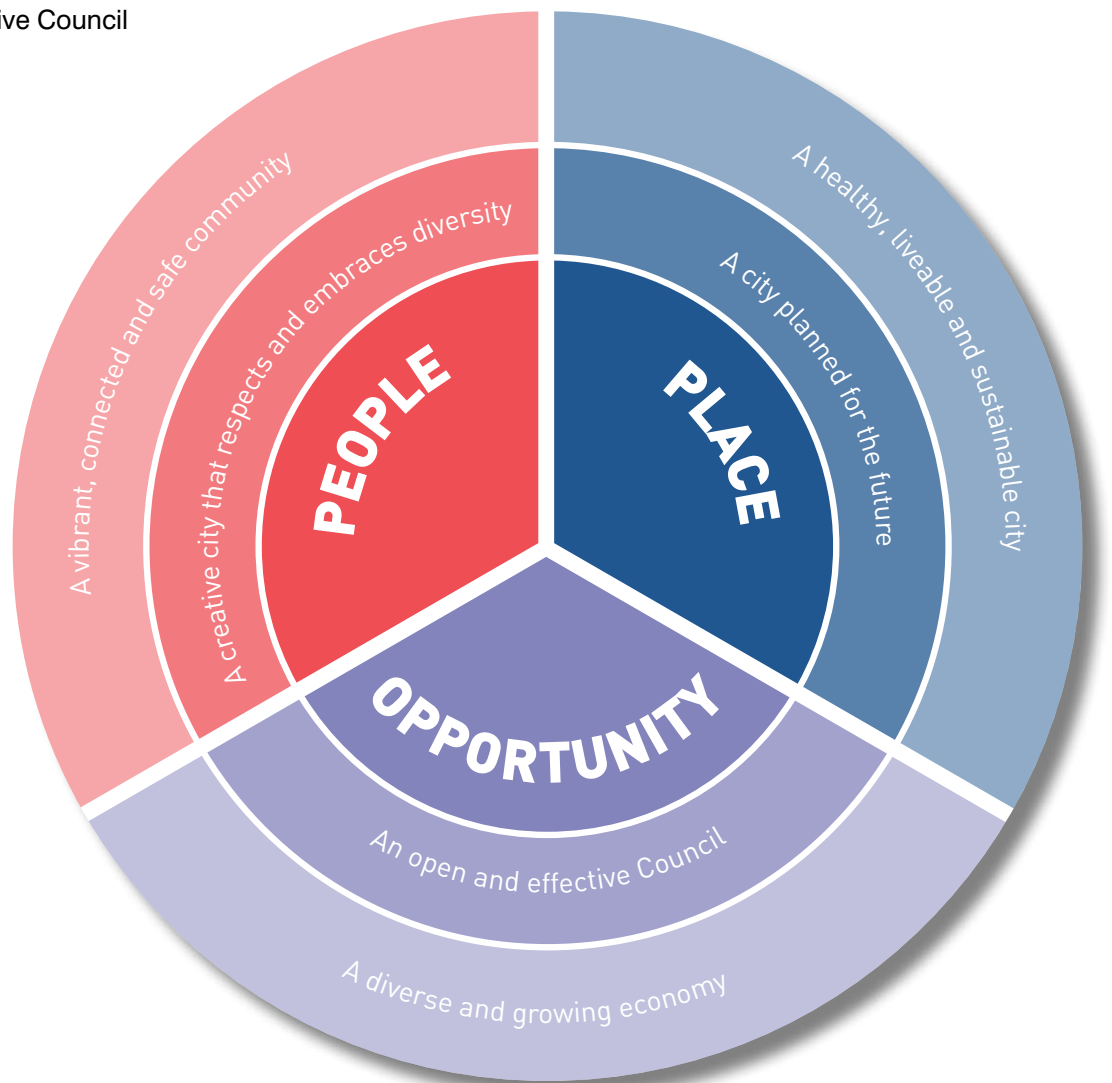
- A vibrant, connected and safe community
- A creative city that respects and embraces diversity

Place

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

Opportunity

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





Message from the Mayor

The City of Greater Dandenong is a vibrant, diverse and welcoming community that has shown its resilience in the face of recent challenges.

Our emergency management response to the state-wide impact of bushfires in Gippsland at the start of 2020 showed that our community was adaptable and supportive.

While still assisting bushfire recovery efforts the global COVID-19 pandemic hit and Council swung into immediate action to protect the health and safety of our community.

Council offered a financial relief package including rate relief for some of our most vulnerable residents. Money and resources were also put towards a substantial material aid program that was co-ordinated from Springvale City Hall.

Throughout the pandemic Council continued to deliver essential services while exploring ways to help our community remain safe.

Advocacy is an important role of Council and over the past year we have worked with our community and other tiers of government to effect change.

Greater Dandenong is the most culturally diverse community in Australia and we have one of the highest populations of people seeking asylum. Over the past 12 months we continued to advocate for better support and financial services for people seeking asylum.

In November 2019 we held our annual Walk Against Family Violence and participated in the global 16 Days of Activism Against Gender Based Violence.

In January 2020 we declared a Climate and Ecological Emergency and also developed a Climate Change Strategy and Action Plan to prepare for the impacts of climate change.

Other strategies developed over the past year include the Urban Forest Strategy and the revised Open Space Strategy. The Make Your Move Physical Activity Strategy also looked at how we can support our residents to be more active and healthy and remove barriers that prevent people from taking part in regular activity.

Council continued to invest in quality facilities and projects that add value and enjoyment to the lives of people who live and work in our city and our many visitors.

The Springvale Community Hub was completed, and while the opening was delayed by the COVID-19 pandemic, the precinct is set to become the new heart of Springvale. The project has unfolded over the past few years and began with the refurbishment of the Springvale City Hall. The area is now a world-class space providing a variety of learning, leisure and cultural opportunities.

We continued to implement park master plans across several locations, including at Dandenong Park, where the final stages of the works include the creation of a 'tan' style running track and refurbishment of the historic Rotary Wheel.

Renowned as a City of Celebration, Greater Dandenong hosted 57 community events, with more than 20 unfortunately cancelled due to the COVID-19 pandemic. Key events held in 2019, including Snow Fest, Little Day Out, Carols in Harmony Square, New Year's Eve and the Australia Day Festival, attracted a combined total of more than 80,000 people.

Council once again achieved a record performance rating on the Community Satisfaction Survey, outscoring other metropolitan local governments on six of seven key measures. Results regarding residents feelings of safety increased by six points from 2019.

Across the local government sector the new *Local Government Act* to be implemented has been described as 'the most ambitious reform in the sector in 30 years'. It includes new overarching governance principles for community engagement, public transparency, strategic planning, good practice guidelines, service performance and financial management. These changes affect the way Council works, reports and engages with our community, but we always put the people first and will continue to do that.

As Mayor of this city I am proud to present the 2019–20 Annual Report. We have achieved a lot over the past year, often under trying and unusual circumstances, and the above is just a highlight of the work we have carried out. I encourage you to look through this document to learn more.

I would like to thank my fellow Councillors and Council staff for their commitment to making the City of Greater Dandenong such a great place to visit, work, live and play.



Cr Jim Memeti
Greater Dandenong Mayor



Chief Executive Officer's Report

2019–20 has been a very successful yet challenging year for both Greater Dandenong City Council and its community. We have continued our focus on providing key community services, undertaking advocacy and completing major construction projects which provide state of the art facilities. In the second half of the year the impacts of the COVID-19 pandemic have undeniably changed the way we operate as a Council and how we continue to support both our residents and businesses. The pandemic has required a greater degree of flexibility and adaptability in our service delivery and we have embraced many online and virtual offerings to ensure we remain connected to our community.

Among other initiatives, Council acted quickly to provide relief to its residents via a \$4 million package to assist the most vulnerable members of our community via rate rebates and waivers. Council also committed over \$300,000 towards a material aid program which has since helped to feed thousands of local people in need. I was particularly proud of the way these were enacted so quickly and the community was able to receive tangible benefits in such difficult times.

In spite of these challenges and the ever-changing landscape I am pleased to share with you some of the many achievements of Council over the last 12 months which have benefited our city:

- completion of the new Springvale Community Hub – a fantastic new facility designed as a community centred place of connection. Unfortunately we were unable to open the building as planned due to the pandemic, but I am confident once the community get to see and experience this incredible venue they will be suitably impressed;
- Dandenong Park improvements including the construction of a 'Tan' style running track, an upgraded rotary wheel, and general park and landscape improvements;
- six major events were held with over 80,000 attendees – including Snowfest, Cinema in the Square and Little Day Out;
- a new multi-sport park was completed in Walker Street – reflecting our ongoing partnership with the State Government and Development Victoria;

- strong advocacy campaigns including Council's declaration of a climate emergency, participation in the 16 days of activism campaign against family violence, and support for the Raise the Rate campaign;
- the Community Satisfaction Survey outcomes placed Council at the top end of Victorian Councils for another year;
- sustainability projects, as part of the Urban Tree Strategy, saw 3,338 trees planted;
- a new IT Strategy and digital framework was developed to meet the needs of a growing online community;
- 77 community arts programs were delivered including 22 online; and
- a site for the new Keysborough South Community Hub was selected in consultation with community members.

Asset renewal and upgrades continue to be a focus each year and in addition to the major projects completed this year many others are underway or planned including a new Dandenong Aquatic and Wellbeing Centre to replace Oasis and upgrades to the Noble Park Aquatic Centre. The Aquatic Strategy was endorsed by Council and the feasibility study for NPAC Stage 1 and business case for the development to replace Oasis have been completed. These facilities will enhance community health and wellbeing; maximise equity and access; and facilitate social connection.

I encourage you to read the performance section and service summaries of this report which highlight more of the operational and key project achievements which confirm our commitment to making the City of Greater Dandenong a city of opportunity.

Sound Financial Management

Council's operating result was a surplus of \$16.48 million. It is important to note that these surpluses are 'accounting surpluses' which include a range of non-cash items such as depreciation on Council assets, assets written off, assets gifted to Council by developers (eg. roads, footpaths and open space) and exclude cash costs such as capital expenditure.

Through sound and prudent leadership by Council and management by staff, Council remains in a healthy financial position although it must again be stated, that this will be tested into the future by COVID-19 and the compounding effect of rate capping.

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

Capital Improvements

\$58.03 million was spent on capital improvements during the year, \$29.19 million was on asset renewals with a further \$6.15 million on upgrades to existing infrastructure assets.

It is pleasing to report that the funding of basic infrastructure – roads, footpaths and drains – in 2019–20, was maintained at \$12.44 million. This investment continues to underpin the importance of Council’s maintenance and protection of existing assets.

The new *Local Government Act* received royal assent in March and Council has commenced the necessary work required for its implementation. The new Act is designed to improve local government democracy, accountability and service delivery and how Council’s engage effectively with their communities. The principles based Act will be implemented in four stages with the final stage planned for July 2021. We look forward to improving the way we deliver services under the Act and are committed to ensuring greater transparency and accountability.

I commend the Council on its leadership and achievements in 2019-20 and thank the many wonderful staff who remain committed to local government service within Greater Dandenong City Council.



John Bennie PSM
Chief Executive Officer



PERFORMANCE HIGHLIGHTS





PERFORMANCE HIGHLIGHTS



57 community events were held with **80,000** attendees



200 volunteers were active participants in programs



39,209 hours were worked by Maternal and Child Health nurses



46 per cent of residents felt safe walking alone at night, compared to 40 in 2019



1,278 contacts participated in youth leadership programs and committees



749 planning application decisions were made



100 per cent of class 1 and 2 food premises received a food safety assessment



48.51 per cent of kerbside waste was diverted from landfill



28,563 tonnes of recyclables and green organic waste were collected from household bins



Zero Council resolutions were made at meetings closed to the public



Council's aquatic facilities had over **500,000** visits



Family support engaged with **174** families and **417** children providing **10,160** hours of support



23 arts and cultural heritage exhibitions were presented



3,338 street trees were planted



1,436 annual food inspections were conducted



91 business activities were conducted through SEBN



2,884 people participated in the HomeCycle and Drop Off Recycle Re-use events



3,322 children under 20 were immunised as part of the National Immunisation Program



77 community arts participation programs and engagements were delivered



Council's social media channels grew by **17.3 per cent**



2 community transport forums were held



80 students from **14** local primary schools attended the Children's Forum



600,711 people visited the Dandenong and Springvale libraries



60 people with disabilities attended an all abilities sporting event in line with International Day of Persons with Disabilities



4,024 adolescents were immunised as part of the secondary school vaccination program



34,241 Council transactions were completed online totalling **\$17,912,197**



The Home exhibition attracted over **900** visitors



1,450 sqm of additional land was acquired for open space

CORPORATE GOVERNANCE





The Council

Greater Dandenong City Council's 11 Councillors (Council) are elected as representatives of all residents and ratepayers within the city and have a statutory responsibility to represent all people that live, participate and invest within the City of Greater Dandenong. Under the *Local Government Act 1989*, Council's key responsibilities include:

- acting as a representative government by taking into account the diverse needs of the local community in decision-making;
- providing leadership by establishing strategic objectives and monitoring their achievement;
- maintaining the viability of Council by ensuring that resources are managed in a responsible and accountable manner;
- advocating the interests of the local community to other communities and governments;



- fostering community cohesion and encouraging active participation in civic life; and
- making all decisions impartially and in the best interests of the whole community.

Greater Dandenong City Council was elected on 22 October 2016. The next Council elections are scheduled for 24 October 2020.

Suburbs

Lightwood Ward

Springvale
Springvale South

Paperbark Ward

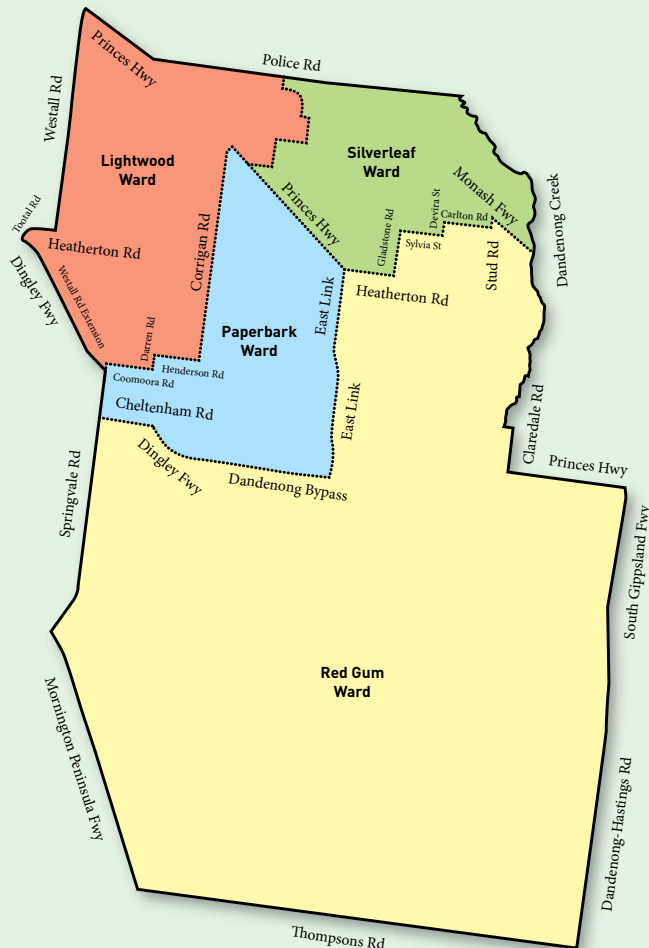
Keysborough
Noble Park

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),
1997–12 October 2019
(resigned)
Mayoral terms: 1992
(Springvale), 1998–99,
2010–11, 2018–19



Cr Peter Brown
1987–1994 (Springvale),
March 2003–
October 2016,
November 2019–present
Mayoral term: 2005–06



Cr Tim Dark
Term as a Councillor:
2016–present



Cr Sophie Tan
Term as a Councillor:
January 2019–present

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, 2019–20

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

Governance

Greater Dandenong City Council 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 then delegates operational functions and duties to Council officers that will be undertaken in an accountable, efficient and effective manner.

Code of Conduct – Councillors

Greater Dandenong City Council'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 7.00pm. 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 such as planning permit applications, capital improvement works and programs, 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 2019–20, 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. (Note: Cr Roz Blades resigned on 12 October 2019, leaving an extraordinary vacancy which was filled by a countback conducted by the Victorian Electoral Commission on 11 November 2019. Peter Brown was sworn in as a Councillor on 11 November 2019).

Note: the new Local Government Act 2020 will change some of the requirements and terminology in relation to Council Meetings in the next financial year.

Councillors from 1 July 2019–30 June 2020	Ordinary Meetings	Special Meetings
Number of Meetings Held	22	1
Cr Roz Blades AM	2	0
Cr Peter Brown*	14	1
Cr Youhorn Chea	19	1
Cr Tim Dark	22	1
Cr Matthew Kirwan	22	1
Cr Angela Long	17	1
Cr Zaynoun Melhem	19	1
Cr Jim Memeti	18	1
Cr Sean O'Reilly	21	1
Cr Maria Sampey	20	1
Cr Sophie Tan	18	1
Cr Loi Truong	18	1

*Cr Brown commenced his term in November 2019 and attended all scheduled meetings during this time.

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 2019–20, the average number of 'log-ins' to the live webcasts per ordinary Council meeting was 50 (a 19 per cent increase on 2018–19) with 51 'log-ins' recorded as an average against each archived (non-live) webcast of each ordinary Council meeting. Council is pleased with the results and will continue to webcast meetings.



Notices of Motion

A Notice of Motion is a proposal for action by a Councillor submitted to a formal meeting of Council. In the 2019–20 financial year 13 notices of motion were submitted by Councillors.

Councillor Allowances

Mayoral Allowance

1 July 2019– 30 November 2019	\$98,465 (plus 9.5 per cent superannuation equivalent) with the use of a fully maintained vehicle
1 December 2019– 30 June 2020	\$100,434 (plus 9.5 per cent superannuation equivalent) with the use of a fully maintained vehicle

Councillor’s Allowance

1 July 2019– 30 November 2019	\$30,827 (plus 9.5 per cent superannuation equivalent)
1 December 2019– 30 June 2020	\$31,441 (plus 9.5 per cent superannuation equivalent)

Note: the new Local Government Act 2020 will change some of the requirements in relation to Councillor allowances in the next financial year.

Councillor Support, Reimbursement and Accountability Policy

The Councillor Support, Reimbursement and Accountability Policy allows for the administrative support needed by Councillors to perform their role and for the fair reimbursement of the costs associated with their role. The policy also provides for Mayoral and Councillors’ attendances at Council meetings and Councillor briefing sessions to be published online together with a record 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 their duties as a Councillor. These expenses can be found on Council's website and are updated monthly. The expenses include information technology and communication, conferences and training, travel expenses, vehicle mileage, childcare, and any other expenses claimed. The below table outlines the expenses incurred for the 2019–20 financial year.

Note: the new Local Government Act 2020 will change some of the requirements in relation to Council Expenses in the next financial year.

2019–20

Councillor	Information and Communication Technology [#]	Training & Conferences	Airfares (Travel Expenses)	Taxi/Train Fares (Travel Expenses)
Cr Roz Blades <i>Paperbark Ward</i>	\$0.68	\$100.00	\$1,058.60	\$0.00
Cr Peter Brown <i>Paperbark Ward</i>	\$0.00	\$0.00	\$0.00	\$0.00
Cr Youhorn Chea <i>Lightwood Ward</i>	\$0.00	\$2,838.36	\$1,297.07	\$1,023.82
Cr Tim Dark <i>Paperbark Ward</i>	\$0.00	\$0.00	\$0.00	\$36.65
Cr Matthew Kirwan <i>Red Gum Ward</i>	\$0.00	\$1,065.00	\$1,166.01	\$480.25
Cr Angela Long <i>Red Gum Ward</i>	\$52.75	\$0.00	\$0.00	\$0.00
Cr Zaynoun Melhem <i>Silverleaf Ward</i>	\$22.55	\$0.00	\$0.00	\$0.00
Cr Jim Memeti <i>Red Gum Ward</i>	\$0.00	\$1,336.36	\$1,058.60	\$333.87
Cr Sean O'Reilly <i>Lightwood Ward</i>	\$0.00	\$454.55	\$0.00	\$74.05
Cr Maria Sampey <i>Silverleaf Ward</i>	\$0.68	\$2,692.91	\$582.89	\$529.15
Cr Sophie Tan <i>Paperbark Ward</i>	\$0.00	\$2,585.00	\$1,050.85	\$802.92
Cr Loi Truong <i>Lightwood Ward</i>	\$0.00	\$0.00	\$0.00	\$0.00

All figures are accurate at time of publishing but may be subject to updating and change.

Notes: [#]Councillors are provided with a range of information technology devices and compatible software to facilitate appropriate communication and business function for official Council purposes under the Councillor Support, Reimbursement and Accountability Policy. Mobile phone services are provided under corporate plans and a maximum allowance of \$100 per month of usage is provided for within the plans.

^These amounts include, but are not limited to, city link tolls, travel insurance and annual membership fees.

12 October 2019 *Cr Roz Blades resigned (effective immediately)*

11 November 2019 *Cr Peter Brown sworn-in*

	Accommodation & Meals (Travel Expenses)	Child/ Family Care	Vehicle/ Mileage	Functions Attended	Other ^	TOTAL
	\$0.00	\$0.00	\$0.00	\$0.00	\$12.00	\$1,171.28
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	\$1,210.84	\$0.00	\$1,438.06	\$70.00	\$52.22	\$7,930.37
	\$29.00	\$0.00	\$0.00	\$170.00	\$128.56	\$364.21
	\$1,152.73	\$0.00	\$0.00	\$47.00	\$667.22	\$4,578.21
	\$0.00	\$0.00	\$1,679.04	\$538.82	\$72.22	\$2,342.83
	\$0.00	\$0.00	\$0.00	\$85.00	\$52.22	\$159.77
	\$929.56	\$0.00	\$0.00	\$375.00	\$64.22	\$4,097.61
	\$0.00	\$0.00	\$1,228.58	\$105.00	\$52.22	\$1,914.40
	\$1,275.32	\$0.00	\$2,319.36	\$532.00	\$67.22	\$7,999.53
	\$749.04	\$0.00	\$0.00	\$524.09	\$64.22	\$5,776.12
	\$0.00	\$0.00	\$0.00	\$0.00	\$52.22	\$52.22

CORPORATE GOVERNANCE

Councillor Representation and Community Consultations

On 16 November 2018, 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 15 November 2019 as listed:

Community Organisations

Organisation	Past Councillor Liaison(s) 2018–19 1 July 2019–14 Nov 2019	New Councillor Liaison(s) 2019–20 15 Nov 2019–30 June 2020
Dandenong and District Historical Society	Cr Matthew Kirwan	Cr Matthew Kirwan
Dandenong Show Committee	Cr Matthew Kirwan Cr Angela Long Cr Zaynoun Melhem Cr Jim Memeti	Cr Matthew Kirwan Cr Zaynoun Melhem Cr Jim Memeti
Greater Dandenong Interfaith Network	Cr Roz Blades AM Cr Youhorn Chea	Cr Youhorn Chea Cr Loi Truong
South East Community Links	Cr Youhorn Chea Cr Sean O'Reilly	Cr Youhorn Chea Cr Sean O'Reilly
Springvale and District Historical Society	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Loi Truong	Cr Youhorn Chea Cr Matthew Kirwan Cr Loi Truong
Springvale Benevolent Society	Cr Roz Blades AM Cr Youhorn Chea Cr Sean O'Reilly Cr Loi Truong	Cr Youhorn Chea Cr Sean O'Reilly Cr Loi Truong

Councillor Liaison

It is not essential for Council to be involved in these groups – Councillors are only involved when they have the interest, the time and the inclination.

Protocols

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.

Council Groups and Committees

Organisation	Past Council Representative(s) 2018–19 1 July 2019–14 Nov 2019	New Council Representative(s) 2019–20 15 Nov 2019–30 June 2020
Arts Advisory Board	Cr Matthew Kirwan	Cr Matthew Kirwan
Audit Advisory Committee (AAC)	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>	Mayor of the Day 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>
Australia Day Community Assessment Panel	Mayor Councillor Councillor	Mayor of the Day Cr Youhorn Chea Cr Maria Sampey
CEO Performance Review Committee	Mayor of the Day Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti Cr Maria Sampey	Mayor of the Day Cr Youhorn Chea Cr Tim Dark Cr Matthew Kirwan Cr Angela Long Cr Jim Memeti Cr Maria Sampey Cr Sophie Tan
Children and Family Partnership	Cr Roz Blades AM Cr Matthew Kirwan Cr Maria Sampey Cr Loi Truong	Cr Matthew Kirwan Cr Maria Sampey Cr Loi Truong
Community Safety Advisory Committee	Mayor of the Day Cr Roz Blades AM Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey Cr Loi Truong	Mayor of the Day Cr Matthew Kirwan Cr Angela Long Cr Maria Sampey Cr Sophie Tan Cr Loi Truong
Cultural Heritage Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan	Cr Youhorn Chea Cr Matthew Kirwan
Dandenong Market Pty Ltd*	Cr Maria Sampey Alternate – Cr Matthew Kirwan	Cr Maria Sampey Alternate – Cr Tim Dark
Dandenong Stadium Advisory Board	Cr Angela Long	Cr Angela Long
Disability Advisory Committee	Cr Roz Blades AM Cr Angela Long Cr Zaynoun Melhem Cr Maria Sampey Cr Loi Truong	Cr Angela Long Cr Zaynoun Melhem Cr Maria Sampey Cr Loi Truong

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

CORPORATE GOVERNANCE

Council Groups and Committees (*continued*)

Organisation	Past Council Representative(s) 2018–19 1 July 2019–14 Nov 2019	New Council Representative(s) 2019–20 15 Nov 2019–30 June 2020
Family Violence Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Angela Long Cr Loi Truong	Cr Youhorn Chea Cr Angela Long Cr Sophie Tan Cr Loi Truong
Community Partnership Funding Grants Advisory and Assessment Panel – Building Capacity Grants		Mayor of the Day Cr Youhorn Chea Cr Tim Dark Cr Matthew Kirwan Cr Zaynoun Melhem
Community Partnership Funding Grants Advisory and Assessment Panel – Strategic Project Grants		Mayor of the Day Cr Peter Brown Cr Youhorn Chea Cr Tim Dark Cr Matthew Kirwan Cr Zaynoun Melhem
Community Partnership Funding Grants Advisory and Assessment Panel – Sponsorships		Mayor of the Day Cr Youhorn Chea Cr Tim Dark Cr Matthew Kirwan
Community Support Grants Advisory and Assessment Panel – Community Development		Mayor of the Day Cr Youhorn Chea Cr Tim Dark Cr Sophie Tan Cr Loi Truong
Community Support Grants Advisory and Assessment Panel – Arts, Festivals and Events		Mayor of the Day Cr Youhorn Chea Cr Tim Dark
Indian Cultural Precinct Taskforce		Mayor of the Day
Leisure Contract Advisory Group	Cr Roz Blades AM Cr Angela Long Cr Loi Truong	Cr Tim Dark Cr Angela Long Cr Loi Truong
LG Mayoral Taskforce Supporting People Seeking Asylum	Mayor of the Day	Mayor of the Day Cr Matthew Kirwan Cr Youhorn Chea <i>(Note: Only the Mayor or their delegate has voting rights)</i>
Multicultural and People Seeking Asylum Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan	Cr Youhorn Chea Cr Matthew Kirwan
Positive Ageing Advisory Committee	Cr Roz Blades AM Cr Youhorn Chea Cr Maria Sampey Cr Loi Truong	Cr Youhorn Chea Cr Maria Sampey Cr Loi Truong
Reconciliation Working Group	Cr Matthew Kirwan Cr Angela Long	Cr Matthew Kirwan Cr Angela Long

Organisation	Past Council Representative(s) 2018–19 1 July 2019–14 Nov 2019	New Council Representative(s) 2019–20 15 Nov 2019–30 June 2020
Springvale Major Projects Advisory Group (SMPAG)	Cr Roz Blades AM Cr Youhorn Chea Cr Matthew Kirwan Cr Jim Memeti Cr Sean O'Reilly Cr Maria Sampey Cr Loi Truong	Cr Peter Brown Cr Youhorn Chea Cr Matthew Kirwan Cr Jim Memeti Cr Sean O'Reilly Cr Maria Sampey Cr Loi Truong
Sustainability Reference Committee	Cr Matthew Kirwan	Cr Matthew Kirwan Cr Sophie Tan
Taylor's Road Landfill Community Reference Group [#]	Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Angela Long Alternate – Cr Matthew Kirwan
Young Leaders	Ambassador – Cr Roz Blades AM Ambassador – Cr Zaynoun Melhem Ambassador – Cr Jim Memeti Ambassador – Cr Sean O'Reilly	Ambassador – Cr Tim Dark Ambassador – Cr Zaynoun Melhem Ambassador – Cr Jim Memeti Ambassador – Cr Sean O'Reilly Ambassador – Cr Sophie Tan

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

Councillor representatives

An essential or mandatory appointment that it is in Council's best interests to engage in, the organisation's constitution requires a Councillor representative or a Councillor or Council representative is a requirement of Council funding.

Protocols

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.

Peak Industry Bodies

Organisation	Past Council Representative(s) 2018–19 1 July 2019–14 Nov 2019	New Council Representative(s) 2019–20 15 Nov 2019–30 June 2020
Australian Local Government Women's Association (ALGWA)	Cr Roz Blades AM	Cr Sophie Tan
Municipal Association of Victoria (MAV) [#]	Cr Sean O'Reilly Alternate – Cr Matthew Kirwan	Cr Sophie Tan Alternate – Cr Matthew Kirwan
Victorian Local Governance Association (VLGA) [#]	Cr Matthew Kirwan Alternate – Cr Maria Sampey	Cr Matthew Kirwan Alternate – Cr Maria Sampey

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

CORPORATE GOVERNANCE



Regional Organisations and Committees

Organisation	Past Councillor Representative(s) 2018–19 1 July 2019–14 Nov 2019	New Councillor Representative(s) 2019–20 15 Nov 2019–30 June 2020
2020 Local Government Mayoral Advisory Panel	Cr Roz Blades AM	By application to Minister only
Alliance for Gambling Reform	Cr Matthew Kirwan Cr Sean O'Reilly Cr Maria Sampey	Cr Youhorn Chea Cr Matthew Kirwan Cr Sean O'Reilly Cr Maria Sampey Cr Loi Truong
Eastern Transport Coalition [#]	Cr Roz Blades AM Cr Youhorn Chea	Cr Youhorn Chea
Inter Council Aboriginal Consultative Committee (ICACC)	Cr Angela Long Alternate – Cr Matthew Kirwan	Cr Angela Long Alternate – Cr Matthew Kirwan
Local Governments'/Metropolitan Waste Management Forum [#]	Cr Matthew Kirwan Alternate 1 – Cr Maria Sampey	Cr Matthew Kirwan Alternate 1 – Cr Maria Sampey
RoadSafe South East Inc.	Cr Angela Long	Cr Angela Long
South East Councils Climate Change Alliance (SECCCA) Councillor Advisory Group	Cr Youhorn Chea Cr Matthew Kirwan	Cr Youhorn Chea Cr Matthew Kirwan
South East Region Gas Company (SERGASCo)	Cr Matthew Kirwan	Officer only will now attend
South East Melbourne (SEM)	Mayor of the Day CEO	Mayor of the Day
Welcoming Australia		Cr Youhorn Chea Cr Matthew Kirwan

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

Advocacy

Council continued to build on its significant advocacy program this year, with a great deal of effort put into a few key projects impacting on our community. From March 2020 the focus shifted to assisting people through the COVID-19 pandemic via advocacy to the State and Federal Governments for resources and local project funding.

Prior to the pandemic the key issues included funding for aquatic centres, transport infrastructure and Council's declaration of a 'climate emergency' which triggered a request for all levels of government to do the same and take action to mitigate.

General 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. This was updated regularly throughout the year.

Some of the key advocacy groups and activities are listed below.

Projects

Key advocacy projects for 2019–20 included the following:

- **Raise the Rate campaign:** Council joined the Australian Council of Social Service (ACOSS) and other local authorities seeking a lift of the single rate of Newstart, Youth Allowance and other related payments by at least \$75 per week and to have them indexed to wages.
- **SRSS:** continuation of this campaign towards the Federal Government changes to the eligibility criteria for the Status Resolution Support Services (SRSS) for people seeking asylum, which meant that funding for many of them ceased.
- **Homelessness:** Council helped to promote the 'Everybody's Home Campaign', advocating for a better and fairer housing system for everyone.
- **Keysborough South Community Hub:** capital funding for an integrated children's centre within a community hub, in close proximity to the Keysborough South residential area and Tatterson Park.

- **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, as well as the development of a Dandenong South Intermodal Terminal.
- **Greater Dandenong Gallery of Art:** 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.
- **Kindergarten funding:** as part of the 'I Love Kinder' campaign which sought continued funding for the provision of 15 hours of four-year-old kindergarten per week.
- **Community safety:** increased support and resources for initiatives to combat family violence and drug and alcohol misuse, as well as additional police resources, and extra CCTV across the city.
- **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; as well as looking at alternatives to landfill.
- **Various local road improvement projects:** including advocacy for a school crossing at Emerson School in Heatherton Road.

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
- Committee for Melbourne
- Community Chef – shared Meals on Wheels service

CORPORATE GOVERNANCE



"Roots" by Hayden Dewar, Noble Park

- 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
- Vic Health
- Vic Roads
- Victorian Multicultural Commission
- Victoria Police
- Water Sensitive Cities Steering Committee.

Audit Advisory Committee

Under section 139 of the *Local Government Act 1989*, Council establishes an Audit Advisory Committee. Council's Audit Advisory Committee operates as an independent advisory committee to Council with the primary objective of assisting Council in the effective and efficient management of its responsibilities for financial reporting, risk and Council's internal and external audit functions.

As part of Council's governance obligations to its community, Council constituted an Audit Advisory Committee Charter which guided Council and the Audit Advisory Committee to:

- enhance the credibility and objectivity of internal and external financial reporting;
- effectively manage financial and other risks and protect Council assets;
- comply with laws and regulations as well as use best practice guidelines;
- implement an effective and thorough internal audit function;
- provide an effective means of communication between the external auditor, internal auditor, management and Council; and
- ensure the organisation has a sound internal control framework, including policies and procedures as they apply to financial management and all other facets of the business.

The members of the Audit Advisory Committee for 2019–20 were as follows:

Members	
Mr David Ashmore 1 July 2019–30 June 2020	Chair External Member
Cr Roz Blades AM 1 July 2019–12 October 2019	Mayoral representative
Cr Jim Memeti 15 November 2019–30 June 2020	Mayoral representative
Cr Matthew Kirwan 1 July 2019–30 June 2020	Council representative
Cr Maria Sampey 1 July 2019–30 June 2020	Council representative
Mr Mick Ulbrick 1 July 2019–30 June 2020	External member
Mr Geoff Harry 1 July 2019–30 June 2020	External member
CEO	Non-voting
Director Corporate Services	Non-voting
Manager Finance and IT	Non-voting

NB: Only two Councillors have voting rights if three Councillors are in attendance at a meeting.

The Audit Advisory Committee met on four occasions during 2019–20. Matters considered included:

- financial and performance statements;
- the Auditor General's Audit Strategy;
- Council's internal audit plan;
- Council's Long-Term Financial Strategy; and
- Council's Risk Management Strategy.

Sitting fees for external members of the Audit Advisory Committee for 2019–20 were set by Council (on 9 October 2017) as follows:

Chair	\$1,750 per meeting (exclusive of GST)
Member	\$1,500 per meeting (exclusive of GST)

Note: the new Local Government Act 2020 will change some of the requirements in relation to an Audit and Risk Committee in the next financial year.

Public Interest Disclosures Act 2012

The *Public Interest Disclosures Act 2012* (formerly 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.

Greater Dandenong City Council 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 public interest 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.

Public Interest Disclosure Coordinator:

Mick Jaensch – Director Corporate Services

Public Interest Disclosure Officers:

Anthony Camillo – Manager People and Procurement Services

Lisa Roberts – Manager Governance

Mark Perrett – Team Leader Risk Management and Occupational Health and Safety

Number and types of disclosures made to Council as a public body	2
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 from IBAC to the Victorian Ombudsman for investigation (still pending)	1
Number and types of disclosed matters referred by the public body to IBAC for investigation	0
Number of protected disclosures that were substantiated (in part) upon investigation, and the action still pending	0

Freedom of Information

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 Act 1982* (The Act).

During the financial year, 29 FOI requests were received, all of which were considered valid and reportable. Three were outstanding and actioned from the previous year.

The table below outlines the results of those requests:

	2019–20
Total number of requests	29
Access granted in full	12
Access granted in part	4
Other*	6
Access denied in full	3
Requests still under consideration	3
Number of internal reviews sought	0
Number of appeals lodged with VCAT	0
Number of requests transferred/withdrawn	1
Total fees and charges collected	\$1,699.30

*includes requests that are not finalised/not 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:
- the name of the Councillor or member of Council staff; and
 - the dates on which the travel began and ended; and
 - the destination of the travel; and (iv) the purpose of the travel; and
 - 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.

Note: the new Local Government Act 2020 will change the requirements in relation to public transparency in the next financial year.

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

We are preparing for changes to be implemented in the *Emergency Management Legislation Amendment Act 2018* by 15 December 2020.

Achievements in 2019–20

- 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.
- Multi-Agency Emergency Relief Centre Exercise October 2019.
- Provided staff support to East Gippsland Shire Council during and after the Bushfires of 2020.
- Ongoing COVID-19 Response for local community.
- \$330,000 for the provision of material aid was committed in 2019-20. Council worked with local agencies and providers to source and deliver essential food and material relief to vulnerable members of the Greater Dandenong community in response to COVID-19.
- Draft Municipal Fire Management Plan including the inclusion of Fire Rescue Victoria.
- Establishment of Municipal Emergency Floor/ Storm Sub-Committee to produce an updated local Emergency Flood/Storm Plan in collaboration with VICSES.

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: 30/06/19
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: 22/06/20
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: 22/06/20
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 (i) Roads (adopted 01/05/15) (ii) Buildings and Facilities (adopted 31/07/15) (iii) Stormwater Drainage (adopted 01/08/15) (iv) Multimedia and Broadcast (adopted 22/08/19) (v) Safety Barriers (adopted 16/04/20) (vi) Street Trees (adopted 16/04/20) (vii) Traffic Signals (adopted 16/01/20)
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: 24/07/17
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 15/02/18
10. Procurement policy (policy under section 186a of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186a of the <i>Local Government Act 1989</i> Date of approval: 11/11/19
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: 08/08/18
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation Date of adoption: 15/02/18 (Municipal Emergency Management Plan) 09/05/19 (IT Disaster Recovery Plan)



CORPORATE GOVERNANCE

Governance and Management Checklist (*continued*)

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 (2018–19) – 26/08/19 Q1 – 11/11/19 Q2 – 10/02/20 Q3 – 11/05/20
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 (2018–19) – 09/09/19 Q1 – 11/11/19 Q2 – 10/02/20 Q3 – 11/05/20
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: 30/08/19 22/11/19 13/03/20 19/06/20

Governance and Management Items	Assessment
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)	<p>Reports prepared and presented</p> <p>Date of reports: 26/08/19 (Council Plan Indicators) 09/09/19 (Financial Statements) 17/09/19 (LGPRF) 11/11/19 (Council Plan and Budget) 07/12/19 (LGPRF – Audit Committee) 10/02/20 (Council Plan and Budget) 05/05/20 (Council Plan and Budget) 11/05/20 (LGPRF)</p>
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)	<p>Considered at a meeting of Council in accordance with section 234 of the Act</p> <p>Date statements presented: 14/10/19</p>
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)	<p>Reviewed in accordance with section 76c of the Act</p> <p>Date of review: 13/02/17</p>
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)	<p>Delegations reviewed in accordance with section 98(6) of the Act</p> <p>Date of review: Council to CEO – 11/05/09 Council to Staff – 09/12/19 CEO to Staff – 01/08/18 Financial Delegation to Staff – 12/12/19 Delegations by the CEO for VicSmart applications – 05/12/17</p>
24. Meeting procedure (a local law governing the conduct of meetings of Council and special committees)	<p>Meeting procedure local law made in accordance with section 91(1) of the Act</p> <p>Date local law made: 14/10/19</p>

OUR ORGANISATION



*Tribute Garden, Lexington Gardens Retirement Village,
the site of the former Enterprise Migrant Hostel, Springvale*



15000

14500

14000

13500

13000

12500

12000

11500

11000

10500

10000

9500

9000

8500

8000

7500

7000

6500

6000

5500

5000

OUR ORGANISATION

Council



Chief Executive Officer
John Bennie PSM



Business, Engineering and Major Projects

Director – Paul Kearsley

- Activity Centres Revitalisation
- City Improvement Services
- Economic Development
- Infrastructure Services and Planning
- Major Projects
- South East Business Networks (SEBN)
- Transport and Civil Development



Community Services

Director – Martin Fidler

- Community Arts, Culture and Libraries
- Community Care
- Community Development, Sport and Recreation
- Community Wellbeing



Corporate Services

Director – Mick Jaensch

- Customer Service and Civic and Community 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 and Compliance Services
- Planning and Design
- Regulatory Services

Changes to the Organisational Structure

- The Public Health and Planning Compliance teams moved from the Regulatory Services department to Building Services. This department was renamed Building and Compliance Services.
- Following the resignation of the Engineering Services Director a review of the directorate structure took place. This resulted in the amalgamation of the Greater Dandenong Business and Engineering Services directorates. The new directorate is led by the previous Group Manager of Greater Dandenong Business and is now called Business, Engineering and Major Projects.

Our Staff

Enterprise Agreement

The largest piece in Council's industrial matters landscape is the Agreement which was completed for the first time under a rate capped environment. The Agreement was approved by the Fair Work Commission in March 2019 and will expire in June 2022.

Equal Employment Opportunity (EEO)

Council continued to support and uphold EEO principles and practices. Staff undergo initial EEO training as part of Council's induction process and refresher training every three years. In 2019–20, 99 staff undertook training.

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 undertaken to gain reaccreditation with White Ribbon Australia including hosting the White Ribbon Walk against Family Violence held annually in November which grows in community participation each year.

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

A Gender Equity Audit was conducted late in 2019 with the results informing the Family Violence and Gender Equity Action Plan.

Staff Giving Scheme

Council employees continued to elect to make regular donations to agencies within the municipality under the Staff Giving Scheme. Ten local 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 2019–20 Council staff donated a total of \$27,769 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 professional writing, recruitment and behavioural interviewing skills, presentation skills and conducting effective performance reviews were also offered during the year.

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.





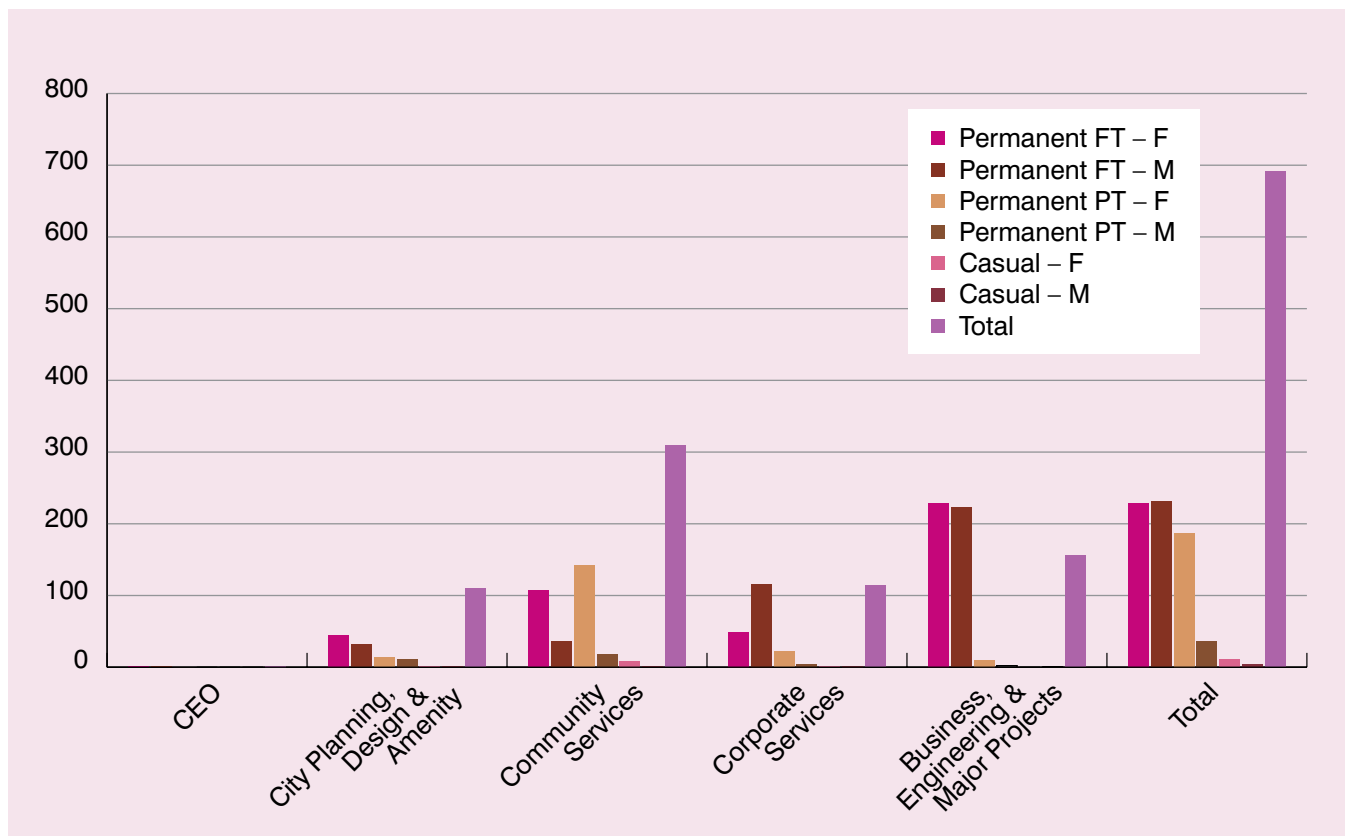
OUR ORGANISATION

Service Milestones

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

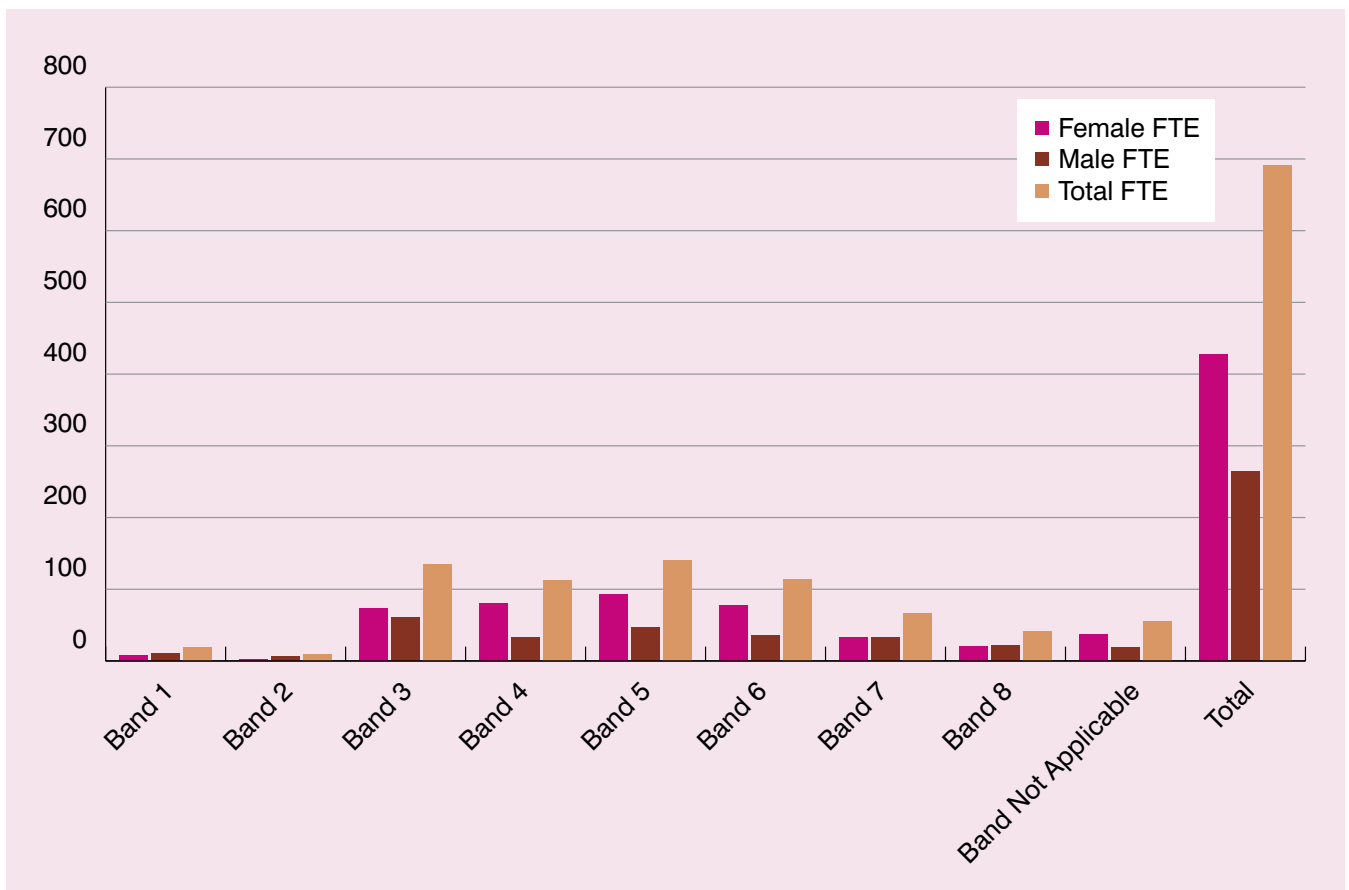
Council Staff – Full Time Equivalent (FTE)

Employment Type / FTE Gender	CEO	City Planning, Design and Amenity	Community Services	Corporate Services	Business, Engineering and Major Projects	TOTAL
Permanent FT – F	1	45	107	49	27	229
Permanent FT – M	1	38	32	36	116	223
Permanent PT – F	0	13.40	141.99	21.90	10.05	187.34
Permanent PT – M	0	11.23	18.48	4.50	2.26	36.47
Casual – F	0	0.97	8.79	0.91	0	10.67
Casual – M	0	1.33	1.20	1.68	0.42	4.63
Total	2	109.93	309.46	113.99	155.73	691.11



Council Staff – Full Time Equivalent (FTE)

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	8.35	10.81	19.16
Band 2	2.70	6	8.70
Band 3	73.89	60.37	134.26
Band 4	80.22	32.57	112.79
Band 5	93.39	46.51	139.90
Band 6	78.01	35.65	113.66
Band 7	33.36	33	66.36
Band 8	20.23	21	41.23
Band Not Applicable	36.87	18.18	55.05
Total	427.02	264.09	691.11



OUR ORGANISATION

Training

Appropriate Workplace Behaviours

Staff in all business units have participated in 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. Further training will be provided in Cooperative Conversations to enhance staff skills and capability to handle conflict, interpersonal communication and improve workplace relationships.

Digital Transformation

Employee processes and experiences are being enhanced and streamlined through the selection and implementation of cost effective digital solutions. In 2019–20 this included:

- Introduction of the learning and performance modules to create efficiencies and enhance compliance.
- Expanding e-learning programs to staff.
- Roll-out of a new online employee engagement survey.
- Launch of a refreshed reward and recognition software program.

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.

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:

- 52 REACH awards
- 19 Rise Above awards
- 2,688 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. Resolution processes have been implemented and are progressing. No formal staff grievances were lodged.

2019–20 Organisational Development Achievements

- Enterprise Agreement negotiations completed.
- Digital transformation of employee engagement and transactions.
- Gender equity action plan focus.
- Appropriate Workplace Behaviours training completed.
- Focus on embracing diversity in the workplace.

The Year Ahead

- Maximise uptake of new people management software (Learning and Performance modules).
- Enhance the use and analysis of the staff engagement survey across the organisation.
- Continue to focus on gender equity with the White Ribbon Workplace Accreditation Action Plan.
- Continue to work within the State issued directions for the COVID-19 pandemic and adjust people related initiatives accordingly.
- Focus on legislative compliance and people opportunities resulting from the implementation of the updated *Local Government Act 2020*.
- Reflect on our organisational achievements and operations through the COVID-19 pandemic and assess any learnings and improvements arising for the future.

Health and Safety

Absenteeism

In 2019–20 there was continued improvement in Council's three key lagging performance indicators which is a fantastic result.

The Lost Time Injury Frequency Rate (LTIFR) continued to drop:

- LTIFR in June 2018 was 31
- LTIFR in June 2019 was 21
- LTIFR in June 2020 was 12

NB. Lost time frequency rate is the number of lost time injuries sustained per 1,000,000 hours worked

The number of lost time injuries (LTI) and days lost through injury also continued to drop:

- 2017–18 – LTI's = 28, Days lost = 1,455
- 2018–19 – LTI's = 26, Days lost = 1,162
- 2019–20 – LTI's = 10, Days lost = 742

NB. These figures include days lost from injuries/illnesses sustained in previous financial years.

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. Council has a Safety Management System that establishes our corporate expectations for progressing us towards our Council vision that Greater Dandenong is a safe and vibrant city of opportunity for all – to visit, work, live and play.

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 has undergone a significant review process to ensure it complies with the MAV WorkCare Self Insurance requirements. The final batch of MAV WorkCare procedures have been developed in 2020, with the remainder of the year being spent on reinforcing implementation across the organisation.

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 workers compensation. 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 National Audit Tool (NAT) over a three-year period.

While this is an aspirational target, 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. Council has embraced the challenge to achieve 100 per cent NAT conformance by November 2020.

Health and Wellbeing

Council continued its health and wellbeing program FLARE (Flourishing, Lively, Active, Restored Employees). Staff attended a range of programs including sun-smart programs and mindfulness workshops.

Mindfulness programs have run throughout the year, along with meditation sessions, cultural learning activities, social activities and webinars. A safety, health and wellbeing leadership development program was launched throughout the year. The program is targeted at front line leaders and provides them with a toolkit to increase employee engagement and safety, health and wellbeing.

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 reoccurrence.
- There has been a continued increase in the take up of internal OHS and return to work consulting services across the organisation.
- A corporate OHS risk register has been drafted and is in consultation stage. A departmental risk register has also been drafted for the Operations Centre with consultation underway with relevant management and staff.

OUR ORGANISATION



Noble Park Skyrail Parkland

- A research project was initiated with Monash University regarding occupational violence and aggression in local government. Supported by WorkSafe Victoria and partnering Councils across Victoria, the project aims to find innovative ways to lower the risks of occupational violence and aggression towards Council employees.

The Year Ahead

- Council will continue to reinforce and continually improve the OHS Management System in line with the NAT in accordance with the three-year program set by MAV/JLT.
- With the release of AS/NZS ISO 45001:2018 Occupational health and safety management systems – Requirements with guidance for use in October 2018, Council will review our OHSMS against the more contemporary standard to ensure best fit for our present and future organisational needs. This will be done as part of the continual improvement of our OHSMS.
- An internal audit program will be launched in partnership with the City of Casey and Cardinia Shire Council.
- The comprehensive Safety, Health and Wellbeing Leadership Development Program will continue.
- The initiative to develop OHS Hazard and Risk Registers for the organisation will continue.
- An organisation wide training needs analysis will commence based on the results of OHS Hazard and Risk Registers with training programmed and delivered accordingly.
- A review of OHS performance reporting will be undertaken which aims to better capture and report on OHS performance, and reduce the administration required to analyse data and produce reports.
- Stage 1 of the occupational violence and aggression research project will commence and be used to inform later stages.

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 Assets 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, multimedia and broadcast assets, traffic signals and street trees have been developed. Plans are reviewed annually to accommodate budgetary limitations, enhanced service planning and financial sustainability considerations.

Further Asset Management Plans are currently under development and will be compliant with the new *Local Government Act 2020*. A review timetable is in place to ensure that these plans remain current and relevant.

Information

All asset information is captured 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 incorporate a Works Management System which will capture all works and maintenance completed on Council owned, maintained and managed 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 recently approved acquisition of a new Asset Management System, incorporating a Works Management System, which will provide a single integrated solution for all organisational asset data needs and improve data capture, record keeping and predictive modelling processes across the organisation.

OUR ORGANISATION

City Improvement Program

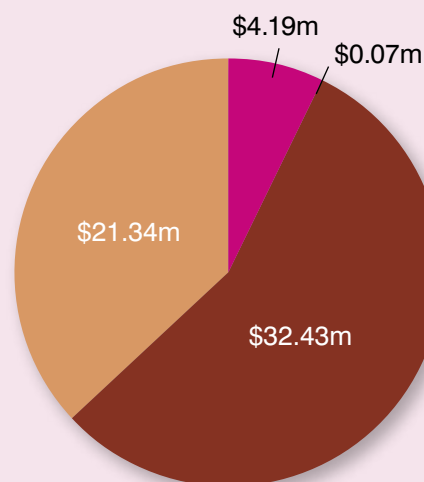
The City Improvement Program (CIP) is Council's ongoing program for the renewal, upgrade, expansion and creation of assets including, but not limited to, buildings, roads, stormwater drainage, parks, artwork, websites and library books. It consists of programs driven by Council's asset management plans 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 majority of projects are planned, designed and delivered by 30 June each year. The Services and Assets Steering Committee appointed by the Executive Management Team provides strategic oversight of the program.

In 2019–20, Council invested \$58.03 million in capital expenditure across a variety of assets as shown on the City Improvement Program Expenditure chart.

2019–20 City Improvement Program Expenditure



- Plant and Equipment
- Property
- Infrastructure
- Other (Intangibles)

Asset Class	Project
Property	
Buildings	<ul style="list-style-type: none"> • Completion of significant upgrade works at the Dandenong Market site including back of house cool rooms and utility upgrades. • Public toilet redevelopments at Springvale activity centre. • Completion of the annual building renewal program delivering upgrades across several Council owned buildings. • Completion of the Springvale Community Precinct Hub. • Commencement of the Greater Dandenong Gallery of Art at Mason Street, Dandenong.
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.



Asset Class	Project
Infrastructure	
Drainage	<ul style="list-style-type: none"> • Completion of a number of renewal and upgrade projects including major flood mitigation works at Elonera Street, Noble Park.
Parks, Open Space and Streetscapes	<ul style="list-style-type: none"> • Construction of artwork, paths and lighting for Dandenong Park as part of the master plan. • Tatterson Park master plan works including playground improvements, access roads and car parks. • A number of lighting, landscape and open space projects completed across Council reserves including Greaves Reserve, Coomoorra Reserve, Alex Nelson Reserve and Parkfield Reserve.
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 such as the traffic signals at the intersection of Chapel and Homeleigh Roads.

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 2019–20 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 Council reports, the monthly magazine – Greater Dandenong Council News, 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 2019–20.

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 eighth consecutive year in 2020. 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 and higher than the metropolitan average for six out of seven.

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 four points above the metropolitan average and seven 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 performance
- Overall Council direction.



Relevant Legislation

Local Government Act 2020

Council has successfully implemented the aspects of the *Local Government Act 2020* that were required prior to 30 June 2020.

Domestic Animals Act 1994

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Council adopted the Domestic Animal Management Plan 2017–20 in October 2017. The new plan was developed by Council's Animal Management team with input from other Council departments.

DAMP actions were updated in December 2019 to reflect the achievements completed, including the cat desexing program completed over two days and another 84Y agreement with a new veterinary hospital in Dandenong. The draft background discussion paper regarding a cat curfew in Greater Dandenong was completed. Outcomes of the annual review undertaken in October 2019 were provided to Animal Welfare Victoria prior to 3 November 2019.

The majority of actions for the Domestic Animal Management Plan have been delivered however a small number involving public events and consultations have been affected by the COVID-19 pandemic.

Food Act 1984

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by Council during the financial year.

Road Management Act 2004

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial Directions in its annual report. No such Ministerial Directions were received by Council during the financial year.

OUR ORGANISATION

2020 Survey Results

Performance measures	Greater Dandenong	Metro	Statewide
Overall performance	69	66	58
Community consultation Community consultation and engagement	62	58	55
Advocacy Lobbying on behalf of the community	62	57	53
Making community decisions Decisions made in the interest of the community	63	59	53
Sealed local roads Condition of sealed local roads	68	67	54
Customer service	73	74	70
Overall Council direction	63	54	51

Risk Management

Greater Dandenong City Council has an established risk management framework, which is applied to decision-making at strategic and operational levels.

This framework is designed to identify and manage the opportunities and undesirable outcomes arising from risks inherent in managing the municipality. Such risks include legal, safety, environmental, financial, contractual, asset-related and professional indemnity exposures.

During 2019–20, a review and update of the risk framework was commenced, to align with the updated AS ISO 31000:2018 Risk Management Standard.

This includes conducting a review of strategic risks, and commencing an update of the Strategic Risk Register, which will provide better links to existing Council Plan actions and provide reporting in parallel to Council's quarterly reporting practices, including an assessment of the effectiveness of identified risk controls.

The integration of the risk register with Council's Environmental Risk Register also commenced in 2019–20.

Insurance

Council maintains a range of insurances to protect from significant financial impacts should major events or claims occur.

The general insurance program is developed and placed through AJ Gallagher, who were appointed as insurance broker in 2018 following a public tender.

Part of the insurance strategy is to take up significant deductibles (insurance excesses) in order to minimise premiums wherever possible. This also allows Council to manage a large proportion of matters without making a claim against the insurance policies, similarly, helping to minimise premium increases.

Council is subject to the usual range of claims faced by metropolitan Councils – claims for car damage from potholes, trips and falls on footpaths, tree root incursions onto private property, vandalism and damage to Council assets, etc. The majority of these matters were managed below the excess for the relevant insurance policy.

A handful of larger public liability claims were made against Council during the year, however the organisation is insured for these through the MAV Insurance scheme, Liability Mutual Insurance. Whilst such claims can take several years to resolve, some of these new claims have been finalised, without recourse to a court hearing.

Strategies

Council's Risk Management Policy and Strategy are now due for another review and update. The implementation and integration of the existing risk practices and procedures within some operational teams to date was used as a model in 2019–20 to assist more teams to achieve similar integration. The collaboration between the risk team and operational areas will continue in 2020–21.

Business continuity

Council's Business Continuity Plan (BCP) was under review at the time of the first reports of the COVID-19 pandemic, early in 2020. The planned test exercise for the updated over-arching Business Continuity Plan was deferred due to the pandemic.

As information concerning the pandemic became available in late January through February, all service units collaborated with the risk team to complete a tailored Business Interruption Analysis (BIA), in preparation for a mooted "lock-down" and working from home. Critical services and expected demands were assessed, and possible re-allocation of staff and other resources identified. This proved to be extremely prudent, as Council's operations (where they were not required to shut down) were able to continue with minimal disruption.

These assessments were conducted again, as necessary, by individual service units as the State Government released information and directions. Decisions regarding particular aspects of our operations were made by the executive team and/or relevant state departments.

The COVID-19 working committee was established and assessed the effectiveness of Council's actions in response to, and in anticipation of, each stage of the pandemic. As well as adapting our current response, this work will also feed into a further review and update of the BCP.

Fraud Risk Management

Fraud Policy, Control Plan and Investigations Procedure

Council's Fraud Control documentation was reviewed, updated and presented to the Consultative Committee. This update included changing Council's Public Interest Disclosure Procedure for consistency with the legislation, and the 2019 changes.

The 2020–22 Action Plan provides for the continued review of fraud prevention controls, and the identification and assessment of emerging types of fraud or organisational vulnerabilities. This will be informed by, and may itself inform, Council's internal audit programme.

Memberships

Council and individual officers have maintained membership and involvement with a number of industry associations that support the risk and safety professions, including:

- Local Government Professionals (LGPro) – Risk Management Special Interest Group.
- Risk Management Institute of Australasia (RMIA) – the peak professional risk management body in Australasia.
- MAV Insurance (LMI) – risk management services and learning opportunities are provided as part of Council's membership of the liability insurance scheme.

The Year Ahead

- A review and update of the risk management policy and procedures will occur, including adopting new assessment tables for positive opportunities associated with risks, along with a risk appetite statement to help inform strategic and operational decision making.
- Improvements will be made to risk reports, incorporating control effectiveness and cross-referencing business plan actions.
- A review and update of the BCP will commence, particularly in light of the COVID-19 pandemic.
- Formal adoption by Council of the updated Fraud Control Policy, Procedure and Plan is expected, and the implementation of a new fraud awareness training programme.

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 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 2013–17. 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 continued to be of high importance to those who participated in the 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 2019–20 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

- Placemaking measures have been undertaken to monitor performance of key public spaces. Interventions taken include the installation of signs, the planting of street trees and undertaking associated ground works to improve growing conditions, and the sourcing of planter boxes to improve shade as an encouragement for people to stay longer in public spaces.
- Advocacy with State and Federal Government agencies to increase social and affordable housing stock in the municipality has continued. A formal submission to the Victorian Parliamentary Inquiry into Homelessness was made and a Council officer participated in a public hearing convened by a Victorian Parliamentary Committee. A Draft Regional Local Government Homelessness and Social Housing Charter was developed in collaboration with eastern and south eastern councils. Council supported the submission of a \$10 million grant application to the Federal Government to increase safe crisis accommodation for women and children escaping family violence.
- A Public Transport Advocacy Statement was prepared and presented to Council.
- During the COVID-19 pandemic, Council delivered a communication campaign that aimed at supporting both rooming house residents and their proprietors. The campaign focused on providing education to the 105 rooming house proprietors and 800 residents in understanding the symptoms, reducing the spread of infection, and providing information about support agencies available to help assist in maintaining the residents' wellbeing.

Learning and Employment

- A Greater Dandenong Library patron satisfaction survey was conducted with 86 per cent of respondents being satisfied or very satisfied with the overall library service offered.
- Over 600,000 community members visited Council's library services. In excess of 10,000 adults and children attended early years literacy sessions with over 9,000 community members accessing these services online.

- Council facilitated a range of youth leadership programs and committees, including Freeza, Young Leaders, Holiday Activities Committee, Happiness Project, IntroSim, Climate Changers, and Youth United Against Family Violence, as well as promoting volunteering opportunities to young people.
- Council provided total funding of \$1,105,370 to projects and organisations that promote lifelong learning.

Mental and Physical Health

- Community members, including people with a disability, their families, carers and other relevant stakeholders were invited to comment on the final design for the All-Abilities Playground.
- Council has continued to communicate key food safety messages and provide support during the COVID-19 pandemic. This includes free mentoring, online food safety training and the option of deferring payment of registration fees. The risk of spreading the virus was also reduced by allowing businesses to be remotely audited by third party auditors.
- A gender audit of Council policies and processes was completed as part of the Free from Violence Project funded by the Office of Women.
- Council was represented in the Strategic Advisory Group of South-East Community Link's Prevention of Violence Against Women project targeted at four community groups. Two sets of training on prevention of violence against women, gender equity and bystander action were also organised.
- Council hosted the South-East Metropolitan Partnership Social Isolation Project funded by the Victorian State Government to develop a report on the strategies to address social isolation in the region across seven municipalities. An advocacy paper has been developed as part of the project and submitted to the Victorian State Government.
- Council delivered initiatives to respond to the health and wellbeing concerns of young people. These include, Party Safe workshops, the Mental Health Week event - 'Nurture Self, Nurture Others', and piloting training within a suicide prevention project.
- Greater Dandenong developed a Healthy Eating and Active Living (HEAL) Grant Program to provide funding to community organisations. The projects funded focused on reducing obesity and chronic disease through healthy eating and increasing levels of active living.
- Support services were provided to vulnerable families, including those at risk of, or experiencing, family violence with 174 families engaged, and 417 children, providing a total of 10,160 contact hours of support.
- Council is finalising its 10 year physical activity strategy – Make Your Move. The aim of the strategy is to increase the physical activity levels and health of the Greater Dandenong community.

Safety, Engagement and Social Cohesion

- Residents continue to rate their satisfaction with Greater Dandenong's performance, through the Community Satisfaction Survey, well above both the metropolitan and state averages. In 2020 Council continued to have a tailored question included in the survey, regarding perceptions of safety, "How safe do you feel walking alone in your local area after dark?" The number of respondents stating that they feel safe or extremely safe increased significantly from 40 to 46 per cent.
- As part of Council's Preventing Family Violence/ Gender Equity Action Plan 2018–21, training was provided to Councillors, the Executive Management Team, Managers/Team Leaders and staff on Preventing Violence Against Women and Bystander Action. Subsequently, nine Councillors and 192 Council officers were trained by Women's Health in the South East (WHISE) on Prevention of Violence Against Women and Bystander Action. Two media projects were funded. One of them, titled "Youth United Against Family Violence", has won the National Local Government Award 2020 under the Addressing Violence Against Women and their Children category.
- In line with Greater Dandenong's Gambling Policy and advocacy efforts a decision by the VCGLR to refuse an application for gaming machines by Players Hotel was handed down.
- Council has published its LGBTIQ inclusion statement and a flag raising ceremony was conducted for International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) Day 2020.
- As part of the implementation of the current Reconciliation Action Plan 2017–20, Council organised events and programs to celebrate and promote Aboriginal and Torres Strait Islander culture and heritage.

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 Greater Dandenong Sustainability Strategy 2016–30 provides the strategic framework to guide the City of Greater Dandenong 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 Sustainability Strategy 2016–30. 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 particular 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.greaterdandenong.com

Key highlights for 2019–20 include:

Reducing Council's carbon emissions



Council is taking action to reduce greenhouse gas emissions and reduce the impacts of climate change. Between 2007 and 2019 there has been a **24.5 per cent reduction** on GHG emissions from Council's street lighting, buildings and facilities.

To accelerate the reduction in Council's greenhouse gas emissions, Council has:

- installed solar energy systems across Council facilities. Since 2018–19, there has been over 600kW of solar systems installed:
 - Dandenong Civic Centre – 100kW
 - Shepley Pavilion – 30kW
 - Springvale Community Hub – 250kW
 - Operation Centre – 85kW
 - Jan Wilson Centre – 50kW
 - Dandenong Market – 100kW
- entered into a 10-year agreement to secure all of the electricity for its street lighting from 100 per cent renewable energy sources.

Supporting local businesses save money and be more sustainable

Council is helping support the local business community reduce their operating costs through the implementation of the Environmental Upgrade Agreements (EUA's) program in partnership with Sustainable Fund Australia. EUA's can be used to fund building works that improve energy efficiency, reduce waste, and cut water use.

Smart Recycling in Dandenong South installed a 100 kw solar system with the help of a \$100,000 loan for the system cost through the Sustainable Australia Fund. They haven't had a power bill for two years and the loan is paid back through their Council rates each quarter. With the \$25,000 per year they save on electricity, the payback period is four years.

Disability Action Plan

In accordance with the *Disability Act 2006*, in 2017 Council prepared and adopted the Disability Action Plan 2017–23 (DAP). This plan has reached its halfway point and a mid term review of the outcomes from the plan has taken place.

The review focused on the outcomes and identified areas requiring greater emphasis for the remainder of the plan. Council's Disability Advisory Committee (DAC) monitors the Plan outcomes and has played a key role in the review process.

The plan focuses on four core objectives relating to wellbeing, education and employment, physical environment and community participation.

Progress summary

1. Introduction of the NDIS

Council has supported community members and service providers during the transition to the National Disability Insurance Scheme (NDIS) through hosting group information sessions for families and individual support.

2. Involvement in local events

Increased opportunities to be involved in Council's parks and major events have been provided through promotion and community consultation resulting in additional social connections.

3. Access to information

Council's website redevelopment is well underway and has been designed to meet standard access requirements. Printed materials and media have been developed to be accessible with video subtitles, accessible documents, and the promotion of Council events in various formats.

4. Carers

With the introduction of the NDIS carers have been identified as needing additional support not available through the scheme. Projects to support carers in our community have been developed including the Carers Walking Group.

5. Access to employment opportunities

Council continues to encourage increased access to employment opportunities for people with disabilities through:

- ongoing revision of employment processes and documents to ensure Council continues to provide equal opportunity to employment for people with disabilities;
- the use of grant funds to independently review seven projects currently underway at Council in order to consolidate employment outcomes;
- the annual hosting of graduates with a disability for work experience; and
- training for managers responsible for employment at Council.

6. Staff training

An emphasis on training for all Council staff continues across all aspects of service delivery including induction.

7. Access to the built environment

Council continues to prioritise works related to accessibility for new buildings and community facilities with the 2020 Building Audit to include a review of access upgrades needed.

Council responds to accessibility concerns raised by the community with funding set aside annually for building maintenance related upgrades. Council undertakes significant consultation with individuals, disability groups and schools on both major and minor built environment projects including the All-Abilities Playground soon to be built in Ross Reserve.

8. Access to public transport

Council continued to advocate for increased accessibility to public transport including train stations, bus stops and the connections to existing community infrastructure. Council's Public Transport Advocacy Statement 2020 features a considerable list of the upgrades required to provide greater access for people with disabilities.

New local bus stops and upgrades to existing stops have been achieved and the introduction of 65 new high capacity metro trains on the Dandenong line will occur in 2020.



9. Information

The Access and Inclusion enews continues to be distributed to around 300 local people with disabilities and community organisations. The newsletter provides information on services, events and local issues, encourages participation in consultative opportunities and promotes disability awareness.

10. Consultation and policy development

The Disability Advisory Committee continues to provide valuable advice to Council on a broad range of issues including Council strategies and programs, submissions to state and federal reviews, and local infrastructure.

Mid-point review

Following the completion of the mid-point review, increased support for technology, opportunities for changing attitudes towards people with a disability, support and advocacy for people ineligible for the NDIS, and further promotion of the NDIS to the CALD community have been identified as emerging issues for the second half of the Disability Action Plan.

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

Council has endorsed a new Community Support Grants Policy which will be implemented in 2020–21.

Community Response Grants Program

The Community Response Grants Program is open to both groups and individual residents of the City of Greater Dandenong. Small not-for-profit community groups can apply for up to \$2,000 to support community group member activities. Not-for-profit organisations may apply for up to \$1,000 for responsive 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.

This program is open year-round with no specified closing date. Eligibility and assessment criteria are listed in the guidelines which can be found at 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.

Council has endorsed a new Sponsorship Program with new agreements for 2020–21.

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.

Council has endorsed a new Community Partnership Funding Program with new agreements for 2020–21.

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.

Material Aid Response Collective Impact Grants Program

The Material Aid Response Collective Impact Grants Program was developed in response to the Federal Government's cuts to the Status Resolution Support Services and the growing need for material aid and emergency relief in the City of Greater Dandenong. Consortium member agencies are eligible for grants to assist them in meeting the goals of the consortium to address the material aid needs within the community.

The program had a two-year time limit, ending June 2020. In February 2020 Council endorsed a two-year Collective Impact Grant Program to develop an Anti-Poverty Strategy from July 2020 to June 2022.

Venue Hire Fund

Council may provide responsive support to voluntary organisations through fee waivers for Council venue hire fees for significant one-off community events.

Community Support Grants Program

Applicant Name	Project Title	Amount Granted
3000Acres Grow Ltd	Enabling neighbourhood-scale composting in the City of Greater Dandenong	\$5,000
AA Combined Groups at Palm Plaza	Dandenong Alcoholics Anonymous support project	\$12,060
AARDO (Afghan Australian Rehabilitation and Development Organisation)	Community integration (connecting young people to community)	\$1,000
Afghan Australian Philanthropic Association Inc.	Afghan New Year 2020	\$2,000
Afghan Women's Organisation Victoria	Afghan women's empowerment retreat	\$2,420
Afri-Aus Care Inc.	African gardening for connected communities	\$6,810
Al-Emaan Women's Organisation Inc.	Healthy lifestyle	\$3,750
All Nations Social Cricket	Dont Give Up, Give Back – National Cup	\$7,150
Arabic Women Seniors Group	Active women connected	\$3,000
Association of Ukrainians In Victoria (AUV)	Ukrainian community Christmas dinner January 2020	\$1,000
Association of Ukrainians in Victoria South Eastern Branch	70th anniversary of Ukrainian settlement in Australia	\$1,000
Asylum Seeker Resource Centre Inc.	Pathways to Employment (PTE) for People Seeking Asylum	\$10,000
Australian Hazara Women's Friendship Network Inc.	Empowered women make proud communities	\$2,000
Australian Rohingya Soccer Club Inc.	Rohingyan Soccer club	\$2,000
Australian Serbian Pensioner Association Inc.	Be creative, be active, enjoy cooking and sharing traditional dishes	\$2,000
Australian Society of Graduate Tamils Inc.	The Tamil Language Competition 2019 – Cultural night and awards ceremony	\$2,000
Australian Vietnamese Women's Association Inc.	Support for Vietnamese independent Senior groups	\$2,000
Australian Vietnamese Women's Association Inc.	Sustainability living education	\$5,000
Bengali Association of Victoria Inc.	Community Play Festival depicting the journey of a migrant	\$7,000
Cambodian Association of Victoria Inc.	Khmer Pchum Ben Festival	\$2,000
Carers Victoria Inc.	Carers Victoria's Dandenong Mingle 2018	\$3,000
Casey and District Multiple Birth Association Inc.	Enhancing social connectedness in expectant and new parents of multiples	\$3,000
Connection Arts Space Inc.	Art Connecting Community 2020	\$14,060
Creativity Australia Limited	With One Voice – Greater Dandenong	\$2,700
Dandenong Chess Club	Dandenong Junior Chess Training Centre – Kids Shine Community Thrives	\$2,600
Dandenong High School	Dandenong High School – Centenary Celebrations Film	\$7,500

COMMUNITY FUNDING PROGRAM

Community Support Grants Program (continued)

Applicant Name	Project Title	Amount Granted
Dandenong Low Vision Group	Annual outings for people who have low vision	\$2,006
Dandenong South Primary School	Women's Wellbeing Expo	\$3,000
Dandenong West Primary School	2020 Dandenong West Cultural Diversity Harmony Day Community Festival	\$3,500
Dandy Cat Rescue	Seniors for seniors – new love for older cats	\$3,000
Doveton Baptist Benevolent Society Inc.	Nourish Community Garden	\$3,000
Doveton Special Soccer School Inc.	Increase sport and social participation for people with special needs	\$2,000
ERMHA	Coffee and chat centre (Working Title)	\$10,000
Family Relationships Institute Inc.	Making respectful relationships a reality	\$7,100
Footprint Enterprises Inc.	Grounded Project – cultural excellence project featuring mentor program, camp, festival	\$10,000
Forum on Australia's Islamic Relations Inc.	Woggle Box	\$2,000
Friends of Refugees Inc.	Production of environmentally friendly products by FORs women's sewing group	\$7,440
Greek Community of Springvale and Districts Limited	Greek National Day, Mother's Day, Father's Day and Easter celebrations	\$2,000
Interfaith Network of the City of Greater Dandenong Inc.	The Annual Victorian Interfaith Networks' Conference 2019	\$5,000
Kerala Hindu Society	South Indian New Year Vishu	\$2,000
Kerala Hindu Society Melbourne Inc.	Onam Cultural Diversity Day 2019	\$3,500
Keysborough Bowls Club	Bowls and equipment	\$2,000
Keysborough Junior Football Club Inc.	Grow KJFC	\$2,800
Malayalee Association of Victoria Inc.	MAV Onam Festival 2020 celebrations at Springvale City Hall	\$2,000
Melbourne 7-Melody Notes Inc.	Beautiful Chinese Music Concert Show	\$1,000
Melbourne Malayalee Federation Inc.	MMF Melbourne Onam 2020	\$2,000
Montenegrin Society "Njegos" Melbourne Inc.	Celebrating local Aboriginal and Torres Strait Islander culture	\$4,500
Musicians Making a Difference	MMAD Moves Multicultural Dance and Mentoring Project	\$5,900
Nagwala Willumbong Limited	Ending homelessness	\$4,900
Napoli Family Dandenong Inc.	Keep the Napoli Family Club alive	\$2,000
Polish Community Council of Victoria Inc.	Conference for young leaders	\$1,000
Reading Out of Poverty Inc.	Lifelong learning and literacy project	\$7,500
River Jiang Arts Inc.	River Arts 15th years of Fabulous Chinese String Show	\$2,000
Rodriguan Social Club of Vic Inc.	RSCV multicultural lunch	\$1,000
Sewa International (Aust) Inc.	Indian Senior Citizens Forum – Dandenong Chapter	\$1,240

Applicant Name	Project Title	Amount Granted
Shamama Association of Australia Inc.	Being a good Dad	\$2,000
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	SEMVAC multicultural concert dinner dance	\$2,500
Springvale Italian Senior Citizens Club	Companionship program	\$1,000
Springvale Learning and Activities Centre Inc.	CoCo's creative community workshop	\$9,000
Springvale Mandarin Network	2019 Springvale Tai Chi Healthy Festival	\$2,000
Springvale Monash Legal Service Inc.	Know your rights at work	\$5,000
Sri Lankan Study Centre for Advancement of Technology and Social Welfare (SCATS)	SCATS Malini Jayasinghe Short Drama Festival 2020	\$5,000
St Kilda Gatehouse	Breaking the cycle of child sexual exploitation: Group work A	\$10,000
St. Martin's Youth Arts Centre	St Martins' outreach program	\$5,000
Swim and fitness program for people who are blind or have low vision	Swim and fitness program	\$680
The Association of Hazaras in Victoria Inc.	Driving education program for Afghan women	\$3,000
The Australian Indian Innovations Inc.	All Diwali – Festival of lights	\$5,000
The Australian Indian Innovations Inc.	All Holi Festival of Colours	\$2,500
The Chinese International Cheongsam Association of Australia Inc.	Promoting traditional Chinese culture in the context of multiculturalism	\$2,000
TRY Australia	AMPED-UP – Active Mindset & Physical Education Development – Unlocking Potential	\$9,670
United Filipino Elderly Group Inc.	Senior citizens fitness program	\$300
Victorian Afghan Associations Network	Online community hubs for Afghans	\$2,000
Victorian Afghan Associations Network	The Nawroz Festival 2020	\$9,500
Victorian Tamil Cultural Association	Tamil New Year 2020 (Thai Pongal Vila – Harvest Festival)	\$2,000
Victorian Tamil Cultural Association Inc.	Kalai Vila 2019	\$3,000
Vietnamese Australian Seniors Association of Victoria Inc.	Senior Festival for Vietnamese & Indochinese	\$1,525
VYSSA Inc.	Empower youth through education	\$2,870
Welcome Dinner Project	Let's eat together – bringing the Welcome Dinner Project to Dandenong	\$10,000
Wellsprings for Women	Safety and Equality Matter (SAEM)	\$7,500
Windana Drug & Alcohol Recovery Inc.	Art Therapy Open Studio	\$10,000
Xinjiang Chinese Association of Australia Inc	Alleviation of social isolation amongst CALD Seniors	\$2,000
Xinjiang Chinese Association of Australia Inc.	Regular weekly activities	\$3,675
	TOTAL	\$336,156

COMMUNITY FUNDING PROGRAM

Community Response Grants Program

Applicant Name	Project Title	Amount Granted
Afghan Youth Association of Australia Inc.	Community presidential election's BBQ program	\$1,000
All Mesopotamia Christian Association	Youth Group Activities and Aramaic Language Classes	\$1,000
Australia Ceylon Fellowship Inc.	Senior's annual pre-Christmas luncheon	\$1,000
Bangladesh Cultural Group Inc.	Hire of hall	\$1,000
Brighton Life Saving Club Inc.	CALD water safety day	\$1,000
Buddhist Sri Lanka Association of Victoria	End of year public concert	\$750
Burden Park Tennis Club	Rain Beater Roller	\$725
Burgher Association of Australia Inc.	Lunch for the elderly	\$1,000
Cambodian Australian Christian Church Inc.	Seniors and family group excursion	\$1,000
Cambodian Chinese Friendship Association of Victoria Inc.	Weekly Seniors activities	\$1,000
Casey Tamil Manram Inc.	Seniors social and social enhancement	\$1,000
Ceylonese Welfare Organisation Inc.	End of year lunch 2019 and mid-year lunch 2020	\$1,000
Circolo Pensionati Campani Italiano di Clayton	Socialising lunches playing cards and coffee	\$1,000
Circolo Pensionati Itaniani Di Oakleigh e Clayton	Regular social and recreational activities	\$1,000
City Kings Basketball Association Inc.	Basketball court hire	\$750
Cleeland United Soccer Club Inc.	Stage an event to celebrate the 15th anniversary of our club	\$1,000
Connection Arts Space Inc.	Connection arts space spring season of exhibitions	\$1,000
Corona Italian Seniors Club of Casey Inc.	Seniors gathering	\$1,000
Cross Purpose Church Inc.	Youth Camp 2020	\$750
Dandenong Alevi Cultural Centre Inc.	Community end of year picnic	\$1,000
Dandenong Chess Club Inc.	Grant for annual Chess Club activities	\$750
Dandenong Health and Recreation Model Association Inc.	Outdoor family sports day	\$1,000
Dandenong Springvale Athletics Inc.	Starting blocks and marquee	\$1,000
Dandenong Town Club Inc.	Help to pay for the rent of Hall	\$950
Dandenong-Mulgrave Toastmasters Club	Leadership and communication activities	\$750
Ekiti Kete Association of Victoria Australia Inc.	Inauguration of Ekiti Kete Association of Victoria in Australia	\$750
El Hokama	Seniors getting out and about	\$1,000
Ella Pollard	State Netball	\$350
Evergreen Seniors Group Inc.	Regular group meetings	\$1,500
Farda (Tomorrow) Association	Ghan International Film Festival of Australia	\$1,000
Folklorni Ansambl Moravac	Performing	\$1,000

Applicant Name	Project Title	Amount Granted
Goan Overseas Association of Victoria Inc.	Goan Carnival Festival	\$1,500
Greek Community of Springvale and Districts Ltd	Christmas celebration 2019 and regular meetings	\$1,000
Greek Senior Citizen Parish of St. Athanasios Springvale	Annual Seniors engagement activities	\$1,000
Heritage Tennis Club	Launching Tennis	\$1,000
Horn of Africa Welfare and Development	Setup	\$750
Instituto Nazionale Per La Guardia D'onore Alle Reali Tombe Del Pantheon	G of H 2020 members annual free BBQ	\$1,000
Italian Elderly Citizen Club Noble Park Inc.	Supporting Italian Senior citizens	\$1,000
Italo-Spanish Club Inc.	Father's Day celebration and final social meeting	\$1,000
Jesuran Welfare Services	Christmas for Refugees	\$1,000
Kek Duna & Delvideki Magyarok Szovesege (blue Danube & Association of Southern Hungarians Inc.)	Fortnightly seniors lunches and activities	\$1,000
Keysborough Park Cricket Club	Sporting team	\$750
Las Iluminadas	Regular excursions 2019-20	\$750
Lions Club of Dandenong Inc.	Seniors Christmas outing	\$1,000
Malayalee Association of Victoria Inc.	Onam celebration at Springvale Town Hall	\$1,000
Melbourne Chinese Soccer Association Inc.	Community winter sports around Greater Dandenong	\$1,000
Melbourne Community Support Organisation Inc.	Health Wise	\$1,000
Melbourne Waverley Netball Club Inc.	New team game uniform	\$1,000
Miss Anaisis Tupuailei	Indoor State Netball Nationals	\$350
Miss Ashlee Spencer	Worlds Dance Championship representing Australia	\$500
Miss Mela Basic	Australian Schools Volleyball Cup	\$350
Miss Naduwa Baika	Australian Schools Volleyball Cup	\$350
Miss Sara Jevtic	Australian Schools Volleyball Cup	\$350
Miss Sara Knezevic	Australian Schools Volleyball Cup	\$350
Miss Taj Rushby	Australian Schools Volleyball Cup	\$350
Moru Community of Victoria Inc.	Muro traditional and cultural day	\$1,000
Mr Alexandar Ivetic	Cadet, Junior and U21 Karate World Championship.	\$500
Mr Marama Kufi	2019 FECCA Conference – Hobart, Tasmania	\$350
Mr Ruwan Paul	Japan Powerlifting competition	\$500
Mr Titan Sega	Vic U18 Schoolboys Rugby	\$350
Multicultural Women's Group	Supporting isolated multicultural women	\$750
Napoli Family Club	Mother's Day luncheon	\$1,000
Noble Park North Multicultural Senior Club Inc.	Recreational annual group activities	\$1,000

COMMUNITY FUNDING PROGRAM

Community Response Grants Program (continued)

Applicant Name	Project Title	Amount Granted
Nuba Mountains International Association of Australia – VIC	Community gathering	\$500
Obbo Community Development Association	Celebrating Obbo Youth Festival	\$1,000
Oromo Relief Association Australia-South Pacific Region Inc.	Community activity support	\$1,000
Parkmore Pirates Cricket Club Inc.	Engaging the community in organised sporting activities	\$1,000
Program for Improving English	English classes	\$500
Ramblers Community Walking Group	Ramblers walking club	\$1,000
Rasul Akram Association of Victoria Inc.	Dari classes and Volleyball team	\$500
Relaxum Group Inc.	Maintain good health and wellbeing of the Senior Slavic people	\$750
Rotary Club of Springvale City Inc.	Support fundraiser for SCCFA charity in Springvale	\$1,000
Seychelles Social Club of Melbourne Inc.	Social activities/Venue hire	\$1,000
St Mary's Netball Club	Netball participation in City of Greater Dandenong	\$1,000
St Pauls Sth Eastern Suburbs Maltese Seniors Ass Inc.	Special outings for Seniors members	\$1,000
Stella Clavisque Club (Australia-Mauritius) Inc.	Christmas Senior members/Family Fun Day	\$1,000
Tamil Senior Citizens Fellowship (Vic) Inc.	Deepavali celebrations-Tamil Senior citizens	\$1,000
The Australian Indian Innovations Inc.	Purchase of equipment	\$1,000
The Chinese International Cheongsam Association of Australia Inc.	Hall rental (Noble Park Community Centre)	\$1,000
The Combined Probus Club of Noble Park Inc.	Excursions	\$1,000
The Dandenong and District Orchid Club Inc.	Annual Orchid Show and club hall hiring	\$1,000
The Fiji Islamic and Cultural Society of Victoria Inc.	Annual group activities	\$1,000
The Golden Years Senior Group Inc.	Public liability insurance	\$1,000
The Keysborough Freedom Club Co Operative Ltd	Outdoor play upgrade	\$1,000
The Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Celebrate Womens International Day	\$800
The United Vietnamese Buddhist Congregation of South Eastern Melbourne Inc.	Mid Autumn Festival 2018	\$1,000
The Victorian Rabbit Association Inc.	Rabbit shows	\$1,000
United Filipino Elderly Group	Social activities for united Filipino elderly group	\$1,000
Uttar Pradesh Association of Australia (UPAA) Inc.	Diwali celebration	\$1,000
Vasudeva Kriya Yoga	International Day of Yoga	\$1,000

Applicant Name	Project Title	Amount Granted
Victoria Australia Samoa Seniors Inc.	Supporting and socialising for Samoan Seniors	\$750
Vietnamese Australian Senior Association of Victoria Inc.	Mother's Day celebration for Seniors	\$2,000
Wooranna Park Primary School Council	Aboriginal T-shirt Art Unit-Form	\$650
Yemeni Australian Community – Victoria	Community development and running some group activities	\$1,000
	TOTAL	\$83,275

Sponsorships

Applicant Name	Project Title	Amount Granted
Chand Raat Eid Festival (CREF) Inc.	Chand Raat Eid Festival (CREF)	\$10,000
Dandenong Agricultural & Pastoral Society Inc.	148th Annual Dandenong Show	\$33,000
Dandenong Thunder	Dandenong Thunder Sponsorship	\$8,000
Lions Club of Noble Park Keysborough Inc.	Springvale Community Festiva	\$25,000
September Latin Festival Inc.	Sandown September Latin Festival 2019	\$31,000
Springvale Asian Business Association Inc.	2020 Springvale Annual Lunar New Year Festival	\$35,000
Victorian YMCA Youth & Community Services Inc.	Twilight Fun Run	\$5,000
Vietnamese Community in Australia – Victoria Chapter Inc.	TET Festival 2020 – 45 Years Settlement	\$25,000
	TOTAL	\$172,000

Community Partnerships Funding Program

Applicant Name	Project Title	Amount Granted
Cambodian Association of Victoria Inc.	Youth program	\$23,080
City of Greater Dandenong Band Inc.	Operational support	\$23,874
Concern Australia Welfare Inc.	Handbrake turn	\$22,018
Cornerstone Contact Centre Inc.	Operational support	\$20,258
Dandenong & District Historical Society Inc.	Operational support	\$8,403
Dandenong Cricket Club Inc.	Women's Cricket – community and premier levels	\$6,898
Dandenong Neighbourhood House Inc.	Operational support	\$74,316
Friends of Refugees	Operational support	\$61,200
Interfaith Network of the City of Greater Dandenong Inc.	Operational support	\$93,050
Keysborough Learning Centre	Operational support	\$78,495
Noble Park Community Centre Inc.	Operational support	\$42,504

COMMUNITY FUNDING PROGRAM

Community Partnerships Funding Program (continued)

Applicant Name	Project Title	Amount Granted
South East Community Links Inc.	Operational support	\$446,899
Springvale & District Historical Society	Operational support	\$7,282
Springvale Benevolent Society Inc.	Operational support	\$19,223
Springvale Learning and Activities Centre Inc.	Operational support	\$42,504
Springvale Neighbourhood House Inc.	Operational support	\$72,721
St Vincent De Paul Society	Operational support	\$19,223
St. Joseph's Catholic Church Springvale	Operational support	\$10,804
We Care Community Services Inc.	Operational support	\$20,258
Wellsprings for Women Inc.	Operational support	\$112,403
	TOTAL	\$1,205,413

Material Aid Response Collective Impact Grants

Applicant Name	Project Title	Amount Granted
Friends of Refugees	Food for good; City of Greater Dandenong addressing food insecurity	\$20,000
Springvale Learning and Activities Centre Inc. with South East Community Links	Collaboration Model Pilot	\$72,600
	TOTAL	\$92,600

Venue Hire Fund

Applicant Name	Project Title	Amount Granted
The Australian Indian Innovations Inc.	Alli Diwali Festival of Lights	\$1,000
Victorian Afghan Football Association (VAFA)	Christmas Cup (Soccer Tournament)	\$4,635
	TOTAL	\$5,635

Greater Dandenong Volunteer Resource Service

Applicant Name	Project Title	Amount Granted
South East Volunteers Inc.	Greater Dandenong Volunteer Resource Service	\$85,522
	TOTAL	\$85,522



SERVICE SUMMARIES – A YEAR IN REVIEW





SERVICE SUMMARIES – A YEAR IN REVIEW

Business, Engineering and Major Projects

City 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 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 including the Springvale Community Precinct and commencement of the Art Gallery at Mason Street Dandenong.
- ✓ The design for a major sports pavilion redevelopment at Ross Reserve was brought to tender stage ready for construction in 2020–21.
- ✓ The annual building renewal program was completed incorporating over 80 improvement projects across various Council buildings.
- ✓ A number of carpark, open space, playground, lighting and landscape projects were completed across Council's reserves including Dandenong Park, Coomoora Reserve, Alex Nelson Reserve, Greaves Reserve, Tatterson Park and Parkfield Reserve.

- ✓ 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 and renewal of the city's roads, drainage, footpath and shared pathway network, parks, vegetation (including trees) and recreational and sporting grounds. Key focus points are improving asset life, functionality, amenity and safety for the community and residents. Council's fleet services, waste collection services including waste education, and cleansing services including graffiti removal are also responsibilities of this department.

Achievements

- ✓ The Dumped Rubbish 'Hot Spots' program continued with over 6,387 collections to remove approximately 755,731 tonnes of dumped rubbish from streets throughout the municipality.
- ✓ A new 22-seater community bus (double the capacity of the existing 11-seater buses) to transport larger groups of elderly citizens to activities and events was introduced.
- ✓ The 100m long Tirhatuan Park boardwalk was reconstructed which provided economic benefit to Council whilst providing an opportunity for staff to learn new skills.
- ✓ A comprehensive Waste Education and Engagement Program was developed and delivered which included direct engagement with 1,669 Early Learning Primary and Secondary students across 66 sessions, 995 Culturally and Linguistically Diverse (CALD) students and 1,116 residents.
- ✓ One Re-Use and Recycle Drop Off Day was held attracting 865 vehicles delivering a range of household items that could be re-used and recycled.
- ✓ Council's household garbage and recycling service achieved a recycling rate and diversion from landfill of 48.51 per cent from all household garbage and recycling collected from the kerbside. This is Council's best result in nine years.

- ✓ Council worked with the State Government's Metropolitan Waste & Resource Recovery Group and 15 other councils in south-east metropolitan Melbourne to develop a business case for the procurement of Advanced Waste Processing as an alternative to landfill and has completed the first stage of the procurement process to confirm three shortlisted tenderers.
- ✓ Cricket Victoria's premier Cricket wicket and oval rankings resulted in Greater Dandenong scoring their highest ever rating at Greaves Reserve, oval and wicket combined were ranked one for the second year in a row.
- ✓ The new Alex Wilkie Nature Reserve Visitors Centre opened in November 2019, which houses a range of local natural history and interpretation elements to enable the community to engage in biodiversity. New interpretation signs were installed through the nature trail at the reserve, as well as at other reserves including Tattersson Park, Fotheringham Reserve and Tirhatuan Park. Aboriginal content was an important inclusion in the new signs.
- ✓ 'Greening Our City', Council's Urban Tree Strategy 2018–28 was implemented with 3,338 trees planted in year two of this strategy.
- ✓ The School Based Traineeship program in partnership with the National Horticulture Institute, Gr8 and Citywide is now in its second year, and assists a group of students with learning difficulties to obtain experience in parks maintenance at Keshava Reserve in Dandenong. The program has resulted in improvements to the amenity of the park, a reduction in anti-social behaviour and students being given the opportunity to gain qualifications in horticulture. Last year one of the students was selected by Citywide for an apprenticeship at the end of the program.
- ✓ Council successfully obtained a number of grants for environmental works across the municipality including revegetation, weed control and community engagement activities. This includes \$195,000 from the Federal Government Community Environment Program, \$28,000 from Melbourne Water's Corridors of Green program, and over \$100,000 from the Port Phillip and Westernport Catchment Management Authority for the Our Catchment Our Community grant program. This funding contributed to 64,545 indigenous seedlings being planted in parks and reserves across the municipality, Council's largest ever indigenous planting program.

- ✓ The Dial Before You Dig system was procured and implemented across the organisation to improve the information to the community and Council about works affecting Council assets.
- ✓ A new Asset Management System was procured which will enhance Council's ability to manage its assets and streamline its operations.
- ✓ A total of 4,040 assets were created that came from assets gifted to Council, purchased or created through capital projects.
- ✓ The replacement of 350 high energy consuming public lights with sustainable LED lights was completed.

Major Projects

This unit is responsible for the planning and delivery of major and special projects that increase community, social and economic benefit for Greater Dandenong in line with the strategic priorities of Council. Activities include the development of strategies, feasibility studies and plans along with managing community and social infrastructure projects to ensure effective utilisation and growth of community facilities.

Achievements

- ✓ The Aquatic Strategy was completed and adopted by Council in September 2019. Detailed planning was undertaken to progress the implementation of priority actions including NPAC Stage 1 Redevelopment Feasibility Analysis, Dandenong Aquatic and Wellbeing Centre Partnership Investigation and Dandenong Aquatic and Wellbeing Centre Business Case which is still underway. A stimulus funding application for the NPAC Stage 1 redevelopment was lodged with the State Government.
- ✓ Advocacy continued for the Dandenong Sports and Events Centre and for a professional football team in the south east region.
- ✓ A site was selected for the new Keysborough South Community Hub at the corner of Chapel and Villiers roads in Keysborough following a community consultation process. A detail design and documentation process for the Community Hub is currently underway and community consultation regarding the draft design is complete.

SERVICE SUMMARIES – A YEAR IN REVIEW

Transport and Civil Development

The Transport Unit incorporates Strategic Transport Planning (STP) and Transport System Management (TSM). STP delivers transport planning, leads regional transport coordination; undertakes liaison and advocacy; and delivers expert advice on long-term transport needs for the city. TSM develops and coordinates traffic safety, local area traffic management, parking infrastructure, 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 including stormwater management design assessments. It also encompasses administering civil works, vehicle crossing, and asset protection permits.

Achievements

- ✓ Council was successful in gaining almost \$2 million of Black Spot Program funding for road safety treatments in the upcoming financial year.
- ✓ Around \$1 million of road safety treatments were delivered across the municipality through a combination of Council, Victorian and Federal Government Funding.
- ✓ Policies were adopted by Council regarding public car share and electric vehicle charging. Public car share facilities have since launched in Dandenong.
- ✓ Parking precinct reports and action plans were developed for Dandenong, Springvale and Noble Park Activity Centres.
- ✓ A draft Greater Dandenong Public Transport Advocacy Statement was prepared and presented to Councillors.
- ✓ Advice was provided to the Statutory Planning Department relating to traffic and parking impacts associated with over 350 planning applications.
- ✓ A Djerring Trail extension and East Link Trail connection feasibility study was undertaken – funding for this included \$30,000 from the TAC Local Government Infrastructure program.
- ✓ Rapid responses continued to be provided to Heavy Vehicle Permit applications.
- ✓ 96 per cent of customer requests relating to transport issues (parking signage/road safety) were responded to within corporate response timeframes.
- ✓ Council's position and participation on the Executive Committee of RoadSafe South East was maintained.
- ✓ Council continued to participate in the South Eastern Metropolitan Integrated Transport Group and Eastern Transport Coalition.
- ✓ Three large active transport infrastructure projects were planned and delivered.
- ✓ Staff to implement the new Asset Protection Permit inspection process were recruited and 448 Asset Protection Permits were issued.
- ✓ 269 Vehicle Crossing and 321 Civil Works Permits were granted.
- ✓ 1,584 planning and stormwater referrals were assessed.

Activity Centre Revitalisation

The Activity Centre Revitalisation department leads and coordinates 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

- ✓ Council worked in partnership with Development Victoria and liaised with other key developers to progress investment on key development sites including the EOI for the Foster Street precinct, in central Dandenong.
- ✓ The Greater Dandenong Gallery of Art construction tender was awarded.
- ✓ The construction tender for the Springvale Boulevard project stages one and two was advertised.
- ✓ Phased works to implement actions from the Indian Cultural Precinct Framework were delivered through a \$500,000 grant and a precinct marketing plan developed.
- ✓ Place making projects were delivered in the activity centres including the transformed program, interpretive signage, and comfort improvements including tree planting to public spaces.
- ✓ Place making measures in the activity centres including, business audits, behaviour mapping and Place Scores were completed. A brief for an Activity Centres Tree Planting was awarded and commenced.

- ✓ The new multi-sport park facility was completed in central Dandenong.
- ✓ Strategic property acquisitions including 12–14 Stuart Street, 50 Halpin Way (former Precinct Energy Plant) and 235 Lonsdale Street (Harmony Square), Dandenong were confirmed.

Economic Development

The Economic Development Unit (EDU) 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

- ✓ “Great Bites Open for Business” went live. Over 35 businesses have registered and are listed on Council’s website. 20 posts were made on social media.
- ✓ There was a 50 per cent increase in the uptake of food and cultural tours prior to the COVID-19 pandemic.
- ✓ EDU’s Customer Relationship Management (CRM) database grew from 6,500 to over 10,000 business contacts. It enabled Council to easily engage with businesses and provide both immediate and long term recovery assistance once the COVID-19 pandemic hit. The dataset was also used to directly request assistance from those businesses that had products or expertise in key areas of recovery such as PPE items and emergency food and relief items for our community.
- ✓ The Real Estate Development Forum was held in September 2019 and was attended by over 70 people from across the building, industrial, commercial and residential real estate sectors.
- ✓ Four editions of Talking Business magazine were delivered. Current readership is approximately 11,000 (8,000 electronic subscribers and 3,000 print subscribers). As part of Council’s ongoing commitment to sustainability, the EDU continued to encourage readers to receive the magazine in electronic format. The transfer rate over the last 12 months has been slowly increasing.

- ✓ As a result of the pandemic, the monthly Talking Business newsletter quickly switched to weekly to provide the business community with the best level of communication. This was well received and the engagement continued to remain steady. In 2019–20, 30 newsletters were sent with a 95 per cent delivery rate (5 per cent being bounce-backs). The average open rate was 26.9 per cent and the average ‘clickthrough’ rate was 3.7 per cent. These figures are strong given the large database EDU distribute to.

- ✓ LinkedIn followers grew by 64 per cent. When compared against the Councils that make up South East Melbourne (SEM), the City of Greater Dandenong is ranked fourth highest.
- ✓ EDU arranged for CGD businesses to be involved in the South East Melbourne (SEM) Regional Business Survey (conducted in May 2020).
- ✓ New business and investment enquiries were facilitated through the permit and approval process, including starting the Better Approvals Project.
- ✓ A review of the Tourism Strategy and Action Plan 2014–18 and Regional Food Strategy 2015–18 were presented to a Councillor Briefing Session and implementation continued.

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:

- ✓ A strong participation base was maintained, with increasing numbers of new and younger business owners and managers across all levels of business from CEO to shop floor. The success has continued with the ‘Future of Manufacturing’ group demonstrating a strong corporate social responsibility ethos and is a ‘good practice’ exemplar. The ‘This is IT Schools’ laptop program is a great example of corporates ‘giving back’ to the local community.

SERVICE SUMMARIES – A YEAR IN REVIEW

- ✓ A diverse program of activities and site visits was delivered including local and international experts on topics as diverse as people, behaviours and skills to global issues and trends and emerging technologies. Smart manufacturing/Industry 4.0 and the annual Economic Update with the NAB continued to be key features, with issues around leadership and process improvements also a focus. SEBN's annual Christmas Industry Breakfast featuring Ben Darwin presenting on 'The Greatest Myth: Culture Eats Strategy for Breakfast' was a great success.
- ✓ The focus on business sustainability continued with the collaborative ASPIRE waste exchange platform moving to stage two of its development; together with internal and external work on waste and resource initiatives designed to encourage industry to transform its practices.
- ✓ The Women in Business (WIB) program explored a range of leadership and business development activities across all disciplines of business -with mental wellness featuring strongly. International Women's Day (IWD) was a key event, featuring Annabelle Chauncy, founder and CEO of the School for Life Foundation. Other event topics during the year included a number of COVID-19 themed sessions of support.
- ✓ COVID-19 required a quick and appropriate response and SEBN adapted to online delivery of education for local manufacturers within one week of the stage three COVID-19 measures being announced.

Community:

- ✓ As a result of the learnings from the initial Community Revitalisation (CR)/One Percent project, further projects were delivered under the guidance/oversight of the Greater Dandenong Regional Employment Taskforce. Local organisations have been supported in a capacity-building project designed to impact the job readiness of 150+ jobseekers, while an additional project is currently designing a tool to streamline access to employment support for the region's jobseekers. Success in these endeavours has led to a further extension to the CR project with additional project funding being provided by the state government.
- ✓ The 11th anniversary of the CGD Industry Take a Swing for Charity Golf Day held in February, again attracted significant support from businesses, raising \$50,000 for two local charities and the bushfire appeal. This brings the total funds raised to close to \$500,000 thanks to local business

and industry – distributed to a wide range of local charitable organisations delivering significant benefit to those most vulnerable in our community.

- ✓ The SEBN–SELLEN partnership delivered its annual 'Lunch with Winners' schools-industry event. Approximately 200 secondary school students, teachers and businesses were again inspired by the diversity of the career journeys of four young local 'winners'.

City Planning, Design and Amenity

Building and Compliance Services

Building and Compliance 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 public health services, building inspections, enforcement of safety standards, advice and consultation on building regulations issues and issuing of building permits. The Building Services team 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 18 prosecutions lodged and finalised (13 matters on hold due to COVID-19), the issuing of 100 building notices and 209 orders on non-compliant building work.
- ✓ 3,121 resident requests for information by solicitors and building surveyors were answered within the required timelines.
- ✓ 1,088 privately issued building permits were recorded on Council's systems.
- ✓ 773 report and consent applications were assessed, including 189 siting consents and 61 build over easement consents.
- ✓ 37 Essential Safety Measures inspections were carried out resulting in safer buildings.
- ✓ 1,436 annual food inspections were conducted.
- ✓ 100 per cent of critical and major non compliance notifications were followed up.
- ✓ responded to a Parliamentary Inquiry relating to a major food act prosecution.



Dandenong Civic Centre Customer Service

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, open space planning and all legislative matters relating to the Greater Dandenong Planning Scheme.

Achievements

- ✓ Over 900 planning applications were determined, and the percentage of applications determined within the statutory timeframe improved from 75 per cent in 2018–19 to 78 per cent.
- ✓ The e-planning online planning portal to provide online submission of planning applications and enquiries was developed.
- ✓ Planning Scheme Amendment C213 – Residential Zones Review Part 2 was gazetted into the Planning Scheme.
- ✓ Planning Scheme Amendment C205 – Vegetation Protection Overlay was gazetted into the Planning Scheme.
- ✓ The Planning Panel hearing was held for C203 – Springvale Activity Centre Structure Plan, and is now awaiting gazettal of the Planning Scheme Amendment into the Planning Scheme.

- ✓ The second round of community consultation was undertaken for the draft Climate Emergency Strategy, draft Open Space Strategy, and the draft Noble Park Activity Centre Structure Plan. All draft documents are now completed.
- ✓ The Solar Savers program was delivered.
- ✓ The Sustainability Awards were delivered, along with the annual report on the Sustainability Strategy.
- ✓ The revised Dog Off-Leash Strategy was adopted by Council.

Regulatory Services

Regulatory Services provides compliance, education and enforcement functions related to animal management, local laws, parking management, litter prevention, school crossing supervision, Council's prosecution services and all the administration functions associated with the department's customer service functions. The department's activities directly impact on Council's vision of creating and maintaining a city of high quality amenity for all residents and visitors to the city, and importantly plays a role in improving the safety of all its residents, workers and visitors.

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

SERVICE SUMMARIES – A YEAR IN REVIEW

Achievements

- ✓ Council's Safe City CCTV system has continued to grow with Council having cameras in Springvale, Noble Park and Dandenong central activity districts.
- ✓ The Parking Management team continue to deliver a much needed service to ensure parking turnover is encouraged in our activity centres, helping to improve customer access for our traders.
- ✓ The Animal Management team along with our Business Administration team have developed a technology based system for pet owners which provides a timely reminder for them that it's time to register their domestic pets.
- ✓ The Regulatory Services administration team along with our School Crossing Supervisors have continued to manage and deliver their important service during the pandemic.

Community Services

Community Arts, Culture and Libraries

The Community Arts, Culture and Libraries department seeks to ensure that meaningful opportunities are available for creative and cultural participation, learning, enjoyment and expression to improve the overall quality of life for local communities.

Library services are delivered in a variety of locations through various methods. This includes library branches at Dandenong and Springvale, library outreach programs and services, home delivery, bulk loans of materials to institutions and services delivered 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 delivers engaging creative public programs, artist development, artist residencies, community and artist exhibitions, public art, and operates cultural venues including Heritage Hill and Walker Street Gallery.

The Drum Theatre is a performing arts centre and cultural hub in Dandenong that provides diverse, engaging and accessible programs through the presentation and support of professional and community productions, workshops, functions and events.

Achievements

- ✓ Springvale Community Hub Stage Two was completed and is ready for public opening (subject to the COVID-19 pandemic) with the completion of the building and northern landscape. The name of the site has been determined, and the Strategic Plan has been completed for the hub.
- ✓ Over 600,711 people physically visited the Libraries during 2019–20 and 417,683 visits were made to the virtual library.
- ✓ Pre the COVID-19 pandemic 20,361 people attended library programs in person. During the pandemic there were 3,120 online programs and sessions delivered on various platforms with 24,298 participant views.
- ✓ A library patron satisfaction survey was conducted in October 2019. Of the responses received, 86 per cent said that they were satisfied or very satisfied with the overall library service offered.
- ✓ Nine cultural heritage events were held for the year, with two of these being held online. Two cultural heritage exhibitions were held, with the remainder suspended due to the COVID-19 pandemic.
- ✓ Visits to the online Cultural Heritage and Civic Collection on e-hive reached 21,541 this financial year compared to 12,657 the previous year.
- ✓ The Home exhibition showcased artists from refugee and asylum seeker backgrounds, attracting over 900 visitors, an increase on the engagement in 2018–19.
- ✓ 11 artists in residency outcomes were facilitated throughout the year. Furthermore, in response to the COVID-19 pandemic the program was developed to respond remotely with online deliverables, an activation which was the first of its kind amongst Victorian LGAs.
- ✓ Partnerships with the Emerging Writers' Festival and Melbourne Writers' Festival delivered successful events.
- ✓ 77 arts-based programs were delivered throughout the year, with nearly one third of these pivoting to an online model, continuing to service our community under distancing restrictions.
- ✓ A total of 23 exhibitions were presented across the Walker Street Gallery and Heritage Hill venues, more than half of which featured local artists.
- ✓ The Drum theatre season included LabKelpie's Spencer, The Trauma Cleaner in association with the Dandenong Library, and the Cultural Threads fashion show. 2020 began with the theatre program launch, and presented Ray Lawler's Summer of the

Seventeenth Doll and the acclaimed American Song by Red Stitch Actors' Theatre before the theatre had to close due to the COVID-19 pandemic.

- ✓ Dandenong Primary School and Keysborough College were among the schools to use the Drum theatre this year, in addition to the range of children's programming presented directly by The Drum during school holidays. Highlights included over 2,000 tickets sold to The Wiggles and over 1,400 tickets to the Cat In The Hat. Masquerade Youth Productions' presentation of 'Wicked', involving a large cast of young people, attracted an audience of over 1,200.
- ✓ Our Beat and Our Story projects took off, attracting new participation by culturally and linguistically diverse local artists and young people finding a home at The Drum to create and produce new work.

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. The department provides a range of in-home support services funded through the Commonwealth Home Support Program (CHSP) and the Victorian Government Home and Community Care Program for Younger People (HACC-PYP).

To encourage social connectedness community support services including community transport and centre based social support groups, and support and advice to seniors clubs and groups are also provided. The Community Access Unit includes the Regional Assessment Service (RAS) and disability inclusion and planning.

Achievements

- ✓ Consultations with seniors groups and Council's Positive Ageing Advisory Committee during 2019 identified that a lack of transport options is one of the major causes of social isolation. In response to this feedback additional shopping trips were introduced and a trial of day outings and luncheons commenced in January 2020. Over 120 older residents enjoyed these outings to places such as Rippon Lea and Blue Lotus Water Gardens before they had to be suspended due to COVID-19 restrictions. Council has also purchased a new 22 seater bus to increase the number of participants for the day trips and outings program that will be reinstated as soon as COVID-19 directions allow.
- ✓ The Seniors Festival held in October 2019 included many new events and activities including events at Heritage Hill, the Drum Theatre and Dandenong Library. As part of the Seniors Festival Council hosted the inaugural Multicultural Showcase at The Springvale Town Hall highlighting the many singing and dancing talents of seniors groups throughout the City of Greater Dandenong. Council also hosted the annual afternoon tea dance at the Jan Wilson Centre with approximately 180 people in attendance. Many seniors clubs held open days and many reported the number of "new faces" attending had increased from the previous year.
- ✓ The annual Multicultural Seniors Dance was held at the Springvale City Hall in September 2019. There were over 380 people in attendance with many local cultural groups providing entertainment on the night.
- ✓ The Positive Ageing Advisory Committee (PAAC) and the Disability Advisory Committee (DAC) continued to meet regularly during the year. Both committees have provided invaluable advice to Council on the development and ongoing monitoring of the Disability Action Plan 2017–23 and the Positive Ageing Strategy 2017–25. The Positive Ageing Advisory Committee also provided significant input into Council's submission to the Royal Commission into Aged Care Quality and Safety. The PAAC and the DAC have also provided feedback to Council on the impact of the COVID-19 pandemic on our older residents and residents with disabilities.
- ✓ The COVID-19 pandemic had a huge impact on the delivery of in-home support services to the frail and elderly in the second half of the financial year. These services are essential to maintaining the health and safety of our elderly and vulnerable residents who continue to live in their own homes in the community. Group social support programs had to be suspended and in its place staff undertook regular welfare checks/one on one chats with clients and delivered to clients homes library materials, games and craft materials to assist them to keep occupied whilst they had to self-isolate.
- ✓ Council developed the new "Tech Savvy Care Worker Project" which saw Community Care Workers trained by Council's library staff on how to support their clients to stay connected during the pandemic. It also has the long-term benefit of ensuring clients can successfully access technology and most importantly the skills to be able to use it.

SERVICE SUMMARIES – A YEAR IN REVIEW

- ✓ The pandemic restrictions have meant that the 100+ seniors clubs and groups have not been able to meet for many months which has impacted many older residents' mental health. Council's Positive Ageing Team have kept in regular contact with Club Presidents to provide any assistance and advice on new programs and assistance available for older residents experiencing loneliness and depression.
- ✓ To ensure both client and staff safety during the COVID-19 pandemic service procedures have been reviewed. Additional staff training in infection control, new procedures to minimise client/staff contact whenever possible plus the provision of additional Personal Protective Equipment (PPE) for staff in line with all Government requirements have been implemented.

Community Development, Sport and Recreation

The Community Development, Sport and Recreation 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 and Recreation; and Community Funding.

Achievements

Community Funding

- ✓ Creation and delivery of six new grant programs, as part of the Partnership and Sponsorship Grants Review process.
- ✓ Delivery of the Material Aid Collective Impact Program (pivotal to the COVID-19 response) and endorsement of a two year collective impact Anti Poverty Program – community and officer led initiative to create a long term Municipal Anti-Poverty Strategy.

Community Advocacy

- ✓ A COVID-19 emergency food and material aid program was delivered with 12 community agencies and the redeployment of over 40 staff from across Council. 65 tonnes of food distributed to over 2000 people per week from early April to end of June.
- ✓ Publication of Council's LGBTIQ statement.
- ✓ The Victorian Commission for Gaming and Liquor Regulation (VCGLR) refused a local venue's application to increase gaming machine numbers based on Council's formal objection and subsequent testimony.

Volunteering

- ✓ Endorsement of Council's first Volunteer Policy.

Sport and Recreation

- ✓ Development of the draft Make Your Move Greater Dandenong Physical Activity Strategy 2020–30.
- ✓ Construction of four new playing field floodlighting projects at Shepley Oval (Dandenong Park), Alex Nelson Reserve, Coomoorra Reserve and Booth Reserve.
- ✓ Grants were received for the construction of a grandstand at Police Paddocks soccer precinct, and Cricket nets at Springvale Reserve. A VicHealth This Girl Can Grant and DHHS Innovation Grant were received which aim to deliver a social change campaign and increase physical activity and social sport opportunities for migrant families in CGD. Lastly a VicSport Innovation Grant was received, that will aim to develop ideas to connect health practitioners to prescribe active recreation and physical activity mechanisms in CGD to improve health outcomes of residents.

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 Children's Services; Festivals and Events; Immunisation; Maternal and Child Health; and Youth and Family Services.

Achievements

- ✓ Design completed for the Keysborough South Community Hub.
- ✓ 80 Primary school children participated in the annual Children's Forum.
- ✓ 20 supported and 57 community playgroups were delivered.
- ✓ Finalist – LGPro Awards (New Directions Project) for supporting Aboriginal mothers and babies accessing primary health care and community connections.
- ✓ 747,907 hours of child care were provided in Family Day Care to 1,001 families and 1,344 children.
- ✓ The inaugural Dandy-Con event at Dandenong Library had 4,800 people attend the day's festivities.

- ✓ Six large scale Council led events and two festivals were successfully delivered with an estimated attendance of 85,000 people and an average satisfaction rate of 90 per cent.
- ✓ The Refugee Immunisation Project was expanded allowing adults of refugee background access to catch up vaccinations and providing tracking/ monitoring for the Department of Health and Human Services (DHHS) to inform future policy development.
- ✓ 28 New Parent Groups were provided to 327 new parents.
- ✓ Family Support Services engaged with 174 families and 417 children, providing 10,160 contact hours of support.
- ✓ Youth and Family Services delivered 10 events to positively activate public spaces including the Noble Park Skate Park, JC Mills Reserve and Dandenong Park, engaging a total of 14,568 contacts.
- ✓ Youth and Family Services facilitated the Youth United Against Family Violence project, supporting 10 young people to develop a series of three adverts that raise awareness of the impact of family violence on young people. The adverts were launched at Council's Walk Against Family Violence and later formed the basis of a social media campaign with a Facebook audience of 218,414.
- ✓ Youth and Family Services successfully piloted the Climate Changers program, with 10 young people who planned and delivered two community projects that promoted environmental sustainability to over 270 contacts.

Corporate Services

Customer Service and Civic and Community Facilities

The Customer Service unit is responsible for the corporate call centre, face to face customer service centres, online webchat 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 and multi-deck parking permits.

The Civic and Community Facilities unit provides a diverse range of venues 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 of a range of clientele.

Achievements

- ✓ Customer service staff responded to 129,237 calls to the call centre and answered 74 per cent of those within 20 seconds against the target Grade of Service of 80 per cent. This represents an increase of over 5,000 calls (4.4 per cent) on the previous financial year. COVID-19 concerns in the community were a key driver of this, with the months April to June experiencing an increase of over 4,000 calls compared to the previous year.
- ✓ The team processed 30,621 Merit requests for service of which approximately 24 per cent were received via the Snap Send Solve app; and 39,827 receipts to the value of \$37,323,691.
- ✓ In the 2020 Community Satisfaction Survey, Greater Dandenong Council scored 73 for customer service, three points higher than the statewide average for all councils.
- ✓ A number of processes were reviewed resulting in improved services, particularly in response to the COVID-19 pandemic. Customer Service also assumed responsibility for the administration of multi-deck parking permits towards the latter half of the year.
- ✓ Both Customer Service and the Facilities teams were heavily involved in the planning and establishment of the new Springvale Community Hub which incorporates a new customer service centre and a number of community meeting rooms.
- ✓ The venue booking system, Zipporah, was upgraded and remodelled to accommodate online bookings from external customers. Most facilities were made available prior to the pandemic lockdown.
- ✓ Staff continued to provide a professional support service to thousands of guests through their private events, civic receptions and community meetings. Venue usage was tracking well, then changed during the pandemic to become emergency centres and/or venue support for essential services.
- ✓ Substantial works and maintenance were undertaken across multiple venues, including refurbishment works at the Jan Wilson Centre and minor upgrades at Edinburgh Hall.

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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 includes the administration of annual property valuations which are undertaken by the Valuer General annually and supplementary valuations including administering of objections.

Achievements

- ✓ A mid-year review of the 2019–20 Budget was completed recognising changed circumstances underlying the adopted budget.
- ✓ Council's Long-Term Financial Strategy was updated for the period 2020–21 to 2024–25 to form the basis of the Budget for 2020–21. Council's Annual Budget for 2020–21 was adopted by Council on 22 June 2020.
- ✓ 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 Annual Financial Statements were produced including the receipt of an unqualified audit opinion from the Victorian Auditor-General in September 2019.
- ✓ Property valuations, which are now undertaken by the Valuer General annually, were certified and made effective as of 1 January – in accordance with the *Valuation of Land Act 1960* legislation and the Valuation Best Practice Specifications legislation. These valuations have been updated in Council's Property and Rating system for 2020–21.
- ✓ Annual compliance information is submitted annually to the Essential Services Commission who monitor and review Council's compliance with rate caps under the Fair Go Rates System. Council received notification of its compliance with the 2019–20 rate cap.
- ✓ In collaboration with Council's Information Technology department, online forms were created and launched for residents experiencing financial hardship with paying rates. This has allowed customers to complete and submit hardship applications 24/7 and provide a more efficient means of Council's Property Revenue department servicing those requests.
- ✓ A Fees and Charges cloud application was implemented creating a decentralised, accountable, efficient and systematic process in the development of Council wide fees and charges. This also included a Goods and Services Tax (GST) "add in" that provides Council's Finance department with GST certainty on its fees and charges.
- ✓ A cloud-based solution was implemented to centralise Council's leased assets to ensure compliance with a new Australian Accounting Standard relating to leased assets.
- ✓ Councils Fixed Asset Policy was annually reviewed and adopted by Council on 22 June 2020.

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 the processing of Freedom of Information and Information Privacy requests. It is also responsible for hosting citizenship ceremonies on behalf of the Department of Home Affairs, 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 Council's commercial properties 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 Councillor civic events were conducted for the Greater Dandenong community prior to the COVID-19 pandemic.
- ✓ There were no breaches of the *Local Government Act 1989* and implementation of the new *Local Government Act 2020* commenced across the organisation.
- ✓ Election negotiations commenced with the Victorian Electoral Commission and activities have commenced for the October Council Elections.
- ✓ A review of one Freedom of Information decision was requested of the Information Commissioner in 2019–20, however the request was later withdrawn (resulting in no reviews).
- ✓ The budgeted targets for expected rental revenue from Council's commercial properties across the municipality were not met due to the COVID-19 pandemic with rental relief subsequently provided to tenants in Council's commercial properties.
- ✓ The Records Management Unit was independently audited and continues with an ongoing program of improvement initiatives. This unit was able to support staff redeployed due to the COVID-19 pandemic.

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

- ✓ Transitioned and supported Council's workforce (approx. 700 staff) to a remote team working environment under the COVID-19 pandemic restrictions. This included implementing a Virtual Private Network (VPN) to allow staff who have a Council device to work from home seamlessly as well as rolling out Microsoft Teams to expand video conferencing options.
- ✓ Microsoft Office 365 roll out to staff and Councillors completed.

- ✓ Invested in Microsoft Surface Hubs to expand video conferencing options in selected meeting rooms including four mobile units.
- ✓ Developed and launched 12 online forms/processes and application interfaces utilising technology for integration with Council's corporate systems. The shift to this digital platform allows both external and internal customers to make requests 24/7 and for Council staff to provide a more efficient service.
- ✓ Strengthened Council's IT network security including:
 - The implementation of cybersecurity technology – Security Incident and Event Management (SIEM) and Endpoint Detection and Response (EDR) systems which continually monitor and centrally collect data from multiple devices on Council's network to proactively identify security events that may not otherwise be detected by other technology.
 - Conducted an annual penetration test which is a simulated cyber-attack against Council's IT network system to check for exploitable vulnerabilities.
 - Continued with regular Phishing campaigns and education programs to improve staff and Councillor's ability to identify malicious emails that could lead to data breaches.
 - Implementation of the Access Control Policy to reduce risks associated with unauthorised access to Council's network and information systems.
- ✓ The Information Security Policy and the IT and Digital Strategy 2020-25 were reviewed, updated and endorsed by the Executive Management Team.
- ✓ The Mobile Device Policy which provides a framework for the effective and efficient use of mobile devices was reviewed and updated.

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 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 'Greater Dandenong Council News' 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

- ✓ Online engagement improved through social media, with Greater Dandenong's official Facebook page now having 14,053 followers; Twitter over 4,541 followers; Instagram over 3,608 followers; YouTube has 756 subscribers; and our corporate LinkedIn account has 5,736 followers. Overall, the annual growth of our social media channels was 17.3 per cent, the most popular of these being Facebook.
- ✓ A significant redevelopment of Council's website and intranet progressed and is almost complete. This included a complete rebuild and integration with Council's document management system.
- ✓ The development and implementation of key branding and community information campaigns was coordinated, including a new 'Arts in Greater Dandenong' brand and the 'Make your Move' campaign brand, as well as the annual Australia Day Awards, Walk Against Family Violence, and extensive community information materials in response to the COVID-19 pandemic.

- ✓ A total of 283 content items were sourced and curated for the Urban Screen and digital screen network, including those in customer service centres, libraries, maternal and child health buildings and various community centres. 349 items were commissioned and/or produced in house and 51 events were held in Harmony Square utilising the Urban Screen.
- ✓ A new Community Engagement Framework was finalised, approved and placed on Council's website, along with a toolkit which was distributed to staff for guidance with all engagement activities. A number of community consultation campaigns were managed including parks master planning, uses for local pop-up parks; the Springvale Community Hub, local area traffic and parking, and the Keysborough South Community Hub.
- ✓ The Council Plan 2017–21 (Revised 2020) and Annual Plan 2020–21 were updated, prepared, placed on public exhibition and then adopted by Council.
- ✓ Held another successful Walk Against Family Violence event in November 2019 with over 700 attendees participating from across the local community.
- ✓ Implementation of a new online Staff Performance and Development Planning System to complement the Learning Management System implemented last year.
- ✓ Implementation of a new employee engagement survey across Council operations.
- ✓ Successfully transitioned office based Council employees to seamlessly work remotely due to the COVID-19 pandemic in March 2020 in accordance with state issued directions.

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 municipal emergency management.

Achievements

- ✓ Conducted the first Gender Equity Audit for Council during the year with results informing the Family Violence and Gender Equity action plan and strategy.
- ✓ Ongoing promotion of the reward and recognition program "SHINE" for employees.
- ✓ Target of 100 per cent compliance achieved towards the National Audit Tool standards as required to be part of the newly introduced MAV Self Insurance Scheme for Workcover.

PERFORMANCE



"A Colourful Past" by Heesco, Dandenong Market



FIRE
CONTROL
PANEL

SPRINKLER
CONTROL
VALVES

HEARCO

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?”	46% of respondents feel safe.
% of participation at Council events	Council had over 80,000 attendees across its six major events.
% of municipality who are active library members	8.35%
Number of visits to the Library	600,711
% of volunteers who are residents	78%
VIC Health General Wellbeing Indicator	74.9 – The last survey was conducted in 2015.
Number of hours of direct services delivered to residents aged over 65 years and residents with a disability under 65 years (as funded through relevant government programs)	Over 65 years: 88,461 hours of home care/ personal care/respice care under 65 years: 7,849 hours of home care/personal care/ respice care.
Stakeholder and Agency Partnership Satisfaction Survey	Council conducted a survey of stakeholders and current and potential agency partners in 2018–19 as part of the review of the Community Funding Program. The consultation had over 120 engagements with feedback resulting in three new community grant policies being endorsed in 2019. The new community grants programs have been successfully opened by Council with delays to the assessment of some grants due to COVID-19.

The following table reviews Council's performance against the indicators of the Annual Plan 2019–20

✓ Achieved ~ Not achieved © COVID-19 impacts

What we hope to achieve	Actions	2019–20
A safe community	Assist Victoria Police with targeted enforcement of speeding and hoon behavior, through ongoing liaison and data provision	✓
	Establish additional working groups to focus on the implementation of actions from the Community Safety Plan 2015–22	✓
	Implement the Domestic Animal Management Plan	✓
	Maintain the Safe City CCTV system in accordance with specified performance standards	✓
	Review the Municipal Emergency Management Plan as part of ongoing continuous improvement activities	✓
	Review the Youth Strategy 2016–19 and develop a new Youth and Family Plan	~
	Maintain eSmart Libraries accreditation to equip libraries and connect communities with the skills needed for smart, safe and responsive use of technology	✓
	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	✓
	Provide ongoing funds for local road safety treatments to address priority locations, where the greatest road safety risks are identified (via Council's Local Area Traffic Management prioritisation program)	✓
	Deliver support services for vulnerable families, including those experiencing or at risk of, family violence	✓
	Host the 2019 Walk Against Family Violence	✓
A city with high community participation	Deliver initiatives which enhance the employment capability of young people	✓
	Develop and deliver a program of festivals and events across the city that are accessible and inclusive, financially and environmentally sustainable, and contribute to the creativity and vibrancy of Greater Dandenong	✓
	Implement female physical activities and sporting opportunities as part of the 'Make Your Move' initiative	✓
	Investigate the gaps and demand for alternative sporting opportunities in the City of Greater Dandenong to inform the new Sports and Active Recreation Strategy	✓
	Manage the new permanent Pop Up Park (constructed by Development Victoria)	✓
	Implement the new Community Partnership and Sponsorship Funding Program and review the Community Support and Response Grants Policy	✓
	Support young people to participate in civic and community activities which enhance leadership and personal development	✓

PERFORMANCE

What we hope to achieve	Actions	2019–20
	Increase opportunities for volunteering across different programs of Council and through the Greater Dandenong Volunteer Resource Service	✓
A well informed and connected community with improved health and wellbeing	In conjunction with Monash Health work with clubs to ensure the provision of healthy club environments through the implementation of programs such as the responsible service of alcohol, healthy eating and the promotion of smoke free environments	✓
	Maintain food safety – inspect all registered food premises annually and report outcomes	✓
	Maintain food safety and public health standards – interact with other local authorities, Environmental Health Professionals Australia (EHPA), Municipal Association of Victoria (MAV) and State Government departments	✓
	Monitor adolescent immunisation rates and report on the number of adolescents immunised according to the National Immunisation Program (NIP) Secondary School Program	✓
	Monitor immunisation rates and report on the number of children and adolescents under 20 years of age immunised according to the National Immunisation Program (NIP)	✓
	Report on services and initiatives targeting vulnerable people in the community who may be at risk of being unimmunised or under immunised	~
	Review the Reconciliation Action Plan 2017–19 and develop a new four year Action Plan	~
	Support vulnerable families and children through the delivery of the expanded Enhanced Maternal and Child Health Program	~ ©
Enhanced partnerships with agencies and stakeholder groups to deliver quality services	Assist organisations, funded through the existing Partnership Funding Program, transition to the new grant programs	✓
	Work with key stakeholders to develop and improved Community Transport Program for older frail residents and residents with a disability to foster greater social connectedness and health and wellbeing	~ ©

Major initiatives as funded in the 2019–20 Budget

Initiatives	Progress
Implement the Domestic Animal Management Plan 2017–20	The majority of actions for the Domestic Animal Management Plan have been delivered however a small number involving public events and consultations have been affected by the COVID-19 pandemic.
Development of a new Reconciliation Plan	The Reconciliation Action Plan 2017–19 was extended with Reconciliation Australia approval until 30 June 2020. Consultation and drafting of the next Innovate two year RAP has begun with a report scheduled for Council endorsement on 14 September 2020.
Provide ongoing funds for road treatments via the Local Area Traffic Management prioritisation program for road safety	This was a very successful year for the implementation of traffic calming treatments with a solid consultation process and implementation program within Keysborough South.
Maintain the Safe City CCTV system	The Safe City CCTV system has been maintained in accordance with specified performance standards with no major interruptions or downtime.
Manage the new permanent Pop-Up Park	The Multi Sport Park is complete and was handed over to Council in April.

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	2017	2018	2019	2020	Comments
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]	1.00	1.50	3.00	0.00	Council's health inspections for the 2019–20 financial year were scheduled for the latter part of the year. Due to the COVID-19 pandemic and the subsequent closure of the facilities no inspections were able to be conducted.
Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	New in 2020	\$5.19	<i>Note: From 2020 this measure replaced two previous measures: 'Cost of indoor aquatic facilities and Cost of outdoor aquatic facilities'</i>

PERFORMANCE

Local Government Performance Reporting Framework (LGPRF) (continued)

Service / Indicator / Measure	2017	2018	2019	2020	Comments
Animal Management					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.11	1.13	1.14	1.13	
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	37.09%	27.82%	37.07%	36.32%	
<i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	New in 2020	10.05%	
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Population]	New in 2020	New in 2020	New in 2020	\$4.89	<i>Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals</i>
Food Safety					
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.96	1.66	1.68	1.97	
Service standard <i>Food safety assessments</i> Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	144.28%	144.15%	124.01%	100.00%	

Service / Indicator / Measure	2017	2018	2019	2020	Comments
Service Cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$573.93	\$509.86	\$538.81	\$674.87	Council had an increase in legal, consultancy and professional costs in 2019–20
Libraries					
Utilisation <i>Physical Library collection usage</i> [Number of physical library collection item loans / Number of physical library collection items]	5.78	6.47	5.64	4.09	The COVID-19 pandemic led to the closure of the library service on 18 March which impacted our ability to receive new items and community access to our collection reducing the number of item loans for the year. <i>Note: From 2019–20 this indicator measures the performance of physical library items as a subset of the wider library collection.</i>
Resource standard <i>Recently purchased library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	87.25%	86.90%	86.53%	86.38%	
Service cost <i>Cost of library service</i> [Direct cost of the library service / Population] <i>Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits</i>	New in 2020	New in 2020	New in 2020	\$40.00	<i>Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits</i>

PERFORMANCE

Local Government Performance Reporting Framework (LGPRF) (continued)

Service / Indicator / Measure	2017	2018	2019	2020	Comments
Maternal and Child Health (MCH)					
Satisfaction <i>Participation in 4 week Key Age and Stage Visit</i> [Number of 4 week key and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	New in 2020	99.17%	
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	102.20%	101.99%	101.80%	101.39%	
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$71.52	\$72.48	\$73.06	\$75.20	

Retired measures

Service / Indicator / Measure	2017	2018	2019	2020	Comments
Aquatic Facilities					
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]	\$1.41	\$2.14	\$2.52	Retired in 2020	This measure was replaced by AF7 from 1 July 2019
<i>Cost of outdoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.00	\$0.00	\$0.00	Retired in 2020	This measure was replaced by AF7 from 1 July 2019
Animal Management					
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$59.65	\$69.53	\$71.59	Retired in 2020	This measure was replaced by AM6 from 1 July 2019

Service / Indicator / Measure	2017	2018	2019	2020	Comments
Libraries					
Service cost					
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$4.72	\$5.46	\$4.88	Retired in 2020	This measure was replaced by LB5 from 1 July 2019
Maternal and Child Health (MCH)					
Satisfaction					
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	101.2%	101.0%	98.1%	Retired in 2020	This measure was replaced by MC6 from 1 July 2019

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

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

Measure	Progress
Number of annual artist opportunities that celebrate diversity and build community cohesion	14 artists in residency have been supported. In addition further professional development opportunities have been provided and a further five artwork commissions secured via EOI.
Number of cultural celebrations facilitated by Council	Cultural celebrations have been affected by the COVID-19 lockdown which has restricted venue opening.
Increase in participation for creative and cultural programs and initiatives	99 workshops and programs have been delivered.
Number of arts and heritage exhibitions delivered through cultural facilities	23 exhibitions have been delivered.
Number of community advisory groups	15

PERFORMANCE

The following table reviews Council's performance against the indicators of the Annual Plan 2019–20.

✓ Achieved ~ Not achieved © COVID-19 impacts

What we hope to achieve	Actions	2019–20
A harmonious community that celebrates diversity	Continue to review and implement approaches for LGBTIQ inclusion in Council programs and services	✓
	Deliver the Home exhibition and program that features artists from refugee backgrounds including people seeking asylum	✓
	Implement Year Two of the Greater Dandenong People Seeking Asylum and Refugee Action Plan 2018–21	~
	Provide support and guidance to community organised festivals, events and cultural celebrations	✓
Increased participation in creative and cultural activities	Provide at least 12 arts and cultural heritage exhibitions and supporting programs annually through cultural facilities	✓
	Deliver the 2019 Short Cuts Film Festival	✓
	Implement Year Four actions of the Greater Dandenong Arts and Cultural Heritage Strategy 2016–26	✓
	Present a season of professional performances consisting of varied genres for the Encore seniors program, family and children's program as well as general programming with broad appeal	✓
	Promote and support artists locally through engagement, networking, residency and development activities	✓
	Promote greater artist engagement through The Drum's programs, performances and workshops	✓
	Provide 20 community arts participation opportunities for artists, residences and businesses through performance and exhibition programs and other projects	✓
	Host the 2019 Children's Forum	✓
	Enhance Council's ability to store and protect its heritage collection	✓
	Publish and launch the History of the City of Greater Dandenong (1994–2019)	~
A city well known for working together with its community	Host a Disability Expo to promote opportunities for engagement in sport and physical activity	✓
	Implement Year Three actions of the Disability Action Plan 2017–23	~
	Implement Year Three actions of the Positive Ageing Strategy 2017–25	~ ©
	Monitor and analyse the recommendations of the Aged Care Quality and Safety Royal Commission to advise Council of the possible impacts for older residents of Greater Dandenong into the future	✓
	Continue to prototype collective impact grant program	✓

Major initiatives as funded in the 2019–20 Budget

Initiatives	Progress
Host the 2019 Children's Forum	The first year action plan was approved by the Working Group and Reconciliation Australia to be extended by six months to align with the end of the financial year. Actions within the RAP have progressed well with the majority being completed or commenced.
Deliver the Home exhibition featuring artists of Refugee and Asylum Seeker backgrounds	The HOME exhibition was launched on 5 October with over 100 people attending throughout the day. In total the exhibition attracted over 900 visitors, an increase on the 2018 attendance. Almost 200 people participated in the community activity run by HOME artists and delivered at IKEA Springvale. The exhibition attracted broad media attention with six print/online articles, six radio appearances and a number of print and online event listings.
Host a Disability Expo to promote opportunities for engagement in sport and recreation	Council hosted an all abilities sporting event in line with International Day of Persons with Disabilities at Noble Park Aquatic and Leisure Centre on 18 November. 60 people with disabilities were in attendance, participating in swimming and leisure activities. A BBQ was also provided on the day.

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	48.51%
Number of indigenous seedlings planted	64,545
Number of street trees planted	3,338
Completion of Climate Change Strategy	The Climate Change Strategy and Action Plan have been developed in response to the community consultation responses that were received in Q3 and will be presented to Council in Q1 2020–21 for adoption.
Delivery of annual report on the Sustainability Strategy	The Annual Sustainability Highlight Report has been completed in its new shorter format to maximise readability and to engage more easily with the broader community on Council's achievements related to objectives and commitments included in the Sustainability Strategy.
Number of upgrades completed	2
Completion of Capital Works Program	80%
Increase in shared path network	450m
Kilometres of streetscapes renewed to a high urban design standard	None. The Douglas Street project has been delayed pending completion of the Heatherton Road Level Crossing Removal Project and new Noble Park station.
Increase of canopy cover within areas of low coverage	Canopy cover will be assessed at the conclusion of the current Urban Tree Strategy. Trees are regularly planted in areas of low canopy coverage.

PERFORMANCE

The following table reviews Council's performance against the indicators of the Annual Plan 2019–20.

✓ Achieved ~ Not achieved © COVID-19 impacts

What we hope to achieve	Actions	2019–20
A city that delivers a clean and healthy environment for people to enjoy	Develop and deliver a 2019–20 Waste Education Program	✓
	Undertake the annual Sustainability Festival and Awards	~ ©
	Finalise and implement the Greater Dandenong Plastics Policy	✓
	Finalise the approach for a Community Environment/Sustainability Centre	✓
	Implement Year Four of the Greater Dandenong Sustainability Strategy 2016–30	✓
	Implement Year Two of the Urban Tree Strategy 2018–23	✓
	Investigate, in conjunction with the Metropolitan Waste and Resource Recovery Group, and report on alternate waste treatments to increase resource recovery and remove the reliance on landfill	✓
	Commence the development of the Urban Forest Strategy	✓
	Implement Year Five actions of the Greater Dandenong Green Wedge Management Plan 2015–35	✓
	Implement Year Five of the Urban Waste and Litter Strategy 2015–20	~ ©
	Monitor materials recycling and green waste processing sites across the municipality	✓
A city that prepares for climate change	Develop the draft Climate Change Strategy	✓
	Publish the annual report on the Sustainability Strategy	✓
A network of quality parks, reserves and sportsgrounds	Undertake Dandenong Park improvements as per the Dandenong Park Masterplan 2017	~
Infrastructure that supports people and business	Develop a policy framework for increased social activity on local streets, for example street parties and temporary playgrounds	✓
	Deliver Council's Capital Works Program	✓
	Implement the Active Transport Infrastructure improving pedestrian and cycling infrastructure	✓
	Undertake the stormwater renewal projects program	✓
	Undertake the road resurfacing program	✓
A range of quality streetscapes and public places that build pride	Deliver Graffiti Clean Up Day	~ ©

Major initiatives as funded in the 2019–20 Budget

Initiatives	Progress
Develop the draft Climate Change Strategy	<p>The Climate Change Strategy and Action Plan have been developed in response to community consultation responses.</p> <p>The Climate Change Strategy and Action Plan will be presented to Council in Q1 2020–21 for adoption. Council has also committed to taking action on climate change and has followed other local government bodies in declaring a climate change and ecological emergency at the 28 January Council meeting.</p>
Undertake the major stormwater renewal projects program	<p>The program has been completed and planning for the next stages in the following financial year is underway.</p>
Develop and deliver a 2019–20 Waste Education Program	<p>A successful annual Waste Education Plan was delivered, aside from a few activities that were postponed or cancelled due to the COVID-19 pandemic.</p> <p>Key highlights to date include:</p> <ul style="list-style-type: none"> • Primary and Secondary School delivery – 31 sessions to 960 students • Early Learning Centre Engagement – 35 sessions to 709 students • Community Engagement activities delivered to 1,116 residents • CALD Engagement to 345 residents • The Waste Minimisation School Education program strengthened relationships with primary schools. <p>The Waste Education Plan is currently being reviewed and the current COVID-19 pandemic has required education and engagement activities to be delivered through interactive webinars and the development of new video material.</p>
Undertake Dandenong Park improvements	<p>The planned works for this financial year consisted of the following elements in the Northern Precinct of the park: Construction of a new “tan” style running track, upgrade and renewal of the Foster Street interface including the “Rotary Wheel” and other general park and landscape improvements.</p> <p>Construction and on ground work are well advanced with approximately 85 per cent of the planned works completed to date with the remaining 15 per cent of the project expected to be completed in the first quarter of the 2020–21 financial year. The recent high rainfall has caused a minor delay in completing the remaining 15 per cent of the planned program.</p>

PERFORMANCE

Initiatives	Progress
Commence the development of the Urban Forest Strategy	The development of the Urban Forest Strategy has commenced and progress was reported to Council in December. A further discussion with Councillors on this strategy occurred in January 2020. Further development of the strategy is being undertaken which was presented to Councillors in the fourth quarter of 2019–20.

Local Government Performance Reporting Framework (LGPRF)

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

Waste Collection	2017	2018	2019	2020	Comments
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	55.02	41.07	37.95	48.19	Bin collection requests increased due to more people being home in Q3 and Q4 as per the restrictions associated with COVID-19
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	2.44	3.95	5.06	4.72	
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]	\$114.91	\$124.79	\$107.77	\$118.66	An increase of household tonnages collected increased 10.7% in the COVID-19 period 1 March to 30 June resulting in higher landfill costs
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]	\$15.47	\$42.62	\$59.33	\$68.52	A significant increase to the gate fee occurred due to the recycling crisis, combined with an increase in tonnes collected for the period 1 March to 30 June which increased the overall cost of the service

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	While there has been a slight slow down in application numbers, primarily due to the COVID-19 pandemic, there remains a good level of growth in both the residential and commercial/industrial areas of the municipality, with many infill residential developments occurring, and a large number of businesses coming to the Dandenong South industrial area.
Completion of reviews of Activity Centre Structure Plans for Springvale and Noble Park	Council will be considering Planning Panel Victoria's recommendation and the adoption of amendment C203 for the Springvale Activity Centre Structure Plan at its meeting on 27 July 2020. The draft Noble Park Structure Plan consultation closed 19 June 2020.
Number of 10 year capital and renewal plans for major asset classes implemented	9
4.5ha of open space per 1,000 head of population	3.94ha of open space per 1,000 head of population.
Hectares of public open space acquired, renewed or developed	1,450sqm of additional land has been acquired by Council for open space during 2019–20.
Sustainable Buildings Policy completed and implemented	The policy has been completed and is now being implemented.
Greater Dandenong Planning Scheme amended to include sustainability performance requirements for new developments	Planning Scheme Amendment C201 (Environmentally Sustainable Design) has been gazetted into the Planning Scheme, and all relevant planning applications are being assessed under this provision.
Number of environmentally sustainable design planning policy actions completed	2
Completion of the Springvale Community Precinct Project	The new Springvale Community Hub was completed in June.

PERFORMANCE

The following table reviews Council's performance against the indicators of the Annual Plan 2019–20.

✓ Achieved ~ Not achieved © COVID-19 impacts

What we hope to achieve	Actions	2019–20
An adequate supply of residential, commercial and industrial development	Develop the Sandown Master Plan in conjunction with the Victorian Planning Authority and Melbourne Racing Club	✓
	Support the organisation's town planning activities by dealing with department referrals in a timely manner, in conjunction with the Subdivision Act	✓
	Translate the existing Local Planning Policy Framework and Municipal Strategic Statement to the Planning Policy Framework in conjunction with DEWLP	~
Revitalised activity centres	Complete the Planning Scheme Amendments for Springvale and Noble Park Activity Centre Structure Plans in preparation for public exhibition	~
	Finalise the C182 (Residential Zones Review) Part 2	✓
	Advocate for phase two of the Revitalising Central Dandenong project	~ ©
	Implement staged delivery of the Afghan Bazaar Cultural Precinct streetscape	~ ©
	Implement staged delivery of the Springvale Boulevard Project	~ ©
	Implement the Indian Cultural Precinct Framework	✓
	Monitor the 10 year Infrastructure Plan for the Activity Centres	✓
	Monitor, implement and promote Activity Centre parking changes	✓
	Redevelop the Masonic Hall Art Gallery	✓
Assets planned to meet future community needs	Develop a Multi Modal Transport Infrastructure Plan for Noble Park Activity Centre	~
	Launch the Public Transport Advocacy Statement and advocate in accordance with the statement	~
	Finalise a Multi Modal Transport Infrastructure Plan for Dandenong Activity Centre	~
	Deliver the second part of stage two of the Springvale Community Precinct project including the construction of the Springvale Community Hub and Library	✓
	Finalise the acquisition of land for the Keysborough South Community Hub and undertake detailed design works for the facility	✓
	Continue advocacy for the proposed 'Team 11' stadium in central Dandenong and an A League team for Dandenong and the south east	✓
	Finalise the Aquatic Strategy and commence implementation of priority actions, including detailed planning for the replacement of Dandenong Oasis and expansion of NPAC	✓
	Review and implement the Municipal Early Years Infrastructure Plan	✓
Quality public open space provided across the city	Complete the revised Open Space Strategy	✓
	Implement Open Space Acquisition Targets	✓
Increased sustainability of residential, commercial and Council developments	Meet with social housing providers to investigate and facilitate local opportunities	✓

Major initiatives as funded in the 2019–20 Budget

Initiatives	Progress
Implement staged delivery of the Afghan Bazaar Cultural Precinct streetscape	This contract covers the undergrounding of overhead power lines, installation of new street lights, relocation of a Telstra phone booth and the relocation of a NBN asset attached to the overhead power poles for the last section of the Afghan Bazaar streetscape in Thomas Street. The project was delayed in the procurement phase due to the preferred contractor not accepting Council's contract special conditions, therefore the project will not be delivered on time. A carry forward into the 2020–21 financial year has been prepared.
Undertake phase two of the Revitalising Central Dandenong project	RCD Phase 2 is on hold pending work which is underway aligned with the proposed Dandenong Sports and Events Centre and Webster Street level crossing removal projects. These projects have been impacted by the COVID-19 pandemic and City Deal discussions.
Redevelop the Masonic Hall Art Gallery	A tender report was considered by Council and a builder has been appointed. Construction is expected to be completed in 2020–21.
Develop the Sandown Master Plan in conjunction with the Victorian Planning Authority (VPA) and Melbourne Racing Club (MRC)	Council is currently liaising with the Victorian Planning Authority and Melbourne Racing Club (MRC) on the development of a Sandown Master Plan. The MRC planning scheme amendment submitted to Council has been reviewed by DELWP and referred back to proponent for provision of further detail. MRC continue to refine the planning scheme amendment to meet the requirements of DELWP, this work is likely to continue into the 2020–21 reporting year.
Deliver the second part of stage two of the Springvale Community Precinct project	The new building for the Springvale Community Hub was completed in June and handed over to Council while the contractor finalises the outside landscaping.

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.

	2017	2018	2019	2020	Comments
Roads					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	61.49	52.14	76.80	81.23	The promotion of the Snap Send Solve app continued this year which aims to facilitate an easier alternative for the community to report issues to Council
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	82.72%	79.38%	83.55%	78.59%	
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	\$236.81	\$69.03	The variation in cost is due to the uniqueness and complexity of projects in regards to traffic management and restrictions on working hours both of which impact productivity outputs; economies of scale achieved through the use of particular contractors/materials; and different treatments applied and product types used on a project by project basis
Service Cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$21.38	\$24.55	\$19.98	\$29.00	Four road segments had significant patching, a treatment applied and were completed at night as was necessary. Another four segments had treatments which added approximately \$10-\$15/m ² to the cost.

	2017	2018	2019	2020	Comments
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]	120.00	92.00	98.00	87.00	
Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	68.89%	70.40%	76.70%	82.64%	
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,501.64	\$3,352.97	\$3,785.03	\$3,663.49	

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	91
Number of food and cultural tours conducted	8
Number of advertising opportunities to promote the city to visitors	8
Number of business support services and investment attraction activities that facilitate job sustainability and job growth	18
4–10 year city improvement program developed to implement sustainable improvements in each activity centre	Activity Centre projects have been implemented for 2019–20, and bids lodged for new projects in 2020–21. The 4–10 year plan is to be reviewed pending the COVID-19 pandemic.
Kilometres of commercial centre streetscape refurbished	None. The Douglas Street project has been delayed pending completion of the Heatherton Road Level Crossing Removal Project and new Noble Park station.
Number of activities supporting social enterprises	A Social Enterprise (SE) Development Program has been drafted and is in the process of being implemented. The EDU is currently focused on the research/investigation phase of the program, which seeks to understand the current landscape of the SE sector and to identify best practice from a Council perspective. All of this research will inform the supports Council chooses to offer and communicate to SEs moving forward, which will be tailored according to industry trends, best practice and local needs.
Progress on the Community Revitalisation and One Per Cent projects	This project has continued to build the capacity of priority jobseekers and advocate to employers to balance the regional supply/demand equation. 'Making: Our Future' plays a significant part by attracting young people into manufacturing. CR also builds the capacity of local organisations empowering them to provide more targeted assistance to jobseekers through the ERS program. Jobs Campaigns have also provided exposure to employment and priority jobseekers are a focus.
Number of businesses participating in export industry workshops and overseas delegations	52 participants over 6 sessions.

The following table reviews Council's performance against the indicators of the Annual Plan 2019–20.

✓ Achieved ~ Not achieved © COVID-19 impacts

What we hope to achieve	Actions	2019–20
A city that supports the economic contribution, strength and diversity of its industries	Develop an Activity Centre's Investment prospectus	~ ©
	Deliver a minimum of eight events as part of a small business workshop series	✓
	Deliver a minimum of five food manufacturers collaborative network events	~ ©
	Host the annual Real Estate and Developer Forum	✓
A tourist destination attracting new visitors	Host 15 cultural and food tours across Dandenong and Springvale	~ ©
	Implement a visitor attraction marketing program to attract visitors and keep local residents aware of activities and events	✓
A resilient employment hub	Deliver a key event for secondary school students that promotes a diversity of career opportunities	✓
	Oversee and implement the One Per Cent project and focus on continuing to develop the capacity of the disadvantaged/disengaged jobseekers in our community	✓
	Publish four editions of 'Talking Business' magazine and relevant newsletters	✓
A great place for business	Host the CGD-industry 'Take a Swing' golf day event to raise funds in support of local charities	✓
	Monitor and report the number of network activities conducted with a target of 50	✓
	Provide activities that encourage opportunities for women and promote women in business	✓
A city where business and community work together	Deliver a development program for social enterprises	✓
A city that is connected to the global economy	Deliver activities to business and industry that provide awareness and exposure to global trends and markets	✓
	Promote grant, trade mission, and business development programs and facilitate local business participation	✓
	Support the Future of Manufacturing program and the development of the Manufacturing Connectivity Centre	✓

PERFORMANCE

Major initiatives as funded in the 2019–20 Budget

Initiatives	Progress
Implement the One Percent project and focus on continuing to develop the capacity of the disadvantaged/disengaged jobseekers in our community	'Making: Our Future' plays a significant part by attracting young people into manufacturing. CR also builds the capacity of local organisations empowering them to provide more targeted assistance to jobseekers through the ERS program. This and more intense support through providing qualified careers counsellors will continue. Jobs Campaigns have also provided exposure to employment and priority jobseekers are a focus as the withdrawal of JobKeeper and the highly competitive job market that will emerge once lockdown restrictions ease will push those most vulnerable further down the unemployment queue requiring higher levels of support and assistance than previously required to compete for available roles. Streamlining access to employment support services will be a key focus next year.
Host the Real Estate and Developer annual forum	This event was held in September 2019 with 70 people in attendance.

Strategic Objective 6: An open and effective Council

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

Measure	Progress
Community Satisfaction Survey – satisfaction with lobbying on behalf of the community (advocacy)	62
Community Satisfaction Survey – satisfaction with community consultation and engagement	62
% of decisions made in Council meetings closed to the public	0
Increase in the amount of residents either attending Council meetings or viewing the meetings online	19%
Increase in the number of opportunities for residents to participate in community engagement activities	45
Increase in the number of registered users accessing the Council digital portal	723 new users registered in 2019–20 bringing the total to 2,873, an increase on 2018–19 of 1,291
Increase in the number of residents engaging with Council on social media	Annual growth = 17.3 per cent
\$ amount of Council transactions completed online	34,241 transactions were made online totalling \$17,912,197. The total value is an increase of 39% compared to the 2019–20 financial year.

Measure	Progress
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 2020–21 to 2024–25 was adopted by Council on 22 June 2020. The rolling ten year plan will be introduced under the transitional provisions of the revised <i>Local Government Act</i> which received royal assent in May 2020.
Capital works funded from operational surpluses in annual budgets meet or exceed targets established in the LTFS	The Long Term Financial Strategy (LTFS) 2019–20 to 2023–24 projected \$40.7 million of capital works to be funded from the operational surplus in the forecast year 2019–20. The 2019–20 annual budget achieved \$40.7 million.
Underlying financial result remains in surplus (as per the Local Government Performance Reporting Framework measurement)	Council achieved an underlying surplus result of \$16.48 million at 30 June 2020.

The following table reviews Council's performance against the indicators of the Annual Plan 2019–20.

✓ Achieved ~ Not achieved © COVID-19 impacts

What we hope to achieve	Actions	2019–20
A Council connected with the community, providing an effective voice on their behalf	Achieve an index score of 62 or higher for community consultation and advocacy (Community Satisfaction Survey)	✓
	Maintain a detailed advocacy register on Council's website and prepare an updated advocacy document for distribution to local Members of Parliament	✓
	Facilitate Community Forums as requested by Councillors	✓
	Grow Council's social media following by ten per cent from a base figure of 19,000	✓
	Implement and promote the new Community Engagement Framework	✓
	Review and continue implementing the Language and Communication Action Plan	✓
Decision making which is transparent and accountable	Achieve an index score of 61 or higher for making decisions in the interest of the community (Community Satisfaction Survey)	✓
	Review the Council Plan 2017–21 and develop the Annual Plan 2020–21	✓
	Undertake community consultation for the Annual Budget 2020–21	✓
	Continue planning preparations for the 2020 Council election including the completion of an electoral review of Council's ward structure in partnership with the VEC	✓
	Finalise the review of the Meeting Procedure Local Law	✓
	Produce and adopt the Annual Budget by 30 June 2020 in line with the new requirements of the <i>Local Government Act</i>	✓

PERFORMANCE

What we hope to achieve	Actions	2019–20
An innovative and technologically connected Council	Complete Stage 3 of Council's intranet and corporate website redevelopment	~
	Continue to develop online digital forms to supplement current manual processes and promote these products to the community	✓
	Continue to implement the Digital Strategy 2016–30 and undertake a review of progress to inform the development of a new strategy in 2020	✓
	Deliver a second Urban Screen as part of the Springvale Community Precinct project	✓
A well-managed and high performing Council	Maintain all public registers required in accordance with the <i>Local Government Act</i> and associated regulations	✓
	Manage the effective leasing of Council's commercial property portfolio including seeking new lease opportunities for spaces which are currently vacant	✓
	Enhance the Pulse risk management system across Council for improved performance reporting, risk identification and mitigation	✓
	Ensure <i>Local Government Act</i> general compliance across the organisation through the ongoing management of the legislative compliance system	✓
	Review and update the Audit Advisory Committee Charter	~
	Develop a Revenue and Rating Strategy	~
	Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2019 and receive full audit clearance by the legislated time frame of 30 September (including compliance with the Model Financial Report)	✓
	Review the Long Term Financial Strategy and seek Council adoption of the revised framework	✓
	Complete a Workforce Management Plan	~
	Complete the development of a CEO remuneration policy	~
	Achieve an index score of 76 or higher for customer satisfaction (Community Satisfaction Survey)	~
	Develop a professional development and training program for Councillors	~ ©
	Complete and implement the outcomes of the Council's Service Reviews	✓

Major initiatives as funded in the 2019–20 Budget

Initiatives	Progress
Continue to implement the Digital Strategy	The Digital Strategy has been superseded by a new IT Strategy and Digital Framework, which pushed Council to prioritise digital and how it can best support our physical presence. The COVID-19 pandemic proved that having a digital first approach was crucial for our organisation and community. The new IT Strategy and Digital Framework will take the organisation into 2025. These will respond to a digital environment which is constantly changing and evolving and will allow us to move forward digitally in the most positive and effective way.
Develop a Revenue and Rating Strategy	The <i>Local Government Act</i> received royal assent in May 2020 which requires Council to implement a Rating and Revenue Plan. This will be undertaken in the 2020–21 financial year.
Complete a Workforce Management Plan	The updated LGA was finalised during the financial year. Guidance and support materials are starting to be received by the sector and work will commence on developing the CEO Remuneration Policy and Workforce Plan in the new financial year.
Complete Stage 3 of Council's intranet and corporate website redevelopment	The corporate website and intranet redevelopment project is not yet finalised due to a number of unforeseen circumstances. Both projects are nearing completion with the majority of significant work now done. Staff are now reviewing and refining content; seeking approvals; and managing the installation of new features such as a Chatbot. The project is now due for completion in September 2020.
Deliver a second Urban Screen as part of the Springvale Community Precinct Project	The Urban Screen at the Springvale Community Hub was commissioned in May 2020 and has been operating well.

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.

Governance	2017	2018	2019	2020	Comments
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	0.00%	0.00%	0.00%	0.00%	
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	63.00	60.00	62.00	62.00	
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) × (Number of Councillors elected at the last Council general election)] x100	95.65%	90.51%	84.59%	83.40%	
Service cost <i>Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$54,821.09	\$55,960.73	\$57,710.09	\$55,039.27	

Services Funded

The following table provides information in relation to the services funded in the 2019–20 budget and the sections of the community who are provided the service.

People

Strategic Objective 1: A vibrant, connected and safe community

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

Service	Description	Net Cost
		Actual Budget Variance \$000
Community Services Executive	This function provides the oversight and leadership of the provision of Community Services to the municipality.	482 <u>543</u> 61
Community Arts, Culture and Libraries	The Arts, Culture and Libraries business unit supports the management of cultural venues, the Drum Theatre, festivals and events, public art, cultural development and cultural planning. Library services provide access to a wide range of information for all ages and cultures in a range of formats and locations and are committed to lifelong learning and self-improvement opportunities.	8,621 <u>8,351</u> (270)
Community Care	Community Care provides services and programs to assist older people and people with a disability to remain living in the community. These include home based and centre based services, specialised community transport and support for clubs and groups within the city.	4,988 <u>3,843</u> (1,145)
Community Wellbeing	This department focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families. This includes family day care, family support services, kindergarten and child care committee support, preschool field officer program, 'Best Start' and early years projects, immunisation, maternal and child health, parenting programs and youth services.	4,701 <u>5,798</u> 1,097
Regulatory Services	This department provides compliance, education and enforcement functions related to animal management, fire prevention, local laws, parking management, public safety and security, litter prevention and school crossings for the entire community.	(867) <u>(1,565)</u> (698)
Community Development, Sport and Recreation	This department focuses on community advocacy, leisure planning, sport and recreation programs and community grant funding.	6,548 <u>6,328</u> (220)
Total		24,473 <u>23,298</u> (1,175)

PERFORMANCE

Place

Strategic Objective 3: A healthy, liveable and sustainable city

Strategic Objective 4: A city planned for the future

Service	Description	Net Cost
		Actual Budget Variance \$000
Building Maintenance	Building Maintenance services cover everyday building issues and help maintain other Council properties and structures, including: bus shelters, Council building and land fencing and Council building lighting to ensure safety and amenity for all areas of the community.	7,536 <u>7,719</u> 183
Building and Compliance Services	Building and Compliance Services maintain standards of amenity, habitation and safety in buildings. The unit provides services including building inspections, enforcement of safety standards, advice and consultation on building regulations issues and issuing of building permits for the entire community. The unit also includes environmental health and planning compliance.	832 <u>636</u> (196)
City Planning Design and Amenity Executive	This directorate provides support to the entire municipality through the oversight of the planning, development, building and regulatory services activities.	249 <u>472</u> 223
Engineering Services Executive	This directorate provides the oversight of the engineering and infrastructure functions of Council which benefit the municipality as a whole. This service unit ceased in December 2019 as a result of the merging of the Engineering Services directorate and the Greater Dandenong Business Group.	66 <u>418</u> 352
Parks	The Parks Service unit maintains the City of Greater Dandenong's parks and public open spaces in order to: <ul style="list-style-type: none"> • Improve the health and wellbeing of the community • Provide accessible, usable open spaces for residents • Improve the value of assets within the municipality. 	12,483 <u>12,872</u> 389
Planning and Design	This unit provides statutory, strategic, design and sustainability planning services to residents and business as well as monitoring and enforcing planning legislation and permissions.	3,261 <u>3,322</u> 61
Roads	Road maintenance is a key function of Council, funding the ongoing upkeep of local roads for all areas of the municipality.	8,126 <u>5,930</u> (2,196)
Infrastructure Services and Planning	Infrastructure Services and Planning provides support to the municipality through the: <ul style="list-style-type: none"> • Maintenance of the city's road, drainage, and footpath network • Maintenance of the city's parks, recreational and sporting facilities • Fleet and waste collection services • Long term asset planning. 	28,173 <u>29,435</u> 1,262

Service	Description	Net Cost
		Actual Budget Variance \$000
City Improvement Services	The project delivery team performs a project management function with the primary purpose of delivering Council's Capital Works program associated with its roads, drains, facilities and open space which benefit the municipality as a whole.	5,052 2,195 (2,857)
Transport and Civil Development	This unit provides support to the municipality through the long term planning and advocacy of Council's transport network, asset protection and civil development and design.	947 837 (110)
Major Projects	This service commenced in December 2019 and is responsible for coordinating the planning, advocacy/funding and development of major projects that provide social, community and economic benefits for Greater Dandenong in line with the strategic priorities of Council.	93 0 (93)
Total		66,818 63,836 (2,982)



PERFORMANCE

Opportunity

Strategic Objective 5: A diverse and growing economy

Strategic Objective 6: An open and effective Council

Service	Description	Net Cost
		Actual Budget Variance \$000
Activity Centres Revitalisation (ACR)	ACR provides services to the entire municipality by leading and coordinating the revitalisation of the Dandenong, Springvale and Noble Park activity centres through the stewardship of property development, infrastructure planning, stakeholder engagement and place making.	1,034 <u>957</u> (77)
South East Business Networks (SEBN)	SEBN provides support to businesses and industry with a focus on protecting the economic viability of the region by ensuring a stronger, more resilient and globally engaged business community. SEBN promotes the role of women in business and the development and integration of our diverse community into the workplace.	788 <u>680</u> (108)
Corporate Services Executive	Corporate Services is responsible for supporting Council's service delivery areas through activities such as financial planning, budgets, rates, and the systems used to manage and administer the organisation. Another key role is to provide Councillor support and governance services for Council decision making and representation. Communications, community consultation and corporate planning are also coordinated by the directorate.	596 <u>597</u> 1
Economic Development	The Economic Development team provides support to businesses and industry and markets the city 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 city.	1,019 <u>1,420</u> 401
Financial Services	Financial Services provides support to Council's service delivery areas by providing strategic financial direction, undertaking essential business processes and supporting the organisation with financial assistance and advice. Property Revenue includes the administration of rates and valuation services.	2,458 <u>2,505</u> 47
Governance	Governance and Commercial Property is responsible for providing support to Council's direct service delivery areas through the overall governance of the organisation, management of Council's commercial property portfolio, and the management, storage and disposal of corporate records.	1,333 <u>(1)</u> (1,334)
Greater Dandenong Business Executive	The Greater Dandenong Business Group was responsible for overseeing Council's major activity centres, economic development, investment attraction and future growth. This service category was changed to Business, Engineering and Major Projects in December 2019 as a result of the merging of the Engineering Services directorate and the Greater Dandenong Business Group.	389 <u>345</u> (44)

Service	Description	Net Cost
		Actual Budget Variance \$000
Media and Communications, Customer Service, Civic Facilities	<p>The Media and Communications unit provides support for Council's service delivery areas and the community through media management, marketing and communications campaigns and activities, web management, print shop services, community engagement and corporate planning and reporting.</p> <p>The Customer Service unit provides support to the entire municipality through the corporate call centre and three face to face customer service centres. The Civic and Community Facilities unit manages a diverse range of facilities for use or hire by Council and the community.</p>	<p>4,480</p> <p><u>5,129</u></p> <p>649</p>
Office of the Chief Executive	The Office of the Chief Executive has overall responsibility for the operations of the organisation, and carriage of the Strategic Risk Register. Each member of the executive management team reports to the CEO.	<p>712</p> <p><u>668</u></p> <p>(44)</p>
People and Procurement	<p>People and Procurement Services is responsible for supporting the human resource capital within the organisation through:</p> <ul style="list-style-type: none"> • Occupational health and safety • Purchasing and procurement systems • Industrial relations • Professional development • Payroll • Contract management • Insurance and risk management • Continuous improvement. 	<p>4,546</p> <p><u>4,834</u></p> <p>288</p>
Information Technology	The Information Technology unit is responsible for the provision of cost effective information and telecommunication solutions to staff and councillors.	<p>4,638</p> <p><u>4,974</u></p> <p>336</p>
Total		<p>21,993</p> <p><u>22,108</u></p> <p>115</p>

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 2019–20 year the following information about infrastructure and development contributions is disclosed:

KEYSBOROUGH SOUTH DEVELOPMENT CONTRIBUTIONS PLAN

Table 1 Total DCP levies received in 2019–20

Name of DCP (Year approved)	Levies received in 2019–20 financial year	
	Development Infrastructure Levies	Community Infrastructure Levies
Keysborough South Development (2008)	\$236,178	\$19,848
Total	\$236,178	\$19,848

Table 2 DCP land, works, services or facilities accepted as works-in-kind 2019–20

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

Table 3 Total DCP contributions received and expended to date

Name of DCP	Type of levy	Total levies received (cash) \$	Total levies expended (cash) \$	Total works-in-kind accepted (non-cash) \$	Total DCP contributions received (levies and works-in-kind) \$
Keysborough South Development (2008)	Development infrastructure	\$35,350,771	\$25,438,205	\$30,558,183	\$65,908,954
Keysborough South Development (2008)	Community infrastructure	\$1,560,009	\$0	\$0	\$1,560,009
Total		\$36,910,780	\$25,438,205	\$30,558,183	\$67,468,963

PERFORMANCE

Table 4 Land, works, services or facilities delivered in 2019–20 from DCP contributions collected

Project description	Project ID	DCP name and year approved
Sporting facilities	DI_SF1	Keysborough South Development (2008)
Internal road works	DI_R04	Keysborough South Development (2008)
Internal road works	DI_RO3	Keysborough South Development (2008)
Total		

*Other contributions relating to DI_SF1 relate to levies collected under Stage 1 of the previously developed area to the west of Chandler Road and the DCP area. The costs were apportioned on the basis of 34% to Stage 1 and 66% to Stage 2 & 3.

DANDENONG SOUTH INDUSTRIAL AREA EXTENSION DEVELOPMENT CONTRIBUTIONS PLAN

For the 2019–20 year the following information about infrastructure and development contributions is disclosed:

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 2019–20

Name of DCP (Year approved)	Area	Levies received in 2019–20 financial year
		Development Infrastructure Levies (cash) \$
Dandenong South Industrial Area Extension (2015)	LYNDHURST	\$3,779,263
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	\$806,303
Total		\$4,585,566

	DCP expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions* \$	Total project expenditure \$	Percentage of item delivered %
	\$1,640,550	\$0	\$0	\$934,559	\$2,575,108	100.00%
	\$14,594	\$0	\$0	\$0	\$14,594	0.43%
	\$87,819	\$0	\$140,935	\$0	\$228,754	1.78%
	\$1,742,962	\$0	\$140,935	\$934,559	\$2,818,456	



Multisport Court, Burden Park, Springvale South

PERFORMANCE

Table 2 DCP land, works, services or facilities accepted as works-in-kind 2019–20

Name of DCP	Area	Project ID
Dandenong South Industrial Area Extension (2015)	LYNDHURST	LR07f
Total		

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 2019–20 from DCP contributions collected

Project description	Project ID	DCP name and year approved
Land purchase for realignment of Taylors Road (Bayliss Road to Colemans Road)	LR06b	Dandenong South Industrial Area Extension (2015)
Land purchase for realignment of Taylors Road (Glasscocks Road to R14 Road), including splays for intersection with Glasscocks Road	LR07f	Dandenong South Industrial Area Extension (2015)
Total		

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

	Project description	Item purpose	Project Value \$
	Land purchase for realignment of Taylors Road (Glasscocks Road to R14 Road), including splays for intersection with Glasscocks Road	Land purchase	\$2,013,078
			\$2,013,078

	Total levies received (cash) \$	Total levies expended (cash) \$	Total works-in-kind accepted (non cash) \$	Total DCP contributions received (levies and works-in-kind) \$
	\$18,023,708	\$13,621,504	\$20,211,898	\$38,235,606
	\$3,898,868	\$1,358,928	\$7,664,410	\$11,563,278
	\$21,922,576	\$14,980,432	\$27,876,308	\$49,798,884

	DCP expended (cash) \$	Works-in-kind accepted \$ (non cash) \$	Council's contribution \$	Other contributions (external agencies) \$	Total project expenditure* \$	Percentage of item delivered %
	\$194,670	\$0	\$0	\$0	\$194,670	12.16%
	\$0	\$2,013,078	\$0	\$0	\$2,013,078	96.62%
	\$194,670	\$2,013,078	\$0	\$0	\$2,207,748	

PERFORMANCE STATEMENT





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 168,000 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.

COVID-19 Pandemic

On 11 March 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. Various measures were taken by all three levels of Government in Australia to reduce the spread of COVID-19.

To ease the financial burden on Greater Dandenong residents, local businesses and community groups Council introduced a series of measures effective April 2020 including:

- Council extended its Financial Hardship Policy in response to COVID-19 in April 2020. No interest charged on outstanding rates and immediate relief to residents by way of \$100 rate waivers to each of the City's 10,728 pensioners and \$200 to those residents receiving the new Jobseeker allowance. Rate waivers provided up until 30 June 2020 resulted in foregone revenue \$1.15 million.
- Rental waivers provided for all traders at the Dandenong Market at a cost of \$1.5 million to provide stimulus funding to encourage traders to remain open and allow the market to continue to be a source of fresh, affordable food.
- Council supported the distribution of around 15 tonnes of food to our community, including fresh fruit, vegetables and non-perishable food through material aid funding. Expenses relating to the provision of material aid at 30 June 2020 was \$159,000.

- Rents waived for many of Council's commercial leaseholders and for those that continued to trade, rent reductions of 50% from 1 April - 30 June 2020. Rental rebates were offered to sporting clubs for seasonal venue hire and other facilities that were forced to close. Council also suspended enforcement of time restrictions for parking in and around the municipality.

Council's revenue and expenditure streams have been impacted by COVID-19 primarily in User Fees and Statutory Fees and Charges totalling \$2.37 million compared to the 2019–20 Original Budget. Other income reductions include a loss in rental and venue hire income due to COVID-19 restrictions and waivers provided in areas such as The Drum Theatre, civic and community facilities and commercial properties (\$609,000).

In response to COVID-19 restrictions and government directives the leisure centre facilities, libraries, community centres and the Drum Theatre were closed. These restrictions also resulted in decreased visitations to council facilities and decreased participation in Council programs.

Council continues to monitor the situation, work with the business community and review the initiatives over the coming months.

Refer to the Annual Financial Statements for further information.

Sustainable Capacity Indicators

For the year ended 30 June 2020

<i>Indicator / Measure</i>	Results				Material Variations and Comments
	2017	2018	2019	2020	
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,053.75	\$1,069.38	\$1,147.12	\$1,185.36	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$5,945.59	\$5,897.18	\$6,072.65	\$6,160.62	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	235.59	238.93	237.46	243.62	
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$962.44	\$990.47	\$1,026.71	\$1,001.25	
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$243.18	\$199.76	\$200.45	\$181.62	The reduction in this ratio result in 2020 is mainly due to Home and Community Care grant income that was transferred to the Balance Sheet as unearned income at 30 June 2020 in accordance with the new Accounting Standard, AASB 15 'Revenue from Contracts with Customers'. Income can only be recognised for satisfied performance obligations.
Disadvantage					
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	

PERFORMANCE STATEMENT

Sustainable Capacity Indicators (continued)

Indicator / Measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Workforce turnover Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	9.7%	9.8%	9.9%	10.5%	This indicator was previously included under the 'Efficiency Dimension' of the Financial Performance Indicators section. From 1 July 2019, it is classified as a Sustainable Capacity Indicator.

Sustainable Capacity Indicators – 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.

Service Performance Indicators

For the year ended 30 June 2020

Service / Indicator / Measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.31	4.06	4.08	2.98	The aquatic centres were closed from 18 March to 22 June due to the COVID-19 pandemic which resulted in a much lower utilisation rate in 2019–20.
Animal Management [New measure in 2020] Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	New in 2020	New in 2020	New in 2020	100%	New measure from 1 July 2019 replacing retired measure in line below.
Animal Management [Retired measure in 2020] Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	26	31	29	Retired in 2020	This measure was replaced by 'Animal management prosecutions' (AM7) above from 1 July 2019.
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	100.00%	100.00%	100.00%	100.00%	

PERFORMANCE STATEMENT

Service Performance Indicators (continued)

Service / Indicator / Measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Governance Satisfaction Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	63.00	63.00	61.00	63.00	
Libraries Participation Active library members in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	20.23%	19.22%	11.32%	10.00%	This indicator changed from Active Library Members to Active Library Borrowers in 2019–20. This result now reflects borrowers of physical collection items only.
Maternal and Child Health (MCH) Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Participation Participation in the MCH service by Aboriginal children [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	79.15%	77.56%	75.11%	73.15%	
	77.03%	75.15%	70.25%	72.65%	

Service / Indicator / Measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
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]	65.00	69.00	67.00	68.00	
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	56.41%	23.53%	35.71%	29.73%	Council has continued to implement all policies within it's Planning Scheme, however a number of refused applications continue to be overturned at 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	47.36%	46.17%	46.40%	48.51%	

PERFORMANCE STATEMENT

Service Performance Indicators – 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

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

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

“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

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

Financial Performance Indicators

For the year ended 30 June 2020

Dimension / indicator / measure	Results					Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024		
Efficiency Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,644.92	\$2,701.55	\$2,889.34	\$2,991.75	\$2,948.05	\$2,890.17	\$2,936.03	\$2,972.48		
Revenue level [New measure in 2020] Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	New in 2020	\$1,838.75	\$1,911.98	\$1,944.85	\$1,981.07	\$2,017.66		New measure from 1 July 2019 replacing retired measure in line below.
Revenue level [Retired measure in 2020] Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,234.43	\$1,258.93	\$1,327.20	Retired in 2020	N/A	N/A	N/A	N/A		This measure was replaced by 'Revenue level - Average rate per property assessment' (E4) from 1 July 2019.
Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	202.31%	219.30%	217.50%	205.46%	167.91%	171.27%	163.07%	163.76%		

PERFORMANCE STATEMENT

Financial Performance Indicators (continued)

Dimension / indicator / measure	Results					Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024		
Liquidity Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	81.02%	86.14%	91.68%	103.14%	62.94%	66.36%	61.99%	61.20%	The 2020 result is higher due to the reclassification of Development Contribution Plan (DCP) liabilities from trust funds to unearned income as per the new Accounting Standard AASB 1058 'Income of Not-For-Profit Entities'. Future years are not comparable to prior year actual results as forecast years do not project capital expenditure delays or unspent grants.	
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x 100 <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100	43.62%	39.60%	42.15%	41.72%	37.66%	34.93%	41.27%	46.29%	The 2020 result is higher due to the full repayment of the \$4.9 million Local Government Funding Vehicle (LGFV) in November 2019.	

Dimension / indicator / measure	Results					Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024		
Obligations Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x 100	34.57%	31.45%	30.69%	34.74%	31.94%	28.75%	33.32%	36.93%	The 2020 result is higher due to new borrowings of \$10 million in 2019–20 to part fund the Springvale Community Hub major project, partly offset by the full repayment of the \$4.9 million Local Government Funding Vehicle in November 2019. The forecast ratio result for 2023 and 2024 also include new borrowings of \$15 million in each of those years to part fund the redevelopment of Dandenong Oasis.	
Asset renewal and upgrade [New measure in 2020] <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x 100	New in 2020	New in 2020	New in 2020	113.10%	114.06%	109.97%	181.63%	164.30%		

PERFORMANCE STATEMENT

Financial Performance Indicators (continued)

Dimension / indicator / measure	Results				Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Asset renewal [Retired measure in 2020] Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x 100	68.33%	66.03%	72.37%	Retired in 2020	N/A	N/A	N/A	N/A	This measure was replaced by 'Asset renewal and upgrade' (O5) from 1 July 2019 .
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x 100	12.82%	10.89%	7.15%	0.61%	4.66%	9.06%	9.12%	9.20%	The 2020 ratio result is due mainly to higher expenditure compared to the prior year mainly in relation to capital payments expensed because they were not able to be capitalised to the asset register, an increase in salaries as per the Enterprise Agreement, higher depreciation on fixed assets due to revaluations and capitalisations and higher waste costs particularly recycling.
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x 100	64.71%	66.44%	67.67%	71.56%	73.15%	71.55%	71.75%	72.21%	

Dimension / indicator / measure	Results					Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024		
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x 100	0.32%	0.33%	0.28%	0.29%	0.30%	0.30%	0.30%	0.30%		

Financial Performance Indicators – 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.

Other Information

1. Basis of preparation

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

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

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

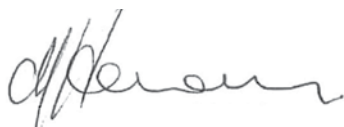
The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 22 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption 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.

Performance Statement

For the year ended 30 June 2020

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: 14 September 2020

In our opinion, the accompanying performance statement of the City of Greater Dandenong for the year ended 30 June 2020 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.



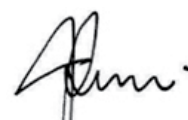
Jim Memeti
Mayor

Date: 14 September 2020



Matthew Kirwan
Councillor

Date: 14 September 2020



John Bennie PSM
Chief Executive Officer

Date: 14 September 2020



Independent Auditor's Report

To the Councillors of City of Greater Dandenong

Opinion	<p>I have audited the accompanying performance statement of City of Greater Dandenong (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • other information for the year ended 30 June 2020 (basis of preparation) and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020, 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</p>

Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance.

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
23 September 2020



Sanchu Chummar
as delegate for the Auditor-General of Victoria

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 2019–20 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 to obtain the benefits from their activities. For 2019–20 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 2019-20 Comprehensive Income Statement highlights that Council achieved a surplus for the financial year of \$16.48 million (\$31.28 million in 2018–19). This result is, however, impacted upon by a combination of items – some of which are operational in nature and occur every year and others which are highly dynamic and change significantly each year.

The COVID-19 pandemic has resulted in one of the most challenging and uncertain times in recent history. At balance date, the state of Victoria was subject to 'Stage 3' restrictions. On 2 August 2020, Victoria was declared a 'state of disaster' and metropolitan Melbourne became subject to 'Stage 4' restrictions.

In response to significant decrease in demand/government directive amidst the COVID-19 outbreak, Council's leisure centre facilities, libraries and community centres including The Drum Theatre were closed. On 14 April 2020, Council unveiled local economic support to our most vulnerable community members during the COVID-19 pandemic. A series of measures were introduced to ease the financial burden on Greater Dandenong residents, local businesses and community groups. The measures combined with other costs have impacted Council's operations for the financial year end 30 June 2020 in the following areas:

- Council extended its Financial Hardship Policy in response to COVID-19 on 14 April 2020. No interest was charged on outstanding rates and immediate relief was provided to residents by way of \$100 rate waivers to each of the City's 10,728 pensioners and

\$200 to those residents receiving the new Jobseeker allowance. Rate waivers provided up until 30 June 2020 resulted in foregone revenue \$1.15 million.

- Council provided rental waivers for all traders at the Dandenong Market at a cost of \$1.5 million to provide stimulus funding to encourage traders to remain open and allow the market to continue to be a source of fresh, affordable food.
- Council waived rents for many of Council's commercial leaseholders and for those that continued to trade, rent reductions of 50 per cent were provided from 1 April – 30 June 2020. Rental rebates were offered to sporting clubs for seasonal venue hire and other facilities that were forced to close. Council also suspended enforcement of time restrictions for parking in and around the municipality. The impact on Council's revenue at 30 June 2020 is as follows:
 - Statutory fees and fines and Council user fees decreased by \$2.37 million compared to the 2019–20 Original Budget.
 - Other income reductions – a loss in rental and venue hire income due to COVID-19 restrictions and waivers provided in areas such as The Drum Theatre, civic and community facilities and commercial properties (\$609,000).

Council will continue to monitor the impacts during 2020–21 and will actively manage its budgets to ensure the financial outcomes to Council remain in alignment with Council budgets. For the 2019-20 financial year, please refer to note 11 of the Financial Report for further information on COVID-19 impacts.

Council also implemented three new accounting standards in 2019–20. *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements. Refer to notes 5.3, 5.8 and 10 of the Financial Report for further detail.

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

Finally, a review of Council's asset valuations led to a revaluation increment of \$29.15 million in the value of Council's land and buildings leading to a Comprehensive Income Statement surplus outcome of \$44.89 million.

Council owned land and buildings were revalued as at 1 January 2020. At balance date, Council's contract valuers undertook a review of 'Annual Material Change' in the fair value of the land and building asset classes in the City of Greater Dandenong portfolio for the period 1 January 2020 to 30 June 2020. No material change was identified based on data available. The state of the property market within the review period is at present most influenced by the recent COVID-19 pandemic and resulting declaration of a State of Emergency. Market conditions are changing daily at present. The full extent of the effect of these conditions upon the property market and broader economic environment is unclear at best. For the period of the annual material change review, there is a market uncertainty resulting in significant valuation uncertainty. Refer to note 6.2 of the Financial Report for further information.

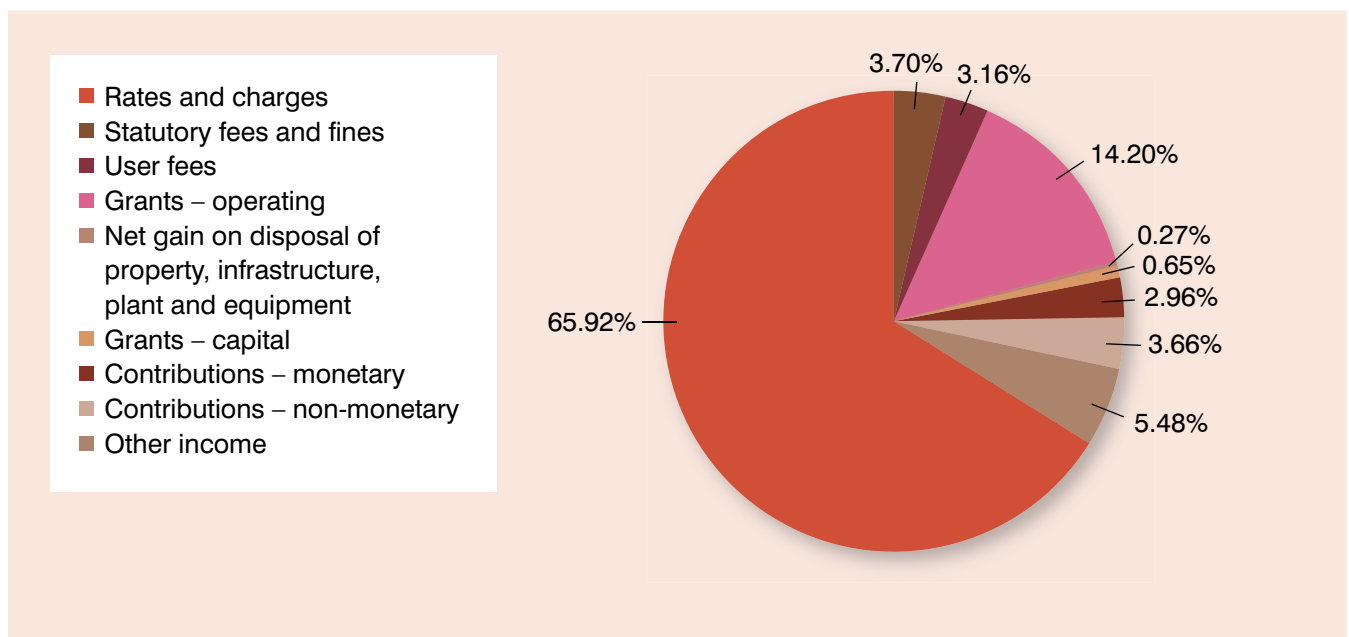
Comprehensive Income Statement

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 2019–20 was \$219.97 million (\$226.13 million in 2018–19) including rates and charges income (\$145.00 million), fees and charges (\$15.09 million), operating grants (\$31.23 million), capital grants (\$1.43 million), monetary contributions (\$6.52 million), contributions of non-monetary assets, mainly from sub division activity (\$8.04 million), net gain on disposal of property, infrastructure, plant and equipment (\$583,000) and other income (\$12.06 million). The breakdown of operating income by major categories is depicted in the graph below:



FINANCIAL OVERVIEW

Rates 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 to note 3.1 of the Financial Report for further details on rate income.

Fees, charges and fines – Income from these sources were \$15.09 million for the year (\$17.67 million in 2018–19). The major sources of income are:

Statutory fees and fines	\$8.15 million
Parking fees	\$2.51 million
Registrations and other permits	\$1.50 million
Aged care services	\$1.11 million

Grants operating and capital

In 2019–20 the introduction of two new income-related Accounting Standards were implemented. *AASB 15 Revenue from Contracts with Customers* requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract and *AASB 1058 Income of Not-for-Profit Entities* requires income to be recognised as Council satisfies the performance obligations under the contract. Where the specific performance obligations that have not yet been satisfied at 30 June, the income has been recognised as unearned income in the Balance Sheet (refer note 5.3(c)) of the Financial Report.

The new requirements are expected to result in better matching of income and related expenses as income recognition will now be deferred when there is a performance obligation or any other liability.

Grants operating – operational grant income comprises:

Financial Assistance Grants received via the Victoria Grants Commission of \$11.83 million (which includes \$1.57 million for local roads). Tied grants of \$19.40 million which were essentially for community care and community wellbeing services.

Grants capital – capital grants received were \$4.43 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.

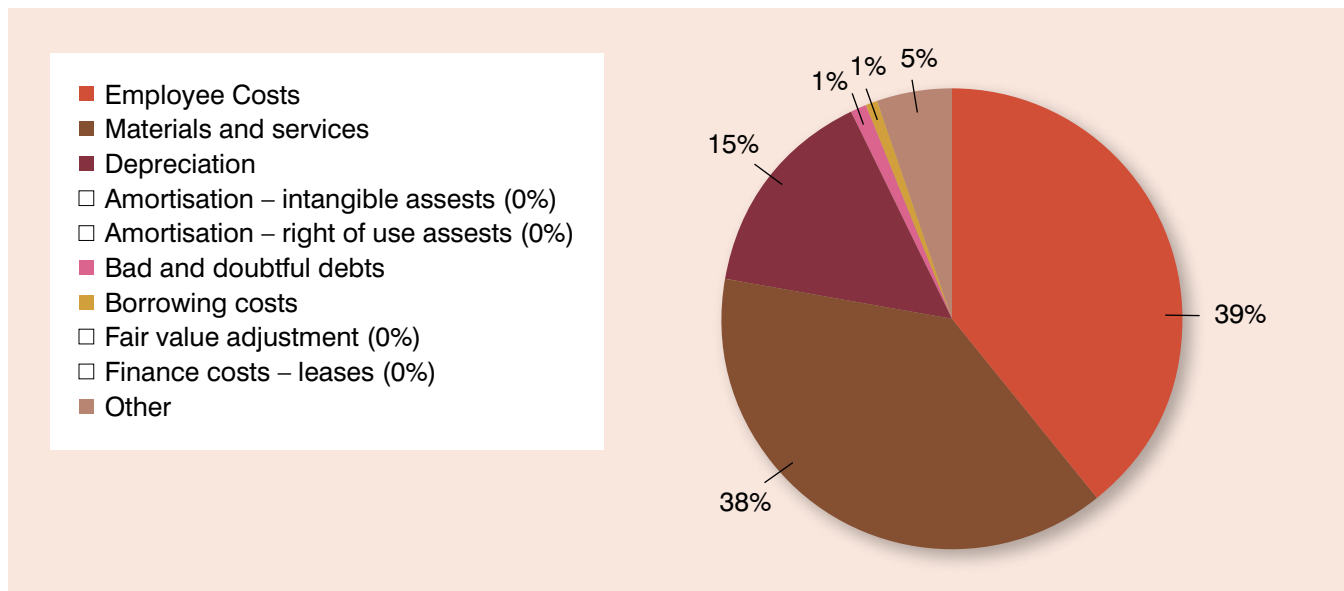
Contributions monetary and non-monetary – contributions monetary (cash) of \$6.52 million received were mainly for public open space development. Capital non-monetary contributions of \$8.04 million were mainly from “gifted” assets from developer activity.

Other income (\$12.06 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 2019–20 including depreciation was \$203.49 million (\$194.85 million in 2018–19).

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





Employee costs (\$79.64 million) – Employee and labour costs including salary-on costs such as WorkCover premium, provision for employee entitlements and Council’s superannuation contributions on behalf of employees.

Materials and services (\$77.89 million) – Included in this category are the following major costs relating to:

Waste management services	\$16.79 million
Cleaning services	\$3.32 million
Park maintenance services	\$6.01 million
Educator services	\$4.22 million
Leisure centre contract and maintenance	\$2.58 million
Other contract payments	\$9.51 million
Office administration	\$5.39 million
Building and general maintenance	\$7.09 million
Utilities	\$4.13 million
Consultants and professional services	\$7.45 million
Information technology	\$2.97 million

Depreciation (\$31.26 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.

Amortisation – intangible assets (\$77,000) – a new expense item in 2019–20 as a result of transfer of computer software assets from Plant and Equipment to Intangibles.

Amortisation – right of use assets (\$562,000) – a new expense item relating to the amortisation of leased (right of use) assets in accordance with the new Accounting Standard AASB 16 ‘Leases’. Refer note 5.8 of Financial Report for further breakdown of amortisation on right-of-use assets.

Bad and doubtful debts – (\$1.30 million) – mainly relates to provisions recognised for bad and doubtful debts during the year for parking fine debtors (\$698,000) and other debtors (\$602,000). The provision for doubtful debts is recognised on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.

Borrowing costs (\$3.04 million) – represents interest on Council’s long-term borrowings.

Finance costs – leases (\$34,000) – a new expense item relating to the interest on lease liabilities in accordance with the new Accounting Standard AASB 16 ‘Leases’.

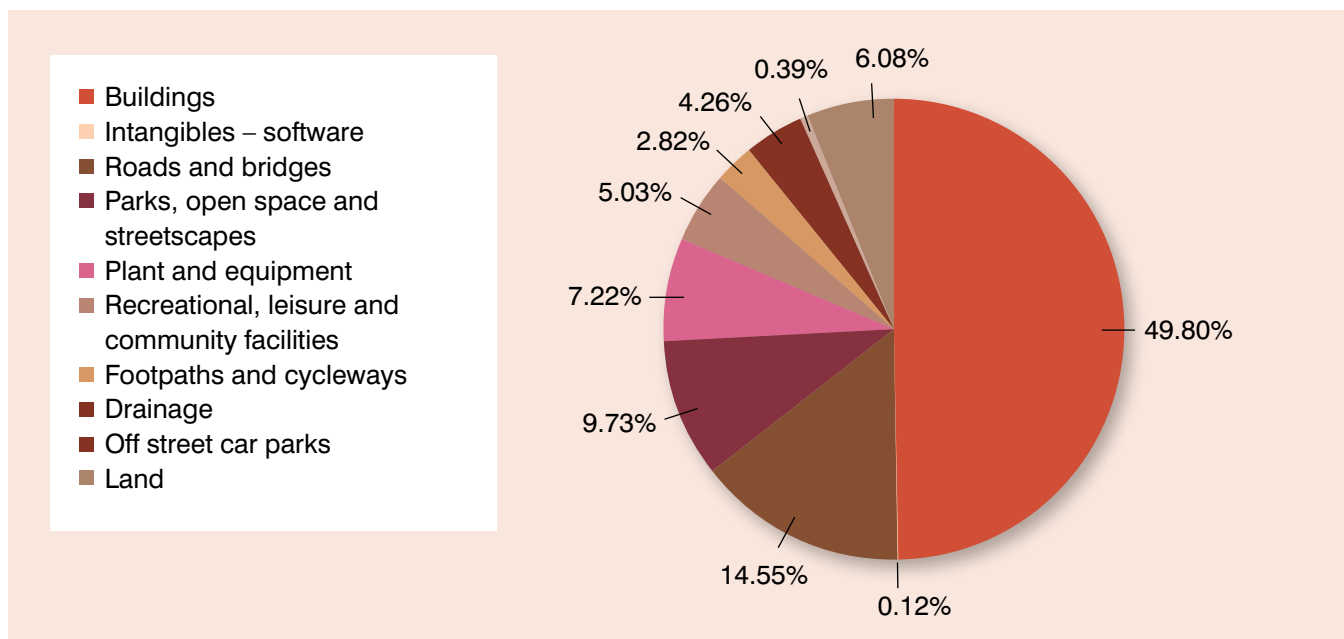
Fair value adjustment for investment property – Fair value adjustments for investment property of \$383,000, which is a non-cash item. This is the result of several land and building assets classified as ‘Investment property’ as they are held primarily to earn rental income. Australian Accounting Standards require any revaluation of these assets to fair value to be recognised in the Comprehensive Income Statement, rather than in the Asset Revaluation Reserve like other fixed assets held at fair value by Council.

FINANCIAL OVERVIEW

Capital Expenditure (as per the Capital Works Statement)

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

Council spent \$58.03 million on capital expenditure during the year. This comprises upgrade (\$6.15 million), renewal and expansion (\$29.19 million) and new assets (\$22.69 million). The most significant items relating to new assets relates to the Springvale Community Precinct (\$12.77 million) and property purchases for open space (\$3.32 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 include 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 relate to Term Deposits held by Council with original maturity >90days.
- 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.
- Right-of-use assets represents leased (right of use) assets in accordance with the new Accounting Standard AASB 16 ‘Leases’. Includes property, fleet, IT and office equipment that have been leased under ordinary lease arrangements.

- Intangible assets represents computer software assets that were transferred from 'Property, infrastructure, plant and equipment' to 'Intangible assets'.

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.
- Unearned income relates to the introduction of two new income-related Accounting Standards, *AASB 15 Revenue from Contracts with Customers* applies to revenue transactions where Council provides services or goods under contractual arrangements, and *AASB 1058 Income of Not-for-Profit Entities* applies to income received where no contract is in place. This comprises mainly grant agreements.
- Provisions include leave entitlements and landfill restoration works.
- Lease liabilities represents the lease repayment obligations for leased (right of use) assets, in accordance with the new Accounting Standard *AASB 16 'Leases'* and are classified as current and non-current based on when the obligation is expected to occur. Includes repayments for property, fleet, IT and office equipment that have been leased under ordinary lease arrangements.

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 increased by \$44.89 million during the year, made up of a surplus of \$16.48 million, an asset revaluation increments of \$29.15 million and an impairment (loss) reversal of previous revaluation of \$743,000. The difference between the assets and liabilities amounting to \$2.24 billion is the net worth of the Council to its ratepayers and community (\$2.20 billion in 2019).

Council's borrowing at 30 June 2020 was \$59.89 million, which is 41.30% of rates and charges revenue (Government prudential limit is 80%). Loan repayments of \$21.01 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.

Council's assets (what Council owes) comprise:

	\$M	%
Assets:		
Land	1,154,749	48.26
Roads and bridges	323,751	13.53
Drainage	270,123	11.29
Buildings (including leasehold improvements)	291,316	12.18
Footpaths and cycle ways	60,016	2.51
Works in progress	20,116	0.84
Recreational, leisure and community facilities	20,774	0.87
Parks, open space and streetscapes	21,012	0.88
Plant and equipment	15,555	0.65
Off street car parks	13,583	0.57
Cash and other assets	187,367	7.83
Other non-current assets	305	0.01
Non-current assets held for sale	1,000	0.04
Investment property	11,814	0.49
Intangible assets	124	0.01
Right-of-use assets	998	0.04
	2,392,603	100.00

Council's liabilities (what Council owes) comprise:

	\$M	%
Interest-bearing liabilities (long-term borrowing)	59,891	39.85
Trust funds and deposits	9,023	6.00
Unearned income	40,340	26.84
Provisions	20,903	13.91
Trade and other payables (creditors)	19,127	12.73
Lease liabilities	1,013	0.67
	150,297	100.00

FINANCIAL OVERVIEW



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, cash received from sale of property held for resale and payment for investments.

Cash flows from financing activities

Cash flows from financing activities includes proceeds from borrowing, the repayment of loans and lease liabilities.

During the 2019–20 financial year Council repaid \$8.63 million of its long-term debt and borrowed \$10.00 million for the purpose of completing the Springvale Community Precinct major project.

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

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

ANNUAL FINANCIAL REPORT





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ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2020

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 : 14 September 2020

In our opinion the accompanying Financial Statements present fairly the financial transactions of the City of Greater Dandenong for the year ended 30 June 2020 and the financial position of the Council as at that date.

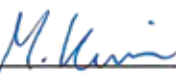
As at the date of signing, we are not aware of any circumstances which would render any particulars in the Financial Statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulation 2014 on 14 September 2020 to certify the Financial Statements in their final form.



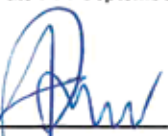
Jim Merriti
Mayor

Date : 14 September 2020



Matthew Kirwan
Councillor

Date : 14 September 2020



John Bennie PSM
Chief Executive Officer

Date : 14 September 2020

Independent Auditor's Report

To the Councillors of City of Greater Dandenong

Opinion	<p>I have audited the consolidated financial report of City of Greater Dandenong (the council) and its controlled entity (together the consolidated entity), which comprises the:</p> <ul style="list-style-type: none"> • consolidated entity balance sheet as at 30 June 2020 • consolidated entity comprehensive income statement for the year then ended • consolidated entity statement of changes in equity for the year then ended • consolidated entity statement of cash flows for the year then ended • consolidated entity statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of the consolidated entity as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the 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.</p>

ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2020

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 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 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 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 consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of 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
23 September 2020



Sanchu Chummar
as delegate for the Auditor-General of Victoria

COMPREHENSIVE INCOME STATEMENT

For the year ended 30 June 2020

	Note	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Income			
Rates and charges	3.1	145,002	140,943
Statutory fees and fines	3.2	8,146	9,471
User fees	3.3	6,949	8,199
Grants – operating	3.4	31,230	34,309
Grants – capital	3.4	1,435	4,068
Contributions — monetary	3.5	6,521	5,269
Contributions – non-monetary	3.5	8,043	7,735
Net gain on disposal of property, infrastructure, plant and equipment	3.6	583	457
Other income	3.7	12,064	15,683
Total income		219,973	226,134
Expenses			
Employee costs	4.1	(79,645)	(75,756)
Materials and services	4.2	(77,895)	(70,130)
Depreciation	4.3	(31,259)	(29,064)
Amortisation – intangible assets	4.4	(77)	–
Amortisation – right of use assets	4.5	(562)	–
Bad and doubtful debts	4.6	(1,300)	26
Borrowing costs	4.7	(3,041)	(3,131)
Finance costs – leases	4.8	(34)	–
Fair value adjustments for investment property	6.4	(383)	(907)
Other expenses	4.9	(9,299)	(15,893)
Total expenses		(203,495)	(194,855)
Surplus for the year		16,478	31,279
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment (decrement)	9.1(a)	29,152	(48,728)
Impairment (loss) reversal of previous revaluation	9.1(a)	(743)	–
Total comprehensive result		44,887	(17,449)

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

ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2020

BALANCE SHEET

As at 30 June 2020

	Note	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	155,767	163,607
Trade and other receivables	5.1(c)	25,039	22,929
Other financial assets	5.1(b)	2,000	–
Non-current assets classified as held for sale	6.1	1,000	–
Other assets	5.2	4,561	4,473
Total current assets		188,367	191,009
Non-current assets			
Trade and other receivables	5.1(c)	305	325
Other financial assets	5.1(b)	–	230
Property, infrastructure, plant and equipment	6.2	2,190,995	2,136,629
Investment property	6.4	11,814	12,827
Right-of-use assets	5.8	998	–
Intangible assets	5.2(b)	124	–
Total non-current assets		2,204,236	2,150,011
Total assets		2,392,603	2,341,020
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	19,127	25,629
Trust funds and deposits	5.3(b)	8,712	35,311
Unearned income	5.3(c)	40,340	1,111
Provisions	5.5(c)	19,721	17,351
Interest-bearing liabilities	5.4	3,255	8,634
Lease liabilities	5.8	571	–
Total current liabilities		91,726	88,036
Non-current liabilities			
Trust funds and deposits	5.3(b)	311	900
Provisions	5.5(c)	1,182	1,599
Interest-bearing liabilities	5.4	56,636	49,891
Lease liabilities	5.8	442	–
Total non-current liabilities		58,571	52,390
Total liabilities		150,297	140,426
Net assets		2,242,306	2,200,594
Equity			
Accumulated surplus		905,147	876,273
Reserves	9.1(c)	1,337,159	1,324,321
Total equity		2,242,306	2,200,594

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

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2020

		Consolidated			
	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		2,200,594	876,273	1,241,807	82,514
Opening balance adjustment	10	(3,175)	(3,175)	–	–
Adjusted balance at beginning of the financial year		2,197,419	873,098	1,241,807	82,514
Surplus for the year		16,478	16,478	–	–
Net asset revaluation increment	9.1(a)	29,152	–	29,152	–
Revaluation reversal – disposed assets	9.1(a)	–	393	(393)	–
Impairment (loss) reversal of previous revaluation	9.1(a)	(743)	–	(743)	–
Transfers to other reserves	9.1(b)	–	(12,758)	–	12,758
Transfers from other reserves	9.1(b)	–	27,936	–	(27,936)
Balance at end of the financial year		2,242,306	905,147	1,269,823	67,336
2019					
Balance at beginning of the financial year		2,218,043	857,413	1,290,865	69,765
Surplus for the year		31,279	31,279	–	–
Net asset revaluation decrement	9.1(a)	(48,728)	–	(48,728)	–
Revaluation reversal – disposed assets	9.1(a)	–	330	(330)	–
Transfers to other reserves	9.1(b)	–	(21,942)	–	21,942
Transfers from other reserves	9.1(b)	–	9,193	–	(9,193)
Balance at end of the financial year		2,200,594	876,273	1,241,807	82,514

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 2020

STATEMENT OF CASH FLOWS

For the year ended 30 June 2020

	Note	Consolidated 2020 Inflows/ (Outflows) \$'000	Consolidated 2019 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		144,232	140,317
Statutory fees and fines		6,047	6,739
User fees		6,687	8,409
Grants – operating		34,749	34,394
Grants – capital		4,116	3,941
Contributions – monetary		7,451	5,025
Interest received		2,287	3,714
Trust funds and deposits taken		27,660	31,955
Other receipts		10,716	13,468
Net GST refund		12,193	10,376
Employee costs		(79,135)	(74,515)
Materials and services		(89,002)	(82,796)
Short-term, low value and variable lease payment		(561)	–
Trust funds and deposits repaid		(27,121)	(36,439)
Other payments		(5,066)	(8,446)
Net cash provided by operating activities	9.2	55,253	56,142
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(59,726)	(51,528)
Proceeds from sale of property, infrastructure, plant and equipment		929	857
Payments for investments		(2,000)	–
Net cash used in investing activities		(60,797)	(50,671)
Cash flows from financing activities			
Finance costs		(3,080)	(3,154)
Proceeds from borrowings		10,000	10,000
Repayment of borrowings		(8,634)	(3,301)
Interest paid – lease liability		(35)	–
Repayment of lease liabilities		(547)	–
Net cash (used in) provided by financing activities		(2,296)	3,545
Net (decrease) increase in cash and cash equivalents		(7,840)	9,016
Cash and cash equivalents at the beginning of the financial year		163,607	154,591
Cash and cash equivalents at the end of the financial year	5.1 (a)	155,767	163,607
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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 2020

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Property		
Land	3,523	1,118
Total land	3,523	1,118
Buildings	28,886	22,453
Leasehold improvements	22	41
Total buildings	28,908	22,494
Total property	32,431	23,612
Plant and equipment		
Plant, machinery and equipment	2,369	2,942
Fixtures, fittings and furniture	174	179
Computers and telecommunications	856	178
Library books	792	842
Total plant and equipment	4,191	4,141
Infrastructure		
Roads	8,330	6,873
Bridges	113	60
Footpaths and cycleways	1,637	1,999
Drainage	2,470	3,095
Recreational, leisure and community facilities	2,917	1,860
Parks, open space and streetscapes	5,646	7,220
Off street car parks	228	2,377
Total infrastructure	21,341	23,484
Sub-total capital works expenditure (Property, infrastructure, plant and equipment)	57,963	51,237
Investment property	–	2,337
Intangibles – software	71	–
Total capital works expenditure (All – Property, infrastructure, plant and equipment, Investment property and Intangibles)	58,034	53,574
Represented by:		
New asset expenditure	22,693	22,771
Asset renewal expenditure	29,187	21,025
Asset upgrade expenditure	6,148	9,778
Asset expansion expenditure	6	–
Total capital works expenditure	58,034	53,574

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

ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2020

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 2020 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 6.2 and 8.4).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2).
- the determination of employee provisions (refer to note 5.5 (a)).

- the determination of landfill provisions (refer to note 5.5 (b)).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* (refer to note 3).
- the determination, in accordance with AASB 16 *Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to note 5.8).
- other area requiring judgements.

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 (except where transitional requirements of AASB 15 *Revenue from Contracts with Customers*, AASB 16 *Leases* and AASB 1058 *Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives (refer to note 10).

COVID-19 pandemic and the impact on Council's operations and the 2019–20 financial report

The World Health Organisation (WHO) on March 11 declared COVID-19 a pandemic.

The financial implications of the pandemic have been considered in the preparation of these financial statements for the reporting period 30 June 2020. Note 11 discloses detail of the impact of the COVID-19 pandemic on Council's operations.

The effects on the financial statements and estimates, as a result of the pandemic, have been reflected and can also be observed in the following components of these financial statements:

- Performance against budget (refer to note 1)
- Rates and charges (refer to note 3.1)
- Statutory fines and fees (refer to note 3.2)
- User fees (refer to note 3.3)
- Other income (refer to note 3.7)
- Property, infrastructure, plant and equipment, in relation to independent valuation undertaken of Council owned land and buildings (refer to note 6).
- Investments in associates, joint arrangements and subsidiaries (Dandenong Market Pty Ltd consolidated accounts (refer to note 6.3)

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 11 June 2019. 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 2020 \$'000	Council Actual 2020 \$'000 (note 6.3)	Council Budget 2020 \$'000	Council Variance 2020 \$'000 Fav (Unfav)	Ref
Income					
Rates and charges	145,002	145,103	145,942	(839)	
Statutory fees and fines	8,146	8,146	9,333	(1,187)	1.1.1
User fees	6,949	6,949	8,435	(1,486)	1.1.2
Grants – operating	31,230	31,230	29,453	1,777	1.1.3
Grants – capital	1,435	1,435	2,794	(1,359)	1.1.4
Contributions – monetary	6,521	6,521	2,829	3,692	1.1.5
Contributions – non-monetary	8,043	8,043	15,000	(6,957)	1.1.6
Net gain on disposal of property, infrastructure, plant and equipment	583	583	317	266	
Other income	12,064	7,630	10,623	(2,993)	1.1.7
Total income	219,973	215,640	224,726	(9,086)	
Expenses					
Employee costs	(79,645)	(78,717)	(80,417)	1,700	1.1.8
Materials and services	(77,895)	(74,722)	(67,850)	(6,872)	1.1.9
Depreciation	(31,259)	(31,241)	(29,816)	(1,425)	1.1.10
Amortisation – intangible assets	(77)	(77)	–	(77)	
Amortisation – right of use assets	(562)	(562)	–	(562)	1.1.11
Bad and doubtful debts	(1,300)	(1,290)	(1,299)	9	
Borrowing costs	(3,041)	(3,041)	(3,414)	373	
Finance costs – leases	(34)	(34)	–	(34)	
Fair value adjustments for investment property	(383)	(383)	–	(383)	
Other expenses	(9,299)	(9,312)	(5,010)	(4,302)	1.1.12
Total expenses	(203,495)	(199,379)	(187,806)	(11,573)	
Surplus for the year	16,478	16,261	36,920	(20,659)	

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FOR THE YEAR ENDED 30 JUNE 2020

1.1 Income and expenditure (continued)

Explanation of material variations

Ref	Item	Explanation
1.1.1	Statutory fees and fines	<p>Statutory fees and fines are \$1.19 million less than the Original Budget due mainly to:</p> <ul style="list-style-type: none"> – lower development activity combined with COVID-19 impacts resulting in a reduction in statutory fee income from planning applications, subdivisions, local law permits and plan checking (\$865,000). – reduced statutory fines income across parking, planning compliance, food/health, local laws and littering (\$544,000) partly offset by higher recovery of Fines Victoria costs associated with parking infringements (\$303,000).
1.1.2	User fees	<p>User fee income was \$1.49 million lower than the Original Budget due to:</p> <ul style="list-style-type: none"> – lower car park ticket machine and parking meter income and car park permit fee income (\$727,000) due to reduced business activity, COVID-19 and unearned car park permit income transferred to the Balance Sheet in compliance with the new Accounting Standard (AASB 15 – <i>Revenue from Contracts with Customers</i>). – a reduction in Family Day Care (FDC) fee income due mainly to COVID-19 (\$213,000). – lower than anticipated income from Asset Protection permits, Health / Food registrations and Drum Theatre box office and reception (\$299,000) mostly due to COVID-19 impacts.
1.1.3	Grants – operating	<p>Operating grant income was \$1.78 million higher than the Original Budget due to:</p> <ul style="list-style-type: none"> – higher Community Services program grant funding than expected in the Original Budget for Family Day Care, New Directions – Mothers and Babies, Child First, Right@Home, Enhanced Maternal and Child Health, Refugee Immunisation, Drug Strategy, Library Services Let's Read, Childrens Support Services and Market Street Occasional Care Centre, partly offset by lower Playgroups Initiative funding (\$2.41 million). This was due to a number of factors – grant funding relating to 2020–21 programs being received early, growth funding received or grant funding not known at the time of adopting the 2019–20 Original Budget. – grant funding received for the Community Revitalisation project, the Communities Environment grant and in Waste Services to offset the higher waste recycling costs experienced across the sector (\$561,000). These grant funds were not known at the time of adopting the Original Budget. – the early distribution of 50% of the 2019–20 and 2020–21 Financial Assistance Grant funding allocation in June in the preceding financial years. The 2019–20 actuals reflect 50% of the 2019–20 allocation and 50% of the 2020–21 allocation. Whilst 100% has effectively been received in 2019–20, both of the allocations were higher than expected in the Original Budget representing a favourable variance of \$210,000. <p>The above favourable variances are partly offset by lower than anticipated Community Care grant income due to requirement under new Accounting Standards to only recognise income based on the completion of performance obligations for both State and Federal grant funding. The Original Budget was based on the estimated target achievement levels for Federal funding, however, State funded income was budgeted based on recognition of all income received (\$1.54 million).</p>

1.1 Income and expenditure (continued)

Explanation of material variations

Ref	Item	Explanation
1.1.4	Grants – capital	<p>Capital grant income was \$1.36 million unfavourable to the Original Budget due to a capital grant that was received based on specific performance obligations that were not complete at 30 June 2020, which meant that this income was required to be transferred to unearned income in the Balance Sheet in accordance with the new Accounting Standard AASB 1058 'Income of Not-For-Profit Entities' (relating to Ross Reserve Plaza, Playground, Oval and Path project \$1.83 million).</p> <p>This unfavourable variance was partly offset by grant funding that was either higher than anticipated or was not known at the time of adopting the Original Budget (relating to the Local Area Traffic Management and Robert Booth Reserve Baseball Lighting projects \$390,000).</p>
1.1.5	Contributions – monetary	<p>The \$3.69 million favourable variance in monetary contributions is due to:</p> <ul style="list-style-type: none"> – the recognition of \$2.58 million in Development Contributions Plan (DCP) developer infrastructure levies relating to the Keysborough South Residential DCP as all performance obligations are complete. These levies have been transferred to reserves to part fund construction of the Keysborough South Community Hub. – higher than budgeted open space contributions from developers (\$866,000). 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.
1.1.6	Contributions – non-monetary	<p>These contributions represent assets that are transferred to Council's ownership from developers upon completion of subdivisions. Refer to note 6.2 for further details about contributed assets. In 2019–20, they related mainly to land, land under roads, drains and footpaths. 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.</p>
1.1.7	Other income	<p>The unfavourable variance of \$2.99 million in other income is attributable to:</p> <ul style="list-style-type: none"> – lower recoveries from member councils in relation to a delay in Spring Valley landfill works (\$2.27 million). – Council's waiver of the 2019–20 Dandenong Market (DMPL) rental return in a bid to support DMPL through COVID-19 restrictions (\$1.52 million). – a loss in rental and venue hire income due to COVID-19 restrictions and waivers provided in areas such as the Drum Theatre, Civic and Community Facilities and Commercial Properties (\$609,000). <p>The above unfavourable variances are partly offset by the following favourable variances:</p> <ul style="list-style-type: none"> – higher than anticipated Asset Protection reinstatement recoveries (partly offset by higher associated reinstatement costs), interest return on investments and recovery income relating to supplementary valuations and the follow up of outstanding rates debtors compared to the Original Budget (\$787,000). – unbudgeted insurance claim recovery income relating to a fire damaged building (partly offset by insurance claim excess and demolition costs) (\$345,000).
1.1.8	Employee costs	<p>Employee costs were favourable to the 2019–20 Original Budget by \$1.70 million 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 2020–21 financial year. This favourable variance was mostly offset by higher temporary agency staff costs (\$3.54 million).</p>

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FOR THE YEAR ENDED 30 JUNE 2020

1.1 Income and expenditure (continued)

Explanation of material variations

Ref	Item	Explanation
1.1.9	Materials and services	The \$6.87 million unfavourable variance is due to \$9.31 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 owned assets (\$3.89 million relating to prior year capital expenditure and \$5.42 million relating to current year capital expenditure). This variance was partly offset by lower costs relating to a delay in Spring Valley landfill works (\$2.82 million).
1.1.10	Depreciation	Depreciation expense was higher than the Original Budget due mainly to finalisation of the 2018-19 year end fixed asset balances which involved a number of revaluations and occurred after the adoption of the Original Budget.
1.1.11	Amortisation – right of use assets	This is a new line item in the Comprehensive Income Statement relating to the amortisation of leased (right of use) assets in accordance with the new Accounting Standard AASB 16 'Leases'. This was not included in the Original Budget.
1.1.12	Other expenses	<p>The unfavourable variance of \$4.30 million to the 2019-20 Original Budget is mainly due to:</p> <ul style="list-style-type: none">– \$4.05 million in asset write offs which are not budgeted for as they are difficult to predict and represent a non-cash accounting entry. The asset write offs mainly relate to the renewal and replacement of roads, buildings and footpaths.– \$988,000 in capital program expenditure relating to non-Council owned assets mainly for traffic signals installed as part of the Springvale Community Hub development (represents contribution expenditure). <p>These unfavourable variances are partly offset by lower lease expenses as a result of the transfer of leases to the Balance Sheet in accordance with the new Accounting Standard AASB 16 'Leases' (\$583,000).</p>

1.2 Capital works

	Consolidated Actual 2020 \$'000	Council Actual 2020 \$'000	Council Budget 2020 \$'000	Council Variance 2020 \$'000 <i>Fav (Unfav)</i>	Ref
Property					
Land	3,523	3,523	–	(3,523)	1.2.1
Total land	3,523	3,523	–	(3,523)	
Buildings	28,886	28,886	33,850	4,964	1.2.2
Leasehold improvements	22	22	100	78	
Total buildings	28,908	28,908	33,950	5,042	
Total property	32,431	32,431	33,950	1,519	
Plant and equipment					
Plant, machinery and equipment	2,369	2,369	2,274	(95)	
Fixtures, fittings and furniture	174	147	100	(47)	
Computers and telecommunications	856	856	1,847	991	1.2.3
Library books	792	792	974	182	
Total plant and equipment	4,191	4,164	5,195	1,031	
Infrastructure					
Roads	8,330	8,330	8,660	330	
Bridges	113	113	20	(93)	
Footpaths and cycleways	1,637	1,637	1,750	113	
Drainage	2,470	2,470	1,985	(485)	
Recreational, leisure and community facilities	2,917	2,917	4,883	1,966	1.2.4
Parks, open space and streetscapes	5,646	5,646	10,825	5,179	1.2.5
Off street car parks	228	228	2,021	1,793	1.2.6
Total infrastructure	21,341	21,341	30,144	8,803	
Sub-total capital works expenditure (Property, infrastructure, plant and equipment)					
	57,963	57,936	69,289	11,353	
Intangibles	71	71	–	(71)	
Total capital works expenditure (Property, infrastructure, plant & equipment, Investment property & Intangibles)					
	58,034	58,007	69,289	11,282	
Represented by:					
New asset expenditure	22,693	22,666	21,777	(889)	
Asset renewal expenditure	29,187	29,187	29,793	606	
Asset upgrade expenditure	6,148	6,148	17,098	10,950	1.2.7
Asset expansion expenditure	6	6	621	615	
Total capital works expenditure	58,034	58,007	69,289	11,282	

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1.2 Capital works (continued)

Explanation of material variations

Ref	Item	Explanation
1.2.1	Land	Acquisitions of land were unfavourable by \$3.52 million due to four land acquisitions that were not known at the time of adopting the Original Budget. Two open space land acquisitions were purchased to increase open space in the municipality (funded from the Open Space Acquisitions reserve), one Development Contribution Plan (DCP) land acquisition in Taylors Road was a required purchase as part of the DCP (funded by DCP contribution income) and 12–14 Stuart Street, Dandenong was acquired for strategic purposes (funded from the Major Projects reserve).
1.2.2	Buildings	Capital expenditure on buildings was lower than the 2019–20 Original Budget by \$4.96 million due to a delay in the following projects: <ul style="list-style-type: none"> – Greater Dandenong Gallery of Art (\$4.95 million) and – Keysborough South Community Hub development (\$969,000). Partly offset by \$1.11 million unfavourable variance to the Original Budget for Springvale Community Hub (this project had a carry over from the prior financial year of \$4.20 million which is not included in the Original Budget).
1.2.3	Computers and telecommunications	The favourable variance of \$991,000 to the 2019–20 Original Budget is due mainly to a delay in the Asset Management System project (\$821,000). This is a multi-year project, the contract was awarded in June 2020 and this favourable variance will be carried over to 2020–21.
1.2.4	Recreational, leisure and community facilities	The favourable variance of \$1.97 million to the 2019–20 Original Budget is due mainly to a delay in the Ross Reserve All Abilities Playground project (\$2.00 million). The community consultation on this project took longer than anticipated. The project is currently out to tender with the view to appointing a suitably qualified contractor in August 2020 with on ground works planned in early September. This favourable variance will be carried over to 2020–21.
1.2.5	Parks, open space and streetscapes	Capital expenditure on parks, open space and streetscapes was \$5.18 million lower than the 2019–20 Original Budget due mainly to delays in the following projects (to be carried over to the 2020–21 financial year): <ul style="list-style-type: none"> – Springvale Road Boulevard (\$940,000) – Dandenong Park Master Plan Implementation (\$831,000) – Activity Centres Strategic Plan Implementation – Dandenong and Noble Park (\$826,000) – Frederick Wachter Reserve Master Plan Implementation (\$721,000) – Wal Turner Reserve Master Plan Implementation (\$494,000) – Sports Lighting Plan Implementation (\$596,000) – Ross Reserve Community Centre Car Park (\$500,000) – Ross Reserve Plaza, Oval and Path (\$442,000).
1.2.6	Off street car parks	Off street car parks experienced a favourable variance of \$1.79 million to the 2019–20 Original Budget due mainly to the Tatterson Park Car Park and Access Road (\$1.65 million). This project was delayed due to the project scope being amended to facilitate access requirements for the Keysborough South Community Hub. Tender prices were resubmitted based on the amended scope of work. Currently, works are in progress and completion is scheduled for October 2020. This favourable variance will be carried over to 2020–21.

1.2 Capital works (continued)

Explanation of material variations

Ref	Item	Explanation
1.2.7	Asset upgrade expenditure	<p>Asset upgrade expenditure was \$10.95 million lower than anticipated in the Original Budget due to delays in the following projects which will be carried over to 2020–21:</p> <ul style="list-style-type: none">– Greater Dandenong Gallery of Art (\$4.95 million)– Tatterson Park Master Plan Implementation (\$2.11 million)– Springvale Road Boulevard (\$979,000)– Dandenong Park Master Plan Implementation (\$792,000)– Ross Reserve Community Centre Car Park (\$500,000)– Asset Management System (\$410,000)– Sports Lighting Plan Implementation (\$400,000).

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Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.1a Chief Executive Office

The Office of the Chief Executive has overall responsibility for the operations of the organisation, and carriage of the Strategic Risk Register. Each member of the executive management team reports to the CEO.

Corporate Services

The Corporate Services directorate is responsible for a broad range of organisational functions including financial planning, marketing and communications, governance, information and telecommunications, organisational development and corporate planning. The departments which make up this directorate include Financial Services, Information Technology, Governance, Customer Service and Civic Facilities, Media and Communications and People and Procurement.

Business, Engineering and Major Projects

From 1 December 2019, Greater Dandenong Business and Engineering Services merged. For the purposes of these financial statements, Greater Dandenong Business and Engineering Services are reported together.

Greater Dandenong Business

Greater Dandenong Business is responsible for Council's major activity centres, economic development, investment attraction and future growth. Attracting investment and showcasing business are key roles in establishing Greater Dandenong as a regional capital. The departments which make up Greater Dandenong Business include Economic Development, Activity Centres Revitalisation, Major Projects and South East Business Networks (SEBN).

Engineering Services

Engineering Services is primarily focused on roads and footpaths, transport, parks and gardens, waste services, recreational and sporting facilities and Council's capital works program. It includes the departments of City Improvement, Infrastructure Services and Planning and Transport and Civil Development.

City Planning Design and Amenity

The City Planning, Design and Amenity directorate is focused on the development of our built and natural environments and ensuring that Council's activities match the community's future needs for facilities, housing, and sustainability. It oversees the functions of Building and Compliance Services, Planning and Design, and Regulatory Services.

Community Services

Community Services provides direct services to the community across a wide range of programs such as sport and recreation, libraries, youth and families, children's services, festivals and events, support for older people and community advocacy. This directorate manages Community Care, Community Arts, Culture and Libraries, Community Wellbeing and Community Development, Sport and Recreation.

Non-attributable

The items that cannot be reliably attributable to a directorate. For example furniture, fixtures and fittings that cannot be identified by a location or work in progress that cannot be easily allocated across directorate.

Note 2.1 Analysis of Council results by program

2.1(b) Summary of revenues, expenses, grant income and assets by program

	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
2020					
CEO Services	1	(713)	(712)	–	12
Corporate Services	142,045	(29,455)	112,590	11,869	298,626
Business Engineering & Major Projects	34,197	(93,856)	(59,659)	2,401	1,352,306
City Planning, Design & Amenity	18,205	(17,119)	1,086	480	73,316
Community Services	21,192	(54,582)	(33,390)	17,915	666,668
Non-attributable**	–	(3,654)	(3,654)	–	359
Total for Council	215,640	(199,379)	16,261	32,665	2,391,287
Dandenong Market Pty Ltd***	4,333	(4,116)	217	–	1,316
Consolidated Total	219,973	(203,495)	16,478	32,665	2,392,603
2019					
CEO Services	–	(679)	(679)	–	12
Corporate Services	141,591	(27,565)	114,026	12,246	306,167
Greater Dandenong Business*	688	(3,932)	(3,244)	265	125
Engineering Services	35,544	(83,545)	(48,001)	4,434	1,339,849
City Planning, Design & Amenity	19,348	(16,861)	2,487	441	78,437
Community Services	24,741	(55,982)	(31,241)	20,991	614,662
Non-attributable**	–	(1,965)	(1,965)	–	617
Total for Council	221,912	(190,529)	31,383	38,377	2,339,869
Dandenong Market Pty Ltd***	4,222	(4,326)	(104)	–	1,151
Consolidated Total	226,134	(194,855)	31,279	38,377	2,341,020

*Greater Dandenong Business and Engineering Services merged from 1 December 2019.

**Non-attributable represents income and expense items that are not specifically attributable to one of the directorates.

***Dandenong Market Pty Ltd (DMPL) income, expense, grant and asset items are adjusted for consolidation adjustment between Council and DMPL – refer note 6.3

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Note 3 Funding for the delivery of our services

3.1 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 2019–20 was \$48.81 billion (\$48.37 billion in 2018–19).

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Residential	56,630	54,657
Commercial	12,811	12,428
Industrial	52,547	49,219
Farm	421	434
Cultural and recreational	469	505
Waste management charge – residential	19,934	19,234
Supplementary rates and rates adjustment	1,292	2,291
Maintenance levy	1,549	1,497
COVID-19 Rate waivers (pensioners/jobseekers)*	(1,147)	–
Interest on rates and charges	496	678
Total rates and charges	145,002	140,943

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019 and the valuation is first applied to the rating period commencing 1 July 2019.

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.

*COVID-19 pandemic rate relief was provided to those residents receiving the new jobseeker allowance and pensioners. Impact of COVID-19 on rates and charges is presented in Note 11.

3.2 Statutory fees and fines

Infringements and costs	3,986	4,730
Court recoveries	1,851	1,916
Building and town planning fees	1,877	2,162
Subdivision	115	144
Land information certificates	97	89
Election fines	18	13
Permits	202	417
Total statutory fees and fines	8,146	9,471

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.

Impact of COVID-19 on statutory fees and fines are presented in Note 11.

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
3.3 User fees		
Aged and health services	1,107	1,073
Child care/children's programs	902	999
Parking	2,506	3,360
Registration and other permits	1,497	1,789
Asset protection fees	359	364
Other fees and charges	578	614
Total user fees	6,949	8,199
User fees by timing of revenue recognition		
User fees recognised over time	216	381
User fees recognised at point in time	6,733	7,818
Total user fees	6,949	8,199
<p>User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.</p> <p>Impact of COVID-19 on user fees are presented in Note 11.</p>		
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	23,228	25,102
State funded grants	9,437	13,275
Total grants received	32,665	38,377
a) Operating grants		
Recurrent – Commonwealth Government		
Financial Assistance Grants (via Victoria Grants Commission)*	11,828	12,206
Family day care	4,651	4,193
Family & Children	335	330
General home care	5,476	7,287
Libraries	170	152
Maternal and child health	23	62
Recurrent – State Government		
Aged care	1,297	2,633
Maternal and child health	2,566	2,573
Family and children services	1,572	1,698
Libraries	1,089	1,032
Community development	18	107
School crossing supervisors	451	417
Other	41	22
Right @ Home	123	225
Community wellbeing	214	213
Community education	–	57
Emergency management	40	40
Total recurrent operating grants	29,894	33,247

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	Consolidated 2020 \$'000	Consolidated 2019 \$'000
(a) Operating grants (continued)		
Non-recurrent – Commonwealth Government		
Community development	–	15
Community wellbeing	90	120
Non-recurrent – State Government		
Environmental planning	391	234
Family and children	130	61
Maternal and child health	78	71
Community development	266	430
Sports and recreation	14	–
Home and community care	18	–
Waste management	349	131
Total non-recurrent operating grants	1,336	1,062
Total operating grants	31,230	34,309
*Payments for Financial Assistance Grants received via the Victorian Grants Commission can vary year on year. Whilst 2018–19 and 2019–20 financial years reflect 100% of funding received – 50% of the fundings for both year relates to early distribution of the funding in June for the following year.		
b) Capital grants		
Recurrent – Commonwealth Government		
Roads to recovery	655	–
Recurrent – State Government		
Sports and recreation	–	47
Total recurrent capital grants	655	47
Non-recurrent – Commonwealth Government		
Sports and recreation – Tattersson Park	–	311
Community safety	–	9
Roads	–	417
Non-recurrent – State Government		
Roads	590	397
Libraries – Springvale Community Hub	–	257
Sports and recreation	190	2,630
Total non-recurrent capital grants	780	4,021
Total capital grants	1,435	4,068

Unspent grants received on condition that they be spent in a specific manner

The unspent grant income disclosed below relates to contracts that do not have sufficiently specific performance obligations or where the contract was a completed contract on transition to the new Accounting Standards. The income for these contracts are recognised when Council obtains control of the contribution, which is normally upon receipt. For details of grant funding relating to unsatisfied performance obligations and transfers to construct a recognisable non-financial asset to be controlled by Council, please refer to Note 5.3(c) for further details.

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Operating		
Balance at start of the year	10,111	9,413
Received in prior years and spent during the financial year	(9,475)	(8,645)
Received during the financial year and remained unspent at balance date	9,608	9,343
Balance at end of the year*	10,244	10,111
Capital		
Balance at start of the year	1,663	1,276
Opening balance adjustment on transition to new Accounting Standards	(1,454)	–
Received in prior years and spent during the financial year	(144)	(1,276)
Received during the financial year and remained unspent at balance date	–	1,663
Balance at end of the year	65	1,663

*The large balance of unspent operating grants in the 2020 and 2019 years relates to the early distribution by the Victoria Grants Commission of approximately 50% of the Financial Assistance Grants funding for the following financial year (2020: \$6.12 million and 2019: \$6.25 million).

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	Consolidated 2020 \$'000	Consolidated 2019 \$'000
3.5 Contributions		
Monetary		
Community contributions (for capital works)	318	140
Other contributions	314	313
Total non-developer contributions	632	453
Open space contributions (for future capital works) (note 3.5(a))	2,866	2,793
Development infrastructure levies (for capital works completed) (note 3.5(b))	3,023	483
Community infrastructure levies (note 3.5(c))	–	1,540
Total developer contributions	5,889	4,816
Total monetary contributions	6,521	5,269
Non-monetary	8,043	7,735
Total contributions	14,564	13,004
<i>Contributions of non-monetary assets were received in relation to the following asset classes:</i>		
Land	5,047	4,506
Buildings	37	–
Infrastructure	2,959	3,229
Total non-monetary contributions	8,043	7,735

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

Additional notes:

- (a) Public open space contributions received during the financial year are transferred to the Open Space Reserve. Refer note 9.1(b).
- (b) The increase is mainly due to \$2.57 million of developer infrastructure levies recognised in relation to Keysborough South Residential DCP. These funds have been transferred to reserves to part fund future construction of the Keysborough South Community Hub.
- (c) During the 2018–19 financial year there was a change in the interpretation assessment for Community Infrastructure Levies which were previously recognised in the balance sheet. This amount was subsequently transferred back to the Balance Sheet as unearned Development Contributions Plan (DCP) income on 1 July 2019 as part of the transition to the new Accounting Standard AASB 1058 'Income of Not-For-Profit Entities'. This is because the performance obligations relating to this income have not been completed at 1 July 2019 or 30 June 2020.

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
3.6 Net gain (loss) on disposal of property, infrastructure, plant and equipment		
<i>Net gain on sale of property, infrastructure, plant and equipment</i>		
Proceeds of sale	929	857
Less carrying amount of assets sold	(346)	(400)
Total net gain (loss) on disposal of property, infrastructure, plant and equipment	583	457

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

3.7 Other income

Other income

Interest on investments	2,214	3,661
Interest – other	1	3
Dandenong Market revenue from operations	4,434	5,755
Property rental*	1,378	1,583
Other rent	1,202	1,363
Recoveries	2,222	2,044
Other	613	1,274
Total other income	12,064	15,683

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.

*Comparative figure for 2018–19 have been amended to reflect the correct classification of rent received from property and other sources.

Impact of COVID-19 on other income are presented in Note 11.

Note 4 The cost of delivering services

4.1 a) Employee costs

Wages and salaries	61,906	59,230
WorkCover	1,739	1,547
Casual staff	1,028	788
Superannuation	5,877	5,650
Long service leave oncost	2,016	2,184
Fringe benefits tax	662	359
Other	6,417	5,998
Total employee costs	79,645	75,756

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	Consolidated 2020 \$'000	Consolidated 2019 \$'000
b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	365	397
	365	397
Employer contributions payable at reporting date	–	–
Accumulation funds		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	3,316	3,412
Employer contribution – other funds	2,174	1,852
	5,490	5,264
Employer contributions payable at reporting date (Dandenong Market Pty Ltd)	1	1
Refer note 9.3 for further information relating to Council's superannuation obligation.		
4.2 Materials and services		
Waste management service*	16,792	14,839
Cleaning services*	3,324	3,334
Park maintenance service*	6,008	6,227
Educator services	4,223	4,226
Leisure centre contract and maintenance	2,585	1,707
Building maintenance service	2,465	3,503
Security services*	1,765	1,267
Meals for delivery	485	496
Library resources	552	498
Property valuation services	207	194
Cash collection services	194	172
Other contract payments*	9,506	9,217
General maintenance	4,630	2,895
Works in progress (unable to be capitalised)	3,891	1,683
Utilities	4,135	4,450
Office administration	5,391	5,775
Information technology	2,972	2,433
Insurance	1,320	1,144
Consultants and professional services	7,450	6,070
Total materials and services	77,895	70,130

*In order to comply with the Local Government Model Financial Report (LGMFR) prior year comparatives have been amended to further breakdown contract payments by major services.

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
4.3 Depreciation		
Property	6,499	5,957
Plant and equipment	3,726	3,858
Infrastructure	21,034	19,249
Total depreciation	31,259	29,064
Refer to note 6.2 for a more detailed breakdown of depreciation charges.		
4.4 Amortisation – intangible assets		
Software	77	–
Total Amortisation – intangible assets	77	–
4.5 Amortisation – right of use assets		
Property	380	–
Vehicles	68	–
IT and office equipment	114	–
Total Amortisation – right of use assets	562	–
Refer to note 5.8 for a more detailed breakdown of amortisation charges on right of use assets.		
4.6 Bad and doubtful debts		
Parking fine debtors	698	(14)
Other debtors	602	(12)
Total bad and doubtful debts	1,300	(26)
Movement in provisions for doubtful debts		
Balance at the beginning of the year	1,683	2,643
Reversal of previously recognised provisions AASB 9 adjustment*	–	(1,114)
New provisions recognised during the year	1,300	1,042
Amounts already provided for and written off as uncollectible	(1,223)	(888)
Amounts provided for but recovered during the year	–	–
Balance at end of year	1,760	1,683
*The reversal of previously recognised provisions AASB 9 adjustment relates to changes to the Australian Accounting Standard AASB 9 Financial Instruments, provision for doubtful debts is recognised on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment. First recognised in 2018–19.		
4.7 Borrowing costs		
Interest – borrowings	3,041	3,131
Total borrowing costs	3,041	3,131

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 2020 \$'000	Consolidated 2019 \$'000
4.8 Finance costs – Leases		
Interest – Lease liabilities	34	–
Total finance costs – Leases	34	–
4.9 Other expenses		
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	88	88
Auditors' remuneration – internal	161	147
Audit – other	4	1
Councillors' allowances	446	443
Council election	47	35
Operating lease / rentals	514	1,047
Assets written-off	4,053	3,167
Landfill provision	93	16
Commonwealth Home Care Support Program – return of unexpended grant funds	–	4,853
Developer reimbursement	–	1,269
Other expenses	641	783
Community grants and contributions	2,359	2,404
Contributions – non Council assets	893	1,640
Total other expenses	9,299	15,893

Note 5 Our financial position

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	6,834	3,492
Cash at bank	10,873	8,818
Term deposits	138,060	151,297
Total cash and cash equivalents	155,767	163,607
(b) Other financial assets		
Current		
Term deposits	2,000	–
Total current other financial assets	2,000	–
Non-current		
<i>Financial assets held for sale</i>		
Unlisted shares – Regional Kitchen Pty Ltd – at fair value	–	230
Total non-current other financial assets	–	230
Total other financial assets	2,000	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 5.3(b))	9,023	36,211
Total restricted funds	9,023	36,211
Total unrestricted cash and cash equivalents	146,744	127,396
Intended allocations*		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
Employee provisions (note 5.5 (a))	19,898	18,039
Development Contribution Plans (DCP) unearned income (note 5.3 (c))	28,382	27,718
Statutory and other reserves (note 9.1 (b))	67,336	82,514
Cash held to fund carried forward operational projects	10,660	10,286
Cash held to fund carried forward capital works (net)	19,638	16,190
Total funds subject to intended allocations	145,914	154,747

*Users of the financial report should refer to note 9.1 (b) for details of funds held in reserve and note 5.7 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 2020 \$'000	Consolidated 2019 \$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	9,747	7,753
Infringement debtors	10,023	8,798
Provision for doubtful debts – infringements	(1,003)	(968)
Other statutory debtors	1,687	2,673
Provision for doubtful debts – other statutory debtors	(103)	(99)
Net GST receivable	2,124	2,296
<i>Non statutory receivables</i>		
Other debtors	3,219	3,092
Provision for doubtful debts – other debtors	(655)	(616)
Total current trade and other receivables	25,039	22,929
Non-current		
<i>Non statutory receivables</i>		
Narre Warren landfill – financial contribution	232	252
Other debtors – refundable deposit	73	73
Total non-current trade and other receivables	305	325
Total trade and other receivables	25,344	23,254

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised on an expected credit loss model per AASB 9 Financial Instruments. This model considers both historic and forward looking information in determining the level of impairment. Long term receivables are carried at amortised cost using the effective interest rate method.

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)	740	669
Past due by up to 30 days	511	524
Past due between 31 and 180 days	442	534
Past due between 181 and 365 days	167	157
Past due by more than 1 year	1,009	917
Total trade and other receivables (excluding statutory receivables)	2,869	2,801

ii) Ageing of individually impaired receivables

At balance date, trade and other receivables (excluding statutory receivables) representing financial assets with a nominal value of \$549,000 (2019 \$549,000) were impaired. The amount of the provision raised against these debtors was \$549,000 (2019 \$549,000). 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 2020 \$'000	Consolidated 2019 \$'000
Ageing of all impaired trade and other receivables (excluding statutory receivables)		
Current (not yet due)	22	16
Past due by up to 30 days	25	20
Past due between 31 and 180 days	48	21
Past due between 181 and 365 days	5	4
Past due by more than 1 year	555	555
Total trade and other receivables (excluding statutory receivables)	655	616
5.2 Non-Financial assets		
a) Other assets		
Prepayments	3,391	3,060
Accrued income	982	1,257
Other	188	156
Total other assets	4,561	4,473
(b) Intangible assets		
Software	124	–
Total intangible assets	124	–
	Consolidated Software \$'000	Consolidated Total \$'000
Gross carrying amount		
Balance at 1 July 2019	–	–
Transfers from plant and equipment	2,708	2,708
Additions from internal developments	–	–
Other additions	71	71
Balance at 30 June 2020	2,779	2,779
Accumulated amortisation and impairment		
Balance at 1 July 2019	–	–
Transfers from plant and equipment	(2,578)	(2,578)
Amortisation expense	(77)	(77)
Balance at 30 June 2020	(2,655)	(2,655)
Net book value at 30 June 2019	–	–
Net book value at 30 June 2020	124	124

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life (3 years for Computer Software). Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

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	Consolidated 2020 \$'000	Consolidated 2019 \$'000
5.3 Payables		
(a) Trade and other payables		
Trade payables	13,581	15,973
Accrued expenses	5,546	9,656
Total trade and other payables	19,127	25,629
(b) Trust funds and deposits		
Current		
Fire services property levy	1,474	738
Road deposits	2,429	2,609
Landscape deposits	803	836
Open space contributions	781	1,873
Development contribution plans (DCP)	–	26,635
Other refundable deposits	3,225	2,620
Total current trust funds and deposits	8,712	35,311
Non-current		
Other refundable deposits	311	900
Total non-current trust funds and deposits	311	900
Total trust funds and deposits	9,023	36,211

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 were previously recorded as trust funds (2019), but on transition to the new Accounting Standard AASB 1058 'Income of Not-For-Profit Entities' on 1 July 2019 they were transferred to unearned income (transfers to construct a recognisable non-financial asset to be controlled by Council – see Note 5.3(c) below).

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.

(c) Unearned income

Unearned income – operating grants*	5,073	–
Unearned income – capital grants*	4,576	–
Unearned income – DCPs*	28,382	–
Other	2,309	1,111
Total unearned income	40,340	1,111

*Movement reconciliations for 2020 provided on following page.

(c) Unearned income (continued)**Revenue from contracts (AASB 15)**

	Consolidated			
	2020 Opening balance adjustment on transition \$'000	2020 Income received during current year \$'000	2020 Income recognised due to satisfied obligations \$'000	2020 Closing balance of unsatisfied obligations \$'000
Operating grants				
Home and Community Care*	1,813	9,313	(6,371)	4,755
COVID-19 Community Support	–	143	(18)	125
Disability Access and Support	–	39	–	39
Families and Children	–	29	–	29
Parks and Open Space	–	82	–	82
Other	27	43	(27)	43
	1,840	9,649	(6,416)	5,073

Performance obligations under the above operating grants are based on the contract agreement and generally relate to the number of service hours or meals provided.

*The most significant item above relates to Home and Community Care (HACC) grants from the Commonwealth Government for the Commonwealth Home Support Program (CHSP) and the Victorian Government for the HACC Program for Younger People (PYP). The \$4.75 million relates to unsatisfied performance obligations from 2018–19 and 2019–20. These funds were received under an agreement ending in 2019 which is currently in overholding.

Transfers to construct a recognisable non-financial asset to be controlled by Council (AASB 1058)

	Consolidated			
	2020 Opening balance adjustment on transition \$'000	2020 Income received during current year \$'000	2020 Income recognised due to satisfied obligations \$'000	2020 Closing balance of unsatisfied obligations \$'000
Capital grants				
Springvale Community Hub – Sport, recreation, play and landscape features*	462	–	–	462
Thomas Carroll Reserve – Pavilion ^	200	125	–	325
Robert Booth Reserve – Lighting	90	10	(100)	–
Springvale Reserve – Cricket Nets	90	–	(90)	–
Ross Reserve – Playground, Plaza/Path and Oval ^	1,220	1,525	–	2,745
Ross Reserve – Pavilion ^	–	300	–	300
Police Paddocks – Grandstand ^	–	180	–	180
Chapel Road – Intersection (Roads to Recovery)*	–	564	–	564
	2,062	2,704	(190)	4,576

Notes:

*Obligations anticipated to be satisfied in 0–1 years

^Obligations anticipated to be satisfied in 1–2 years

Council's obligations under the above transfers are to construct a Property, Infrastructure, Plant and Equipment asset and this obligation is considered to be satisfied upon completion of construction of the asset.

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Transfers to construct a recognisable non-financial asset to be controlled by Council (AASB 1058) (continued)

	Consolidated			
	2020 Opening balance adjustment on transition \$'000	2020 Income received during current year \$'000	2020 Income recognised due to satisfied obligations \$'000	2020 Closing balance of unsatisfied obligations \$'000
Development Contribution Plans (DCP)	#		^	
Keysborough Residential DCP	21,661	997	(2,679)	19,979
Dandenong Industrial DCP (Keysborough & Lyndhurst)	6,057	5,189	(2,843)	8,403
	27,718	6,186	(5,522)	28,382

Notes:

Includes an opening balance adjustment of \$1.08 million comprising Keysborough Residential DCP levy income of \$1.54 million recognised in a prior period but transferred to unearned income at 1 July 2019 on transition because of unsatisfied performance obligations, partly offset by the recognition of \$457,000 in interest income which did not have specific performance obligations.

^ Includes developer reimbursements of \$2.50 million

The satisfaction of DCP obligations depends on development activity and the construction of assets by developers.

5.4 Interest-bearing liabilities

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Current		
Borrowings – secured	3,255	8,634
Non-current		
Borrowings – secured	56,636	49,891
	56,636	49,891
Total interest-bearing liabilities	59,891	58,525
Borrowings are secured over the general rates of Council as per section 148 of the <i>Local Government Act 1989</i> .		
a) The maturity profile for Council's borrowings is:		
Not later than one year	3,255	8,634
Later than one year and not later than five years*	14,168	9,709
Later than five years *	42,468	40,182
	59,891	58,525

*Comparative figure for maturity profile for interest-bearing liabilities has been reclassified to reflect the 10 year repayment options available on the \$10.0 million loan drawn down at 30 June 2019. This information was not available at the time of preparing the 2018–19 financial statements.

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.

5.5 Provisions

	Consolidated		
	Employee \$ '000	Landfill restoration \$ '000	Total \$ '000
2020			
Balance at beginning of the financial year	18,039	911	18,950
Additional provisions	8,170	94	8,264
Amounts used	(6,572)	–	(6,572)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	261	–	261
Balance at the end of the financial year	19,898	1,005	20,903
2019			
Balance at beginning of the financial year	16,868	895	17,763
Additional provisions	8,002	16	8,018
Amounts used	(7,214)	–	(7,214)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	383	–	383
Balance at the end of the financial year	18,039	911	18,950

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
(a) Employee provisions		
<i>Current provisions expected to be wholly settled within 12 months</i>		
Annual leave	6,796	5,935
Long service leave	875	869
Other	561	473
	8,232	7,277
<i>Current provisions expected to be wholly settled after 12 months</i>		
Annual leave	235	117
Long service leave	10,765	9,365
	11,000	9,482
Total current employee provisions	19,232	16,759
Non-current		
Long service leave	666	1,280
Total non-current employee provisions	666	1,280
<i>Aggregate carrying amount of employee provisions:</i>		
Current	19,232	16,759
Non-current	666	1,280
Total aggregate carrying amount of employee provisions	19,898	18,039

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

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(a) Employee provisions (continued)

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 2020 \$'000	Consolidated 2019 \$'000
Key assumptions:		
– discount rate	0.53%	1.13%
– index rate	2.75%	3.00%
– settlement rate		
long service leave (years)	7	7
annual leave (days)	260	260
(b) Landfill restoration	\$'000	\$'000
Current	489	592
Non-current	516	319
	1,005	911

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. Under the terms of a licence agreement with the Environment Protection Authority (EPA) and Pollution Abatement notices, Council is required to monitor, progressively rehabilitate and conduct rectification works.

The provision for landfill rehabilitation has been calculated based on the present value of the expected cost of works to be undertaken including site aftercare and monitoring costs. The expected cost of works has been estimated based on current understanding of work required to progressively rehabilitate the sites to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

The City of Greater Dandenong shares the commitment for rehabilitation and aftercare management of the landfill with other stakeholder Councils. Council's interest or share of the costs is 19.88%. In the financial report for 30 June 2020, Council has an amount of \$1.0 million (30 June 2019 \$911,000) as a provision for the restoration of the Springvalley Road landfill site which includes aftercare costs to meet EPA obligations.

Key assumptions:		
– discount rate	0.70%	1.23%
– index rate	2.00%	2.50%
– settlement rate	15 years	15 years

5.5 Provisions (continued)

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
(c) Total provisions summary		
Current	19,721	17,351
Non-current	1,182	1,182
Total provisions	20,903	18,950

5.6 Financing arrangements

Interest-bearing liabilities – secured	59,891	58,525
Credit card facilities	200	200
Bank overdraft	2,500	2,500
Total facilities	62,591	61,225
Used facilities	59,917	58,571
Unused facilities	2,674	2,654

5.7 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	
2020					
Operating					
Building maintenance services	3,540	3,000	6,000	3,000	15,540
Cleaning services	2,063	1,500	–	–	3,563
Consultancies	82	8	–	–	90
Garbage collection	7,196	1,849	–	–	9,045
Hard waste collection	1,815	1,840	2,913	–	6,568
Leisure centres management services	3,169	–	–	–	3,169
Meals for delivery	510	–	–	–	510
Open space management	2,028	85	–	–	2,113
Other contracts	5,643	403	158	154	6,358
Parking management	364	114	–	–	478
Recycling	4,878	963	–	–	5,841
Works (roads and drains) services	487	32	–	–	519
Dandenong Market Pty Ltd commitments	1,751	249	–	–	2,000
Total 2020 Operating	33,526	10,043	9,071	3,154	55,794
Capital					
Buildings	4,544	–	–	–	4,544
Roads	3,709	–	–	–	3,709
Drainage	419	–	–	–	419
Parks, open space and streetscapes	3,890	–	–	–	3,890
Total 2020 Capital	12,562	–	–	–	12,562

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5.7 Commitments (continued)

	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	
2019					
Operating					
Building maintenance services	2,950	2,730	8,522	2,955	17,157
Cleaning services	2,138	1,732	185	–	4,055
Consultancies	123	38	–	–	161
Garbage collection	7,367	7,634	1,954	–	16,955
Hard waste collection	1,691	1,738	4,589	–	8,018
Leisure centres management services	2,913	2,983	–	–	5,896
Meals for delivery	550	–	–	–	550
Open space management	1,701	276	–	–	1,977
Other contracts	4,789	726	664	–	6,179
Parking management	231	145	–	–	376
Recycling	3,773	3,878	1,006	–	8,657
Works (roads and drains) services	553	32	–	–	585
Dandenong Market Pty Ltd commitments	1,711	1,752	249	–	3,712
Total 2019 Operating	30,490	23,664	17,169	2,955	74,278
Capital					
Buildings	21,488	5,339	–	–	26,827
Roads	5,286	–	–	–	5,286
Drainage	404	–	–	–	404
Parks, open space and streetscapes	850	–	–	–	850
Total 2019 Capital	28,028	5,339	–	–	33,367

5.8 Leases

Policy applicable before 1 July 2019

As a lessee, Council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to Council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the Comprehensive Income Statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the Balance Sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied *AASB 16 Leases* using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The Council applied the approach consistently to all leases in which it is a lessee.

On transition to *AASB 16 Leases*, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. Council has applied this practical expedient to all of its contracts and therefore applied *AASB 16 Leases* only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

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5.8 Leases (continued)

Right-of-Use Assets	Consolidated			
	Property	Vehicles	IT and office equip	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2019	1,052	153	226	1,431
Additions	-	-	129	129
Amortisation charge	(380)	(68)	(114)	(562)
Balance at 30 June 2020	672	85	241	998

	Consolidated 2020 \$'000
Lease Liabilities	
Maturity analysis – contractual undiscounted cash flows	
Less than one year	593
One to five years	452
More than five years	-
Total undiscounted lease liabilities as at 30 June:	1,045
Lease liabilities included in the Balance Sheet at 30 June:	
Current	571
Non-current	442
Total lease liabilities	1,013
Short-term and low value leases	
Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000). This includes IT and office related equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.	
Expenses relating to:	
Short-term leases	25
Leases of low value assets	489
Total	514
Variable lease payments (not included in measurement of lease liabilities)	-
Non-cancellable lease commitments – Short-term and low-value leases	
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:	
Payable:	
Within one year	451
Later than one year but not later than five years	965
Total lease commitments	1,416

5.8 Leases (continued)

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

Impact on financial statements

On transition to AASB 16 Leases, Council recognised an additional \$1.41 million of right-of-use assets and \$1.41 million of lease liabilities, recognising the difference in retained earnings.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 2.89%.

	Consolidated 2019 \$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	2,079
Adjustment to information technology leased assets incorrectly stated at 30 June 2019	226
Other minor adjustments	(79)
Discounted using the incremental borrowing rate at 1 July 2019	(58)
Finance lease liability recognised as at 30 June 2019	–
– Recognition exemption for:	
short-term leases	(31)
leases of low-value assets	(1,013)
Extension and termination options reasonably certain to be exercised	307
– Residual value guarantees	–
Lease liabilities recognised as at 1 July 2019	1,431

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Note 6 Assets we manage

Note content:

- 6.1 Non-current assets classified as held for sale
- 6.2 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
 - (h) Revaluation
 - (i) Valuation of Property
 - (j) Valuation of Infrastructure
 - (k) Reconciliation of Specialised Land

8.4* Fair value measurement

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

6.1 Non-current assets classified as held for sale

Non-current assets classified as held for sale – current	1,000	–
Total non-current assets classified as held for sale	1,000	–

Non-current assets classified as held for sale 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 and related liabilities 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 is expected to be completed within 12 months from the date of classification. At 30 June 2020, there was one car park land asset classified as held for sale which is due to settle by 24 December 2020.

Note 6.2 Property, infrastructure, plant and equipment

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

	Consolidated									
	At fair value/cost 30 June 2019	Acquisitions	Contributions	Revaluation	Depreciation	Impairment (loss) / reversal	Disposals	Write Offs	Transfers	At fair value/cost 30 June 2020
(Related FS note)	(Stmnt Cap Wrks)	(Note 3.5)	(Note 9.1(a))	(Note 4.3)	(Note 9.1(a))	(Note 3.6)	(Note 4.2 & 4.9)	*		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,127,985	3,342	5,047	18,788	-	-	(43)	(370)		1,154,749
Buildings	255,239	20,680	37	10,364	(6,499)	(743)	(1,755)	13,993		291,316
Plant and equipment	11,994	7,317	-	(3,726)	-	(346)	(10)	326		15,555
Infrastructure	708,963	9,933	2,959	(21,034)	-	-	(2,245)	10,683		709,259
Work in progress (WIP)	32,448	16,691	-	-	-	-	(3,891)	(25,132)		20,116
	2,136,629	57,963	8,043	29,152	(31,259)	(743)	(7,944)	(500)		2,190,995

*The transfers balance of \$500,000 represents the net transfer from Property, Infrastructure, Plant and Equipment to Non-Current Assets Classified as Held for Sale (\$1 million - Note 6.1), the opening balance transfer to Intangibles (\$130,000 - Note 5.2(b)) and a transfer from Investment Property to Property, Infrastructure, Plant and Equipment for a land asset no longer classified as Investment Property (\$630,000 - Note 6.4).

(b) SUMMARY OF WORK IN PROGRESS

	Opening WIP 30 June 2019				Closing WIP 30 June 2020			
	\$'000	Additions	Transfers	Write Offs	\$'000	Transfers	Write Offs	\$'000
Property	17,980	5,066	(15,196)	(1,421)	6,429			
Plant and equipment	160	32	(135)	(25)	32			
Infrastructure	14,308	11,593	(9,801)	(2,445)	13,655			
Total	32,448	16,691	(25,132)	(3,891)	20,116			

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	Consolidated							
	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 2019								
At cost	44,605	–	44,605	–	3,461	3,461	17,980	66,046
At fair value	909,216	174,164	1,083,380	397,522	–	397,522	–	1,480,902
Accumulated depreciation	–	–	–	(144,435)	(1,309)	(145,744)	–	(145,744)
	953,821	174,164	1,127,985	253,087	2,152	255,239	17,980	1,401,204
Movements in fair value/cost								
Additions at cost	29	–	29	–	3	3	5,066	5,098
Additions at fair value	809	2,504	3,313	21,004	–	21,004	–	24,317
Contributed assets at cost	1,300	–	1,300	–	–	–	–	1,300
Contributed assets at fair value	3,747	–	3,747	43	–	43	–	3,790
Revaluation increments (decrements)	20,941	(2,153)	18,788	34,611	–	34,611	–	53,399
Fair value/cost of assets disposed	–	–	–	–	–	–	–	–
Fair value/cost of assets written off	(43)	–	(43)	(5,126)	–	(5,126)	(1,421)	(6,590)
Transfers in (out)	(3,030)	2,660	(370)	13,993	–	13,993	(15,196)	(1,573)
	23,753	3,011	26,764	64,525	3	64,528	(11,551)	79,741
Movements in accumulated depreciation								
Depreciation	–	–	–	(6,308)	(191)	(6,499)	–	(6,499)
Accumulated depreciation of contributed assets	–	–	–	(6)	–	(6)	–	(6)
Accumulated depreciation of acquisitions	–	–	–	(327)	–	(327)	–	(327)
Accumulated depreciation of write offs	–	–	–	3,371	–	3,371	–	3,371
Impairment loss/(reversal) in revaluation reserve	–	–	–	(743)	–	(743)	–	(743)
Revaluation (increments) decrements	–	–	–	(24,247)	–	(24,247)	–	(24,247)
Transfers (in) out	–	–	–	–	–	–	–	–
	–	–	–	(28,260)	(191)	(28,451)	–	(28,451)
Closing balance at 30 June 2020								
At cost	45,934	–	45,934	–	3,464	3,464	6,429	55,827
At fair value	931,640	177,175	1,108,815	462,047	–	462,047	–	1,570,862
Accumulated depreciation	–	–	–	(172,695)	(1,500)	(174,195)	–	(174,195)
	977,574	177,175	1,154,749	289,352	1,964	291,316	6,429	1,452,494

*Refer to note 6.2 (k) for a reconciliation of specialised land.

(c) PLANT AND EQUIPMENT

	Consolidated					
	Plant, machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and telecomm's \$'000	Library books \$'000	Work in progress \$'000	TOTAL PLANT AND EQUIPMENT \$'000
Opening balance at 1 July 2019						
At cost	15,645	7,267	7,252	7,935	160	38,259
Accumulated depreciation	(8,608)	(6,269)	(6,178)	(5,050)	–	(26,105)
	7,037	998	1,074	2,885	160	12,154
Movements in cost						
Acquisition of assets at cost	2,403	1,199	2,923	792	32	7,349
Cost of assets disposed	(2,511)	–	–	–	–	(2,511)
Cost of assets written off	(4)	–	(14)	(23)	(25)	(66)
Transfers in (out)	30	50	(2,332)	–	(135)	(2,387)
	(82)	1,249	577	769	(128)	2,385
Movements in accumulated depreciation						
Depreciation	(1,902)	(439)	(399)	(986)	–	(3,726)
Accumulated depreciation of disposals	2,165	–	–	–	–	2,165
Accumulated depreciation of write offs	1	–	14	16	–	31
Transfers (in) out	–	–	2,578	–	–	2,578
	264	(439)	2,193	(970)	–	1,048
Closing balance at 30 June 2020						
At cost	15,563	8,516	7,829	8,704	32	40,644
Accumulated depreciation	(8,344)	(6,708)	(3,985)	(6,020)	–	(25,057)
	7,219	1,808	3,844	2,684	32	15,587

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(e) INFRASTRUCTURE

	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, INFRASTR.
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 July 2019										
At cost	-	-	-	-	40,117	45,496	-	14,308	99,921	204,226
At fair value	501,708	64,768	86,817	423,358	-	-	17,550	-	1,094,201	2,575,103
Accumulated depreciation	(219,487)	(18,210)	(28,233)	(152,873)	(19,620)	(27,123)	(5,305)	-	(470,851)	(642,700)
	282,221	46,558	58,584	270,485	20,497	18,373	12,245	14,308	723,271	2,136,629
Movements in fair value/cost										
Acquisition of assets at cost	-	-	-	-	941	1,283	-	11,593	13,817	26,264
Acquisition of assets at fair value	4,024	-	2,353	985	-	-	347	-	7,709	32,026
Contributed assets at cost	-	-	-	-	192	-	-	-	192	1,492
Contributed assets at fair value	1,589	-	669	664	-	-	160	-	3,082	6,872
Revaluation increments (decrements)	-	-	-	-	-	-	-	-	-	53,399
Fair value/cost of assets disposed	-	-	-	-	-	-	-	-	-	(2,511)
Fair value/cost of assets written off	(2,585)	-	(1,190)	(307)	(936)	(441)	(90)	(2,445)	(7,994)	(14,650)
Transfers in (out)	1,390	45	1,511	2,389	1,036	3,105	1,207	(9,801)	882	(3,078)
	4,418	45	3,343	3,731	1,233	3,947	1,624	(653)	17,688	99,814
Movements in accumulated depreciation										
Depreciation	(9,901)	(833)	(2,264)	(4,220)	(1,884)	(1,637)	(295)	-	(21,034)	(31,259)
Accumulated depreciation of contributed assets	(209)	-	(74)	(1)	-	-	(31)	-	(315)	(321)
Accumulated depreciation of acquisitions	-	-	-	-	-	-	-	-	-	(327)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	2,165
Accumulated depreciation of write offs	1,485	-	427	128	935	297	32	-	3,304	6,706
Revaluation (increments) decrements	-	-	-	-	-	-	-	-	-	(24,247)
Impairment loss/(reversal) in revaluation reserve	-	-	-	-	-	-	-	-	-	(743)
Impairment loss/(reversal) in operating result	-	-	-	-	-	-	-	-	-	-
Transfers (in) out	(33)	-	-	-	(7)	32	8	-	-	2,578
	(8,658)	(833)	(1,911)	(4,093)	(956)	(1,308)	(286)	-	(18,045)	(45,448)
Closing balance at 30 June 2020										
At cost	-	-	-	-	41,350	49,443	-	13,655	104,448	200,919
At fair value	506,126	64,813	90,160	427,089	-	-	19,174	-	1,107,362	2,678,224
Accumulated depreciation	(228,145)	(19,043)	(30,144)	(156,966)	(20,576)	(28,431)	(5,591)	-	(488,896)	(688,148)
	277,981	45,770	60,016	270,123	20,774	21,012	13,583	13,655	722,914	2,190,995

6.2 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 6.2 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.

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

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

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

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

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

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(g) Depreciation (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>		
<i>Land</i>		
Land	N/A	–
Land under roads	N/A	–
<i>Buildings</i>		
Buildings	50–100	5
Leasehold improvements	Lease term	–
<i>Plant and equipment</i>		
<i>Plant and equipment</i>		
Heavy plant and equipment	7	3
Buses, quads and trailers	10	3
Light plant and equipment, passenger and light commercial vehicles	5	3
<i>Fixtures, fittings and furniture</i>		
Fixtures, fittings, furniture and equipment	6	3
Musical instruments	20	3
Art works	N/A	3
<i>Computers and telecommunications</i>		
Hand held devices / mobile phones	3	3
Hardware and equipment	5	3
Library books	5	–
<i>Infrastructure</i>		
<i>Roads</i>		
Seal	12–20	20
Substructure	100	20
Kerb and channel	15–80	5
Existing local area traffic management (LATM) devices	5–30	5
New local area traffic management (LATM) devices	5–30	–
On-street car parks	20–100	5
Bridges	20–100	5
Footpaths and cycleways	10–50	–
<i>Drainage</i>		
New pipes and pits	100	–
Existing pipes and pits	100	5
Gross pollutant traps	50	5
<i>Recreational, leisure and community facilities</i>		
Recreational equipment and facilities, minor outdoor electronic screens, signs and 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	3
Major outdoor LED screens	5	3
Playgrounds	15	3
Outdoor pools	50	3

(g) Depreciation (continued)

	Depreciation period (years)	Threshold limit \$'000
Parks, open space and streetscapes		
Open space furniture, fencing, bollards and gates.	10–50	3
Flood prevention – retarding/detention basins	20	3
Surface drainage – unformed open drains, water quality devices – wetlands, rain gardens and bioretention swales.	10	3
Surface drainage – formed open drains. Public art.	50	3
Signs, parking meters, ticket machines and equipment.	10–20	3
Lighting, landscaping, passive grass/surface and gardens.	10–20	3
Off street car parks	20–100	5

(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 8.4 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 15% 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 \$13 and \$2,700 per square metre.

Consolidated 2020 \$'000	Consolidated 2019 \$'000
977,574	909,216

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

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(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 \$55,000 per square metre. The remaining useful lives of specialised buildings are determined on the basis of the current condition of buildings and vary from 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 buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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

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 2020 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. The 1 January 2020 revaluation of land resulted in an increment of \$18.79 million (1.7% increase on the opening balance of land at fair value).

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 2020 are as follows:

	Non-specialised		Specialised	Date of last valuation
	Level 1	Level 2	Level 3	
Land*	-	177,175	931,640	1-Jan-20
Buildings*	-	-	289,352	1-Jan-20
Total written down value	-	177,175	1,220,992	

*Land at fair value excludes land under roads which are valued at cost and buildings at fair value excludes leasehold improvements which are valued at cost.

**Additional details about the fair value hierarchy can be found in Note 8.4.

Consolidated 2020 \$'000	Consolidated 2019 \$'000
289,352	253,087
667,473	670,093

6.2 Property, infrastructure, plant and equipment (continued)

(i) Valuation of Property (continued)

Proval (Vic) Pty Ltd undertook a review of 'Annual Material Change' in the fair value of the land and building asset classes in the City of Greater Dandenong portfolio for the period 1 January 2020 to 30 June 2020. No material change was identified based on data available. The state of the property market within the review period is at present most influenced by the recent COVID-19 pandemic and resulting declaration of State of Emergency. Market conditions are changing daily at present. The full extent of the effect of these conditions upon the property market and broader economic environment is unclear at best. Initial falls in auction and inspection attendance rates prior to the State of Emergency, the evolution and ensuing shift to online auctions only, and recent return of on-site auctions, albeit limited in attendance numbers, have at varying times all conspired to result in a period of limited transaction volumes from which to base a meaningful and thorough analysis process. For the period of the annual material change review, we consider that there is a market uncertainty resulting in significant valuation uncertainty.

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.

(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. No infrastructure asset classes were revalued at 30 June 2020 as roads, footpaths and cycleways, drainage and off-street car parks were revalued in the prior financial year. 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. Where condition data was available for assets, remaining useful life was revised based on condition. 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.

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 2020 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	–	–	277,981	Jun–19
Bridges	–	–	45,770	Mar–17
Footpaths and cycleways	–	–	60,016	Jun–19
Drainage	–	–	270,123	Jun–19
Off street car parks	–	–	13,583	Jun–19
Total written down value	–	–	667,473	

Infrastructure assets valued at fair value are subject to an annual review of replacement rates. This review uses several inputs which are mainly sourced from the February 2020 update of the Rawlinsons Australian Construction Handbook. At balance date, no adjustment has been made to the fair value valuation due to the market that the assets are transacted in is being impacted by the uncertainty that the COVID-19 outbreak has caused. These assets are specialised assets classified at level three under AASB 13. This means that the fair value valuations are based on techniques for which the lowest level input that is significant to the fair value measurement is unobservable. The COVID-19 impacts on these asset valuations are particularly difficult to assess as there is generally no observable market for these assets. As at the date of valuation we consider that there is a market uncertainty resulting in significant valuation uncertainty.

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	Consolidated 2020 \$'000	Consolidated 2019 \$'000
(k) Reconciliation of specialised land at fair value*		
Parks and reserves	625,803	604,882
Floodway	10,700	9,528
Public use	18,750	21,637
Industrial	51,709	46,813
Other	224,678	226,356
Total specialised land	931,640	909,216

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

Note 6.3 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 2021. 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 2019–20 financial year. These financial statements should be read in conjunction with the accompanying notes in the financial report.

In response to the COVID-19 pandemic, Council has waived the requirement for DMPL to pay a return to Council in both the 2019–20 and 2020–21 financial years. This has allowed DMPL to provide support to Market traders in the form of short-term relief ensuring the long-term viability of the Market. Council has also agreed to allow the DMPL to hold on to any surplus funds in 2019–20 which will be added to DMPL's retained earnings.

Comprehensive Income Statement
For the year ended 30 June 2020
Consolidated

	Council 2020 \$'000	DMPL 2020 \$'000	Consolidation Adjustment 2020 \$'000	Consolidated Accounts 2020 \$'000
Income				
Rates and charges	145,103	–	(101)	145,002
Statutory fees and fines	8,146	–	–	8,146
User fees	6,949	–	–	6,949
Grants – operating	31,230	–	–	31,230
Grants – capital	1,435	–	–	1,435
Contributions – monetary	6,521	–	–	6,521
Contributions – non-monetary	8,043	–	–	8,043
Net gain on disposal of property, infrastructure, plant and equipment	583	–	–	583
Other income	7,630	4,682	(248)	12,064
Total income	215,640	4,682	(349)	219,973
Expenses				
Employee costs	(78,717)	(978)	50	(79,645)
Materials and services	(74,722)	(3,292)	119	(77,895)
Bad and doubtful debts	(1,290)	(10)	–	(1,300)
Depreciation	(31,241)	(18)	–	(31,259)
Amortisation – intangible assets	(77)	–	–	(77)
Amortisation – right of use assets	(562)	–	–	(562)
Borrowing costs	(3,041)	–	–	(3,041)
Finance costs – leases	(34)	–	–	(34)
Fair value adjustments for investment property	(383)	–	–	(383)
Other expenses	(9,312)	(167)	180	(9,299)
Total expenses	(199,379)	(4,465)	349	(203,495)
Net surplus for the year	16,261	217	–	16,478
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment	29,152	–	–	29,152
Impairment (loss) reversal in revaluation of previous revaluation	(743)	–	–	(743)
Total comprehensive result	44,670	217	–	44,887

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Balance Sheet
As at 30 June 2020
Consolidated

	Council 2020 \$'000	DMPL 2020 \$'000	Consolidation Adjustment 2020 \$'000	Consolidated Accounts 2020 \$'000
Assets				
Current assets				
Cash and cash equivalents	154,563	1,204	–	155,767
Trade and other receivables	24,974	65	–	25,039
Other financial assets	2,000	–	–	2,000
Non-current assets classified as held for sale	1,000	–	–	2,000
Other assets	4,537	27	(3)	4,561
Total current assets	187,074	1,296	(3)	188,367
Non-current assets				
Trade and other receivables	305	–	–	305
Property, infrastructure, plant and equipment	2,190,972	23	–	2,190,995
Investment property	11,814	–	–	11,814
Right of use assets	998	–	–	998
Intangible assets	124	–	–	124
Total non-current assets	2,204,213	23	–	2,204,236
Total assets	2,391,287	1,319	(3)	2,392,603
Liabilities				
Current liabilities				
Trade and other payables	18,800	330	(3)	19,127
Trust funds and deposits	8,425	287	–	8,712
Unearned income	40,340	–	–	40,340
Provisions	19,659	62	–	19,721
Interest-bearing liabilities	3,255	–	–	3,255
Lease liabilities	571	–	–	571
Total current liabilities	91,050	679	(3)	91,726
Non-current liabilities				
Trust funds and deposits	311	–	–	311
Provisions	1,110	72	–	1,182
Interest-bearing liabilities	56,636	–	–	56,636
Interest-bearing liabilities	442	–	–	442
Total non-current liabilities	58,499	72	–	58,571
Total liabilities	149,549	751	(3)	150,297
Net assets	2,241,738	568	–	2,242,306
Equity				
Accumulated surplus	904,579	568	–	905,147
Reserves	1,337,159	–	–	1,337,159
Total equity	2,241,738	568	–	2,242,306

Statement of Cash Flows
For the year ended 30 June 2020
Consolidated

	Council 2020 \$'000	DMPL 2020 \$'000	Consolidation Adjustment 2020 \$'000	Consolidated Accounts 2020 \$'000
Cash flows from operating activities				
Rates and charges	144,333	–	(101)	144,232
Statutory fees and fines	6,047	–	–	6,047
User fees	6,687	–	–	6,687
Grants – operating	34,749	–	–	34,749
Grants – capital	4,116	–	–	4,116
Contributions – monetary	7,451	–	–	7,451
Interest received	2,286	1	–	2,287
Trust funds and deposits taken	27,546	114	–	27,660
Other receipts	5,808	5,198	(290)	10,716
Net GST refund	12,325	(132)	–	12,193
Employee costs	(78,224)	(954)	43	(79,135)
Materials and services	(85,440)	(3,730)	168	(89,002)
Short-term, low value and variable lease payments	(536)	(25)	–	(561)
Trust funds and deposits repaid	(27,052)	(69)	–	(27,121)
Other payments	(5,104)	(142)	180	(5,066)
Net cash provided by operating activities	54,992	261	–	55,253
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(59,699)	(27)	–	(59,726)
Proceeds from sale of property, infrastructure, plant and equipment	929	–	–	929
Payments for investments	(2,000)	–	–	(2,000)
Net cash used in investing activities	(60,770)	(27)	–	(60,797)
Cash flows from financing activities				
Finance costs	(3,080)	–	–	(3,080)
Proceeds from borrowings	10,000	–	–	10,000
Repayment of borrowings	(8,634)	–	–	(8,634)
Interest paid – lease liability	(35)	–	–	(35)
Repayment of lease liabilities	(547)	–	–	(547)
Net cash used in financing activities	(2,296)	–	–	(2,296)
Net decrease in cash and cash equivalents	(8,074)	234	–	(7,840)
Cash and cash equivalents at the beginning of the financial year	162,637	970	–	163,607
Cash and cash equivalents at the end of the financial year	154,563	1,204	–	155,767

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	Consolidated 2020 \$'000	Consolidated 2019 \$'000
6.4 Investment property		
Balance at beginning of financial year	12,827	11,330
Additions	–	2,404
Transfers to property, infrastructure, plant and equipment	(630)	–
Fair value adjustments	(383)	(907)
Balance at end of financial year	11,814	12,827

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.

During 2019–20, one investment property was no longer held for rental purposes, so was transferred to property, infrastructure, plant and equipment.

Proval (Vic) Pty Ltd undertook a review of 'Annual Material Change' in the valuation of investment property in the City of Greater Dandenong portfolio for the period 1 January 2020 to 30 June 2020. No material change was identified based on data available. The state of the property market within the review period is at present most influenced by the recent COVID-19 pandemic and resulting declaration of State of Emergency. Market conditions are changing daily at present. The full extent of the effect of these conditions upon the property market and broader economic environment is unclear at best. Initial falls in auction and inspection attendance rates prior to the State of Emergency, the evolution and ensuing shift to online auctions only, and recent return of on-site auctions, albeit limited in attendance numbers, have at varying times all conspired to result in a period of limited transaction volumes from which to base a meaningful and thorough analysis process. For the period of the annual material change review, we consider that there is a market uncertainty resulting in significant valuation uncertainty.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

City of Greater Dandenong

Subsidiaries

Dandenong Market Pty Ltd – detailed in note 6.3

(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:

	2020 No.	2019 No.
Councillors		
From 12 November 2019 to Current		
Councillor Peter Brown		
From 1 July 2019 to Current		
Councillor Roz Blades AM (Mayor 15 November 2018 – 12 October 2019)		
Councillor Youhorn Chea (Mayor 14 October 2019 – 13 November 2019)		
Councillor Jim Memeti (Mayor 14 November 2019 – Current)		
Councillor Matthew Kirwan		
Councillor Angela Long		
Councillor Sean O'Reilly		
Councillor Maria Sampey		
Councillor Loi Truong		
Councillor Tim Dark		
Councillor Zaynoun Melhem		
Councillor Sophie Tan		
Total number of Councillors	12	12
Other Key Management Personnel		
Mick Jaensch – Director Corporate Services		
Jody Bosman – Director City Planning, Design and Amenity		
Martin Fidler – Director Community Services		
Paul Kearsley – Director Business, Engineering and Major Projects		
Julie Reid – Director Engineering Services (1 July 2019 - 23 August 2019)		
	5	5
Chief Executive Officer		
John Bennie PSM	1	1
Total key management personnel	18	18
Dandenong Market Board Members		
Ms Julie Busch – Director (1 July 2019 – 31 May 2020)	1	1
Mr Franz Madlener – Director	1	1
Mr Tom Mollenkopf – Director	1	1
Mr Tim Cockayne – Director (1 July 2019 – 15 October 2019) and (22 June 2020 – Current)	1	1
Ms Donna McMaster – Director	1	1
Executives	2	1
Total number of Dandenong Market Board Members	7	6

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(c) Remuneration of Key Management Personnel

	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits*	2,504	2,518
Long-term benefits	46	57
Post employment benefit	142	160
Termination benefits	6	–
	2,698	2,735

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

	2020 No.	2019 No.
The numbers of key management personnel, whose total remuneration from Council and any related entities fall within the following bands:		
\$1 – \$9,999	1	–
\$10,000 – \$19,999	–	2
\$20,000 – \$29,999	4	4
\$30,000 – \$39,999	10	9
\$40,000 – \$49,999	1	–
\$50,000 – \$59,999	1	–
\$60,000 – \$69,999	–	1
\$80,000 – \$89,999	–	1
\$100,000 – \$109,999	1	–
\$140,000 – \$149,999	1	–
\$230,000 – \$239,999	1	1
\$280,000 – \$289,999	1	3
\$290,000 – \$299,999	–	1
\$300,000 – \$309,999	1	–
\$310,000 – \$319,999	2	1
\$430,000 – \$439,999	–	1
\$440,000 – \$449,999	1	–
Total	25	24

(d) Senior Officers remuneration

**2020
No.** **2019
No.**

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000.

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

Income range:

< \$150,999	–	5
\$151,000 – \$159,999**	11	10
\$160,000 – \$169,999**	6	5
\$170,000 – \$179,999**	9	4
\$180,000 – \$189,999	–	2
\$190,000 – \$199,999**	6	4
\$200,000 – \$209,999**	3	4
\$210,000 – \$219,999	1	2
\$220,000 – \$229,999	1	1
\$240,000 – \$249,999	1	–
	38	37

Total remuneration for the reporting year for Senior Officers included above, amounted to:*

\$'000 **\$'000**
6,743 6,439

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

**Comparative figures have been amended to include the accrued annual leave entitlements for the year in calculating the “Total remuneration”. This amendment has resulted in an increase of \$8,000 in “Total remuneration” and also change in income bands for senior officers.

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7.2 Related party disclosure

(a) Transactions with related parties

(i) During 2019–20 Council entered into the following transactions with related party Dandenong Market Pty Ltd (DMPL).

	2020 Excl GST \$'000	2019 Excl GST \$'000
Received from DMPL		
Rent received	–	1,447
Other reimbursements	14	–
Refund of gift vouchers not redeemed by the Council	–	11
Total received	14	1,458
Paid to DMPL		
Contributions for festival/events	170	82
Payment for Gift vouchers	54	48
Payment for other items	29	13
Total paid	253	143

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.

(ii) During the financial year ended 30 June 2020, John Bennie CEO was a non-executive board member of the following organisations to which Council has paid the following amounts;

MAV Insurance (which operates under the umbrella of Municipal Association of Victoria) a value of \$2.19 million (2018-19 \$2.15 million), the transaction was for the provision of Workcare self-insurance scheme.

Community Chef \$484,000 (2018–19 \$517,000) agreement for delivery of meals.

Chisholm institute \$440 (2018–19 \$26,000) for the provision of external training courses.

(b) Outstanding balances with related parties

The following transaction was outstanding at 30 June

Refund of gift vouchers not redeemed by the Council	–	11
Other reimbursements	3	–
	3	11

(c) Loans to/from related parties

No loans were made, guaranteed or secured by the Council to related parties during 2019–20 (2018–19 \$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 2021.

A commitment for rent of the Market premises is as follows*	–	1,447
	–	1,447

*In response to the COVID-19 pandemic, Council has waived the requirement for DMPL to pay a return to Council in both the 2019–20 and 2020–21 financial years. This has allowed the provision of support to Market traders in the form of rent relief.

Note 8 Managing uncertainties

8.1 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 2020 \$'000	Consolidated 2019 \$'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	1,938	1,724
Later than one year and not later than five years	2,238	2,702
Later than five years	234	274
	4,410	4,700

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 2019–20 year (Nil for 2018–19). At 30 June 2020 the outstanding contribution of \$1,000 relates to Dandenong Market Pty Ltd (\$1,000 as at 30 June 2019) and there were no loans issued from or to the above schemes.

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2021 are \$375,000 (\$409,120 as at 30 June 2019).

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 \$14.4 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.

Legal actions

Council is presently involved in a number of confidential legal matters, which are being conducted through Council's solicitors. The estimated potential financial effect of these matters may be up to \$1.46 million (\$1.56 million as at 30 June 2019).

MAV Workcare

Council is a participant of the MAV WorkCare Scheme. The MAV WorkCare scheme provides workers compensation insurance. The MAV WorkCare Scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

With investments having not delivered the requisite returns, the Scheme's ratio of assets to liabilities has dropped to around 86%, representing an overall dollar deficit, as at 31 March 2020, of \$12 million. As a result (and in keeping with the Scheme Rules), the deficit position has prompted the need for additional contributions from members to help progressively rectify the financial shortfall.

Under year one of the plan, the total Capital Recovery Contribution amount to be paid by the Scheme is \$2.4 million, which will be proportionately allocated to members based on each member's allocated/calculated share of the 2020–21 premium pool. Council was informed formally of our share based on 8.51633% (\$204,392) of the Scheme's overall 2020–21 premium pool on 5 June 2020. Council has accounted for the \$204,392 in the Comprehensive Income Statement in employee costs (refer to note 4.1) and in the Balance Sheet in current liabilities (refer to note 5.3).

(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 2020, Council's maximum potential exposure is as follows:

Entities	Amount outstanding 30 June 2020 \$'000	Amount outstanding 30 June 2019 \$'000	Year loan commenced
Keysborough Bowls Club Inc.	96	110	18 May 2015
Total Guarantees for loans to other entities	96	110	

Note 8.2 Change in accounting standards

The following new Australian Accounting Standards have been issued are not mandatory for the 30 June 2020 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 1059 Service Concession Arrangements: Grantors
Background	<p>AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:</p> <ul style="list-style-type: none"> – recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset; – reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset; – initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059, – recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and – disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.
Impact/action	Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.
Effective date	Periods beginning on or after 1 January 2020.
Pronouncement	AASB 2018–7 Amendments to Australian Accounting Standards – Definition of Material
Background	The Standard principally amends <i>AASB 101 Presentation of Financial Statements</i> and <i>AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors</i> . The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications.
Impact/action	The impacts on the local government sector are expected to be minimal.
Effective date	Applies to 2020–21 financial year
Pronouncement	AASB 2019–1 Amendments to Australian Accounting Standards – References to the Conceptual Framework
Background	This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB.
Impact/action	The impacts on the local government sector are expected to be minimal.
Effective date	Applies to 2020–21 financial year

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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.

8.3 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. Particularly significant area of credit risk exists in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. 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 10% 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.

Refer to note 5.1 for financial assets which are 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 8.1.

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

(d) Liquidity risk (continued)

– 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 8.1, 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 5.4.

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 0.73%.

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.

8.4 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.

At balance date, two building assets were impaired to the extent of having one year of remaining useful life as they have been nominated for demolition in the 2020-21 Building Disposal program. The impairment of these assets has been recognised in the Asset Revaluation Reserve as these assets are valued at fair value. Refer to note 9.1 for further details.

8.5 Events occurring after balance date

The Victorian Government announced a 'State of Disaster' on the 2 August 2020 and 'Stage 4' restrictions were applied to Metro Melbourne, which includes the City of Greater Dandenong.

The introduction of Stage 4 restrictions however has had further implications for Council services and facilities beyond those already affected by the previous Stage 3 restrictions. Several of Council services have now been or continued to be closed including Council's libraries, leisure centres, community centres and The Drum Theatre. Essential services including kerbside waste collection, services for older and vulnerable residents and our critical Maternal and Child Health visits continued to be provided.

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At this stage, it is not possible to estimate what affect this will have on the Council's financial performance during 2020-21. Council will continue to monitor the impacts during 2020-21 and will actively manage its budgets to ensure the financial outcomes to Council remain in alignment with Council budgets.

8.6 Adjustments directly to equity

Other than the transitional impacts of the new Accounting Standards (refer Note 10), there were no adjustments to opening equity balances in the 2019–20 financial year.

Note 9 Other matters

9.1 Reserves

	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					
2020					
Property					
Land	797,514	10,364	(18)	–	807,860
Buildings	24,772	18,788	(375)	(743)	42,442
	822,286	29,152	(393)	(743)	850,302
Infrastructure					
Roads	196,658	–	–	–	196,658
Bridges	20,324	–	–	–	20,324
Footpaths and cycleways	15,289	–	–	–	15,289
Drainage	183,446	–	–	–	183,446
Off street car parks	3,804	–	–	–	3,804
	419,521	–	–	–	419,521
Total asset revaluation reserves	1,241,807	29,152	(393)	(743)	1,269,823
2019					
Property					
Land	867,966	(70,452)	–	–	797,514
Buildings	25,102	–	(330)	–	24,772
	893,068	(70,452)	(330)	–	822,286
Infrastructure					
Roads	188,977	7,681	–	–	196,658
Bridges	20,324	–	–	–	20,324
Footpaths and cycleways	15,101	188	–	–	15,289
Drainage	170,324	13,122	–	–	183,446
Off street car parks	3,071	733	–	–	3,804
	397,797	21,724	–	–	419,521
Total asset revaluation reserves	1,290,865	(48,728)	(330)	–	1,241,807

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 6.2(h).

9.1 Reserves (continued)

	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2020				
Insurance reserve	987	(72)	84	999
Re-vegetation reserves	272	(123)	257	406
Open space – planning, development and improvements	9,170	(2,327)	2,866	9,709
Open space – acquisitions	5,918	(1,658)	1,740	6,000
Keysborough South maintenance levy	1,613	(1,442)	1,550	1,721
Major projects reserve	38,810	(13,537)	977	26,250
General reserve	840	(506)	–	334
Council funded development contributions reserve	15,703	(343)	4,070	19,430
Spring Valley landfill rehabilitation	924	(34)	–	890
Springvale Activity Precinct – parking and development	235	–	–	235
Dandenong Activity Precinct – parking and development	382	(234)	1,000	1,148
Local Government Funding Vehicle	4,900	(4,900)	–	–
Future maintenance reserve	–	–	214	214
Grants in advance reserve	1,220	(1,220)	–	–
Keysborough South Community Infrastructure Levies	1,540	(1,540)	–	–
Total other reserves	82,514	(27,936)	12,758	67,336
2019				
Insurance reserve	876	(35)	146	987
Re-vegetation reserves	334	(62)	–	272
Open space – planning, development and improvements	9,220	(2,843)	2,793	9,170
Open space – acquisitions	6,000	(82)	–	5,918
Keysborough South maintenance levy	1,508	(1,392)	1,497	1,613
Major projects reserve	28,663	(200)	10,347	38,810
General reserve	3,880	(3,040)	–	840
Council funded development contributions reserve	12,702	(259)	3,260	15,703
Spring Valley landfill rehabilitation	1,064	(140)	–	924
Springvale Activity Precinct – parking and development	166	(70)	139	235
Dandenong Activity Precinct – parking and development	452	(1,070)	1,000	382
Local Government Funding Vehicle	4,900	–	–	4,900
Grants in advance reserve	–	–	1,220	1,220
Keysborough South Community Infrastructure Levies	–	–	1,540	1,540
Total other reserves	69,765	(9,193)	21,942	82,514

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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.

Major projects reserve

The major projects reserve holds proceeds from the sale of Council's property assets or surplus Council funds and will be utilised for investing in other properties or funding future major projects.

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.

Future maintenance reserve

This reserve holds contribution funds for future works to address level crossing removal authority defects.

Grants in advance reserve

This reserve holds funds from capital grants received in advance of the project works. Discontinued in 2019–20.

Keysborough South Community Infrastructure Levies

These reserve funds relate to Community Infrastructure Levies received in relation to the Keysborough South Development Contributions Plan.

9.1 Reserves (continued)

	Note	Consolidated 2020 \$'000	Consolidated 2019 \$'000
(c) Total reserves summary			
Asset revaluation reserve	9.1(a)	1,269,823	1,241,807
Other reserves	9.1(b)	67,336	82,514
Total reserves		1,337,159	1,324,321

9.2 Reconciliation of cash flows from operating activities to surplus

Surplus for the year		16,478	31,279
Depreciation		31,259	29,064
Amortisation intangible assets		77	–
Amortisation right of use assets		562	–
Gain on disposal of property, infrastructure, plant and equipment		(583)	(457)
Fair value adjustments		383	907
Contributions of non-monetary assets		(8,043)	(7,735)
Works in progress unable to be capitalised (expensed)		3,891	1,683
Assets written-off		4,053	3,167
Borrowing costs		3,041	3,131
Finance cost – leases		34	–
Change in assets and liabilities			
Increase in trade and other receivables		(1,860)	(3,475)
Decrease in trust funds and deposits		(553)	(5,294)
Increase in other assets		(89)	(731)
Increase in trade and other payables		4,650	3,416
Increase in provisions		1,953	1,187
Net cash provided by operating activities		55,253	56,142

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9.3 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 Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories 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 2020, this was 9.5% required under Superannuation Guarantee legislation).

Defined Benefit

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 Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, 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 107.1%.

The financial assumptions used to calculate the VBIs were:

Net investment returns	6.0% pa
Salary information	3.5% pa
Price inflation (CPI)	2.0% pa

Vision Super has advised that the estimated VBI at quarter ended 30 June 2020 was 104.6%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change

was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2017 full actuarial investigation conducted by the Fund 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 2020, this rate was 9.5% of members' salaries (9.5% in 2018–19). This rate is expected to increase in line with any increases in the SG contribution rate and reviewed as part of the 30 June 2020 triennial valuation.

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 an 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.

9.3 Superannuation (*continued*)

The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2019 \$ million	2017 \$ million
A VBI surplus	151.3	69.8
A total service liability surplus	233.4	193.5
A discounted accrued benefits surplus	256.7	228.8

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 2019.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2019.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2019.

The Council was notified of the 30 June 2019 VBI during August 2019 (2018: in August 2018)

2020 interim actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumptions for the purposes of this investigation are:

	2020 Triennial investigation	2017 Triennial investigation
Net investment return	5.6%pa	6.5%pa
Salary inflation	2.5%pa (for the first two years and 2.75%pa thereafter)	3.5%pa
Price inflation	2.0%pa	2.5%pa

Superannuation contributions

Contributions by Council to the below superannuation plans for the financial year ended 30 June 2020 are detailed below:

Scheme	Type of scheme	Rate	Consolidated 2020	Consolidated 2019
			\$'000	\$'000
Vision Super	Defined benefits	9.50%	365	397
Vision Super	Accumulation	9.50%	3,316	3,412
Other funds	Accumulation	9.50%	2,174	1,852

There were no payments made to Vision Super unfunded liability during 2019–20 (2018–19 – \$nil).

As at 30 June 2020 outstanding contribution payable of \$1,000 relates to Dandenong Market Pty Ltd and no loans issued from or to the above schemes.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$375,000.

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Note 10 Change in accounting policy

Council has adopted AASB 15 *Revenue from Contracts with Customers*, AASB 16 *Leases* and AASB 1058 *Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

a) AASB 15 Revenue from Contracts with Customers – Impact of Adoption

AASB 15 *Revenue from Contracts with Customers* applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted AASB 15 *Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 *Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 *Revenue from Contracts with Customers* requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 *Leases* requires right of use assets and related liabilities for all lease agreements to be recognised on the Balance Sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 *Income of Not-for-Profit Entities* applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted AASB 1058 *Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 *Income of Not-for-Profit Entities* requires income to be recognised as Council satisfies the performance obligations under the contract.

d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	Consolidated 2019 \$'000
Retained earnings at 30 June 2019	876,273
Revenue adjustment – impact of AASB 15 <i>Revenue from Contracts with Customers</i>	(27)
Income adjustment – impact of AASB 1058 <i>Income of Not-for-Profit Entities</i>	(3,145)
Leases adjustment – impact of AASB 16 <i>Leases</i>	(3)
Retained earnings at 1 July 2019	873,098

Note 10 Change in accounting policy (continued)

	Consolidated		
	As reported 30 June 2019 \$'000	Adjustments \$'000	Post Adoption 1 July 2019 \$'000
Assets			
Right of use assets	-	1,431	1,431
	-	1,431	1,431
Liabilities			
Accrued expenditure	(1,813)	1,810	(3)
Unearned income – operating grants	-	(1,840)	(1,840)
Unearned income – capital grants	-	(2,062)	(2,062)
Unearned income – DCP	-	(27,718)	(27,718)
DCP trust funds	(26,635)	26,635	-
Lease liability – current	-	(542)	(542)
Lease liability – non-current	-	(889)	(889)
	(28,448)	(4,606)	(33,054)
Adjustment to Retained earnings at 1 July 2019		(3,175)	

Note 11 Impact of COVID-19 pandemic on Council's operations and 2019–20 financial report

The COVID-19 pandemic has resulted in one of the most challenging and uncertain times in recent history. At balance date, the state of Victoria was subject to 'Stage 3' restrictions. On the 2 August 2020, Victoria was declared a 'state of disaster' and metropolitan Melbourne became subject to 'Stage 4' restrictions.

Council unveiled local economic support on the 14 April 2020 to support our most vulnerable community members during the COVID-19 pandemic. A series of measures were introduced to ease the financial burden on Greater Dandenong residents, local businesses and community groups. The measures combined with other costs have impacted Council's operations for the financial year end 30 June 2020 in the following areas:

Rate relief package

Council extended its Financial Hardship Policy in response to COVID-19 on the 14 April 2020. No interest charged on outstanding rates and immediate relief to residents by way of \$100 rate waivers to each of the City's 10,728 pensioners and \$200 to those residents receiving the new Jobseeker allowance. Rate waivers provided up until 30 June 2020 resulted in foregone revenue \$1.15 million.

Deferral of rates revenue received/interest free period has resulted in the debtor balance as at 30 June 2020 to increase by \$1.99 million compared to 2018–19. Penalty interest waived on outstanding rates is estimated to around \$250,000.

Dandenong Market

Council provided rental waivers for all traders at the Dandenong Market at a cost of \$1.5 million to provide stimulus funding to encourage traders to remain open and allow the market to continue to be a source of fresh, affordable food.

Material Aid

Council supported the distribution of around 15 tonnes of food to our community, including fresh fruit, vegetables and non-perishable food through material aid funding. Expenses relating to the provision of material aid at 30 June 2020 was \$159,000.

Other impacts to Council's operations

In response to significant decrease in demand / government directive amidst the COVID-19 outbreak, Council's leisure centre facilities / libraries / community centres including Council's Drum Theatre were closed. Council waived rents for many of Council's commercial leaseholders and for those that continued to trade, rent reductions of 50% from 1 April – 30 June 2020. Rental rebates were offered to sporting clubs for seasonal venue hire and other facilities that were forced to close. Council also suspended enforcement of time restrictions for parking in and around the municipality.

Impacts to Council's revenue is as follows:

Statutory fees and fines and Council user fees decreased by \$2.37 million compared to the 2019–20 Original Budget. The most significant decreases are as follows:

- Car parking, ticket machine and permit income \$727,000.
- Transport civil development statutory and user fees, mainly subdivision, plan checking and asset protection fee income \$446,000.

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- Statutory planning applications, subdivision certificate and user fees \$256,000.
- Building and compliance services mainly building permit and fines income \$199,000.
- General law enforcement statutory fees and fines \$155,000.
- Health statutory fees and fine income \$122,000.
- Drum Theatres closure resulted in a decrease of \$203,000 in fee income.

Other income reductions – a loss in rental and venue hire income due to COVID-19 restrictions and waivers provided in areas such as The Drum Theatre, civic and community facilities and commercial properties (\$609,000).

Council will continue to monitor the impacts during 2020–21 and will actively manage its budgets to ensure the financial outcomes to Council remain in alignment with Council budgets.

Council's Land and Buildings valuation at 1 January 2020

A formal valuation of land and buildings was performed at 1 January 2020 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. The 1 January 2020 revaluation of land resulted in an increment of \$18.79 million (1.7% increase on the opening balance of land at fair value).

Proval (Vic) Pty Ltd undertook a review of 'Annual Material Change' in the fair value of the land and building asset classes in the City of Greater Dandenong portfolio for the period 1 January 2020 to 30 June 2020. No material change was identified based on data available.

The state of the property market within the review period is at present most influenced by the recent COVID-19 pandemic and resulting declaration of State of Emergency. Market conditions are changing daily at present. The full extent of the effect of these conditions upon the property market and broader economic environment is unclear at best. Initial falls in auction and inspection attendance rates prior to the State of Emergency, the evolution and ensuing shift to online auctions only, and recent return of on-site auctions, albeit limited in attendance numbers, have at varying times all conspired to result in a period of limited transaction volumes from which to base a meaningful and thorough analysis process. For the period of the annual material change review, we consider that there is a market uncertainty resulting in significant valuation uncertainty.

Valuation of infrastructure

Infrastructure assets valued at fair value are subject to an annual review of replacement rates. This review uses several inputs which are mainly sourced from the February 2020 update of the Rawlinsons Australian Construction Handbook. At balance date, no adjustment has been made to the fair value valuation due to the market that the assets are transacted in is being impacted by the uncertainty that the COVID-19 outbreak has caused. These assets are specialised assets classified at level three under AASB 13. This means that the fair value valuations are based on techniques for which the lowest level input that is significant to the fair value measurement is unobservable. The COVID-19 impacts on these asset valuations are particularly difficult to assess as there is generally no observable market for these assets. As at the date of valuation we consider that there is a market uncertainty resulting in significant valuation uncertainty.

CUSTOMER SERVICE CENTRE LOCATIONS

Dandenong Civic Centre

Level 2, 225 Lonsdale Street, Dandenong
Hours of operation: 8.30am–5pm Monday to Friday

Springvale

5 Hillcrest Grove, 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



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

