



 GREATER  
DANDENONG  
*City of Opportunity*



**ANNUAL REPORT 2021-22**

[greaterdandenong.vic.gov.au](http://greaterdandenong.vic.gov.au)

## **Acknowledgment of Country**

The City of Greater Dandenong acknowledges and pays respects to the Bunurong people of the Kulin Nation, as the Traditional Custodians of the lands and waters in and around Greater Dandenong. We value and recognise local Aboriginal and Torres Strait Islander cultures, heritage, and connection to land as a proud part of a shared identity for Greater Dandenong. Greater Dandenong City Council pays respect to Elders past, present and emerging and recognises their importance in maintaining knowledge, traditions, and culture in our community. Greater Dandenong City Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal cultural heritage of the land and waters where Greater Dandenong is situated.

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Springvale Community Hub Celebration
































**Our Great City**

# Our Great City

## Our Great City

Greater Dandenong City Council provides a range of services to improve the quality of life of all residents. Council's vision, strategic objectives and service strategies are outlined in the Council Plan 2021-25 and the Annual Budget. The delivery of services is measured by a set of service performance indicators and measures. These services include:

Children and families	Health and wellbeing	Your home	Sport and leisure	Roads and safety	Community
 Childcare	 Disability services	 Planning permits	 Sportsgrounds	 Roads and footpaths	 Libraries
 Kindergartens	 Home maintenance	 Building permits	 Swimming pools	 Car parks	 Volunteering
 Maternal and child health	 Home and community care	 Pet registrations	 Leisure centres	 Street lighting	 Theatre and the arts
 Playgroups	 Meals on wheels	 Rubbish and recycling	 Parks and gardens	 School crossing supervision	 Grants
 Immunisation	 Food safety	 Graffiti removal	 Festivals and events	 Emergency management	 Community centres

## Community Vision 2040

*The City of Greater Dandenong is a home to all. It's a city where you can enjoy and embrace life through celebration and equal opportunity.*

*We harmonise the community by valuing multiculturalism and the individual. Our community is healthy, vibrant, innovative and creative.*

*Our growing city is committed to environmental sustainability. Welcome to our exciting and peaceful community.*

## Strategic Objectives

Council's strategic objectives form the Council Plan 2021-25 and reflect the hopes and aspirations of the community as expressed in the community vision and accompanying principles. These objectives are:

- A socially connected, safe and healthy city
- A city that respects and celebrates diversity, our history and the arts
- A city of accessible, vibrant centres and neighbourhoods
- A green city committed to a sustainable future
- A city that supports entrepreneurship, quality education and employment outcomes
- A Council that demonstrates leadership and a commitment to investing in the community

## Our Community

**97,000** people work within CGD

**38,000 families** within CGD

**50%** of people own or are purchasing their **own home**

**7%** of people live with a severe or profound **disability**

**24,000 migrants** have arrived since 2014

**197** parks

**700 hectares** of open space

**178,000** residents in 2022

**2/3** of people are **born overseas**

**157** birthplaces

**152** playgrounds

**3/4** of families have **parents born overseas**

**33** bushland areas

**1,100** asylum seekers

**Manufacturing and Health care and social assistance** are the two largest industries



## Mayor's Message

The City of Greater Dandenong is a vibrant and diverse place to live, work and play, and despite the challenges of the past two years we have so much to celebrate.

Supporting residents through the continued effects of the pandemic remained a priority for Council and during 2021-22 we administered \$293,236 in material aid to 16 different agencies as part of the State Government Local Partnership Program.

Across 2021 Council consulted with the community and listened to the voice of lived experience to form a draft Anti-Poverty Strategy. The strategy aims to better understand and respond to poverty within our community.

As the most culturally diverse community in Australia, our residents come from all over the world. Greater Dandenong is a proud Refugee Welcome Zone and as a Council we pride ourselves on being a leader in supporting people from refugee and asylum seeker backgrounds. This is why we continued to lead the Mayoral Taskforce Supporting People Seeking Asylum and endorsed Phase 4 of the Back Your Neighbour campaign.

Council invested \$52 million in capital expenditure, continuing to build on strong investment over the past several years.

Funds were allocated to help with the detailed design and planning works for community connection spaces, including Keysborough South Community Hub development, Dandenong Wellness Centre and the redevelopment of the Noble Park Aquatic Centre – Health and Wellbeing Gymnasium.

Work progressed on the redevelopment of the Masonic Hall for the Dandenong New Art (DNA) Gallery. A time capsule documenting the hall's long and fascinating history was created and the plan is to unearth it on the 50th anniversary of the Gallery's official opening which is scheduled for 2023.

Greater Dandenong is home to a vibrant arts community and many public art projects were unveiled across our suburbs. In December 2021 we launched a new art installation created by students at Dandenong West Primary School. Created in collaboration with well-known illustrator Beci Orpin, the colourful work transformed the Hemmings Street shopping strip.

In 2021 South East Leisure Pty Ltd was formed to manage the four major leisure facilities owned by Council, including Dandenong Oasis, Noble Park Aquatic Centre, Dandenong Stadium and Springers Leisure Centre, and in mid 2022 they were successfully transitioned to the new entity.

While the Springvale Community Hub opened to the public in 2020, we finally got to celebrate the beautiful new precinct with the community through a day of celebration in March 2022. The building has become the new community heart of Springvale, and also received recognition for its design at the 2021 Victorian Architecture Awards, receiving the William Wardell Award for Public Architecture and Award for Urban Design.

Another award connected to the Springvale Community Hub was one received for the Waa and Bulln Bulln Corroboree ceremonial fire pit. This project won the First Nations Community Partnership Initiative Award at the 2022 LGPRO Awards for Excellence.

Noble Park was selected as a location for suburban revitalisation under the Victorian Government's Suburban Revitalisation Program. The Noble Park Revitalisation Board was formed and a number of projects were funded to help unlock Noble Park's full potential and support the social and economic recovery from the impacts of COVID-19. A total of 21 projects were funded by the Office of Suburban Development.

With an ageing population in Greater Dandenong there is a high demand for qualified community aged care workers. Council partnered with Chisholm Institute to train staff to support their work in Council's Community Care services. In early 2022 we celebrated graduates receiving their Certificate III Individual Support.

Council has 180 volunteers, without whom many of our programs and services could not run. During the past year they have supported various activities, including the Karma Knitting program which created 150 hand-knitted items donated to Cornerstone, CoCO Social Enterprises and Shawlands Caravan Park.



Council proudly celebrates our First Nations peoples and recognises their connection to Country. We continued to build on our relationship with the Bunurong Land Council, the traditional custodians of the land and waters of Greater Dandenong. We launched our second Reconciliation Action Plan and continue to work towards reconciliation with our Aboriginal and Torres Strait Islander community.

While we focus on this year's outcomes, it is also important to look to the future. Following extensive work with the Greater Dandenong People's Panel we adopted the Council Plan 2021-25, which sets out our community's vision for Greater Dandenong.

The Arts and Cultural Heritage Strategy and the Greater Dandenong Libraries Strategy 2022-26 were also adopted. A total of 344,323 visitors enjoyed our Greater Dandenong Libraries in this last year. We welcomed 7,499 new members and facilitated 481,220 library loans. Given the COVID-19 restrictions, we recorded 4,772 click and collect pick-ups and 486 free home delivery parcels during lockdowns.

Internally Council adopted our first Gender Equality Action Plan, continuing progress towards equality of opportunity and respect and the creation of a safe, inclusive workplace.

As Mayor of this city, it gives me great pleasure to present the 2021-22 Annual Report. Amidst the challenges of an ongoing global pandemic, we continued to support our residents and look towards a promising future.

I would like to thank our CEO John Bennie who has dedicated the last 16 years to the service of the Greater Dandenong community. His passion and commitment to this municipality is without question and his strong leadership is evident in Council's sound financial position, large capital works program, and community satisfaction results year on year. Myself and my fellow Councillors thank John for his outstanding leadership and wish him all the best for the future.

I would also like to thank my fellow Councillors and Council staff for their ongoing commitment to making Greater Dandenong a welcoming place for all and a real city of opportunity.



A handwritten signature in black ink, appearing to read 'Jim Memeti'.

**Cr Jim Memeti**  
Greater Dandenong Mayor

## Chief Executive Officer's Report

This Report will be my last as Council's Chief Executive Officer. In the second quarter of the next financial year, I will retire from Council after some 16 years of service – 16 of the most enjoyable and rewarding years of my local government career; 16 years over which I hope, I have made an incremental and constructive contribution to the ongoing growth and development of this outstanding city.

Despite all of the challenges that we continue to face, 2021-22 has been a successful year for Greater Dandenong City Council. This may be hard to comprehend following two years of a COVID-19 pandemic; or, some six years after rate capping was introduced in 2016; or, having dealt with the constructive challenges associated with the development and funding of one of the most ambitious capital programs on record. But Council is dealing with all of these things – it is stable, it is financially sound, it is optimistic and it remains ambitious about doing the very best for the community at large.

Consider *just some* of the diverse achievements generated by Council for the benefit of its community in the last year:

- Endorsement of a new Council Plan and Community Vision
- First deliberative engagement People's Panel
- Development of a draft Anti-Poverty Strategy
- Successful delivery of a range of community funding programs worth \$2 million
- Successful transition to South East Leisure Pty Ltd
- Administration of almost \$300,000 in material aid to 16 agencies as part of the State Government Local Partnership Program
- Launch of the Innovate Reconciliation Action Plan
- Continued leadership of the Mayoral Taskforce Supporting People Seeking Asylum, with Phase 4 of the Back Your Neighbour Campaign endorsed
- \$950,000 received in two grants from Creative Victoria one of which includes funding for design work for the redevelopment of an arts precinct
- Completion of Council's First Gender Equality Action Plan
- Endorsement of the Arts and Cultural Heritage Strategy and Greater Dandenong Libraries Strategy 2022-26

- In partnership with WAYSS and a local philanthropist Council purchased a block of land for construction of social housing for women and families affected by family violence
- COVID-19 relief efforts with food relief activities
- Completion of the Keysborough South Community Hub planning, now due to start construction
- Progression of the detailed design for the new Dandenong Wellbeing Centre
- Completion of renewal projects
- Development and endorsement of the 10-year asset plan, and
- Progression of the master plan for a visionary Foster Street precinct with Development Victoria/ Capital Alliance.

These are just some of the hundreds of outcomes generated in the year that together, confirm Council's commitment to service and to the support of its diverse communities.

In 2016 the State Government imposed rate capping restrictions on local governments. Five successive and cumulative financial years later, Council's capacity to deliver all that is expected of it is now significantly impacted yet Council has still found ways to deliver a complete range of services, invest in new projects, but just as importantly, upgrade and renew existing assets.

Planning for future works, essential upgrades and improvements is most important and some of the projects this year included:

- The long-awaited Keysborough South Community Hub – a project that was progressing to tender towards the end of the year.
- Planning for the significant and essential Dandenong Wellbeing Centre – a full replacement of the Oasis Aquatic Centre.
- Delivery of essential, dry facility upgrades to the Noble Park Aquatic Centre.
- Construction – approaching completion – of the Springvale Boulevard project.
- Completion and full implementation of the Springvale Community Hub project that over successive years delivered an upgraded City Hall, landscaped surrounds and precinct, and a new Library and community meeting spaces.

- In conjunction with the State Government, numerous projects and activities that contribute to the Revitalisation of the Noble Park Activity Centre.

'Community Hubs' have become priority facilities for Council for well over a decade commencing with a very early version at the Paddy O'Donoghue Centre in 2005. Council has progressed to a new Dandenong Civic Centre, precinct and Library in 2014; a Springvale Hub as outlined above was completed in the middle of the pandemic in 2020; an appropriate, localised facility is planned to be completed in Keysborough South in 2023-24; and now, a similar, locally focussed facility is being planned for Dandenong.

This network of community facilities will support a diverse Greater Dandenong community and assist its many endeavours for years to come.

Signature projects – such as those listed and, many others underway or planned – reinforce Greater Dandenong's standing as a prominent city in a developing region that places strong emphasis on quality facilities and places for its community.

Greater Dandenong remains highly regarded, as a constantly evolving city that:

- Increasingly responds to regional needs
- Has principal and neighbourhood activity centres that reflect growing standards of amenity and opportunity
- Is well-served by public transport - but has a backlog of needs
- Has significantly improved infrastructure and assets – that require constant attention
- Is seeking to play its role in responding to climate change and a myriad of environmental challenges, and
- Remains a centre for skills growth and employment in the region.



### **Sound Financial Management**

Despite many ongoing and external challenges, Council's operating result was a surplus of \$33.9 million. It is important to note that these 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 – as we have been in the past – by the compounding effect of rate capping; by the impacts of two years of COVID-19; and, by the need to source, fund and service, the capital costs of a highly ambitious capital program outlined in this report.

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. Council will not allow its ambitions to be compromised, its optimism to be dampened, or its hard earned and sound financial position to be unreasonably impacted by externalities.

## Chief Executive Officer's Report

### Capital Improvements

\$52.0 million was spent on capital improvements during the year, \$16.5 million of that amount was expended on asset renewals with a further \$19.2 million on upgrades to existing infrastructure assets.

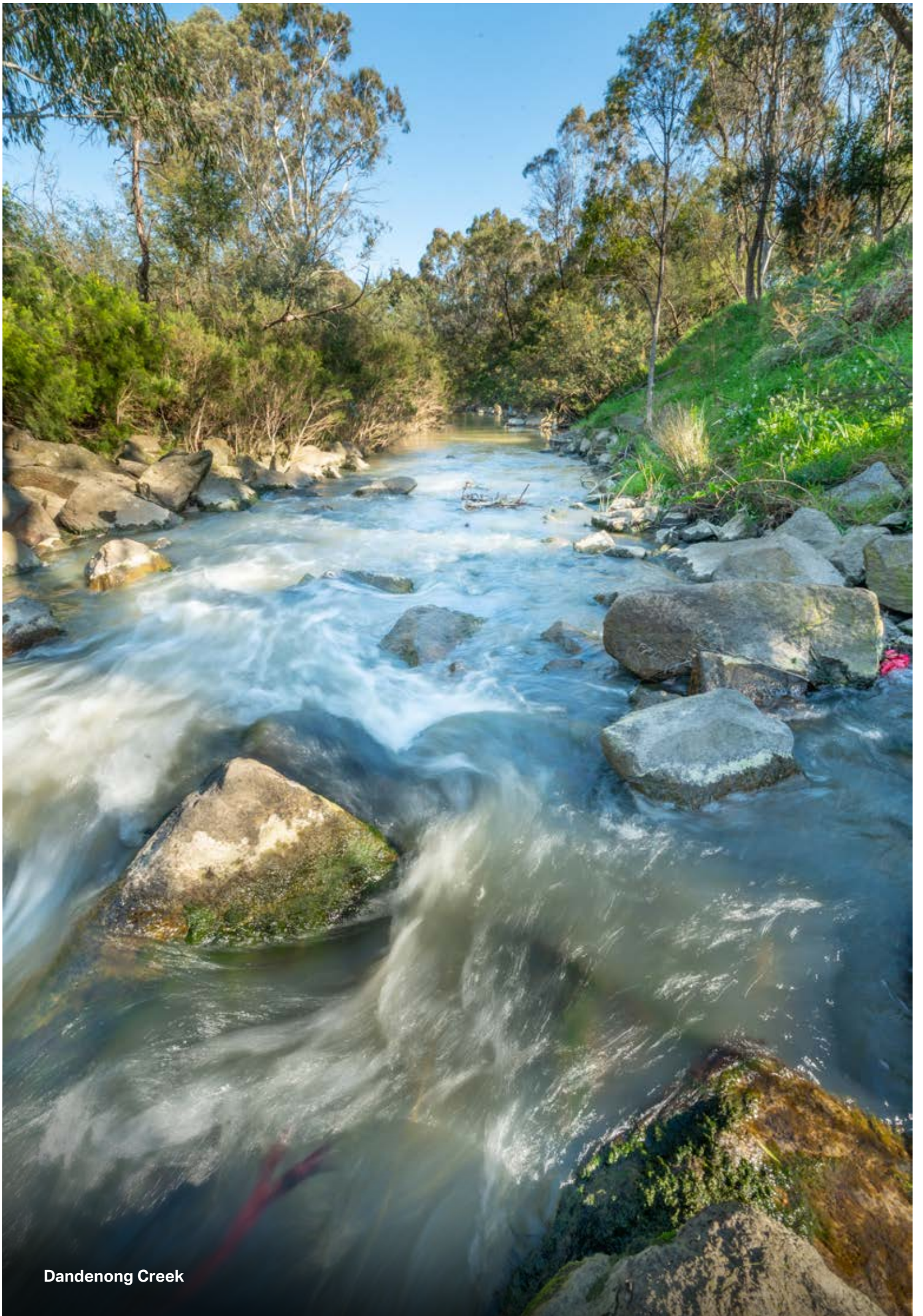
It is pleasing to report that the funding of basic infrastructure – roads, footpaths, and drains in this last year, was maintained at \$14.1 million. This investment continues to underpin the importance of Council's maintenance and protection of existing assets.

2021–22 was by any measure, another successful year for Council, continuing a strong commitment to community facilities providing more than 140 services through the planning and implementation of those already mentioned but also through improvements that provide greater access and opportunity for women, children, people with a disability, our extensive CALD community, visitors and pets and fauna that round out our entire 'community'.

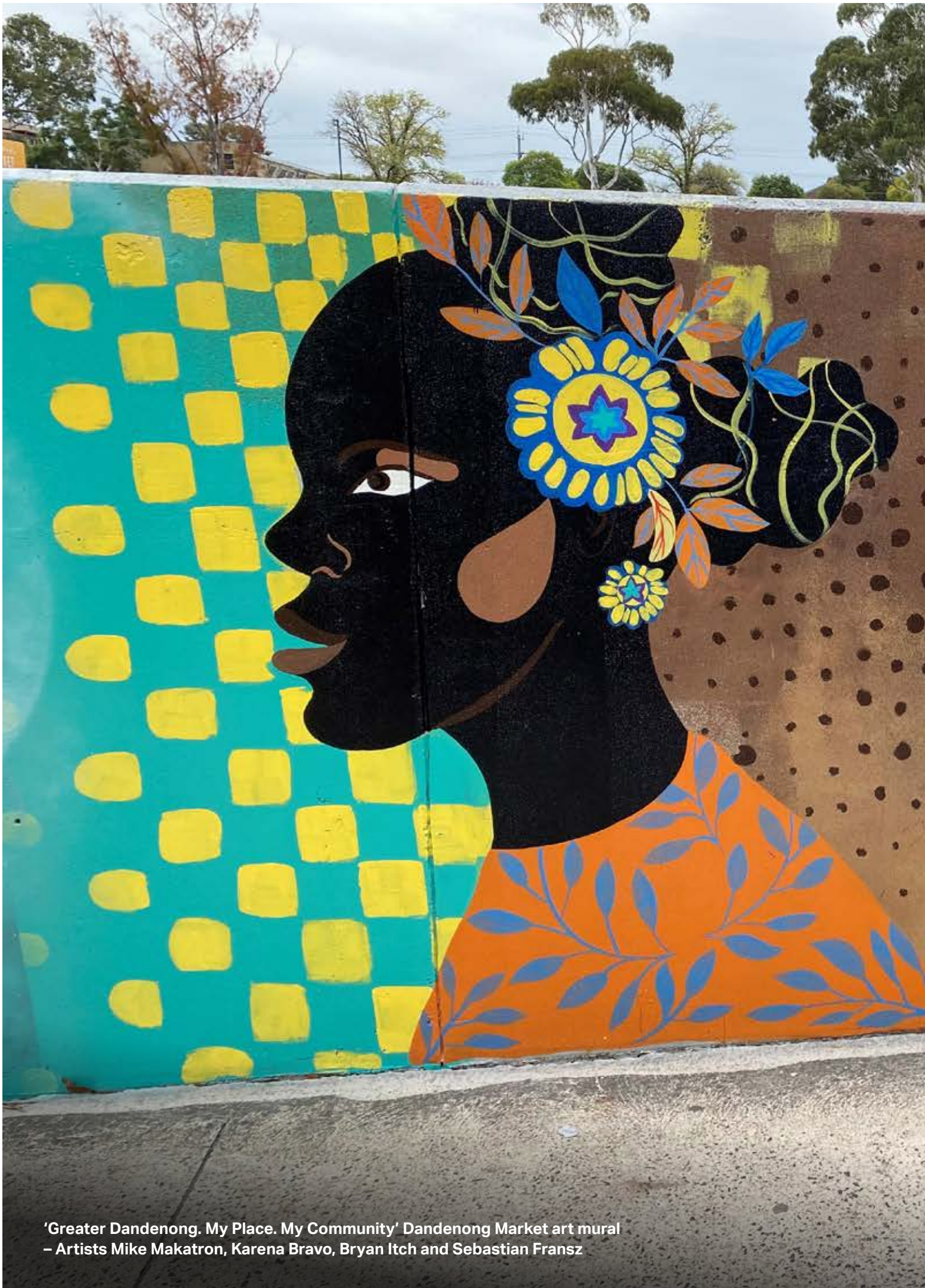
I commend the Council on its leadership and achievements in this last year; I thank the many wonderful staff who remain committed to local government service; and finally, thank Council and the people of Greater Dandenong for the privilege and opportunity to have served as your CEO – I wish you all the very best for the future.



**John Bennie PSM**  
Chief Executive Officer



Dandenong Creek



'Greater Dandenong. My Place. My Community' Dandenong Market art mural  
- Artists Mike Makatron, Karena Bravo, Bryan Itch and Sebastian Fransz



**Performance  
Highlights**

# Performance Highlights



**21** projects were funded by the Office of Suburban Development for the Noble Park Revitalisation projects



**\$293,263** of funding was administered to 16 agencies for material aid from April to June under the State Government Local Partnership Program



**57,976** tonnes of waste were collected from kerbside bins



**75 per cent** of Open Space projects have been completed



Over **\$2m** of community funding programs were delivered



Over **\$40,000** was raised for Wellsprings for Women at the 'Take a Swing for Charity' Golf Day



Council received two grants from Creative Victoria valued at over **\$950k** which includes design work for the redevelopment of the arts precinct



Council's **10-year** Asset Plan was endorsed



**18,348** visitors attended the Drum Theatre



**371,047** visits were made to Council's aquatic facilities



**10,568** hours of support were provided by Family Services





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**760** families were enrolled across 20 Supported Playgroups

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The Maternal and Child Health Service provided **16,124** Key Age and Stage consultations

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**34,088** service requests were processed through Customer Service

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Council's **2021-23** Innovate Reconciliation Action Plan (RAP) was launched

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A total of **8,214** immunisation appointments were provided over the year across over **98** immunisation sessions at Council venues and schools

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Social media channels grew by **19 per cent**

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**26,757** meals were delivered to Commonwealth Home Support clients

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**4,000** people attended the Springvale Community Hub official opening

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**180,962** calls were made to Customer Service

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**19,340** requests for at call hard waste collection services were made

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Council retained **180** volunteers through the COVID-19 pandemic

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**2,354** street and park trees were planted

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Dandenong Park



# Corporate Governance

# 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 and achieve the best outcomes for all people that live, participate and invest within the City of Greater Dandenong, including future generations. Under the *Local Government Act 2020*, Council's key roles include, but are not limited to:

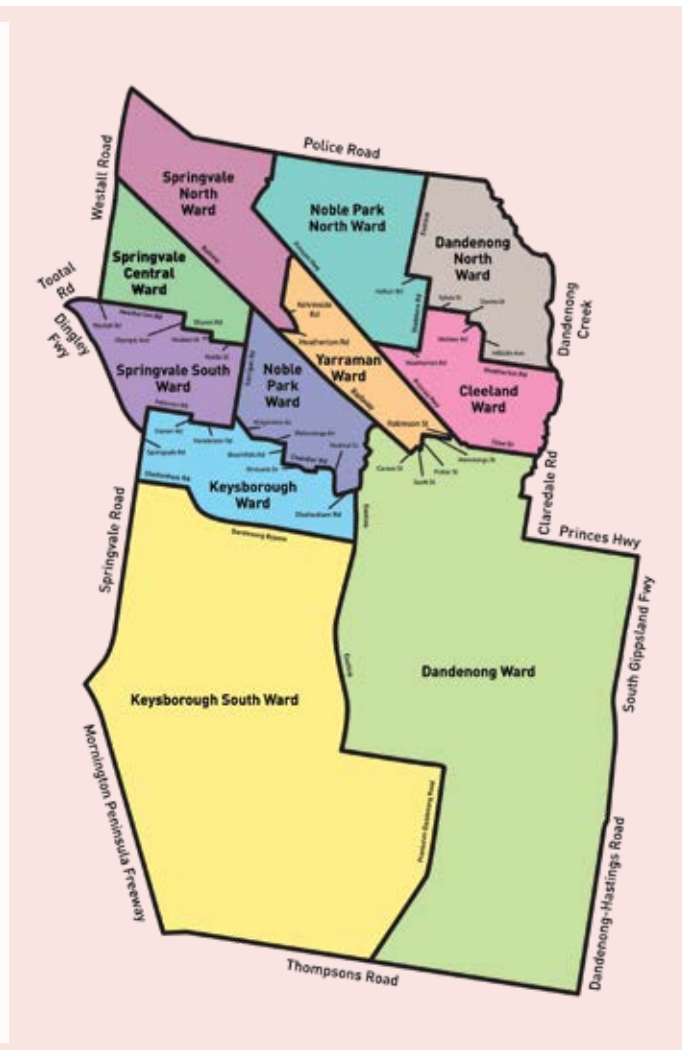
- acting as a representative government by taking into account the diverse needs of the local community in decision-making. Decisions must be made and actions taken in accordance with the relevant law;
- promoting the priority of the economic, social and environmental sustainability of the municipality, including mitigation and planning for climate change risks;

- engaging with the community in strategic planning and strategic decision making and monitoring achievements;
- pursuing innovation and continuous improvement and collaborating with other councils, Governments and statutory bodies;
- maintaining the ongoing financial viability of Council by ensuring that resources are managed in a responsible, transparent and accountable manner;
- advocating for 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 24 October 2020. The next Council elections are scheduled for October 2024.

## Ward Map

- **Cleeland Ward**  
Dandenong, Dandenong North
- **Dandenong Ward**  
Dandenong, Dandenong South, Lyndhurst
- **Dandenong North Ward**  
Dandenong North
- **Keysborough Ward**  
Keysborough
- **Keysborough South Ward**  
Bangholme, Keysborough, Keysborough South
- **Noble Park Ward**  
Noble Park
- **Noble Park North Ward**  
Noble Park North, Dandenong North, Springvale
- **Springvale Central Ward**  
Springvale
- **Springvale North Ward**  
Springvale, Springvale North
- **Springvale South Ward**  
Springvale, Springvale South
- **Yarraman Ward**  
Dandenong, Noble Park



## Your Councillors

● **Cleeland Ward**  
Suburbs:  
Dandenong,  
Dandenong North



**Cr Angela Long**  
Term as a Councillor:  
1997–2005 and  
2008–present  
  
Mayoral terms:  
2000–01, 2012–13,  
2020–21

● **Dandenong Ward**  
Suburbs:  
Dandenong,  
Dandenong South,  
Lyndhurst



**Cr Jim Memeti**  
Term as a Councillor:  
2005–present  
  
Mayoral terms:  
2009–10, 2013–14,  
2016–17, 2019–20  
2021–present

● **Dandenong North Ward**  
Suburbs:  
Dandenong North



**Cr Bob Milkovic**  
Term as a Councillor:  
2020–present

● **Keysborough Ward**  
Suburbs:  
Keysborough



**Cr Tim Dark**  
Term as a Councillor:  
2016–present

● **Keysborough South Ward**  
Suburbs:  
Bangholme,  
Keysborough,  
Keysborough South



**Cr Rhonda Garad**  
Term as a Councillor:  
2020–present

● **Noble Park Ward**  
Suburbs:  
Noble Park



**Cr Sophie Tan**  
Term as a Councillor:  
January 2019–present  
  
Term as Deputy Mayor:  
2020–21

● **Noble Park North Ward**  
Suburbs:  
Noble Park North,  
Dandenong North,  
Springvale



**Cr Lana Formoso**  
Term as a Councillor:  
2020–present

● **Springvale Central Ward**  
Suburbs:  
Springvale



**Cr Richard Lim OAM**  
Term as a Councillor:  
2020–present

● **Springvale North Ward**  
Suburbs:  
Springvale,  
Springvale North



**Cr Sean O'Reilly**  
Term as a Councillor:  
2012–present  
  
Mayoral term: 2014–15

● **Springvale South Ward**  
Suburbs:  
Springvale,  
Springvale South



**Cr Loi Truong**  
Term as a Councillor:  
2008–present

● **Yarraman Ward**  
Suburbs:  
Dandenong,  
Noble Park



**Cr Eden Foster**  
Term as a Councillor:  
2020–present  
  
Term as Deputy Mayor:  
2021–present

# Corporate Governance



Springvale Library

## 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.

Council's Legislative Compliance Policy provides a uniform framework approach to ensure compliance with all laws, regulations, industry and internal codes of conduct relevant to Council and which impact the day-to-day activities of Council.

## Code of Conduct – Councillors

Greater Dandenong City Council's Councillor Code of Conduct 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 Councillor Code of Conduct is a key component of Greater Dandenong's commitment to open and accountable government and is available online at [www.greaterdandenong.vic.gov.au](http://www.greaterdandenong.vic.gov.au)

## 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 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 and to annually elect the Mayor and Deputy Mayor.

All Council meetings are conducted in accordance with Council's Governance Rules and any State COVID-19 restrictions in place.

During 2021–22, there were 23 Council Meetings. This is inclusive of the Council Meeting held on 11 November 2021 to elect a Mayor and Deputy Mayor.

The list below indicates the number of meetings attended by individual Councillors.

Councillors from 1 July 2021 – 30 June 2022	Council Meetings
<b>Number of Meetings Held</b>	<b>23</b>
Cr Tim Dark	22
Cr Eden Foster	15
Cr Lana Formoso	21
Cr Rhonda Garad	22
Cr Richard Lim OAM	23
Cr Angela Long	23
Cr Jim Memeti	22
Cr Bob Milkovic	17
Cr Sean O'Reilly	21
Cr Sophie Tan	20
Cr Loi Truong	16

## Council Meetings Online

As part of Council's commitment to open and accountable government, all Council Meetings are webcast at [www.greaterdandenong.vic.gov.au/councilmeetings](http://www.greaterdandenong.vic.gov.au/councilmeetings)

During 2021–22, the average number of 'log-ins' to the live webcasts per ordinary Council meeting was 29 with 61 'log-ins' recorded as an average against each archived (non-live) webcast of each Council Meeting. There is generally increased access to archived meetings from the previous financial year. Council is still pleased with the results and will continue to webcast meetings. The *Local Government Act 2020*, and subsequently Council's Governance Rules, now provide for virtual (remote) meetings to be held as opposed to the transitional legislation provided throughout the COVID-19 pandemic.

## Notices of Motion

A Notice of Motion is a proposal for action by a Councillor submitted to a formal meeting of Council. In the 2021–22 financial year eight Notices of Motion were submitted by Councillors.

## Mayor, Deputy Mayor and Councillor Allowances

### Mayoral Allowance

1 July 2021 – 17 December 2021	\$100,434 pa (plus 10% superannuation equivalent) with the use of a fully maintained vehicle
18 December 2021 – 30 June 2022	\$119,316 (includes 10% superannuation equivalent) with the use of a fully maintained vehicle

### Deputy Mayoral Allowance

18 December 2021 – 30 June 2022	\$59,658 pa (includes 10% superannuation equivalent)
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### Councillor's Allowance

1 July 2021 – 17 December 2021	\$31,444 pa (plus 10% superannuation equivalent)
18 December 2021 – 30 June 2022	\$35,972 pa (includes 10% superannuation equivalent)

Note: Under the *Local Government Act 2020* and the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*, the Victorian Independent Remuneration Tribunal (VIRT) made its first determination on the allowances payable to Mayors, Deputy Mayors and Councillors in March 2022. This determination took effect on 18 December 2021.

## Councillor Expenses, Support and Accountability Policy

The Councillor Expenses, Support 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 40 of the *Local Government Act 2020*, 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 bona fide expenses claimed. The below table outlines the expenses incurred for the 2021-22 financial year.

2021-22 YTD	Cr Tim Dark	Cr Lana Formoso	Cr Eden Foster	Cr Rhonda Garad	Cr Richard Lim	Cr Angela Long
Information and Communication Technology#	\$0.00	\$365.65	\$0.00	\$0.00	\$0.00	\$0.00
Training & Conferences	\$899.09	\$900.00	\$1,249.09	\$1,149.09	\$899.09	\$899.09
Airfares (Travel Expenses)	\$876.70	\$0.00	\$426.15	\$1,212.92	\$426.15	\$426.15
Taxi/Train Fares (Travel Expenses)	\$43.91	\$408.85	\$41.40	\$494.18	\$22.60	\$20.35
Accommodation & Meals (Travel Expenses)	\$1,412.68	\$0.00	\$947.28	\$1,271.57	\$1,405.46	\$723.32
Child/Family Care	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vehicle/Mileage	\$554.58	\$0.00	\$0.00	\$0.00	\$0.00	\$1,419.84
Functions Attended	\$0.00	\$253.64	\$50.00	\$75.00	\$65.00	\$35.00
Other^	\$529.09	\$170.00	\$30.16	\$30.16	\$90.97	\$39.16
<b>TOTAL</b>	<b>\$4,316.05</b>	<b>\$2,098.14</b>	<b>\$2,744.08</b>	<b>\$4,232.92</b>	<b>\$2,909.27</b>	<b>\$3,562.91</b>

2021-22 YTD	Cr Jim Memeti	Cr Bob Milkovic	Cr Sean O'Reilly	Cr Sophie Tan	Cr Loi Truong
Information and Communication Technology#	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Training & Conferences	\$899.09	\$899.09	\$899.09	\$0.00	\$899.09
Airfares (Travel Expenses)	\$426.15	\$511.94	\$505.15	\$0.00	\$426.15
Taxi/Train Fares (Travel Expenses)	\$105.40	\$155.30	\$263.84	\$0.00	\$20.35
Accommodation & Meals (Travel Expenses)	\$2,548.48	\$1,423.84	\$1,367.96	\$0.00	\$947.28
Child/Family Care	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vehicle/Mileage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Functions Attended	\$175.00	\$0.00	\$65.00	\$65.00	\$0.00
Other^	\$62.53	\$0.00	\$28.44	\$0.00	\$30.16
<b>TOTAL</b>	<b>\$4,216.65</b>	<b>\$2,990.17</b>	<b>\$3,129.48</b>	<b>\$65.00</b>	<b>\$2,323.03</b>

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





Greater Dandenong City Council Councillors

**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.*

## Delegated Committees

The *Local Government Act 2020* allows for Councils to establish one or more delegated committees consisting of:

- Councillors;
- Council staff;
- Other persons; or
- Any combination of the above.

No delegated committees have yet been established by Greater Dandenong City Council under the Act.

# Corporate Governance

## Councillor Representations

### Community Organisations

Organisation	Councillor Liaison(s) 1 July 2021 – 11 Nov 2021	Councillor Liaison(s) 12 Nov 2021 – 20 June 2022
Dandenong and District Historical Society	Cr Rhonda Garad	Cr Rhonda Garad
Dandenong Show Committee	Cr Bob Milkovic	Cr Bob Milkovic Alternate – Cr Jim Memeti
Greater Dandenong Interfaith Network	Cr Sophie Tan	Cr Eden Foster Cr Rhonda Garad
South East Community Links	Cr Tim Dark Cr Loi Truong	Cr Loi Truong
Springvale and District Historical Society	Cr Richard Lim OAM Cr Loi Truong	Cr Richard Lim OAM Cr Loi Truong
Springvale Benevolent Society	Cr Tim Dark Cr Richard Lim OAM Cr Sean O'Reilly Cr Loi Truong	Cr Richard Lim OAM 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	Councillor Representative(s) 1 July 2021 – 11 Nov 2021	Councillor Representative(s) 11 Nov 2021 – 30 June 2022
Arts Advisory Board	Cr Rhonda Garad	Cr Rhonda Garad
Audit and Risk Committee	Mayor of the Day Cr Rhonda Garad	Mayor of the Day Cr Rhonda Garad
Australia Day Community Assessment Panel	Mayor of the Day Cr Lana Formoso Cr Rhonda Garad Cr Bob Milkovic Cr Jim Memeti	Mayor of the Day Cr Lana Formoso Cr Richard Lim OAM
Business COVID-19 Recovery Taskforce	Mayor of the Day	Mayor of the Day
CEO Performance Review Committee	Mayor of the Day Cr Lana Formoso Cr Rhonda Garad Cr Richard Lim OAM Cr Angela Long Cr Bob Milkovic Cr Jim Memeti Cr Sophie Tan	Mayor of the Day Cr Lana Formoso Cr Eden Foster Cr Rhonda Garad Cr Richard Lim OAM Cr Angela Long Cr Bob Milkovic Cr Jim Memeti Cr Sophie Tan
Children and Family Partnership	Cr Sophie Tan Cr Loi Truong	Cr Sophie Tan Cr Loi Truong
Community Safety Advisory Committee	Mayor of the Day Cr Lana Formoso Cr Rhonda Garad Cr Angela Long Cr Sophie Tan Cr Loi Truong	Mayor of the Day Cr Angela Long Cr Sophie Tan
Cultural Heritage Advisory Committee	Cr Tim Dark Alternate – Cr Angela Long	Cr Angela Long
Dandenong Market Pty Ltd	Cr Tim Dark Alternate – Cr Angela Long	Cr Angela Long
Disability Advisory Committee	Cr Angela Long Cr Loi Truong	Cr Rhonda Garad Cr Angela Long Cr Loi Truong
Family Violence Advisory Committee	Cr Lana Formoso Cr Rhonda Garad Cr Angela Long Cr Sophie Tan Cr Loi Truong	Cr Lana Formoso Cr Eden Foster Cr Rhonda Garad Cr Richard Lim OAM Cr Angela Long Cr Jim Memeti Cr Sophie Tan
Community Partnership Funding Grants Advisory and Assessment Panel – Building Capacity Grants	Budget allocated for 2020–21 – no round expected to be held. No appointment required.	Cr Rhonda Garad

# Corporate Governance

## Council Groups and Committees (continued)

Organisation	Councillor Representative(s) 1 July 2021 – 11 Nov 2021	Councillor Representative(s) 11 Nov 2021 – 30 June 2022
Community Partnership Funding Grants Advisory and Assessment Panel – Strategic Project Grants	Budget allocated for 2020–21 – no round expected to be held. No appointment required.	Cr Rhonda Garad Cr Jim Memeti
Community Partnership Funding Grants Advisory and Assessment Panel – Sponsorships	Budget allocated for 2020–21 – no round expected to be held. No appointment required.	Cr Sophie Tan
Community Support Grants Advisory and Assessment Panel – Community Development	Cr Rhonda Garad Cr Sophie Tan	Cr Lana Formoso Cr Sophie Tan
Community Support Grants Advisory and Assessment Panel – Arts, Festivals and Events	Cr Eden Foster Cr Jim Memeti	Cr Eden Foster Cr Jim Memeti
Indian Cultural Precinct Taskforce	Mayor of the Day	Mayor of the Day
LG Mayoral Taskforce Supporting People Seeking Asylum	Mayor of the Day Cr Lana Formoso Cr Rhonda Garad	Mayor of the Day
Mills Reserve Precinct Advisory Group (MPAG)	–	Cr Lana Formoso Cr Eden Foster Cr Angela Long Cr Jim Memeti Cr Sophie Tan
Multicultural and People Seeking Asylum Advisory Committee	Cr Eden Foster	Cr Eden Foster Cr Rhonda Garad
Noble Park Revitalisation Board	Mayor of the Day	Mayor of the Day
Positive Ageing Advisory Committee	Cr Sophie Tan	Cr Sophie Tan Cr Loi Truong
Reconciliation Working Group	Cr Angela Long	Cr Angela Long
South East Leisure Pty Ltd	–	Cr Lana Formoso (by resolution 09/08/2021)
Springvale Community Hub Committee	Cr Richard Lim OAM Cr Loi Truong	Cr Richard Lim OAM Cr Loi Truong
Sustainability Advisory Committee	Cr Rhonda Garad Cr Sophie Tan	Cr Rhonda Garad
Taylor's Road Landfill Community Reference Group <sup>#</sup>	Cr Angela Long Alternate – Cr Sean O'Reilly	Cr Angela Long Alternate – Cr Sean O'Reilly

Organisation	Councillor Representative(s) 1 July 2021 – 11 Nov 2021	Councillor Representative(s) 11 Nov 2021 – 30 June 2022
Young Leaders	Ambassador – Cr Tim Dark Ambassador – Cr Jim Memeti Ambassador – Cr Sean O'Reilly Ambassador – Cr Sophie Tan	Ambassador – Cr Tim Dark Ambassador – Cr Lana Formoso Ambassador – Cr Eden Foster Ambassador – Cr Rhonda Garad Ambassador – Cr Richard Lim OAM Ambassador – Cr Jim Memeti Ambassador – Cr Sean O'Reilly Ambassador – Cr Sophie Tan

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

### Peak Industry Bodies

Organisation	Councillor Representative(s) 1 July 2021 – 11 Nov 2021	Councillor Representative(s) 11 Nov 2021 – 30 June 2022
Australian Local Government Women's Association (ALGWA)	Cr Sophie Tan	Cr Rhonda Garad Alternate – Cr Sophie Tan
Municipal Association of Victoria (MAV)#	Cr Sean O'Reilly Alternate – Cr Lana Formoso	Lana Formoso Alternate – Cr Sean O'Reilly
Victorian Local Governance Association (VLGA)#	Cr Lana Formoso Alternate – Cr Rhonda Garad	Cr Sophie Tan Alternate – Cr Eden Foster

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

### Regional Organisations and Committees

Organisation	Councillor Representative(s) 1 July 2021 – 11 Nov 2021	Councillor Representative(s) 11 Nov 2021 – 30 June 2022
2020 Local Government Mayoral Advisory Panel	Appointment by Minister only	Appointment by Minister only
Alliance for Gambling Reform	Cr Lana Formoso Cr Rhonda Garad Cr Sean O'Reilly	Cr Rhonda Garad Cr Sean O'Reilly
Eastern Transport Coalition# (Name and structure likely to change)	To be advised	Cr Rhonda Garad
Greater South East Melbourne	Mayor of the Day	Mayor of the Day
Inter Council Aboriginal Consultative Committee (ICACC)	Cr Angela Long Alternate – Cr Lana Formoso	Cr Angela Long (ICACC may not proceed in 2022)
Local Governments'/Metropolitan Waste Management Forum#	Cr Rhonda Garad Alternate – Cr Jim Memeti	Cr Rhonda Garad Alternate – Cr Jim Memeti
RoadSafe South East Inc.	Cr Lana Formoso Cr Angela Long	Cr Lana Formoso Cr Angela Long
South East Councils Climate Change Alliance (SECCCA) Councillor Advisory Group	Cr Rhonda Garad	Cr Rhonda Garad
Welcoming Australia	Cr Eden Foster Cr Rhonda Garad	Cr Eden Foster Cr Rhonda Garad

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

# Corporate Governance

## Councillor Representative

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

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

## Advocacy

Council focused its advocacy efforts on the May 2022 Federal Election and used this opportunity to continue building on what was an already well established advocacy program. In the lead up to the election a number of projects were highlighted on Council's website, documented in an advocacy booklet, promoted via a postcard with QR code, and supported via an Advocacy Strategy.

Success was achieved with a pre-election commitment by the then federal opposition of \$20 million towards the city's new Dandenong Wellbeing Centre and Noble Park Aquatic Centre.

Efforts also continued towards securing grant funding and resources for key projects impacting on our community, throughout and following the COVID-19 pandemic, via advocacy to the State and Federal Governments.

General advocacy efforts aimed to increase overall funding and levels of service for the city, raise awareness of critical issues facing the Greater Dandenong community during the pandemic, as well as build and foster key relationships with a number of external sources. Council was very successful in securing extensive grant funding as a result of these efforts.

Greater Dandenong Council admits to remaining reliant on grant funding – particularly at this critical point in time, post COVID-19 and with a number of major projects planned or underway that will deliver immeasurable outcomes for the entire south east region.

Key projects of this year's advocacy platform included the Dandenong Wellbeing Centre; the Dandenong Sports and Events Centre; People Seeking Asylum; Social and Affordable Housing; Sustainability; and various transport infrastructure projects.

Council is committed to advocate for these and many other local projects, delivering on behalf of the community a better future and pursuing anything that will make Greater Dandenong an even better place to live, work and visit.

## Projects

Key advocacy projects for 2021–22 included the following:

- Dandenong Wellbeing Centre: funding to support the development of a new world class aquatic and wellbeing centre to replace the ageing Dandenong Oasis with a focus on allied health, passive activity, education and wellness.
- Dandenong Sports and Events Centre: funding for a multipurpose sport, community, cultural and entertainment venue in the heart of Melbourne's south east catering for elite sporting competitions, major events, concerts, festivals, community events and corporate functions.
- Status Resolution Support Services (SRSS): continuation of the campaign towards the rights of people seeking asylum, aimed at a fairer and swifter Refugee Status Determination System.
- Social and Affordable Housing: With housing prices on the rise and a significant increase in the number of people sleeping rough, Council is seeking a number of initiatives that will support vulnerable community members and reduce the incidence of homelessness.
- Sustainability: after declaring a 'Climate and Ecological Emergency' in January 2020, Council has since committed to emergency action on climate change. This includes activities to reduce greenhouse emissions and the aim to become a net zero carbon Council by 2025. Funding assistance is sought reaching these goals.
- Transport infrastructure: funding for a number of road projects to support Dandenong as a major employment hub, including completion of the Dandenong Bypass extension; the Westall Road extension; Glasscocks Rd construction; and the Eastlink interchange at Bangholme Rd.

Other ongoing advocacy efforts include:

- Family Violence services: the relocation of 'Southern Melbourne Orange Door' to Dandenong occurred, which is part of a state-wide network of service hubs, including specialist workers in the fields of family violence, child and family support, Aboriginal services, and men's behaviour change, offering critical family violence support services under the one roof.
- Keysborough South Community Hub: funding to support this multi-purpose facility providing a range of services, programs and flexible meeting spaces for the community.
- Shepley Regional Multipurpose Centre: capital grant funding assistance is being sought for the development of this Centre.
- Public transport: updating facilities that are no longer DDA compliant and extending shared user networks.
- Greater Dandenong Gallery of Art: funding towards this exciting initiative which is transforming the Masonic Hall building in Central Dandenong into a state-of-the-art gallery and exhibition space.
- 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 portion 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.

A full and detailed list of advocacy projects can be found at [www.greaterdandenong.vic.gov.au](http://www.greaterdandenong.vic.gov.au)

Council liaises with the following key groups:

- Australian Sports Commission
- Bicycle Network Victoria
- Committee for Melbourne
- Council Alliance for a Sustainable Built Environment (CASBE)
- Development Victoria
- Eastern Transport Coalition
- Eastern Treatment Plant Community Liaison Committee
- Federal Government Ministers and departments
- Greater South East Melbourne (GSEM) – group of eight south east Councils
- 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
- 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 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.

# Corporate Governance

## Audit and Risk Committee

Under section 53 of the *Local Government Act 2020*, Council established an Audit and Risk Committee. Council's Audit and Risk 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 and Risk Committee Charter which guides Council and the Audit and Risk Committee to:

- monitor the compliance of Council policies and procedures with the overarching governance principles and the *Local Government Act 2020* and associated regulations and Ministerial directions;
- effectively monitor Council's financial and performance reporting;
- monitor and provide advice on risk management and fraud prevention systems and controls;
- oversee an effective and thorough internal and external audit function;
- adopt an annual work program;
- undertake an annual assessment of its performance against the Charter; and
- prepare a biannual audit and risk report as prescribed in the *Local Government Act 2020*.

The members of the Audit and Risk Committee for 2021–22 were as follows:

Members	
David Ashmore 1 July 2021 – 25 October 2021	Chair
Geoff Harry 26 October 2021 – 30 June 2022	Chair
Michael Ulbrick 1 July 2021 – 25 October 2022	External Member
Geoff Harry 1 July 2021 – 25 October 2022	External Member
Jen Johanson 26 October 2021 – 30 June 2022	External Member
Mr Peter Smith 26 October 2021 – 30 June 2022	External member
CEO	Non-voting
Executive Manager Finance and IT	Non-voting

Members	
Cr Angela Long 1 July 2021 – 11 November 2021	Mayoral representative
Cr Jim Memeti 11 November 2021 – 30 June 2022	Mayoral representative
Cr Rhonda Garad 1 July 2021 – 30 June 2022	Council representative

The Audit and Risk Committee met on four occasions during 2021–22. Matters considered included:

- financial and performance statements;
- the Auditor General's Audit strategy and outcomes;
- 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 and Risk Committee for 2021–22 were set by Council as follows:

Chair	\$2,200 per meeting (inclusive of GST)
Member	\$1,750 per meeting (inclusive of GST)

## 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:

Anthony Camillo – Manager People, Culture and Innovation Services



### Public Interest Disclosure Officers:

Lisa Roberts – Manager Governance

Matthew LeCouteur – Risk Management Consultant

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

## 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. In addition, there were five requests outstanding and actioned from the previous year.

The table below outlines the results of those requests:

	2021-22
Access granted in full	14
Access granted in part	1
Access denied in full	3
Other#	5
Requests still under consideration	6
Total number of requests	29

Number of appeals lodged with VCAT	–
Number of internal reviews sought	1
Total fees and charges collected	\$1,345

#includes requests that are not finalised, requests not proceeded with, requests where no documents were found or documents were provided outside the Act

## Public Transparency

Council endorsed its Public Transparency Policy on 24 August 2020. Council is committed to the principles of public transparency, good governance, open and accountable conduct and making council information publicly available, except where that information is confidential under the provisions of the Act or contrary to the public's interest. Council's Public Transparency Policy, developed under section 57 of the *Local Government Act 2020*, formalises Council's commitment to transparent decision-making processes and freely available public access to Council information. It supports and promotes:

- increased community confidence and trust in Council through greater understanding and awareness;
- improved Council visibility and performance; and
- access to information that is current and easily accessible.

This policy includes all forms of Council information and how it will be made available to the public and is an integral part of Council's governance framework. It also incorporates all obligations under the *Local Government (Governance and Integrity) Regulations 2020*.

Council's Public Transparency Policy can be found on Council's website at [www.greaterdandenong.vic.gov.au](http://www.greaterdandenong.vic.gov.au) or by contacting Council's Governance Unit on (03) 8571 1000.

## Relevant Legislation

### **Local Government Act 2020**

Council implemented all obligations under the *Local Government Act 2020* that were required prior to 30 June 2022.

### **Domestic Animals Act 1994**

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan (DAMP) at four yearly intervals and evaluate its implementation in the annual report. Council adopted its Domestic Animal Management Plan 2021-25 in June 2022. The majority of planned actions for the Domestic Animal Management Plan in 2021-22 have been delivered however a small number involving public events and consultations were 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.

## **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.

## **Municipal Emergency Management**

The response to the COVID-19 pandemic continued to dominate the workload of the Emergency Management team within Council. This meant working closely with the newly established South East Public Health Unit (SEPHU) run by Monash Health, the Department of Health and the Department of Families, Fairness and Housing. Highlights from this year included:

- Establishment of four Community Engagement programs which additional staff were recruited to participate in:
  1. Business Concierge Program – Support and advice was provided to businesses in Greater Dandenong on how to comply with the health directions and stay safe in the COVID-19 environment.
  2. CALD Communities Engagement – With a specific focus on CALD community groups this program was tasked with providing factual information about vaccine efficacy and other key safety messages for COVID-19, and promoting vaccine uptake.
  3. Individual Case Management of Vulnerable People – This program targeted community members that were most at risk of COVID-19 and were experiencing many other hardships. Staff identified many individuals who needed help to receive vaccines and ongoing health support.
  4. Community Liaison Officer Program – This program focused on elderly community members and community groups to increase the COVID-19 vaccination rates.

- Council's COVID-19 relief program experienced significant increase in demand especially through the Delta and Omicron waves of infection. Additional staff were recruited to deliver meals, material aid and medicines to individual people and families who were in isolation.
- Personal Protective Equipment and Rapid Antigen Tests were distributed in partnership with Monash Health to individuals and community groups across the South east of Melbourne from the COVID-19 Relief Centre in Springvale.
- Pop Up Testing and Vaccination sites were planned and established in Noble Park, Springvale, Keysborough and Dandenong to help the community stay safe by getting tested and receiving a vaccine.
- The COVID-19 Response Working Group continued to meet and solve internal and external issues to continue to provide services to the community functioning as successfully as possible.

Other emergency management activities for the year included:

- Responding to storm events in October and November 2021.
- Hosting the quarterly Municipal Emergency Management Planning Committee (MEMPC) meetings.
- Chairing the local Risk and Intelligence Working Group to proactively engage with other Emergency Service organisations.
- Participating in the Regional Emergency Management Planning meeting.
- Working with VICSES to finalise a Storm and Flood plan for Greater Dandenong.
- Chairing the Municipal Fire Management Sub Committee Pre and Post fire season.
- Initial planning to conduct a live Emergency Relief Centre training day in late 2022.
- Supporting a number of households and families who needed rehousing and further social supports after house fires and other emergencies.

## Governance and Management Checklist

Governance and Management Items	Assessment
1. <b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation Date of adoption: 22/02/2021
2. <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of adoption: 27/06/2022
3. <b>Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 27/06/2022
4. <b>Asset Plan</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Dates of adoption: 10 year Asset Plan – 27/06/2022
5. <b>Revenue and Rating Plan</b> (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 28/06/2021
6. <b>Annual budget</b> (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act Date of adoption: 27/06/2022
7. <b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of adoption: 27/01/2015
8. <b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in adoption Date of adoption: 10/08/2020
9. <b>Municipal emergency management plan</b> (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: 15/02/2018
10. <b>Procurement policy</b> (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of approval: 09/12/2021
11. <b>Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of disaster)	Current plan in operation Date of adoption: 08/08/2018
12. <b>Disaster recovery plan</b> (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: 15/02/2018 (Municipal Emergency Management Plan) 09/05/2019 (IT Disaster Recovery Plan)

# Corporate Governance

Governance and Management Items	Assessment
13. <b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of commencement of current framework: 27/01/2015
14. <b>Audit and Risk Committee</b> (committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act Audit and Risk Committee and Charter established: 13/07/2020
15. <b>Internal audit</b> (independent accounting professionals engaged by the 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: 01/10/2009 New providers will be engaged in November 2022
16. <b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation Date of adoption: 01/07/2014
17. <b>Council Plan report</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report Dates reports presented to Council: 23/08/2021 29/11/2021 14/02/2022 09/05/2022
18. <b>Quarterly budget reports</b> (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act Dates reports presented to Council: 13/09/2021 29/11/2021 14/02/2022 09/05/2022
19. <b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented Dates of reports: 27/08/2021 19/11/2021 04/03/2022 17/06/2022
20. <b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared and presented Dates of reports: 23/08/2021 29/11/2021 14/02/2022 27/04/2022 09/05/2022
21. <b>Annual report</b> (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act Date report presented: 25/10/2021

Governance and Management Items	Assessment
22. <b>Councillor Code of Conduct</b> (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Code of conduct reviewed and adopted in accordance with section 139 of the Act Date of adoption: 08/02/2021
23. <b>Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: Council Delegation to the CEO – 11/10/2021 Instrument of Sub-Delegation by the CEO to Members of Staff – 23/03/2022 Instrument of Delegation of CEO powers, duties and functions to Members of Council Staff – 14/12/2021
24. <b>Meeting procedures</b> (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date of adoption: 22/08/2022

I certify that this information presents fairly the status of Council's governance and management arrangements.



**John Bennie PSM**  
Chief Executive Officer  
Dated: 26 September 2022



**Cr Jim Memeti**  
Mayor  
Dated: 26 September 2022



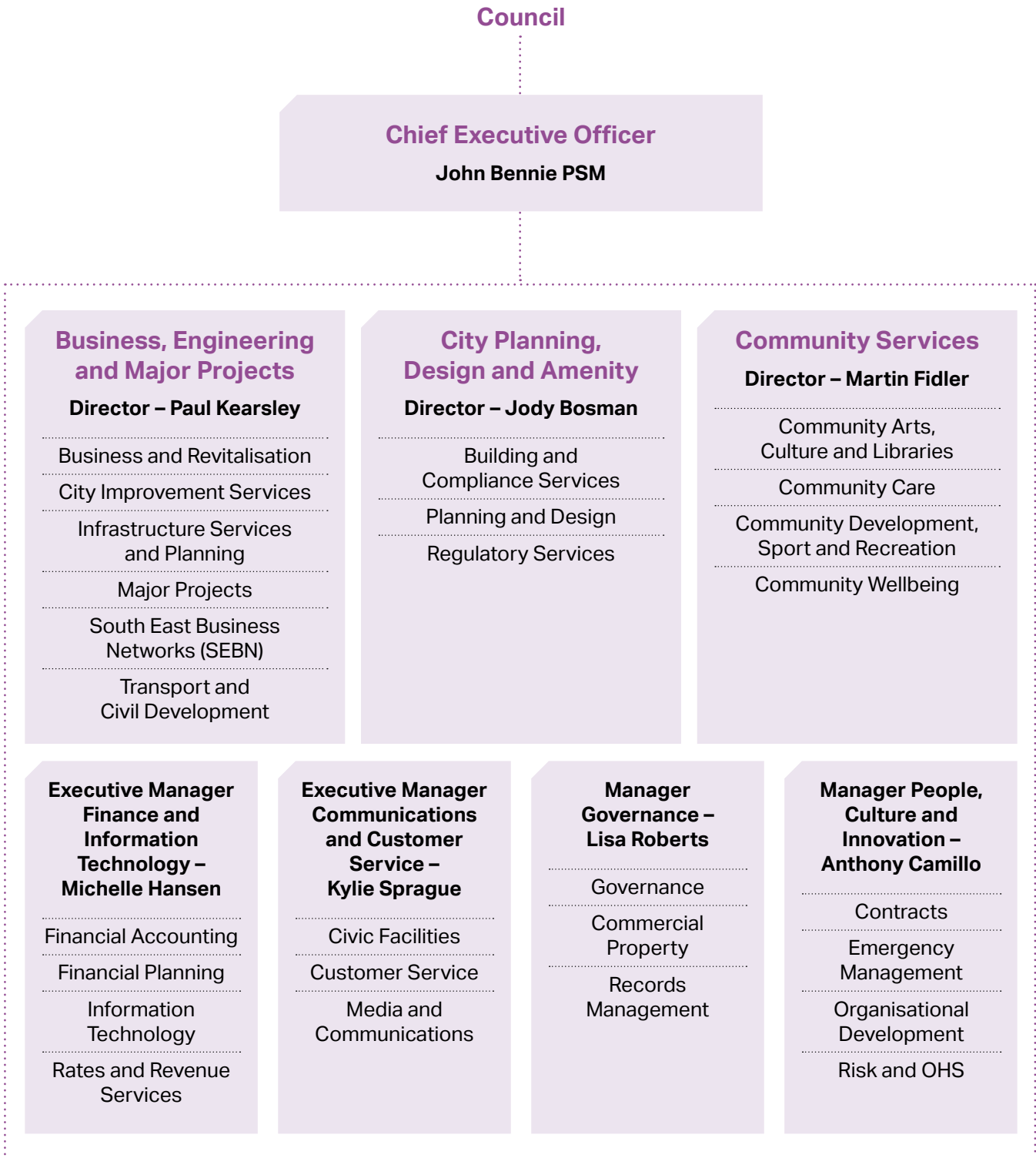
Dandenong Park



## **Our Organisation**

# Our Organisation

## Organisational Structure





## Our Staff

Council had many achievements in 2021-22 including:

- Successful implementation of the COVID-19 pandemic health orders and directions, with minimal service disruption including all staff complying with the vaccination mandates as required.
- Successful transition of staff working predominantly from home to working in a hybrid model where possible and when directions permitted. This ensured physical contact with the workplace whilst accommodating flexibility needs.
- An ongoing partnership with Monash University and WorkSafe Victoria to develop and pilot a toolkit for investigating incidents of work-related violence towards local government employees.
- Completion of the State funded Working for Victoria project employing 104 people for a six month period targeting under employed or displaced persons during the COVID-19 pandemic.
- Completion of a large cross organisational consultation process resulting in the first Workforce Plan being completed for Council in accordance with the requirements of the *Local Government Act 2020*.
- Successful implementation of a new eRecruitment and Onboarding System to create efficiencies and enhance the prospective and new employee experience.
- Completion of Council's first formal Gender Equality Action Plan.
- Establishment of an Emergency Management Relief Centre Framework.

## Enterprise Agreement and Industrial Relations

Council's Enterprise Agreement reached its nominal expiry date on 30 June 2022 but remains in operation while parties negotiate a new Agreement. These negotiations commenced in early 2022.

Council has a number of key outcomes it would like to achieve as a result of this Agreement, namely:

- Financially responsible salary increases that focus on lower banded staff and those greatly affected by cost of living increases;
- Employment security;
- Flexible working arrangements, so far as operational requirements allow; and
- Gender equity measures.

## Gender Equity

Under the *Gender Equality Act 2020* (the GE Act), Council was required to perform a workplace gender audit. The audit results were used to create a Gender Equality Action Plan (GEAP) to plan, implement and measure change towards gender equity internally at Council. Such change will be measured by Council's future workplace gender audits. Council was also required to report the results of its workplace gender audit and submit its GEAP to the Commission for Gender Equality in the Public Sector (Commission). On review, the Commission determined that Council's GEAP met the requirements of the GE Act.

Council has commenced implementation of its GEAP, which furthers Council's journey towards gender equity. Under the GE Act, every four years Council will be required to conduct and report on a workplace gender audit and prepare, submit and publish a GEAP. Progress reports must be submitted to the Commission every two years.

In addition, under the GE Act Council is required to perform a gender impact assessment on any new or reviewed policy, program or service which will have a 'direct and significant impact on the public'. Council must also report every two years on the gender impact assessments conducted.

## Staff Giving Scheme

Council employees continued to elect to make regular donations to agencies within the municipality under the Staff Giving Scheme. 10 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 2021-22 Council staff donated a total of \$16,580.92 to local agencies via payroll deductions.

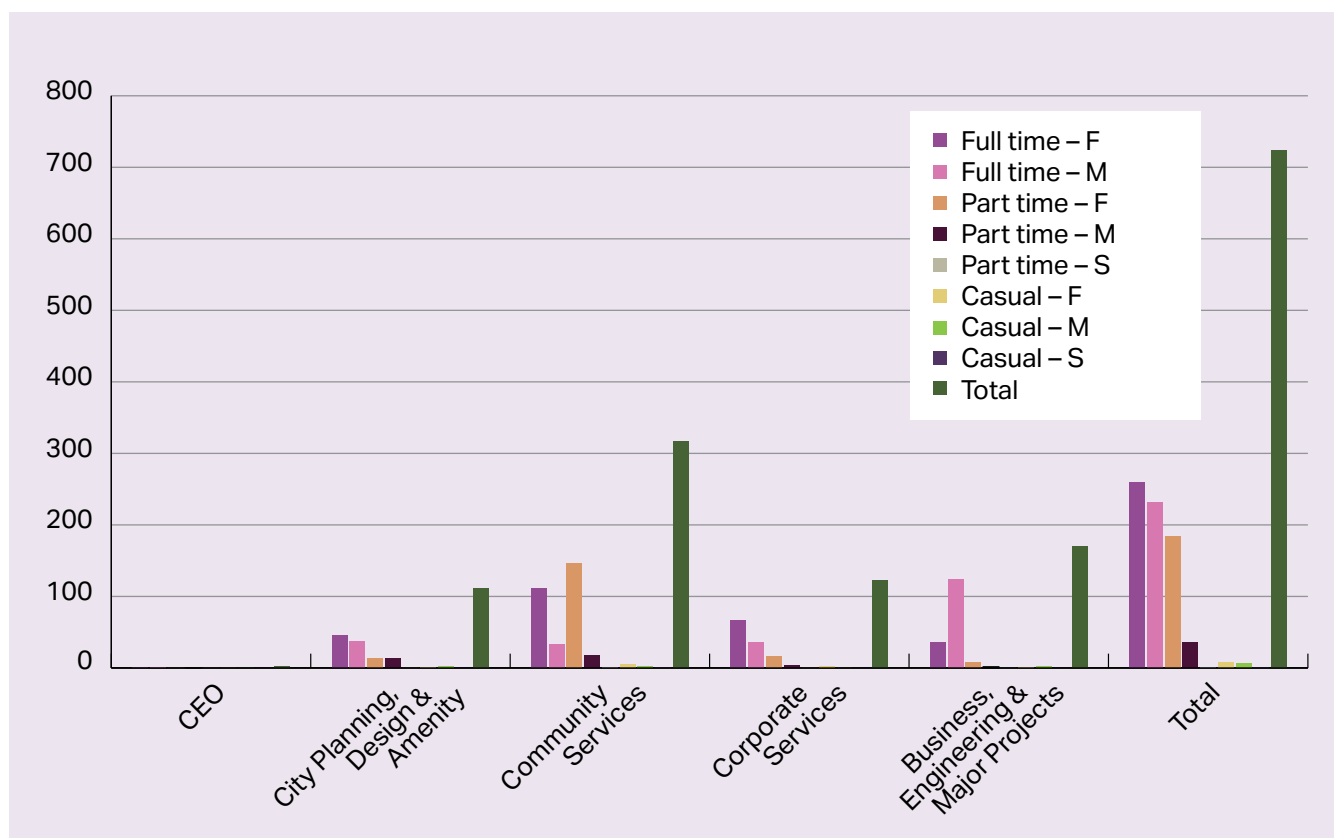
## Service Milestones

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

# Our Organisation

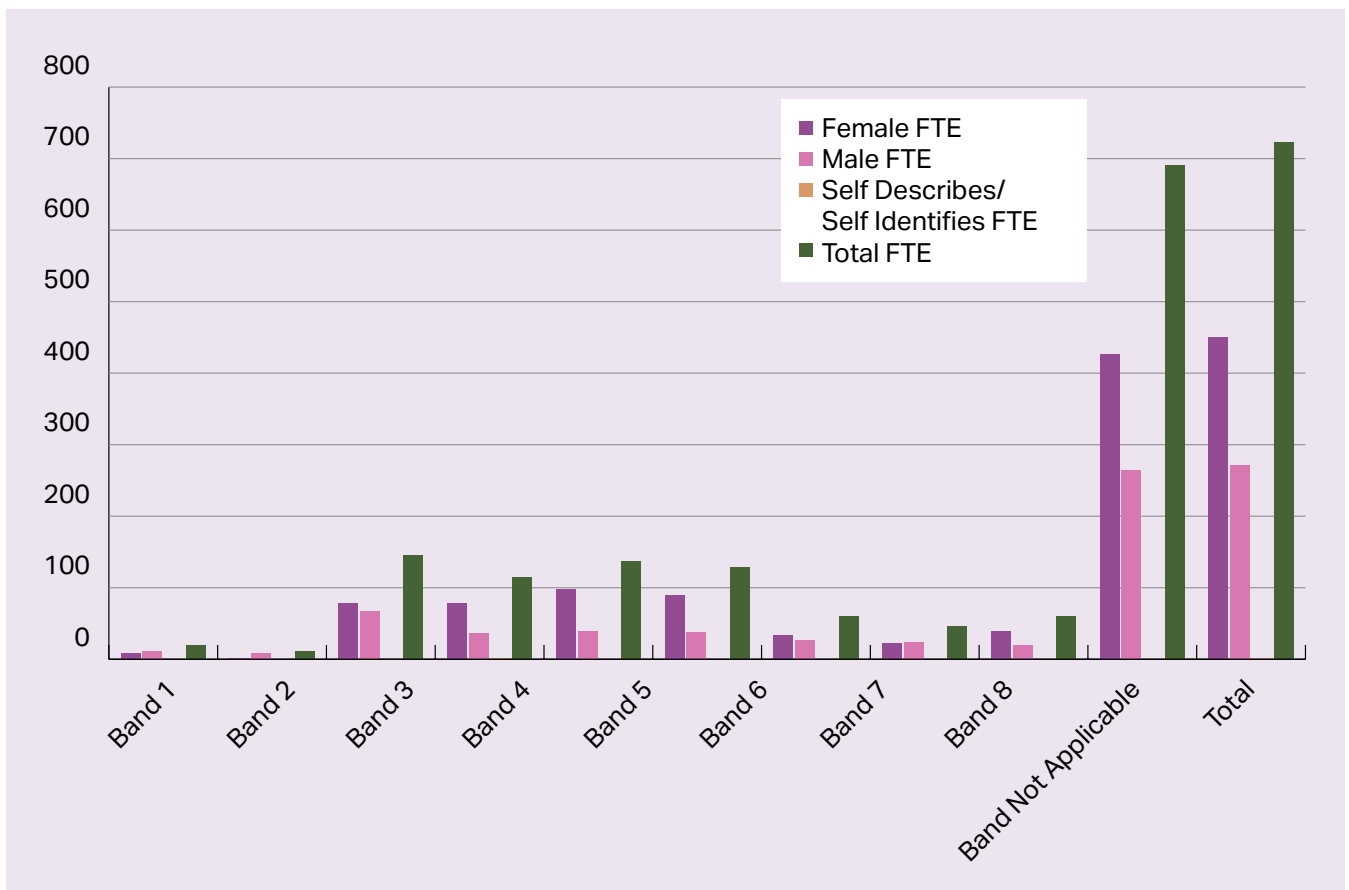
## Council Staff – Full Time Equivalent (FTE)

Employment Type / FTE Gender	CEO	City Planning, Design and Amenity	Community Services	Corporate Services	Business, Engineering and Major Projects	Total
Full time – F	1	46	111	66	35	<b>259</b>
Full time – M	1	37	33	36	124	<b>231</b>
Part time – F	–	12.94	146.64	16.39	7.50	<b>183.47</b>
Part time – M	–	12.67	18.13	2.91	1.48	<b>35.19</b>
Part time – S	–	–	0.80	–	–	<b>0.8</b>
Casual – F	–	1.17	4.53	1.65	0.37	<b>7.72</b>
Casual – M	–	1.48	2.66	–	1.50	<b>5.64</b>
Casual – S	–	–	0.13	–	–	<b>0.13</b>
<b>Total</b>	<b>2</b>	<b>111.26</b>	<b>316.89</b>	<b>122.95</b>	<b>169.85</b>	<b>722.95</b>



### Council Staff – Full Time Equivalent (FTE)

Employment Classification	Female FTE	Male FTE	Self Describes/ Self Identifies FTE	Total FTE
Band 1	8.19	11.47	–	<b>19.66</b>
Band 2	1.74	9.00	–	<b>10.74</b>
Band 3	78.90	66.77	0.13	<b>145.80</b>
Band 4	77.60	36.32	0.80	<b>114.72</b>
Band 5	98.35	38.89	–	<b>137.24</b>
Band 6	89.96	38.20	–	<b>128.16</b>
Band 7	33.36	27.00	–	<b>60.36</b>
Band 8	22.36	24.00	–	<b>46.36</b>
Band Not Applicable	39.73	20.18	–	<b>59.91</b>
<b>Total</b>	<b>450.19</b>	<b>271.83</b>	<b>0.93</b>	<b>722.95</b>



# Our Organisation

## Our Values

**r**

### Respectful

- 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.

**e**

### Engaged

- 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.

**a**

### Accountable

- 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.

**c**

### Creative

- 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.

**h**

### Honest

- 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.

 **reach**

## Appropriate Workplace Behaviours and REACH

In 2021-22, Council reviewed and updated its Appropriate Workplace Behaviours Policy. This Policy seeks to ensure that Council's workplace is free from unlawful and other inappropriate workplace behaviours which can also have a harmful effect. In particular, Council expanded the section on sexual harassment to include recommendations made in the report on sexual harassment in local government, undertaken by the Victorian Attorney-General's Office as well as recommendations made in the Australian Human Rights Commission's Respect@Work Report in 2020.

The Appropriate Workplace Behaviours Policy operates in conjunction with Council's Code of Conduct for staff, both of which draw on Council's REACH values, Respectful, Engaged, Accountable, Creative and Honest.

Council commenced compulsory training for all staff on appropriate workplace behaviours, which will continue into the next financial year.

## Training and Employee Development

Although COVID-19 related restrictions limited many training programs being delivered face to face some continued virtually and some were organised in accordance with restrictions as a priority. The following programs were conducted in 2021-22:

- Living our REACH values – Conversations on Appropriate Workplace Behaviour – 564 attendees (including the majority of People leaders, and staff)
- Child Safe Standards Training – 690 attendees
- First aid, CPR and EpiPen emergencies – 264 attendees
- COVID-19 Booster Vaccines webinar – 11 attendees
- Corporate Induction EEO – 52 attendees
- Corporate Induction Bus Tour – 17 attendees
- Step Up (Council's internal women's network) ran sessions on finance and female burnout – 142 attendees.

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 through secondments and acting in higher level roles. While supporting all staff in their leadership journeys, Council has particularly

promoted the development of women and LGBTIQ+ staff as an integral component of our gender equality work.

Our leadership opportunities have included participation in the annual Inter-Council Leadership Challenge organised by the Local Government Managers of Australia (LGMA). Council is proud to say that its team was successful in placing second in the initial round, with the participants gaining invaluable leadership insights. Council supported eight participants (seven women) in the LGPro Mentoring program and also tapped into industry-based management development programs including LGPro Ignite.

Online leadership programs were conducted for our current and upcoming people leaders. Council partnered with LEDA (an online leadership training company) to deliver leadership sessions and the Chisholm Institute to run a series of workshops on Managing and Supporting Teams Remotely.

## Digital Solutions

Employee processes and experiences are being enhanced and streamlined through the selection and implementation of cost-effective digital solutions. In 2021-22 this included:

- Introduction of a new e-Recruitment system and complementary onboarding module to create efficiencies and enhance compliance as well as applicant and staff experience.
- Expanding e-learning programs to staff.
- Further expansion of online forms to minimise paper and maximise efficient workflows for staff related transactions.

## 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.

In November 2021, Council provided refresher family violence training for the Family Violence Contact Officers, Health and Safety Representatives, union delegates, supervisors with staff experiencing family violence, and the human resources team. This training was conducted by the Victorian Trades Hall Council.

# Our Organisation

## Child Safety and Wellbeing

In anticipation of the 11 new Child Safe Standards commencing in operation on 1 July 2022, Council has conducted an extensive desktop audit of the changes it needs to make to policies, procedures and practices to comply with the new standards. This has included a significant review of its Child Safety and Wellbeing Policy.

## SHINE – 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:

- 70 REACH awards
- 17 Rise Above awards
- 2,443 appreciation eCards.

Greater Dandenong's reward and recognition activities remain contemporary and best practice across Local Government. The system has been integrated as a live feed on the new intranet to boost visibility and staff engagement.

## Complaints and Grievances

Formal complaints and grievance numbers remained low. Three internal grievances were escalated to the CEO for action. There were two complaints received by Council requiring investigation. None were escalated to an external body.

A trend towards increased interventions to resolve workplace concerns was observed. Significant factors contributing to this increase included challenges associated with reintegrating staff to the workplace after lengthy periods working at home and the implementation of Public Health Orders, particularly vaccination mandates.

## The Year Ahead

A number of key initiatives are planned for the new financial year including:

- A review of key work activities performed by Organisational Development and implementing innovations designed to work smarter not harder, supporting the rest of Council to do the same.
- Continued implementation of actions in Council's Gender Equality Action Plan, including recruitment training incorporating awareness of unconscious bias.
- Continued implementation of actions from Council's Workforce Plan.
- The roll-out of Council's Core Capability framework including integration into human resource activities such as performance reviews, development planning and recruitment activities.
- Continued focus on transition towards a hybrid model of work and supporting enhanced flexibility options across all roles.
- Implementation of actions and supporting activities to comply with the new OHS (Psychological Health) Regulations.
- Support of staff to remain up to date with their COVID-19 vaccinations, as the primary risk control measure used for health, safety and wellbeing.
- Continuation of emergency management initiatives including working within the State issued directions for the COVID-19 pandemic and adjusting people-related initiatives accordingly.

## Health and Safety

### Absenteeism

Council experienced challenges in regard to absenteeism and the injury/illness statistics with the return to work of staff following changes in the pandemic orders.

The LTIFR is the number of lost time injuries sustained per 1,000,000 hours worked. The formula is to multiply the total LTI's by 1,000,000 divided by the total hours worked (in this instance – 1,153,406).

The Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injuries (LTIs) significantly increased this year due to COVID-19 infections in the workplace. There was a total of 81 Lost Time Injuries (LTIs) recorded in 2021-22, with 64 related to COVID-19 infections. Without this as a contributing factor, both the LTIFR and LTIs show a slight increase on the previous two years.

	2018-19	2019-20	2020-21	2021-22
<b>LTIFR</b>	21	12	12	70 (15 without COVID-19)
<b>LTI</b>	26	10	16	81 (17 without COVID-19)
<b>Days Lost</b>	1,162	742	496	946 (890 without COVID-19)

These figures include days lost from injuries/illnesses claims 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 corporate expectations and aligns with the strategic objectives of the organisation.

Personal commitment and active involvement by all management and staff is essential to establish and maintain a safe and healthy working environment. This Policy was reviewed and subsequently approved by the OHS Committee in June.

### 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 were developed in 2020 and this year the focus has been on reinforcing implementation across the organisation.

### Workers Compensation, Injury Management and Return to Work

From 1 July 2021 WorkSafe Victoria appointed DXC Claims Management Services (Formerly Xchanging) as the WorkCover agent for Council after transitioning from the MAV Self-Insurance Scheme.

### Health and Wellbeing

Council has continued to see participation in 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 also launched throughout the year. This program is targeted at front line leaders and provides them with a toolkit to increase employee engagement and safety, health and wellbeing.

Psychosocial risk management workshops concluded in the Community Care team, and an action plan has been established to address a number of hazards identified by Community Care staff. The action plan will be monitored through to completion via regular local Community Care OHS meetings.

# Our Organisation

## OHS Achievements

- A program of activities was developed to support health and wellbeing under the banners of physical exercise, mental health and wellbeing.
- Throughout the pandemic, Council has managed and navigated its way through the public health orders by implementing the required protocols, COVIDSafe Plans, and the ability to enable staff to work from home.
- Psychosocial hazards around manual handling have been identified in the Community Care department and a number of controls are being implemented to address them.

## The Year Ahead

- Council will continue to reinforce and continually improve the OHS Management System in line with AS/NZS ISO 45001:2018 Occupational health and safety management systems requirements.
- An organisation wide training needs analysis will continue to be developed based on the results of OHS Hazard and Risk Registers with training programmed and delivered accordingly.
- Council will develop systems, controls, and processes to deal with psychological hazards outlined in the new Psychological Health Regulations including risk assessments, prevention plans, action plans, and guidance material.

## 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

The Asset Plan required by the *Local Government Act 2020* has been completed and endorsed by Council. This will be updated every four years in accordance with the legislation. There are a number of internal supporting documents to the plan which detail what is required throughout the asset lifecycle including maintenance and renewal of assets. These are regularly reviewed and updated as required.

## Information

All asset information is captured into a corporate register to enable whole of life cycle asset management. This system encompasses works management functionality which captures all works and maintenance completed on Council owned, maintained and managed assets. A sustainable data capture and condition assessment program has also been implemented to meet asset management requirements.

## Knowledge

Complete life cycle asset information is captured within the asset management system to meet compliance requirements and to enhance asset management operational systems and decision making.

## Technology

Council is working on the implementation of a new asset management system, incorporating works management and strategic asset planning functionality, which provides a single integrated solution for all organisational asset data needs and improves data capture, record keeping and predictive modelling processes across the organisation.



## City Improvement Program

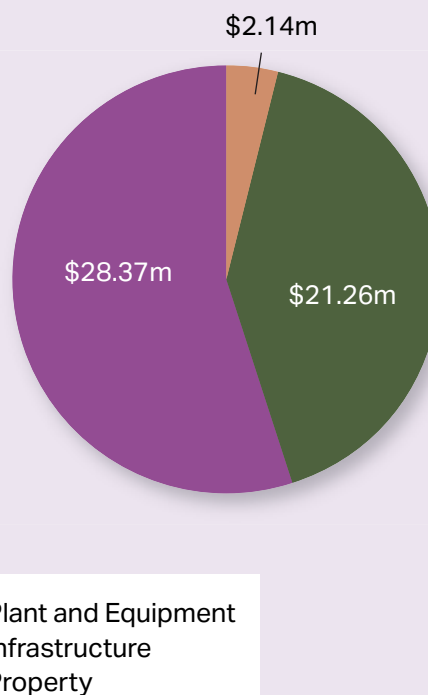
The City Improvement Program (CIP) is Council's ongoing program for the renewal, upgrade, expansion and creation of assets including, but not limited to, buildings, roads, stormwater drainage, parks, artwork, websites and library books. It consists of programs driven by Council's asset management plans and strategies, major projects (such as the new sporting Pavilion at Ross Reserve) 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 2021–22, Council invested \$51.8 million in capital expenditure across a variety of assets as shown on the adjacent City Improvement Program chart.

### 2021–22 City Improvement Program Expenditure



Asset Class	Project
<b>Property</b>	
<b>Buildings</b>	<ul style="list-style-type: none"> <li>• Construction commenced for new sporting pavilions at Ross Reserve and Thomas P Carroll Reserve.</li> <li>• Construction commenced on the extension of the Noble Park Aquatic Centre – Health and Wellbeing Centre.</li> <li>• Detailed design continued for the new Dandenong Wellbeing Centre.</li> <li>• The annual building renewal program delivering upgrades across several Council owned buildings was completed.</li> </ul>
<b>Plant and Equipment</b>	
<b>Library books</b>	<ul style="list-style-type: none"> <li>• The renewal of Council's library books and resources continued.</li> </ul>
<b>Plant, machinery and equipment</b>	<ul style="list-style-type: none"> <li>• The renewal of Council's extensive fleet which supports operations and services across the municipality, including replacement of Council's heavy plant and motor vehicles was ongoing.</li> </ul>
<b>Infrastructure</b>	
<b>Drainage</b>	<ul style="list-style-type: none"> <li>• The contract for the construction of the Calendar Road drainage upgrade was awarded.</li> <li>• The renewal and upgrade of Council's stormwater drainage systems was ongoing.</li> </ul>

# Our Organisation

Asset Class	Project
<b>Infrastructure</b>	
<b>Parks, open space and streetscapes</b>	<ul style="list-style-type: none"> <li>• The Fredrick Wachter Reserve district playground and passive park upgrade commenced.</li> <li>• The Douglas Street Streetscape project in Noble Park was completed.</li> <li>• A number of lighting, landscape and open space projects were completed across Council reserves, including Tattersson Park Oval 2.</li> </ul>
<b>Roads</b>	<ul style="list-style-type: none"> <li>• Construction commenced on the Abbots Road widening (between National Drive and the Railway).</li> <li>• Construction continued for the Springvale Boulevard upgrade.</li> <li>• The Dandenong Creek Trail upgrade construction was completed.</li> <li>• The road resurfacing and rehabilitation program, partially funded by the Commonwealth Government Roads to Recovery Program, was delivered throughout the municipality.</li> <li>• Road safety improvements were delivered under Council's Local Area Traffic Management Program, Active Transport Infrastructure Improvement Program and the Federal Blackspot Program.</li> </ul>

## Risk Management

Greater Dandenong City Council's risk framework is currently under review and is expected to be finalised in late 2022. A review and update of Council's strategic risks was undertaken in 2021-22, and further work was undertaken for the Environmental Risk Register, event management risks, and child safety.

Council's risk appetite was reviewed and expanded, and an updated version was adopted which informs the review of the Risk Management Policy, Risk Framework, and Risk Assessments.

### Insurance

Council worked with its new insurance broker, JLT Marsh, to renew the broad insurance portfolio. Whilst the global insurance market further hardened, premium increases were modest, across-the-board, and remained within the amounts budgeted.

Some potentially costly and lengthy public liability claims against Council were finalised in 2021-22 without proceeding to Court, whilst a handful of new matters arose.

## WorkCare Scheme

Council's WorkCover agent for 2021-22 remained Xchanging which is now known as DXC Integrated Services Victoria Pty Ltd.

## Business Continuity

The challenges of the COVID-19 pandemic continued throughout the year with almost all Council services continuing during this period. Alternative access to services was provided for members of the community, where possible, during lockdowns. Support for staff and members of the community affected by COVID-19 also continued.

## 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**

Over the next year, Council will be focusing on adding rigour to its risk management processes and improving its risk culture. To achieve this, in 2022-23 Council will:

- Finalise the review of the Risk Management Policy and Risk Management Framework.
- Review and update the Public Interest Disclosures Policy and procedures, and provide appropriate training for Council officers.
- Develop and deliver risk management training as part of the competency framework.

### **Contracts**

No contracts valued at \$300,000 or more for services of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 2020* were entered into.



School Crossing Supervisors



## **Community Relations**

# Community Relations



Dancers from the Koorie Youth Will Shake Spears

## Community Vision

In 2021 the City of Greater Dandenong created a new community vision which expressed their aspirations and hopes for the future of the municipality. This vision was developed through extensive broad consultation including workshops, surveys, pop up installations and online activities.

As required by the new *Local Government Act 2020*, a deliberative engagement process was then undertaken and the Greater Dandenong People's Panel was formed. This panel of 31 residents and business owners, representative of the community's diversity, were asked to consider the outcomes of the broad community consultation phase and background information provided by Council, to develop a new vision and principles. They spent three and a half days deliberating and reviewed all of the community engagement outcomes, heard from guest speakers from local businesses and community groups, and discussed current and future challenges for our city.

The final vision created by the panel reflects the aspirations of the community.

Our community's vision for 2040 is:

The City of Greater Dandenong is a home to all. It's a city where you can enjoy and embrace life through celebration and equal opportunity.

We harmonise the community by valuing multiculturalism and the individual. Our community is healthy, vibrant, innovative and creative.

Our growing city is committed to environmental sustainability. Welcome to our exciting and peaceful community.

To complement the vision, and further define what the community would like to see Greater Dandenong be in 2040, six principles were developed. These principles were:

- Safe and peaceful community
- Education, Training, Entrepreneurship and Employment Opportunities
- Sustainable Environment
- Embrace diversity and multiculturalism
- Mind, Body and Spirit
- Art and Culture.

This vision and its accompanying principles influence Council's key strategic direction and the priorities that are set for each financial year.

The results of this project informed the planning stages of the Council Plan 2021-25, Annual Plan 2021-22 and other key strategic documents across Council.

## Health and Wellbeing in Our Community

For the first time, Greater Dandenong City Council incorporated the Municipal Public Health and Wellbeing Plan (MPHWP) into its Council Plan 2021-25. The MPHWP outlines how Council will protect, improve and promote public health and wellbeing. It is a requirement under the *Public Health and Wellbeing Act 2008*, 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 Council Plan 2021-25 (incorporating the MPHWP) focuses on five key health and wellbeing priority areas:

- Active Living
- Physical health and mental wellbeing
- Tobacco, alcohol and other drugs
- Social cohesion and community safety
- Climate change and health.

### Achievements 2021-22

#### Active Living

- Implementation of the 'Make Your Move' Greater Dandenong Physical Activity Strategy 2020-30 continued, with progress to improve physical activity outcomes for the community.

- Council delivered a new Herbert Street pocket park, a nature play area at Alan Corrigan Reserve, Tirhatuan Park's new multi-purpose court and improvements at Browns Reserve.
- The Playground Action Plan saw the completion of the Hennessy Reserve and Sandra Reserve playgrounds.
- A new Community Gardens on Council Owned Public Open Space Policy and Guidelines were adopted by Council.

#### Physical Health and Mental Wellbeing

- Council administered funding of \$293,263 to 16 food relief agencies via the State Government Local Partnership Program, to meet the COVID-19-related increase in demand for material aid.
- The Indigenous Health Care Program – New Directions Project delivered healthy eating, anti-smoking, oral health and immunisation initiatives to Aboriginal and Torres Strait Islander families.
- The VicHealth Local Government Partnership saw the delivery of health promotion and consultation opportunities to improve children and young people's physical and mental wellbeing.
- The State Government Vic Kids Eat Well initiative was launched with Greater Dandenong's new Healthy Kids Advisor to support healthy food choices in Council facilities and schools.
- Youth and Family Services facilitated Greater Dandenong Youth Network meetings about mental health, and supported resilience building via the Happiness Project, Kickstart and Martial Arts Therapy program.
- Council continued to advocate and support residents with a disability to find paid employment through participating in the Australian Network on Disability's programs.
- Council provided support for older residents to maintain social connections through Seniors' groups, day trips, social support services and library activities.
- Greater Dandenong Libraries delivered Language and Literacy appointments, employment and education support services and referral pathways to 2,442 people.
- Council Volunteers were provided with training, recognition and support, with 180 volunteers supporting various Council programs.

# Community Relations

## Tobacco, Alcohol and Other Drugs

- Council partnered with enliven and the Alcohol and Drug Foundation on the South East Local Drug Action Team project, which worked to increase resilience and prevent alcohol and drug-related harm in the community.
- Nine Party Safe workshops were delivered to schools and community settings, educating young people about strategies to minimise alcohol-related harm.
- Social media campaigns raised the awareness of alcohol and tobacco-related harm, including a new vaping campaign, and Quit Victoria's 'Sponge and Quite a Difference' campaign.
- Council continued to coordinate tobacco control activities, hospital visits and inspections in accordance with the Municipal Association of Victoria.

## Social Cohesion and Community Safety

- The Keysborough Big Picnic, Children's Forum, Pride March, Refugee Week and the Libraries, Drum Theatre, and Walker Street Gallery public arts, were among the many events and programs, which celebrated our city's cultural diversity.
- Council's 2021-23 Innovate Reconciliation Action Plan was officially launched on 14 February, and throughout the year Council has developed a strong relationship with Bunurong Land Council Aboriginal Corporation as Traditional Owners.
- Youth United Against Family Violence initiatives, Inclusive Practice Workshops and a Disability Inclusion Program were delivered to schools and community settings to support young people and families to feel safe and included.
- Council received three State Government grants to improve safety infrastructure, community engagement and social cohesion across key municipal hotspots in central Dandenong, Dandenong West and Springvale.
- Council's first Gender Equality Action Plan was prepared and submitted to the Commission for Equity in the Public Sector.
- The Local Government Mayoral Taskforce Supporting People Seeking Asylum delivered the Back Your Neighbour Campaign and increased advocacy in the lead up to the 2022 Federal Election.

## Climate Change and Health

- Implementation of Council's Climate Emergency Strategy and Action Plan, Sustainability Strategy and Greening Our City: Urban Tree Strategy 2018-28 continued.
- Key achievements in regard to climate change included the delivery of the 2022 Sustainability Festival that was attended by over 1,500 people, completion of a municipal health and wellbeing scan to address the intersections of climate change risk and municipal health, and the development of climate change staff induction training.
- Council also delivered the South East Councils Climate Change Alliance small business energy savers program, the 6 Star Green Star certification of the Springvale Community Hub, and a Disability and Climate Change community workshop.
- Climate change considerations have been progressively embedded into Council's policies and decision-making processes, including into Council reports. A Climate Change Self-Assessment tool, which won a Climate Council Innovation Award, was adopted and is used to assess how well capital improvement projects address the 10 themes of Council's Sustainability Strategy 2020-30.



## Annual Sustainability Report

The City of Greater Dandenong's Council Plan 2021-25 identifies six key strategic objectives. These include "A socially connected, safe and healthy city" and "A green city committed to a sustainable future".

The Greater Dandenong Sustainability Strategy 2016-30 provides the strategic framework to guide the City of Greater Dandenong to become 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

Recognising that climate change is the greatest challenge of our time, Council formally acknowledged a 'Climate and Ecological Emergency' in January 2020, committing us to emergency action on climate change. From this declaration followed the development of the Greater Dandenong Climate Emergency Strategy and Action Plan 2020-30 which provides a strategic framework to guide Council's response to climate change.

## Recognition by Community of Climate Emergency

The State Government's 2022 Community Satisfaction Survey indicates that of the Greater Dandenong community:

- 78 per cent are clearly concerned about climate change
- 84 per cent think it is important for Council to respond to climate change

While Council can influence climate related outcomes, it cannot do it alone. To achieve this vision, Council needs to provide leadership that helps mobilise the community, other levels of government, our partners and key stakeholders to act.

### Achievements:

#### Sustainability Festival

The annual Sustainability Festival ran across five days in April, culminating in a day of environmentally friendly fun at the Springvale Community Hub on Saturday 9 April. With the theme of 'A Sustainable Tomorrow, Together' the emphasis was on how people could make simple changes at home, work or school to help protect our environment and make lasting positive changes on the Earth. Some key activities included:

- 390 Bike 'n' Blend smoothies made
- 300 vegetable seedlings potted and given away
- 108 Beeswax wraps made
- 460 free vegan meals and 100 ice-creams given away from two vendors
- 64 seed sticks and 90 terrariums/bee hotels/bath bombs made
- 50 'swaps' at the Clothes Swap stall.

The 2023 Sustainability Festival will be held on 26 February 2023. Stay tuned for updates via [www.greaterdandenong.vic.gov.au/sustainability-festival](http://www.greaterdandenong.vic.gov.au/sustainability-festival)

#### Disability and Climate Change

In May 2022, Greater Dandenong City Council facilitated a community 'Disability and Climate Change Workshop' at Springvale Community Hub. The video (including closed captions) and transcript are available to watch and share via [www.greaterdandenong.vic.gov.au/sustainability/climate-and-energy](http://www.greaterdandenong.vic.gov.au/sustainability/climate-and-energy)

# Community Relations

## **2021 Planning Institute Australia VIC Awards for Planning Excellence**

Greater Dandenong City Council was the winner of the Climate Change and Resilience category for the Greater Dandenong Climate Emergency Strategy and Action Plan 2020-30. The judges commended the project's detailed and achievable action plan comprising over 250 distinct actions to be undertaken to achieve the City of Greater Dandenong's vision of becoming a resilient, net zero carbon emissions city.

## **Cities Power Partnership Climate Awards 2021**

Council was the winner of the Innovation Category for its climate change self-assessment tool. Based around the 10 themes of the Greater Dandenong Sustainability Strategy 2016-30, the tool is used in the preparation of capital improvement bids to apply best practice sustainability opportunities to projects. The judges commended Council for its commitment to systemic change and embedding consideration of climate change into operational and decision-making processes.

## **Climate Resilient Communities**

Council is proud to be participating in the South East Councils Climate Change Alliance (SECCCA) Climate Resilient Communities project. SECCCA has partnered with the Minderoo Foundation to help prepare communities in the SECCCA region for current and future changes to the climate. The project aims to prepare and empower vulnerable communities to reduce the harm caused by fires, floods and other extreme weather events and will run through to December 2023.

## **Climate Resilient Places**

Completion of the Asset Vulnerability Assessments in partnership with SECCCA provided valuable information to Council on climate change adaptation options to increase the climate resilience of buildings, roads and drains across the region. With further funding from the State Government, a toolkit has been developed to assist other Councils in undertaking their own vulnerability assessments. This can be downloaded via the SECCCA website [www.seccca.org.au](http://www.seccca.org.au)

## **Saving Cash and Energy for Small Businesses**

The SECCCA Small Business Energy Saver Program concluded in June 2022 with 141 businesses in the Greater Dandenong region engaged. The program helped businesses to access available grants and funding for energy efficiency upgrades. Across Victoria, program participants saved more than \$3.6 million on their annual energy bills and abated more than 12,890 tonnes of greenhouse gas emissions per year, the equivalent of the annual emissions of 10,000 houses.

For more information on Council's sustainability and climate change commitments visit Council's website: [www.greaterdandenong.vic.gov.au/services/sustainability](http://www.greaterdandenong.vic.gov.au/services/sustainability)

## **Disability Action Plan**

Considerable action has taken place to continue services for people with disabilities in the Greater Dandenong area this year despite the frequent closure or reduction in services due to the ongoing effects of COVID-19. Online alternatives have been encouraged where appropriate and people with a disability have been supported to obtain the necessary hardware and training in order to connect with vital services and to address issues associated with isolation. Despite the lack of ongoing restrictions some people with a disability have been reluctant to return to face-to-face activities and some have found online options to be more beneficial.

Council's Disability Advisory Committee (DAC) completed its term of office in late 2021 with a new committee established for the next term. The DAC is made up of local people with disabilities, service providers operating in the Dandenong area, and City of Greater Dandenong Councillors. An increase in representation of people with lived experience of disability will ensure that the committee is well placed to provide informed advice to Council on services and programs.

Council's current Disability Action Plan (DAP) focuses on four core objectives relating to wellbeing, education and employment, physical environment, and community participation.

Highlights of improvements made in 2021-22 related to actions within the DAP include:

### **Accessing the Community**

With the reduction of restrictions related to COVID-19 the focus of the DAP has turned to ensuring that pathways for people with a disability are available to those wishing to return to community life. Accordingly, Council has supported organisations and networks such as the Southern Region Disability Alliance to plan events and expos on a local and regional level designed to encourage people with a disability and their families to participate.

### **All-Abilities Playground**

The All-Abilities Playground in Ross Reserve, Noble Park was opened by the Premier of Victoria and is experiencing outstanding visitor numbers. This significant playground development provides a unique, all-abilities, all-ages play space for families in the City of Greater Dandenong.

### **Greater Access to Employment Opportunities**

Council was successful in receiving funding via the Municipal Association of Victoria (MAV) to document the opportunities for employment for people with disabilities at Council and in the community.

Seven employment related projects at Council were identified with three graduate interns with a disability assisting to develop a report documenting ways for these projects to develop and grow. The "Growing Employment Opportunities for People with Disabilities in Greater Dandenong" initiative was developed, including recommendations for further action and employment pathways for people with a disability in the Greater Dandenong area.

The MAV compiled several Council reports and produced a short video showcasing some of the participants and the different work experiences provided through councils.

### **Access to the Built Environment**

Council continues to prioritise works related to accessibility for new buildings with all major buildings being considered for the inclusion of a "Changing Places" facility. Springvale Hub has a "Changing Places" facility and consultation has been undertaken to ensure that the Dandenong Wellbeing Centre and the Keysborough South Community Hub will each include such a facility.

### **Information**

Disability related articles designed to encourage employment and participation of people with a disability have been promoted through media outlets including Council's Talking Business newsletter.

The Access and Inclusion enews continues to be distributed to approximately 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.

### **Improved Access to Public Transport and Accessible Parking**

Through the Public Transport Advocacy Statement 2020, Council continued to advocate for increased access for people with disabilities by:

- contributing to the Victorian Government's plans to upgrade access features at the Dandenong Railway and Yarraman Station
- working with the Victorian Government on the introduction of a new bus service including upgrade of and provision of new DDA compliant bus stops, and
- assisting the Department of Infrastructure regarding taxis and rideshares contributing to the Disability Standards for Accessible Public Transport.



Youth at Springvale Community Hub



**Community  
Funding  
Program**

# Community Funding Program

## Community Support Grants Program

The Community Support Grants Program offers community groups, organisations and individual artists the opportunity to apply for one-off grants to support delivery of projects, programs and events that benefit the Greater Dandenong community.

The Community Support Grants Program is open for applications twice a year. A maximum of one application per organisation per round is accepted and a maximum of \$10,000 can be awarded per organisation per financial year. Eligibility and assessment criteria are set out in the guidelines which can be found on Council's website [www.greaterdandenong.vic.gov.au/grants](http://www.greaterdandenong.vic.gov.au/grants)

A new Community Support Grants Program policy was implemented through two funding streams:

- Community Development Grants – to build community capacity, foster social inclusion, community harmony and participation.
- Arts, Festivals and Events Grants
- Organisations – promote community connection, cross cultural exchange and appreciation of cultural diversity.
- Individual Artists – support individual artists to develop community-based arts/cultural projects to achieve Community Support Grants Program outcomes.

## 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.vic.gov.au/grants](http://www.greaterdandenong.vic.gov.au/grants)

## Community Partnership Funding and Sponsorship Grants

Community Partnership Funding and Sponsorships offers eligible not-for-profit organisations the opportunity to apply for funding to support capacity-building of important local services, the delivery of projects that contribute to the achievement of Council's Plans and Strategies, and initiatives that provide social and economic benefit to the City of Greater Dandenong.

The policy contains three grant categories:

- Building Capacity Grants offer one-off grants of up to \$50,000 per year for up to three years of funding to support locally based organisations to grow and/or become sustainable.
- Strategic Project Grants offer grants of up to \$80,000 per year for up to two years of funding to support self-identified projects, initiatives and activities that contribute to achieving priorities and actions within the City of Greater Dandenong plans and strategies.
- Sponsorships offer grants of up to \$40,000 per year for up to two years of funding to support organisations and activities that create social and/or environmental benefit, and significantly contribute to the image of the city and/or create economic benefit.

Eligibility and assessment criteria are listed in the guidelines which can be found at [www.greaterdandenong.vic.gov.au/grants](http://www.greaterdandenong.vic.gov.au/grants)

## COVID-19 Response Grants

The COVID-19 Response Grant Program was opened between 13 October and 31 December 2021. The program offered an opportunity for non-profit community organisations, that provide an essential community service for people in crisis, to apply for small grants to assist them to respond specifically to COVID-19.



In Situ performers – Multicultural Place, Springvale

### Anti-Poverty Collective Impact Grants

The Anti-Poverty Collective Impact Grants supported the research, engagement and co-design of a municipal Anti-Poverty Strategy. Partner agencies working under the constraints and demands of the COVID-19 Pandemic were able to apply for funding to:

- Undertake detailed consultation with community members with lived experience of poverty.
- Strengthen data capture from material aid provision to inform the strategy.
- Implement small projects that support community to improve employability.

### Interfaith Network of the City of Greater Dandenong – Contract

Council extended the existing funding of the Interfaith Network of the City of Greater Dandenong until 28 February 2021. This was to support the delivery of Interfaith Network activities and contribute to the achievement of Council's strategic priorities. A new contract endorsed by Council is currently under negotiation.

### Greater Dandenong Volunteer Resource Service

Council extended the contract of the Greater Dandenong Volunteer Resource Service (GDVRS) until December 2023. The GDVRS assists local residents to find suitable volunteering opportunities and supports local not-for-profit community organisations to recruit and train volunteers.

### Venue Hire Fund

Council may provide responsive support to voluntary organisations.

# Community Funding Program

## Community Support Grants Program

Applicant Name	Project Title	Amount Granted
Actomania Inc.	Future of the Past (a satirical play on pandemic challenges)	\$6,000
Afghan Australia Philanthropic Association Inc.	Afghan New Year 2022	\$5,000
Afghan Women's Organisation in Victoria Inc.	Afghan Senior Women's Program 2022	\$3,863
Afri-Aus Care Inc.	Ubuntu youth mentoring	\$5,000
Arabic Women Seniors Group Inc.	Age is not a barrier	\$4,280
Australia Ceylon Fellowship Inc.	Project Community Interaction	\$5,000
Australian Vietnamese Arts Inc.	Tet celebration in Dandenong	\$6,000
Cambodian Association of Victoria Inc.	Khmer Pchum Ben Festival	\$3,500
Casey Tamil Manram Inc.	The Tamil Festival	\$7,000
Casey Tamil Manram Inc.	Aadi Pirappu	\$3,000
Concern Australia Welfare Inc.	CREWY – Building positive memories that last a lifetime	\$5,000
Cornerstone Contact Centre Inc.	From garden to plate: enriching and growing community	\$10,000
Cornerstone Contact Centre Inc.	Multicultural mural project in community garden space	\$7,687
Dandenong District Cricket Association	Junior boys and girls cricket training support	\$5,000
Dandenong Low Vision Group	Annual outings for people who have low vision	\$984
Dandenong West Primary School	Dandenong West Art Precinct	\$5,000
Doveton Special Soccer School Inc.	All Abilities Friendship Day 2022	\$6,029
Fijian Community Association Victoria Inc.	2022 Fiji Day Multicultural Festival	\$8,000
Fijian Community Association Victoria Inc.	Victoria Tauvu Festival	\$5,311
Flying Fox Services Limited	Flying Fox sleepaway camps for kids with a disability from Dandenong	\$10,000
Forum On Australia's Islamic Relations	Under The Stars – Covieo Film Festival	\$4,500
Friends of Refugees Inc.	A friendly therapeutic space for people seeking asylum	\$4,867
Greater Dandenong Warriors Hockey Club	Enabling primary school students to engage in junior level hockey	\$5,000
Interfaith Network of the City of Greater Dandenong	"United Nations International Year of Glass: Letting The Light In"	\$8,000
Jesuit Social Services Limited	Being prepared for a changing climate in Dandenong	\$9,980
Keysborough Bowls Club	2022 Barefoot Bowls program for children and women	\$2,863
Lions Club of Dandenong Inc.	Seniors Christmas outing	\$1,200
Magical Getaway Foundation	Happy Place	\$5,949
Melbourne 7-Melody Notes Inc.	2022 Chinese Tiger New Year Festival (online)	\$2,880



Applicant Name	Project Title	Amount Granted
Miss Kuichiang Kuiy	Newprint: SEVO Sessions (South East's Very Own Sessions)	\$4,923
Moru Community of Victoria Inc.	Muro Traditional and Cultural Day	\$4,031
Mr Craig Dent	The Future Wild	\$5,000
Mr Phoenix Chung	The Area Collective presents – Inner style intensives	\$3,750
Ms Natasha Brennfleck	Expanded interpretive drawing	\$5,000
Polish Community Council of Victoria Inc.	Seniors re-ablement picnic	\$3,835
Somaliland Union of Victoria Inc.	Youth empowering youth and soccer tournament and Eid Festival	\$5,000
Somaliland Union of Victoria Inc.	Indoor soccer tournament and EID Festival	\$5,000
South East United FC	Iftar dinners during Ramadan	\$2,500
Southern Migrant and Refugee Centre Inc.	Refugee, people seeking asylum and CALD community suicide prevention initiative	\$10,000
Springvale and District Historical Society Inc.	The stories of the CGD reserves	\$2,980
Springvale Little Athletics Centre	Supporting a coaching program	\$3,200
Springvale Mandarin Network Inc.	Dream of the Red Mansions theme music festival	\$10,000
Springvale Neighbourhood House Inc.	Springvale and North Dandenong women's friendship cafes	\$9,208
St Martin's Youth Arts Centre	Dandenong Outreach Program 2022	\$7,500
Te Wero Ki Poipiripi	Te Wero Ki Poipiripi (The Challenge in Melbourne)	\$9,930
The Men's Table Limited	Healthy men, healthy masculinities, healthy communities in Greater Dandenong	\$5,000
Vic Vipers Futsal Club Inc.	VIC Futsal Cup – Futsal tournament for all	\$2,969
Victorian Masters Athletics Inc.	Run safely tonight	\$2,000
Vietnamese Community in Australia – Victoria Chapter Inc.	Vietnamese community re-engagement concert	\$8,500
Wellsprings for Women Inc.	Know my story	\$10,000
Wellsprings for Women Inc.	Parenting support and education for refugee mothers	\$8,000
Windana Drug and Alcohol Recovery Limited	Art therapy open studio	\$5,000
	<b>TOTAL</b>	<b>\$290,219</b>

# Community Funding Program

## Community Response Grants Program

Applicant Name	Project Title	Amount Granted
AARDO Afghan-Australian Rehabilitation and Development Organisation	Annual day/events	\$500
Andre Rodrigo	Men's touch football open national	\$1,000
Andrew Dinh	2022 Australian age swimming championships	\$1,000
Anglo-Indian Australasian Association of Victoria Inc.	50th Anniversary Jubilee Ball	\$2,000
Arabic Women Seniors Group Inc.	Regular group activities support	\$1,000
Association of Ukrainians in Victoria – Noble Park Branch	Christmas Theophany Eve	\$1,000
Australian Society of Graduate Tamils Inc.	The Tamil competition and forum	\$1,000
Bangla Art Centre Inc.	Winter Festival 2022	\$1,000
Burgher Association Australia Inc.	Lunch for the Elders in the community	\$1,000
Cambodian Australian Christian Church Inc.	Monthly group activities	\$1,000
Carwatha College P-12	Carwatha Football College Cup	\$1,000
Ceylonese Welfare Organisation Inc.	Mid-year luncheon 2022	\$500
Circolo Pensionati Campani Italiano Di Clayton (Italian Pensioners Club Campani of Clayton) Inc.	Social activities	\$1,000
Circolo Pensionati Italiani Di Oakleigh Clayton	Regular social and recreational activities for Italian and ethnic groups	\$1,000
Combined Probus Club of Sandown	30-Year anniversary lunch	\$1,000
Evergreen Seniors Group Inc.	Monthly group activities	\$500
Find A Penny Foundation Inc.	Post COVID-19 emergency food assistance	\$500
Footscape Inc.	Foot care kits	\$500
Friends of the Children Foundation Inc.	2021 Dandenong West Community Festival	\$350
Friendship Australian Egyptian Association Inc.	Better together/Easter "Catholic and Coptic" and Eid "end of Ramadan" celebrations	\$1,000
Futsal Afghan Association of Victoria	Futsal	\$500
Gaelic Athletic Association Gaelic Park Inc.	Oiche Shamhna Cultural and Memorial Day	\$500
Greek Senior Citizens St Athanasios Parish of Springvale Inc.	Annual seniors' engagement activities	\$2,000
Hazara Australian Community Association of Victoria Inc.	Ramazan EID	\$1,000
Heritage Tennis Club Inc.	Court clean	\$500
Justice and Freedom for Ceylon Tamil Inc.	Refugee Week celebration	\$1,500
Kindness Community Inc.	Kindness Community – Community Christmas Day	\$1,000
Miss Connie Psihogios	World Juniors	\$1,000
Moru Community of Victoria Inc.	Muro Traditional and Cultural Day	\$500
Mountain District Darts Association	Rebooting darts in 2022	\$500

Applicant Name	Project Title	Amount Granted
Mr Dang Minh (Danny) Vo (Mrs Thao Nguyen parent)	Karate national championship	\$500
North Dandenong Senior Citizens Club Inc.	PA system	\$1,000
Oromo Seniors' Welfare & Benevolent Association Inc.	Social inter-connection and engagements with Oromo elders	\$1,000
Polish Senior Citizens Club Rowville Inc.	Meals for our members	\$500
South Eastern Melbourne Vietnamese Associations Council	Motivate volunteers, boost capacity to help with 250 Power Bonus	\$1,000
St Paul's South Eastern Suburbs Maltese Seniors Association Inc.	Seniors club	\$1,000
Tahnysa Theodore	Australian national Karate championships	\$1,000
Te Wero Ki Poipiripi Inc.	Te Wero sports, health, performing arts and crafts.	\$500
The Bengali Association of Victoria Inc.	Spring Festival 2021	\$500
The Combined Probus Club of Noble Park Inc.	Subsidise planned activities for members	\$500
The Fiji Islamic and Cultural Society of Victoria Inc.	Support for FICSOV in response to COVID-19	\$1,000
The Fiji Islamic and Cultural Society of Victoria Inc.	Support for FICSOV in response to COVID-19	\$1,000
The Golden Years Senior Group Inc.	Celebration of our senior group anniversary	\$500
The Scout Association of Australia Victorian Branch - Moodemere Scout Group	The Scout Association of Australia Victorian Branch – Moodemere Scout Group	\$1,000
The South East Sessions	The South East Cypher Sessions	\$1,000
Ukrainian Seniors Club Noble Park	Seniors' Christmas get-together and dinner	\$1,000
Victoria Nagarathar Sangam Australia	Youth cultural event	\$500
Victorian Afghan Youth Association	Association web and public liability insurance	\$1,000
Victorian Chinese Seniors Inc.	Dragon Boat and Birthday Festival	\$1,000
Victorian Masters Athletics Inc.	Purchase of equipment	\$1,000
Victorian Tamil Cultural Association Inc.	Thamiz Puthaandu Vizha 2022 and Kalai Vizha	\$500
	<b>TOTAL</b>	<b>\$46,550</b>

# Community Funding Program



Together – Artist: Hayden Dewar

## COVID-19 Response Grant Program

Applicant Name	Project Title	Amount Granted
Cornerstone Contact Centre Inc.	COVID-19 response emergency relief	\$3,000
Kindness Community	Kindness Community weekly meal project	\$3,000
Friends of The Children Foundation Inc.	Do kindness and reap happiness	\$3,000
Jesuran Welfare Services	Provision of fresh food to the needy in the community	\$3,000
Keysborough Learning Centre	Food relief 2022	\$3,000
Make A Difference, Dingley Village Inc.	We're All in This Together	\$3,000
Noble Park Community Centre	Supporting community through COVID-19	\$3,000
Nourish DBC Limited	Nourish emergency relief program	\$3,000
South East Community Links	New threads fund	\$3,000
Wellsprings for Women	Food relief	\$3,000
<b>TOTAL</b>		<b>\$30,000</b>

## Community Partnerships Funding

Applicant Name	Project Title	Amount Granted
Asylum Seeker Resource Centre	Refugee Resource Hub FoodBank and Community Kitchen	\$160,000
Concern Australia Welfare	Hand Brake Turn – A vehicle for change	\$160,000
Cornerstone Contact Centre Inc.	Community connection pathways for migrants and asylum seekers	\$40,000
Forum on Australia's Islamic Relations Inc.	Good governance gets the goose	\$45,000
Friends of Refugees Inc.	Job skills training and work experience for people seeking asylum	\$159,288
Friends of Refugees Inc.	Centre of specialised learning and support for people seeking asylum	\$120,000
Keysborough Learning Centre	Re-connecting and re-engaging senior communities post COVID-19	\$80,000
Noble Park Community Centre (NPCC)	Staying connected by removing barriers for people with disabilities	\$60,000
Noble Park Community Centre (NPCC)	Resource Development through empowering vulnerable communities to volunteer	\$60,000
North Dandenong Neighbourhood House	Re-engaging community with North Dandenong Neighbourhood House	\$155,000
Nourish DBC Limited	The Nourish Sanctuary: A safe space for CALD communities	\$60,000
SisterWorks Inc.	From community connectedness to employment pathways	\$160,000
South East Community Links	Y-ACE project – Youth: Active, Connected and Engaged	\$160,000
South East Community Youth Links	Women: Safe and equal project	\$160,000
South East Volunteers	Disability inclusive volunteering	\$116,930
South East Monash Legal Service	Mothers legal help	\$160,000
Springvale Learning and Activities Centre Inc.	Building up youth participation in programs and governance	\$160,000
Springvale Learning and Activities Centre Inc.	Styling Up the Confidence – providing work clothing, interview preparation	\$160,000
Springvale Neighbourhood House	Returning to community: Culturally safe, accessible and supportive services	\$143,000
Springvale Neighbourhood House	Making getting connected easier for socially isolated residents across Greater Dandenong	\$136,000
Wellsprings for Women	Pathways to recovery	\$160,000
	<b>TOTAL</b>	<b>\$2,615,218</b>

# Community Funding Program

## Sponsorships

Applicant Name	Project Title	Amount Granted
City of Greater Dandenong Band	City of Greater Dandenong Band	\$50,000
Dandenong Agricultural and Pastoral Society Inc.	150th show and 151st show	\$75,000
Noble Park Community Centre Inc. (NPCC)	Noble Park community art show	\$30,000
Southern Dance Festival	Southern Dance Festival	\$17,000
Southern Waters Ski Show Team	On community water ski show	\$10,000
Springvale Asian Business Association Inc.	2023 Springvale Annual Lunar New Year Festival	\$70,000
Springvale Neighbourhood House	Springvale Harmony Festival: We are one but we are many	\$30,000
Victorian Afghan Associations Network	The Nawroz Festival 2023	\$30,000
Vietnamese Community in Australia – VIC Chapter	TET 2023-24 Lunar New Year Festival	\$60,000
	<b>TOTAL</b>	<b>\$372,000</b>

## Anti-Poverty Collective Impact Grants

Applicant Name	Project Title	Amount Granted
Afri-Aus Care Inc.	Lived experience consultation	\$2,100
Cornerstone Contact Centre Inc.	Anti-Poverty consultation	\$2,100
Cornerstone Contact Centre Inc.	Cornerstone Social Worker to provide vital pathways and case management for vulnerable clients	\$25,425
Cornerstone Contact Centre Inc.	Data collection: hardware, software and administrative staffing	\$7,000
Friends of Refugees Inc.	Lived experience consultation	\$2,100
Friends of Refugees Inc.	Training and employment opportunities for people experiencing poverty via FOR social enterprise	\$40,000
Friends of Refugees Inc.	Emergency relief data collection	\$5,755
Selba-Gondoza Luka	Afri-Connect data collection	\$5,000
South East Community Links	Anti-Poverty consultation	\$2,100
South East Community Links	Data to Inform Strategy (DIS)	\$5,000
Springvale Learning and Activities Centre Inc.	Anti Poverty consultation	\$2,100
Springvale Learning and Activities Centre Inc.	Facilitating co-design activities with local community	\$5,000
The Salvation Army	Material aid data assistant	\$5,000
	<b>TOTAL</b>	<b>\$108,680</b>

### Interfaith Network of the City of Greater Dandenong Holdover to February 2021

Applicant Name	Project Title	Amount Granted
Interfaith Network of the City of Greater Dandenong Inc.	Contract	\$90,000
	<b>TOTAL</b>	<b>\$90,000</b>

### Greater Dandenong Volunteer Resource Service

Applicant Name	Project Title	Amount Granted
South East Volunteers Inc.	Greater Dandenong Volunteer Resource Service	\$100,000
	<b>TOTAL</b>	<b>\$100,000</b>



Make Your Move – Skateboarding





# Service Summaries – A Year in Review

# Service Summaries – A Year in Review

## Business, Engineering and Major Projects

### Business and Revitalisation

The Business and Revitalisation department is comprised of Placemaking and Revitalisation and Economic Development.

The Placemaking and Revitalisation team 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 placemaking.

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

- ✓ Advocacy and support were provided for the Noble Park Revitalisation initiative and the Board which delivered the Douglas Street streetscape upgrade; Frank Street Open Space concept design, seasonal crates, interpretive signage and new public art murals; and planted over 50 trees to increase tree canopy coverage and reduce the impacts of heat island effects.
- ✓ The Springvale Boulevard renewal project is transforming Springvale Road into a signature boulevard to reinforce the Activity Centre as one of Melbourne's leading and much-loved cultural destinations. Works for this project are 85 per cent complete.
- ✓ The Victorian Government funded Outdoor Dining and Activation Grant was delivered, which saw permanent umbrellas and glass screens installed at hospitality businesses across Greater Dandenong.
- ✓ Council worked in partnership with Development Victoria and liaised with other key developers to progress investment on key development sites including the Masterplan consultation for the Foster Street precinct and construction of major new investments including Launch Housing Viv's Place, Victorian Children's Court and the Salvation Army Community Hub in central Dandenong.
- ✓ The Ignite Startup Program for Entrepreneurs was successfully completed in December and a further 15 businesses started the next program in March as part of the ongoing implementation of Council's Local Economic and Employment Development strategy.
- ✓ Food Tours recommenced after lockdowns with a new addition of "Off the Menu" Tour in Springvale, as part of the ongoing implementation of Council's Regional Food and Tourism strategies.
- ✓ 60 businesses were assisted through the Better Approvals process to start their business with the correct permits.
- ✓ Four editions of 'Talking Business' magazine were delivered. Current distribution is approximately 11,000 (8,700 electronic subscribers and 2,300 print subscribers).

### City Improvement

City Improvement includes the Project Delivery units for Open Space, Civil Works, Building Projects and Major Projects as well as the Building Maintenance unit.

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 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. This included a major reconstruction of Colemans Road in Dandenong South.
- ✓ The multi-year streetscape project for Douglas Street, Noble Park was completed complementing the landscaping works at the adjacent railway station.

- ✓ Work progressed on sports pavilions at Thomas P Carroll Reserve and Ross Reserve for delivery over two financial years.
- ✓ The annual building renewal program was completed incorporating over 80 improvement projects across various Council buildings.
- ✓ Many carpark, open space, playground, fitness circuits, lighting and landscape projects were completed across Council's reserves including Dandenong Park, Allan Corrigan Reserve, Hennessy Reserve, Charlotte Reserve and Turner Reserve.
- ✓ A number of additional public toilets were installed at local parks such as Ross Reserve, Norine Cox Reserve, Westwood Boulevard Reserve and at Hidden Grove.
- ✓ 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

- ✓ A total of 27,805 tonnes of waste were recycled via household kerbside bins including 15,113 tonnes of organics and 12,692 tonnes of co-mingled recyclables.
- ✓ 12,184 household recycling and 31,382 garden waste bin audits were conducted with 760 contamination letters issued inclusive of education material. As a result, Council's Garden waste bin contamination rate is now below 1 per cent, the lowest in South East and North West Metropolitan Melbourne.
- ✓ A FOGO collection service was offered to 47,000 households with green waste bins, diverting household food waste from the garbage bin to the organics bin for the production of enriched compost.
- ✓ Online community waste and recycling education forums were introduced, making them more accessible to a broader audience and overcoming the barrier of COVID-19 restrictions that prevented attendance to venues.
- ✓ A record 19,340 at call hard waste collection services were provided to the community.
- ✓ The Dumped Rubbish 'Hot Spots' program continued with over 10,751 collections to remove approximately 1,218 tons of dumped rubbish from public open spaces throughout the municipality.
- ✓ Cleansing's graffiti contractor responded to 2,103 merits to remove graffiti.
- ✓ An apprentice program commenced in the fleet workshop to support our operations and youth into the workforce.
- ✓ The 10 Year Asset Plan was endorsed by Council, complying with the *Local Government Act 2020*.
- ✓ The South East Leisure Asset Management Plan was created and the team supported the smooth transfer of these assets into the management of South East Leisure Pty Ltd.
- ✓ 3,038 new assets were created.
- ✓ Boardwalk reconstruction works were delivered by Council staff at Tirhatuan Park and Falkiner Reserve.
- ✓ Over 4,000 road and drainage maintenance customer requests were actioned which saw 1.2km of drain pipes replaced, patched or repaired; over 500 stormwater pits and lids upgraded; 15,000m<sup>2</sup> of footpaths renewed; and 7,000m<sup>2</sup> of roads patched or repaired.
- ✓ 'Greening Our City', Council's Urban Tree Strategy 2018–28, was implemented with 2,354 street and park trees planted. In addition to this, over 25,000 native seedlings were also planted.
- ✓ A total of \$180,000 of environmental grant funding was secured from a variety of sources.

# Service Summaries – A Year in Review

## Major Projects

This department 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, plans and design solutions, along with managing community and social infrastructure projects to ensure effective utilisation and growth of community facilities.

## Achievements

- ✓ Commencement of the detailed design for the Dandenong Wellbeing Centre (new Dandenong Oasis).
- ✓ Construction of the health and wellbeing gym as part of the Stage 1 Redevelopment of the Noble Park Aquatic Centre (NPAC) – with Victorian Government Stimulus funding support.
- ✓ Development of a business case for the proposed Dandenong Sports and Events Centre, in partnership with the Victorian Government.
- ✓ Development of the draft Mills Reserve Precinct Master Plan.
- ✓ Completion of the Greater Dandenong Table Tennis Centre Feasibility Study in partnership with key stakeholders.

## 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.

Over the past four years, SEBN has also been responsible for managing and delivering the state government funded Community Revitalisation employment program designed to improve the employment landscape for all.

## Achievements

- ✓ Despite the continuing impact of COVID-19, a return to face-to-face activities was achieved for some events, with two highlights of the year being SEBN's Christmas Industry Breakfast with Michael Licenblat on 'Pressure Proofing' and a celebration of 2022 International Women's Day with Felicity Furey on 'Flick the Switch to a New Kind of Leadership'.
- ✓ SEBN continued to offer support to businesses to find new ways of managing – and leading – in today's environment. Leadership Insights; Unlocking Opportunities; Alignment across your Business; Linking Systems Holistically; Achieving on Time in Full and Psycho-Social Health were some of the topics addressed.
- ✓ The Community Revitalisation #1 program was brought to a successful conclusion in June, having significantly influenced jobseeker work readiness being delivered across the region and many jobseekers into employment. The program has influenced government policy with job advocates and counsellors now in place across the state. Working collaboratively has resulted in a stronger focus on place-based, wrap-around services at both state and federal levels of government.
- ✓ Through involvement with 'This is IT' Schools, more than 460 used laptops have been donated by a diverse range of companies and organisations to local secondary students. A recent survey of local schools identified a need for 320 new laptops.
- ✓ The popular Lunch with the Winners, in partnership with SELLEN, was again delivered in a virtual environment and featured speakers on the future opportunities within the space and aerospace industries, as well as trades and entrepreneurship. Of equal interest to the students were the many and varied pathways to career goals demonstrated by our young speakers ('winners').
- ✓ A car was won at the Hole-in-One competition for the first time in 13 years at the annual 'Take a Swing for Charity' Golf Day held in February at Victoria Golf Club. Raising in excess of \$40,000 for Wellsprings for Women, all funds raised will be used towards the purchase of a fully furnished food truck to grow their Cultural Cuisines social enterprise program.

## 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, coordinating the engineering aspects of Development Contribution Plans and providing advice for new developments including stormwater management design assessments. It also administers civil works, vehicle crossing, and asset protection permits.

### Achievements

- ✓ Council was successful in gaining approximately \$1 million of Black Spot Program funding for road safety treatments in the upcoming financial year.
- ✓ Council has assisted the Department of Transport with the construction of signals at the intersection of Springvale Road and Virginia Street. This was funded for \$3.9 million by the Victorian Government.
- ✓ Council has assisted the Department of Transport with the introduction of a new bus service through Keysborough South.
- ✓ 87 per cent of customer requests relating to transport issues (parking signage/road safety) were responded to within corporate response timeframes. Customer enquiries increased by over 20 per cent compared with last year.
- ✓ Council's position and participation on the Board of Management of RoadSafe South East was expanded.

- ✓ The 1000 Play Streets initiative was launched in Greater Dandenong.
- ✓ Council continued to participate in various groups including the South Eastern Metropolitan Integrated Transport Group, Eastern Transport Coalition and Victorian Government's Hooning Community Reference Group.
- ✓ Work continued with the Level Crossing Removal Project and Major Road Projects Victoria to ensure these projects are delivered to meet community expectations with minimal disruption, including the removal of the level crossing on the South Gippsland Highway.
- ✓ Council has completed concepts for a strategic cycling corridor between Noble Park Activity Centre and Parkmore Shopping Centre. This study was fully funded by the TAC.
- ✓ 573 Asset Protection permits were issued; 619 Vehicle Crossing and Civil Works permits were granted; and 1,886 planning, stormwater and building referrals were assessed, an increase in all areas of 18 per cent on last year.

## 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 department 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, and activity reports to the Victorian Building Authority along with variations to regulatory siting requirements. With the introduction of Swimming pool legislation, it has been a focus for Building Services to ensure that Council meets the requirements of the *Building Act 1993*.

# Service Summaries – A Year in Review

## Achievements

- ✓ 97.73 per cent of planning compliance customer requests were completed within 48 hours.
- ✓ 32 inspections of green waste and recycling facilities were conducted.
- ✓ The commencement of a dedicated High Risk Waste Sites Officer has seen a steady increase in the facilitation of compliance requirements throughout the municipality.
- ✓ The Public Health team has developed educational resources and information packs, conducted onsite inspections and assisted businesses in changing food operations so they can continue to trade.
- ✓ In response to the pandemic, Public Health provided support for food relief, developed educational resources, delivered online educational seminars and conducted 2,000 COVID-19 educational visits to food businesses and community groups.
- ✓ 3,118 inspections of registered food, prescribed accommodation, and personal care and body art premises were conducted.
- ✓ Resources were deployed to educate rooming house operators during the pandemic and provide relief aid including hygiene packs.
- ✓ 2,858 inspections (90 per cent) were conducted at registered food premises with the remaining 10 per cent to be inspected before the 31 July registration period expiry.
- ✓ The Public Health team worked closely with DHHS to respond to the COVID-19 pandemic and support the local community and businesses.
- ✓ 117 building notices were issued and 110 building orders.
- ✓ 36 Building permits were issued by Council.
- ✓ 3,702 property information certificates were issued.
- ✓ 977 Section 30's (Private Building Permits) and 1,002 Occupancy Permits/Certificate of Final Inspection were registered.
- ✓ 932 report and consent applications were assessed, including 248 siting consents and 62 build over easement consents.

## 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 assessments; policy development; open space planning; and all legislative matters relating to the Greater Dandenong Planning Scheme.

## Achievements

- ✓ Over 750 planning applications were determined, with 89.93 per cent of applications determined within the statutory timeframe.
- ✓ The Urban Forest Strategy and Open Space Contributions Plan were adopted by Council.
- ✓ The Dandenong North residential zones review was gazetted into the Planning Scheme.
- ✓ The Noble Park Activity Centre Structure Plan planning scheme amendment commenced.
- ✓ The Community Gardens Policy and Guidelines were adopted by Council.
- ✓ The CIP climate self-assessment tool was implemented and won an innovation award from the Climate Council.
- ✓ The Sustainability Festival was successfully held at the Springvale Community Hub.
- ✓ Stage one of the Elevating ESD targets project, with the aim of increasing the environmental performance of new developments, was completed. Stage two of the project, being the implementation of these targets into the planning scheme, commenced.
- ✓ The Asset Vulnerability Assessments to identify climate change adaptation options and increase the resilience of Council's buildings, roads and drains was completed.
- ✓ 141 businesses in Greater Dandenong were directly engaged with to discuss available grants, funding and other mechanisms for accessing energy efficiency upgrades for no or low cost through the SECCCA Small Business Energy Saver program.

- ✓ A significant number of open space improvement projects were completed, including at 77 Herbert Street, Dandenong; Alan Corrigan Reserve; Tirhatuan Park; Browns Reserve; Hennessy Reserve and Sandra Reserve. Work also commenced on several other open space improvement projects at Frederick Wachter Reserve, Noble Park Reserve, Turner Reserve, JB Sheen Reserve, Parkfield Reserve and Glendale Reserve.
- ✓ Two strategies won awards at the 2021 Planning Institute of Australia Victorian Awards for Excellence. The Greater Dandenong Open Space Strategy 2020-30 won the Strategic Planning Projects award, and the Greater Dandenong Climate Emergency Strategy and Action Plan 2020-30 won the Climate Change and Resilience award.

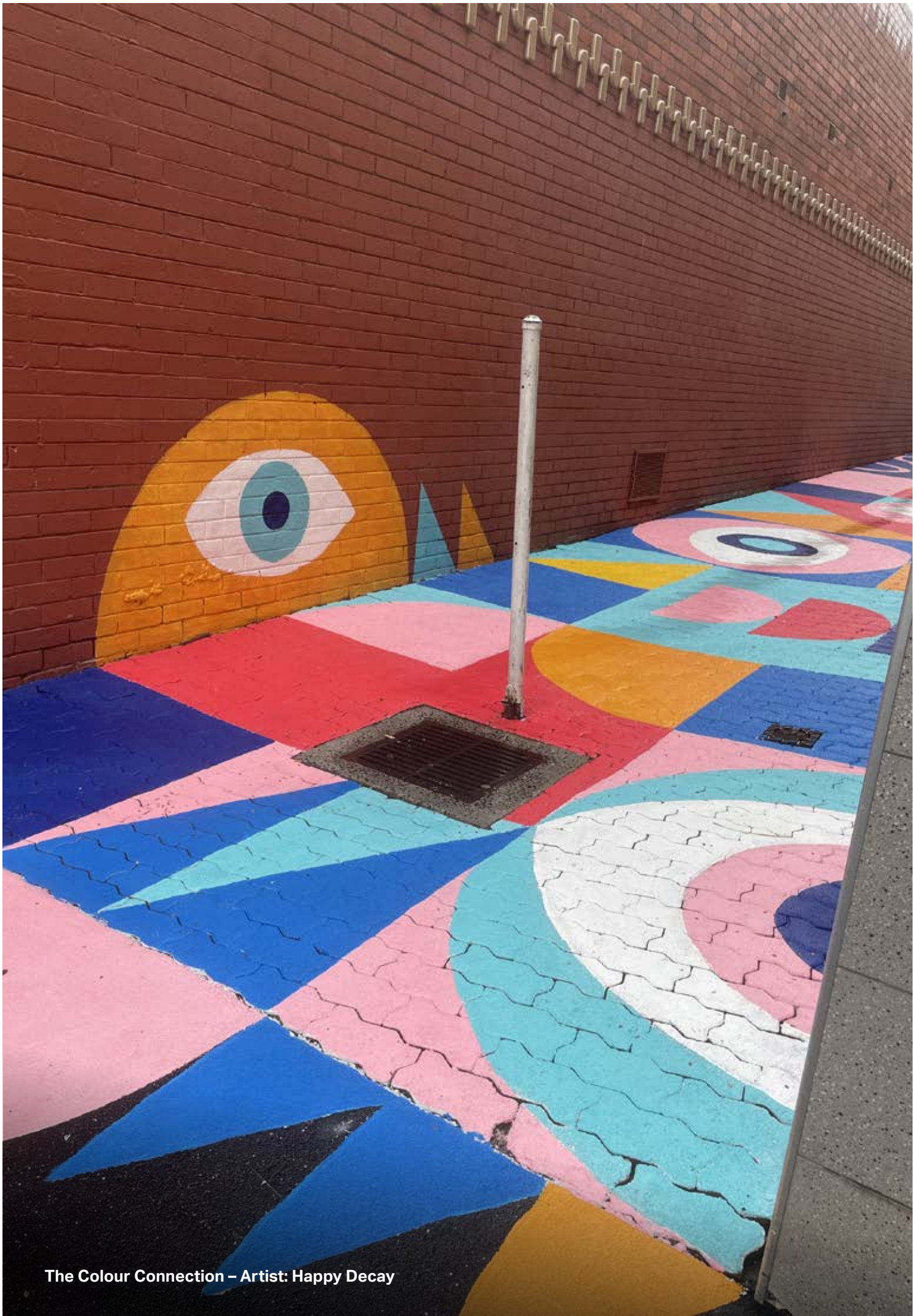
## Regulatory Services

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 associated with the customer service functions of the department. Regulatory Services 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 office.

## Achievements

- ✓ Council's Safe City CCTV system has continued to grow with cameras in Springvale, Noble Park and Dandenong central activity districts. Additional CCTV cameras were installed in crime hot spots such as Boyd Lane.
- ✓ 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 team attended to over 2,500 reported illegal parking matters in the last 12 months.
- ✓ The Animal Management team along with the Business Administration team developed a technology-based system for pet owners improving the way in which registrations are renewed.
- ✓ Council's Local Law No 2, Tree Protection on Private Land Local Law 2022, Domestic Animal Management Plan 2021-25 and Cat Management Strategy were all endorsed.
- ✓ The Business Administration team along with School Crossing Supervisors continued to manage and deliver their important service during the pandemic.
- ✓ Infringement appeal time was reduced from 17 to eight days over the last 12 months.
- ✓ Relationships with external organisations such as Victoria Police were improved along with external agencies to improve referrals regarding homelessness.



The Colour Connection – Artist: Happy Decay



## Community Services

### Community Arts, Culture and Libraries

The Community Arts, Culture and Library Services 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 through Dandenong and Springvale library branches, and online. This is complemented by library outreach programs and services, home delivery, bulk loans of materials to institutions and through the online library. Additionally, Libraries oversee Council's historical civic collections, the shared historic archive, liaison with local history groups, preservation of digital records, and a program of local history exhibitions.

The Arts and Cultural Development team delivers engaging creative public programs, artist development, artist residencies, community and artist exhibitions, public art, and operates Walker Street Gallery and Arts Centre. This team is also progressing the completion and launch of a new contemporary gallery and the redevelopment of a creative industry space.

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

- ✓ Participation in literacy activities and visitation (in person and virtual – including Free home delivery and click and collect) totalled 521,226 engagement opportunities, despite impacts of COVID-19 lockdowns on venue opening and in-person program delivery for 40 per cent of the year.
- ✓ Partnerships with the Emerging Writers' Festival and Melbourne Writers' Festival delivered successful events online, hybrid and in-person.
- ✓ The Libraries received additional funding from Mission Australia to continue their work with the COVID-19 Reading Recovery program in partnership with local schools to help children catch-up with reading following COVID-19 lockdowns.

- ✓ The Greater Dandenong Libraries Strategy 2022-26 and Arts, Culture and Heritage Strategy 2022-26 were created with consultation from global thought leaders, sector peak bodies, the local community and Council staff.
- ✓ The Cultural Heritage team delivered a mix of online and in-person exhibitions and programs including Reading and Writing, Arithmetic: Early Education in the City of Greater Dandenong and A Floral Muse.
- ✓ The Drum had 18,348 active visitors attending 179 live events and activities that included: Victorian State Ballet's The Nutcracker; A Taste of Ireland; the David Bowie Glam Rock Circus Spectacular, Rebel; The Melbourne International Comedy Festival Roadshow; and The Sapphires.
- ✓ The monthly open access event, Our Beat, took to the streets in February and April to deliver laneway events that attracted over 60 performers and approximately 200 people, engaging new audiences.
- ✓ The Springvale Community Hub Community Celebration was held on Saturday 5 March 2022 with over 4,000 people attending. The Hub has had over 450,000 visitors since opening, despite impacts of COVID-19 lockdowns on venue opening and in-person program delivery.
- ✓ The Springvale Community Hub Advisory Committee has been actively involved in supporting a range of community led initiatives and promoting Council driven programs and services.
- ✓ The Keysborough South Community Hub Council facilitated management model was endorsed and operational planning commenced.
- ✓ Walker Street Gallery and Arts Centre hosted 8,017 visitors. A total of 20 arts and heritage exhibitions took place across Heritage Hill, Walker Street Gallery and Arts Centre, Garner Lane Light Boxes and Harmony Square windows. All exhibitions included multiple complementary public programs and workshops.
- ✓ A strong digital presence of creative workshops and information was established to increase accessibility and resulted in over 2,000 views – including monthly 'QuickArts' online workshops, 'Artist in Conversation' interviews and 'Behind the Scenes' videos for exhibitions and public art projects.

# Service Summaries – A Year in Review

- ✓ Strong community engagement was had through the Seen portrait prize exhibition, including 75 entrants and 85 portrait works of subjects that live, work or play in Greater Dandenong and an additional 21 works created during a two-day residency with the Emerson School.
- ✓ A state funded COVID-19 recovery outdoor activation project 'In Situ' was delivered across Council's activity centres. This was delivered in partnership with Multicultural Arts Victoria, local producers, artists and community groups and featured a range of events covering music, dance, light projections, workshops and performances during January - June 2022.

## Community Care

Community Care focuses on developing and delivering 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 safely able to do so.

The department provides a range of in-home support services funded through the Commonwealth Home Support Programme (CHSP) and the Victorian Government Home and Community Care Program for Younger People (HACC-PYP). Community Care also offer centre based social support programs for our older more vulnerable residents who are at risk of becoming socially isolated.

The Positive Ageing Team aims to encourage social connectedness through a range of community support services including a community transport program that offers regular shopping trips to local shopping centres, libraries, lunch outings to various cafes and day trips. Support and advice to senior's clubs and groups is also provided.

The Community Access Unit includes the Regional Assessment Service (RAS) that undertakes assessments for residents wishing to access services through the Commonwealth Home Support Program (CHSP) or the Home and Community Care Program for younger people (HACC-PYP) and the disability inclusion planning and advocacy team.

## Achievements

- ✓ 84,096 hours of CHSP funded in home support services was provided to eligible residents over the age of 65 and 9,042 hours of HACC-PYP in home support services was provided to eligible residents under the age of 65 years.
- ✓ 26,757 meals were delivered to CHSP clients, and 4,258 meals were delivered to HACC-PYP clients. The delivered meals program also played an important role supporting the Emergency Management team during COVID-19 lockdowns by delivering meals to facilities such as Supported Residential Services (SRSs) and rooming houses where there were significant COVID-19 outbreaks.
- ✓ Council's Positive Ageing team continued to keep in regular contact with senior's club Presidents to provide any assistance and advice on new programs and assistance available for older residents experiencing loneliness and depression. Positive Ageing have also commenced a quarterly Positive Ageing Newsletter to provide information to older residents about ways of keeping physically and mentally well together with information on local programs and activities.
- ✓ After two years of lockdowns there have been many cases of older residents experiencing decreasing levels of fitness and mobility. In response Community Care are now offering gentle exercise classes to eligible residents. These programs have been very well received by the community.
- ✓ In partnership with Chisholm TAFE Council successfully operated a Traineeship Program in Certificate III Individual Support (Ageing Home and Community) where participants receive formal training offered by Chisholm TAFE and are employed by Council to put theory into practice on the job for 12 months. 17 participants completed the 12 month traineeship and are now employed as Community Care Workers.
- ✓ The Community Transport Program has continued to play an important role in alleviating social isolation through the provision of regular shopping trips, day outings and luncheons with 169 individuals regularly participating. Venues visited included Werribee Zoo, the Melbourne Aquarium and the Queenscliff Ferry.

- ✓ The Positive Ageing Advisory Committee (PAAC) and the Disability Advisory Committee (DAC) continued to provide 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 PAAC and the DAC have also continued to provide feedback to Council on the impact of the COVID-19 pandemic on our older residents and residents with disabilities. The PAAC and DAC also provided suggestions on ways to encourage greater vaccination uptake for the 3rd and 4th booster shots for older residents and residents with a disability.
- ✓ Staff again undertook regular welfare checks/ one-on-one chats with clients, and delivered library materials, games and craft materials to client's homes to keep them occupied while they had to self-isolate through COVID-19 lockdowns. Assistance with shopping for food and daily essentials was also offered.
- ✓ Council as one of a small number of Victorian Councils participated in the MAV Disability Employment project that provided the opportunity to promote ways of supporting the employment of people with a disability. For many years Council has undertaken an intern program where a person with a disability can gain some paid work experience to allow them to become more work ready. Community Care were very proud to host the 10th intern during the 2021-22 year.

## 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 Advocacy; Sport and Recreation; and Community Partnerships and Volunteers.

### Achievements

- ✓ Council has extended funding to support the operation of the Greater Dandenong Volunteer Resource Service to December 2023.
- ✓ A Good Governance Framework has been developed for Council owned venues managed by independent non-profit organisations. The framework was developed through significant consultation and will be implemented during 2022-23.
- ✓ A municipal Anti-Poverty Strategy was co-designed in partnership with key community service agencies and through consultation with over 120 community members with experience of poverty.
- ✓ 143 projects worth over \$3.5 million were awarded grants that will have specific and measurable deliverables for the Greater Dandenong community.
- ✓ Council has retained 180 volunteers through the COVID-19 pandemic, including recruiting new volunteers for programs to improve social connection. Volunteer appreciation activities occurred at Christmas and during National Volunteer Week in May 2022.
- ✓ \$620,000 of State Government Local Partnership funding was received which has supported COVID-19 testing and vaccination messaging through the establishment of a Bi-cultural Worker Network and the provision of culturally appropriate food relief.
- ✓ 16 material aid emergency relief agencies provided a total of \$293,263 to provide culturally appropriate food support.

# Service Summaries – A Year in Review

- ✓ The one-year State Government funded Community Activation and Social Isolation Initiative (CASI) provided funding for a Community Connector Officer to link vulnerable community members to local supports and services tailored to their specific needs. Over 140 individuals have been supported with services that include: food relief, referrals for my aged care assessments, support to access extreme hardship payments, tenancy support, financial counselling, and social connection.
- ✓ An Empowering Communities Grant application worth \$700,000 was awarded for the Hemmings Street Precinct to support the community to undertake evidence-informed, innovative initiatives to address issues impacting on crime and perceptions of safety and build community capability to address these issues.
- ✓ Council in collaboration with Launch Housing and other key stakeholders have commenced work on the Dandenong Zero Project, with the project aiming to end rough sleeping within the municipality.
- ✓ Additional grant funding was secured from VicHealth to launch a Youth Summit and Mental Health Week activities for young people in high school.
- ✓ The Reconciliation Action Plan 2021–23 was officially launched in February 2022 at the Springvale Community Hub in partnership with Bunurong Land Council Aboriginal Corporation.
- ✓ Council partnered with Bunurong Land Council Aboriginal Corporation to celebrate Reconciliation Week, holding a 'Be Brave Make Change' event, attended by local schools and youth groups at the Springvale Community Hub.
- ✓ Council partnered with the Dandenong Market and Bunurong Land Council Aboriginal Corporation in holding an event for the opening of NAIDOC Week, which was attended by over 250 community members.
- ✓ The Waa and Bulln Bulln Fire Pit was awarded the LGPro Award for Excellence in First Nations Community Partnership Initiatives. This initiative was in partnership with the Bunurong and Wurundjeri Land Councils.
- ✓ Council staff attended their first St Kilda Pride March under the Greater Dandenong Council banner to stand alongside and support LGBTIQ+ communities.
- ✓ Council also celebrated other days of significance for LGBTIQ+ communities (IDAHOBIT, Wear It Purple Day), by raising the Pride Flag at Harmony Square and illuminating the Drum Theatre in rainbow colours.
- ✓ A Heads of Agreement was signed between Council, WAYSS and a philanthropic trust to build four residential units on a Council purchased property to provide accommodation for women and children fleeing family violence.
- ✓ Grant funding was received from the Victorian Government for Sport and Recreation Infrastructure projects totalling \$3,148,750.
- ✓ Numerous Sport and Recreation Infrastructure projects were delivered including Barry Powell Reserve coaches boxes installation; Dandenong Police Paddocks Softball/Baseball dugouts and fencing upgrade; Ross Reserve Petanque Court upgrade and the WJ Turner Reserve Pavilion storage upgrade.
- ✓ Key community partnerships continued with Melbourne City Football Club, Noble Park Aquatic Centre and Noble Park Community Centre.
- ✓ South East Leisure Pty Ltd was established and the transition from both the YMCA and Dandenong Basketball Association to South East Leisure was successful.

## 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

- ✓ Keysborough's Big Picnic attracted an estimated 5,000 people, a 42 per cent attendance increase on the 2019 event.
- ✓ The new Luminosity projection art installation was delivered across three sites, as part of the State Government funded 'Insitu' COVID-19 recovery program.
- ✓ Council's hallmark New Year's Eve celebration event was delivered, attracting an estimated 10,000 people to Dandenong Park.
- ✓ Despite ongoing COVID-19 restrictions, all scheduled Council events were delivered in alternative formats: Springvale Snow Fest became a neon installation; while the Greater Dandenong Children's Festival, the Little Day Out and Greater Dandenong Carols were undertaken as online events.
- ✓ Supported playgroups engaged 760 vulnerable families into playgroups and in-home parenting support.
- ✓ Keysborough Primary School Kindergarten opened in January 2022, offering funded kindergarten for three and four year olds.
- ✓ 797,176 hours of childcare were provided by 142 Educators in Family Day Care to 1,306 children, increasing revenue by 30 per cent and contributing an estimated \$7,542,933 to the local economy.
- ✓ A Culturally Diverse Education session was delivered at RMIT for approximately 50 Maternal and Child Health students, highlighting the rewards of delivering a service in a multicultural environment.
- ✓ The Maternal and Child Health Service provided 16,124 Key Age and Stage consultations, the majority of these were provided face to face, despite multiple lockdowns and continuing restrictions due to COVID-19.
- ✓ The Sleep and Settling Program was expanded, employing an additional Early Parenting Practitioner. An Outreach Maternal and Child Health Nurse was also employed into the Enhanced MCH team, with a large focus of this role to date, being to support new Afghan refugees.
- ✓ Family Support engaged 170 families including 382 children, providing 10,568 contact hours of support.
- ✓ Youth and Family Services engaged 14,292 youth contacts, including youth engagement in the delivery of 37 workshops and 25 events, including the 'Greater Dandenong. My Place. My Community' art project.
- ✓ 32 social media campaigns with a total reach of 127,662 were delivered. The co-designed campaigns with young people included, promoting: COVIDSafe Behaviours; Beyond the Surface Body Image Initiative; Strength in Diversity; and We Do Sports campaigns.
- ✓ A total of 8,214 immunisation appointments were provided over the year across over 98 immunisation sessions at Council venues and schools, including:
  - 2,303 infants and children
  - 3,564 secondary school students
  - 343 staff (for influenza vaccination)
  - 2,004 people from refugee or asylum seeker backgrounds.
- ✓ A total of 25 secondary school visits were completed, with 3,564 students vaccinated in accordance with the Victorian Secondary School vaccination program.
- ✓ Council successfully applied for a 12 month grant extension for the Program for Refugee Immunisation Monitoring and Education (PRIME). PRIME has had 2,550 refugee or asylum seekers referred into the program since its commencement in 2018. A partnership with the Australian Migrant Education Service (AMES) successfully received 1,335 referrals into PRIME in the past 12 months, and 189 clients referred in from the Monash Refugee Health service.

# Service Summaries – A Year in Review

## Corporate Services

### Customer Service and Civic Facilities

The Customer Service unit is responsible for the corporate call centre, face to face customer service centres, online webchat and chatbot systems 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 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 108,962 calls to the call centre and answered 66 per cent of those within 20 seconds against the target Grade of Service of 80 per cent.
- ✓ 34,088 service requests were processed, 11,377 of which were received via the Snap Send Solve application, as this continued to grow in popularity. Additionally, customer service processed 22,012 receipts to the value of \$18,876,225.
- ✓ Use of the new automated 'Chatbot' service continued to increase, with over 6,000 questions answered. The Chatbot feature on Council's website allows customers to have human-like conversations via text messages, providing answers to common questions.
- ✓ A number of online forms were introduced which are designed to streamline processes for both internal and external customers.
- ✓ In the 2022 Community Satisfaction Survey, Greater Dandenong City Council scored 73 for customer service, five points higher than the state-wide average for all Councils.
- ✓ The venue booking system, Zipporah, was further enhanced to accommodate and facilitate online bookings from external customers.

- ✓ Staff continued to provide a professional support service to guests through their private events, civic receptions and community meetings as COVID-19 restrictions eased and venues were able to reopen. A number of venues were used as emergency centres and/or venue support for essential services during the pandemic and for much of the year were still restricted for usage in line with the government guidelines.
- ✓ Substantial works and maintenance were undertaken across multiple venues while usage was low, including extensive works at Heritage Hill Museum and the Keysborough Senior Citizens Hall flooring.

## 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 and supplementary valuations including administering of objections.

### Achievements

- ✓ A mid-year review of the 2021–22 Budget was completed recognising changed circumstances underlying the adopted budget.
- ✓ Council's Annual Budget for 2022–23 was adopted by Council on 27 June 2022.
- ✓ 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 2021.

- ✓ Annual property valuations undertaken by the Valuer General, were certified and made effective as at 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 2022–23.
- ✓ Annual compliance information was submitted to the Essential Services Commission who monitor and review Council's compliance with the rate cap under the Fair Go Rates System. Council was compliant with the 2021–22 rate cap.
- ✓ A ten year Long Term Financial Plan (LTFP 2022-31) prepared in accordance with the *Local Government Act 2020* was adopted by Council on 25 October 2021. This LTFP was subsequently reviewed following the 2022-23 Budget process and the LTFP 2023-32 was adopted by Council on 27 June 2022.

## 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 activities, 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

- ✓ Mayor and Councillor civic events continued to be conducted for the Greater Dandenong community both during and after the COVID-19 pandemic in different formats and in line with COVID-19 restrictions.
- ✓ Citizenship ceremonies resumed and candidate waiting lists were attended to.
- ✓ Particular components of the *Local Government Act 2020* continued to be implemented across the organisation and there have been no known breaches of the Act since its inception.
- ✓ A review of one Freedom of Information decision was requested of the Information Commissioner and is still in progress.
- ✓ Rental revenue from Council's commercial properties across the municipality continued to be affected by the COVID-19 pandemic lockdowns due to rental relief provided to tenants in these properties.
- ✓ The later stages of the COVID-19 lockdown period saw a number of improvements implemented by the Records Management team. These improvements primarily responded to digitalisation and working from home activities. The Records Management Unit continues with an ongoing program of improvement initiatives.

# Service Summaries – A Year in Review

## 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

- ✓ Ongoing support of Council's workforce in a remote team working environment continued under COVID-19 restrictions. This included the deployment of over 200 laptops.
- ✓ A total of eight major corporate system upgrades were completed with numerous enhancements throughout the year.
- ✓ Further investment in Microsoft Surface Hubs occurred to expand video conferencing options connecting in-office and remote teams.
- ✓ Over 170 online forms/processes and application interfaces utilising technology for integration with Council's corporate systems were developed and launched. The shift to this digital platform allows both external and internal customers to make requests 24 hours a day, seven days a week and for Council staff to provide a more efficient means of servicing those requests.
- ✓ Council's IT network security was strengthened including continued improvements to cybersecurity technology.
- ✓ A modern email filtering gateway was implemented to provide security for staff when in the office or working from home. An annual penetration test was conducted to check for exploitable vulnerabilities.

## Media and Communications

The Media and Communications unit is responsible for all media management; marketing and communications campaigns and activities; website, intranet and social media 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 consultation; production of a weekly staff newsletter and internal communications; preparation of mayoral speeches; and the supply of internal printing services.

### Achievements

- ✓ Council's online presence through the extensive redevelopment of its website continued into the year with new features added and ongoing integration with other Council systems.
- ✓ Online engagement improved through social media, with Greater Dandenong's official Facebook page now having 19,007 followers; Twitter 4,613 followers; Instagram 4,623 followers; YouTube 1,288 subscribers; and the corporate LinkedIn account 8,751 followers. Overall, the annual growth of social media channels was 19 per cent, the most popular of these still Facebook.
- ✓ The development and implementation of key branding and community information campaigns was coordinated, including the new Community Waste Calendar; Drum Theatre brochures; a range of material to support the 'shop local' campaign; regular communication materials for the Springvale Boulevard project; Children's Fest, Australia Day and Snowfest designs; and a refresh of Council's internal REACH branding.



- ✓ A total of 428 digital screen content items were sourced and curated for the Urban Screen and digital screen network, both internally and by external providers. The screens are located in customer service centres, libraries, maternal and child health buildings and Council's community centres. There were 28 events held utilising the Urban Screens in Harmony Square and the Springvale Hub.
- ✓ A number of community consultation campaigns were managed including consultation on the Railway Parade Noble Park Streetscape Upgrade, Noble Park Library Lounge proposal, Greaves Reserve Master Plan, Young People Leading Healthier Communities, Greater Dandenong Table Tennis Centre Feasibility Study, Arts Culture and Heritage Strategy 2022-26, Libraries Strategy 2022-26, Council Plan and Annual Plan 2022-23, Community Engagement Planning Framework, Proposed Budget, Long Term Financial Plan, Asset Plan, Gambling Policy, and Complaints Policy.

## People, Culture and Innovation

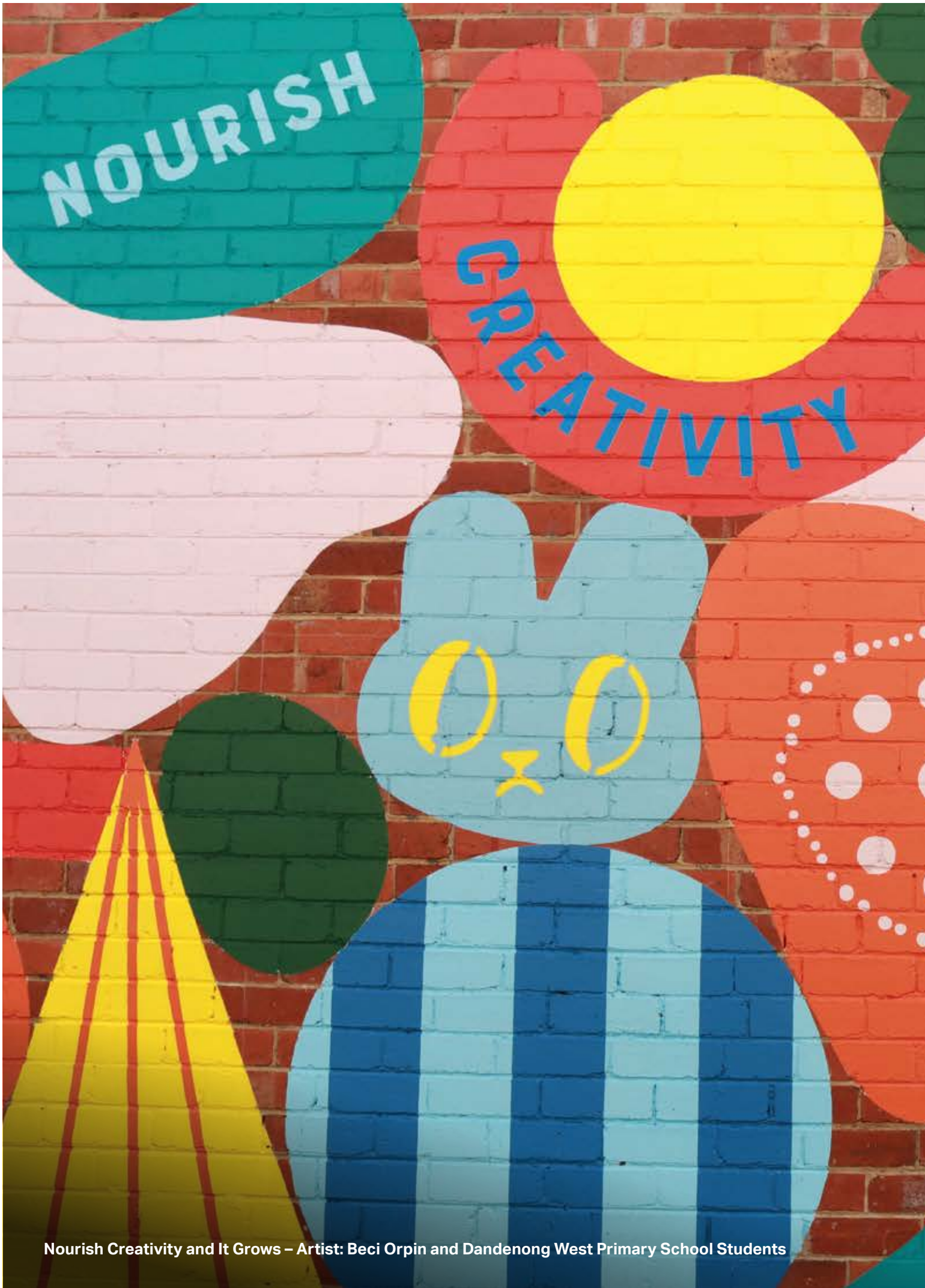
The People, Culture and Innovation department is responsible for supporting and developing the human resource capital within the organisation and the engagement of external resources through occupational health and safety; management of Workcover claims and return to work programs; learning and development 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

- ✓ Ongoing COVID-19 pandemic health orders and directions were successfully navigated with minimal service disruption whilst keeping staff and the community as safe as possible. This included ensuring all staff complied with vaccination mandates as required.

- ✓ Staff successfully transitioned to working predominantly from home to working in a hybrid model wherever possible and when directions permitted. This ensured physical contact with the workplace whilst accommodating flexibility needs.
- ✓ The partnership with Monash University and WorkSafe Victoria continued to develop and a toolkit for investigating incidents of work-related violence towards local government employees was piloted.
- ✓ The State Government funded Working for Victoria project was completed employing 104 local new staff for a six month period targeting under employed or displaced persons during the COVID-19 pandemic.
- ✓ Council's first formal Gender Equality Action Plan (GEAP) was completed and implementation commenced with a particular focus on staff awareness and training.
- ✓ A COVID-19 relief program was delivered which experienced a significant increase in demand in 2021-22, especially through the Delta and Omicron waves of infection. Additional staff were recruited to deliver meals, material aid and medicines to individual people and families who were in COVID-19 isolation.
- ✓ In partnership with Monash Health, much needed face masks and Rapid Antigen Tests were distributed to individual and community groups across the south east of Melbourne from the COVID-19 Relief Centre in Springvale.



Nourish Creativity and It Grows – Artist: Beci Orpin and Dandenong West Primary School Students



AND IT

GROW

**Performance**

# Performance

## Integrated Planning Framework

Greater Dandenong City Council's Integrated Planning Framework guides Council's planning long term, (Community Vision and Long Term Financial Plan), medium term (Council Plan, Municipal Public Health and Wellbeing Plan, Strategies) and short term (Annual Plan, Budget and Business Plans). It also includes reporting mechanisms to ensure accountability and community engagement processes to capture and meet the needs and aspirations of our residents and business owners.



## Corporate Planning

Council's suite of corporate plans includes the Community Vision 2040, the Council Plan 2021-25 (incorporating the Municipal Public Health and Wellbeing Plan) and several other high-level strategies and plans such as the Sustainability Strategy and Disability Action Plan.

The Council Plan provides an overarching strategic direction for Council's operations and is delivered through an integrated corporate and service planning framework. This framework encompasses an Annual Plan which outlines key activities for the financial year and departmental business plans. Internal service reviews ensure an appropriate balance of resources to outputs, and an opportunity 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 2021-22 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](http://www.knowyourcouncil.vic.org.au)

The City of Greater Dandenong continued to report on all compulsory indicators in 2021-22.

## Community Satisfaction

The Local Government Community Satisfaction Survey is coordinated annually by Local Government Victoria on behalf of a large number of Victorian Councils.

The City of Greater Dandenong participated for the tenth consecutive year in 2022. The results achieved indicated that there are very high levels of community satisfaction with Council's services, with scores higher than the metropolitan and state-wide averages across all key measures.

Council undertakes regular community consultation and provides many opportunities for residents and customers to provide feedback on their satisfaction with Council services. Council prides itself on this commitment to effective engagement and this is reflected in community satisfaction levels which are one point above the metropolitan average and five points above the state.

Council consistently outperforms the metropolitan and state-wide averages and continues to perform extremely well in the categories of:

- Overall performance
- Overall Council direction
- Waste management, and
- Community decisions.

## Major Achievements

Council adopted a number of key strategic documents during the financial year, meeting the requirements of the *Local Government Act 2020*. These included a Community Vision, Council Plan 2021-25, Long Term Financial Plan 2021-32, and 10 Year Asset Plan. These documents outline Council's long term direction and the hopes and aspirations of the Greater Dandenong community.

# Performance

## Meeting Our Strategic Objectives

The Council Plan 2021-25 sets Council's strategic direction and reflects the community's vision for the municipality. It outlines measures of performance and key priorities through six strategic objectives:

- A socially connected, safe and healthy city
- A city that respects and celebrates diversity, our history and the arts
- A city of accessible, vibrant centres and neighbourhoods
- A green city committed to a sustainable future
- A city that supports entrepreneurship, quality education and employment outcomes
- A Council that demonstrates leadership and a commitment to investing in the community.

The following tables show progress against the Council Plan 2021-25 and Annual Plan 2021-22.

### Strategic Objective 1: A socially connected, safe and healthy city

Measure	Progress
The number of actions commenced or completed in the Make Your Move Greater Dandenong Physical Activity Strategy 2020-30.	The majority of actions for year two are on track with a small number rolling over to year three due to COVID-19 impacts and resourcing.
Number of community projects funded to support health and wellbeing	56 projects were funded at a cost of \$231,048
Implementation of the Community Safety Plan	A number of public space activation events funded by State Government community safety grants were delayed due to COVID-19 but will commence in July. A review of the Greater Dandenong Community Safety Plan 2015-22 has concluded and a background report to inform the development of a new draft Plan is being prepared for Council's consideration and public consultation.
Number of volunteering opportunities offered	36 new agency identified roles were created with a total of 280 roles open at the end of the year.
Number of youth and family support contact hours provided	Family support provided 10,568 contact hours. Youth and Family Services engaged 14,292 youth contacts.
% of children fully vaccinated according to their age, through to 5 years old, according to the national immunisation register	(12<15 months) 92.26% fully vaccinated for age (24<27 months) 87.94% fully vaccinated for age (60<63 months) 93.23% fully vaccinated for age

✓ Achieved ✗ Not achieved © COVID-19 impacts

Priorities	Actions	Progress
Improve participation and access to sport and recreation activities to support active living	Complete and execute outstanding and new Joint Use Agreements between the Department of Education and City of Greater Dandenong	✓
	Implement the year two actions of the 'Make Your Move' Greater Dandenong Physical Activity Strategy to improve health outcomes for our diverse and multicultural community	✓
Increase meaningful engagement and facilitate collaboration and partnerships to enhance the health, wellbeing and resilience of the Greater Dandenong community	Support the establishment and transition of South East Leisure in the management of Council's major aquatic and recreation facilities	✓
	Support engagement, transparency and accessibility of Council's grant programs	✓
	Develop an Anti-Poverty Strategy through community consultation and partnership with local community agencies and organisations <i>A draft has been developed and will be presented to Council in September</i>	✗
	Support the implementation of the Greater Dandenong Social Prescribing Network Pilot initiative through regular network meeting attendance and linkage with other Council service programs	✓
	Support community initiatives to increase healthy eating and promote healthy lifestyles and settings within the city	✓
	Support community initiatives to raise awareness of the increased health risks related to climate change particularly in vulnerable individuals	✓
	Partner with Melbourne City FC and City in the Community to develop and deliver aligned programs that focus on community outreach, engagement, participation and business networking	✓
Provide support for older residents by building healthy, respectful and inclusive communities and removing barriers to participation	Participate in consultations with the Commonwealth Government and the Aged Care sector regarding the design of the new Home Care Program that is being developed in response to the Royal Commission into Aged Care Quality and Safety to ensure that the needs of Greater Dandenong older residents are considered <i>The final design of the new combined "Support @ Home" program has been delayed</i>	✗
	Undertake a review into the impacts of the new Home Care Program Model once announced on both the community and Council's role as a service provider for Council's consideration <i>The recent change in Federal Government has contributed to a delay in finalising the "Support @ Home" program</i>	✗
	Undertake the Future Directions for Community Transport project <i>The program has been delayed due to COVID-19 lockdowns and hesitation of older residents to leave their homes with the increasing number of COVID-19 cases</i>	✗ ©

# Performance

## Strategic Objective 1: A socially connected, safe and healthy city (continued)

Priorities	Actions	Progress
	Actively support and encourage older residents to understand the importance of maintaining social connections, assist seniors' clubs and groups to recommence club activities together and increase the range and number of social activities provided by Council	✓
Support children, young people and their families to build greater social and family connections including a focus on vulnerable families	Deliver programs and services that support vulnerable families, including those at risk of or experiencing family violence	✓
	Support vulnerable children to form social connections through the CALD Kindergarten Project	✓
	Support parents and their children to access the Supported Playgroup program and community playgroups	✓
Ensure Council's services and supports are inclusive of people with a disability and their carers	Provide support and information to residents on how to access the NDIS to help maximise their understanding and knowledge	✓
	Explore ways that greater support can be provided to the carers of people with a disability <i>Extended lockdowns partially delayed this project</i>	✗ 🕒
	Continue to advocate and support local residents with a disability to successfully find paid employment through participating in the Australian Network on Disability (AND)'s "Stepping Into" paid internship program and promoting its success to the local business community	✓
Support the mental and physical health of children, young people and their families through preventative health initiatives and responsive interventions	Expand the Maternal and Child Health program to meet identified gaps in mental health, family violence and outreach <i>Opportunities to expand the service are continuing into 2022-23</i>	✗
	Continue the delivery of the Sleep and Settling Initiative expanding to all funded age groups <i>Resourcing issues have prevented the full roll-out of this initiative, this is expected to occur in 2022-23</i>	✗
	Commence the delivery of health promotion modules of the VicHealth Local Government Partnership, to improve mental health, increase healthy eating and physical activity among children and young people	✓
	Analyse the State Government response to the recommendations of the Royal Commission into Victoria's Mental Health System <i>Overall monitoring continues with a report to Council expected in the new financial year</i>	✗
	Support the mental health of young people and families through providing flexible and responsive interventions and raising awareness of available supports	✓
	Deliver preventative health activities to Aboriginal and Torres Strait Islander families through the New Directions Project	✓
	Monitor and report on the percentage of children fully vaccinated according to their age, through to 5 years old, according to the national immunisation register	✓



Priorities	Actions	Progress
Support alliances and community initiatives to address gambling harm and promote sources of assistance	Support community-based initiatives to address gambling harm and inform residents about sources of assistance <i>A joint project with Gambler's Help Southern was cancelled due to resourcing issues</i>	X
	Support the Alliance for Gambling Reform with its advocacy campaigns and data on gambling trends	✓
	Oppose electronic gambling machine applications to the Commission for Liquor and Gambling Regulation, where instructed by Council	✓
	Monitor and report gambling trends, as well as hazards of gambling and sources of assistance, to Council, community agencies, residents and other Councils	✓
Support the community and work with partner agencies to address and prevent family violence	Inform the community about the nature and impacts of family violence and sources of assistance	✓
	Support community initiatives to address and prevent family violence	
	Document, and report on, trends relating to family violence	✓
	Deliver Youth United Against Family Violence initiatives in local school and community settings	✓
Deliver and support initiatives that raise community awareness of harmful alcohol, tobacco and other drugs use	Work with Monash Health to support the community with greater access to and uptake of smoking cessation supports	✓
	Enhance strategic partnerships and collaboration to address negative impacts of alcohol use and sales	✓
	Deliver initiatives that raise young people's awareness of drug and alcohol related harms	✓
Enhance understanding of, and compliance with alcohol and tobacco regulations within the city	Update Council's Local Law, when required, to ensure it is meeting the community's expectations regarding alcohol controls in the public realm	✓
	Support liquor licensees and collaborate with other authorities to implement policy and legislation to reduce alcohol harms in the community	✓
	Coordinate tobacco control activities to meet service and funding requirements in accordance with the Municipal Association of Victoria service agreement	✓
Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council Volunteers	Increase COVID-Safe opportunities for volunteering within Council programs including social links for isolated community members	✓
	Utilise volunteers to help raise community awareness on the positive impact of physical activity	✓
	Support community initiatives that promote meaningful volunteering opportunities	✓
	Continue to support, train and recognise Council volunteers through regular events	✓

# Performance

## Strategic Objective 1: A socially connected, safe and healthy city (continued)

Priorities	Actions	Progress
Increase emergency, crisis, transitional housing accommodation and support to address the needs of persons who are homeless in the public domain	Investigate the feasibility of implementing a 'Functional Zero' model of homelessness in Greater Dandenong	✓
Provide welcoming and active community precincts that enable residents and visitors to connect, participate and celebrate	Progress the construction of the Keysborough South Community Hub	✓
	Finalise the concept design of the Dandenong Community Hub <i>Additional concept plans were requested by Council and the timeframe has been adjusted to September</i>	✗
	Commence the detailed design of the Dandenong Community Hub <i>This action is dependent on the completion of the concept design which has been delayed</i>	✗
	Implement the Springvale Community Hub Action Plan	✓
Work with key partners to increase and support community access to affordable, healthy and culturally appropriate food, especially for vulnerable groups	Work with the State Government and the Material Aid Consortium through the COVID-19 response	✓
	Complete the Community Gardens Policy	✓
Increase space activation and social inclusiveness to reduce crime and anti-social behaviour in the public realm	Manage and maintain Council's CCTV Safe City program	✓
	Promote physical and social activity in local streets including the roll out of a new Street Parties Framework	✓
	Implement Council's Community Safety Plan 2015-22 <i>COVID-19 restrictions affected the delivery of public space activation events</i>	✗ Ⓞ

## Major Initiatives as Funded in the 2021-22 Budget

Initiatives	Progress
Continue to develop and implement an Anti-Poverty Collective Impact program	The Draft Anti-poverty strategy has been completed and is scheduled to be presented to a Councillors Briefing Session in September 2022. The Strategy has four domains and twelve key priorities, the consultation process included interviews with the voice of lived experience and key agencies that work across the continuum of poverty.
Work with the State Government, and the Material Aid Consortium through the COVID-19 response	Material Aid support under the Department of Family Fairness and Housing (DFFH) Local Partnership Program ended on 30 June 2022, ending funding support to 10 partner agencies. Council invited over 40 food relief organisations to a material aid network meeting in June, with actions identified to improve resource sharing and partnerships. Council is engaging with Foodbank to advocate for the community to the State Government for increased food relief support.
Develop a new Road Safety Strategy for Greater Dandenong	Community consultation and finalisation of a new Road Safety Strategy are on track for completion in the second half of 2022.
Provide ongoing funds for road safety treatments to address priority locations, where the greatest road safety risks are identified	Council is in the process of undertaking designs and commencing delivery for projects funded via the Federal Blackspot program. The Active Transport Infrastructure Program has commenced delivery of high priority projects. Identification of locations for the 2023-24 Blackspot program has been completed and scoping for solutions to develop applications has commenced.
Implement the Active Transport Infrastructure Priority Program – Improving pedestrian and cycling infrastructure	The Hammond Rd SUP upgrade is under construction as part of the Active Transport Infrastructure Program. A report for options on how to deliver a strategic cycling corridor between the Noble Park Activity Centre and Parkmore Shopping Centre has been completed.

# Performance

## Local Government Performance Reporting Framework (LGPRF)

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

Service / Indicator / Measure	2019	2020	2021	2022	Comments
<b>Aquatic Facilities</b>					
<b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	3	0	1	0.5	COVID-19 impacted operations for a significant part of the year and resulted in facilities being closed or on restricted hours.
<b>Service cost</b> <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	\$5.19	\$11.34	\$10.00	
<b>Animal Management</b>					
<b>Timeliness</b> <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]	1.14	1.13	1.08	1.16	
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	37.07%	36.32%	45.02%	38.42%	This year there has been an 11% increase in the number of animals impounded on last year. There has also been a 9.6% increase in the number of animals surrendered post-lockdowns. The number of animals reclaimed has returned to pre-pandemic levels.
<i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	10.05%	15.99%	17.89%	This financial year has seen an increase in adoptions during the pandemic lockdowns for that part of the year. Many of these animals are having to be readopted as they are returned to the shelters by owners who can no longer look after them.

Service / Indicator / Measure	2019	2020	2021	2022	Comments
<b>Service cost</b> <i>Cost of animal management service</i> [Direct cost of the animal management service / Population]	New in 2020	\$4.89	\$4.57	\$5.55	
<b>Food Safety</b>					
<b>Timeliness</b> <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]	1.68	1.97	2.18	3.63	The response rate was impacted due to illness and isolation related to COVID-19.
<b>Service standard</b> <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	124.01%	100.00%	89.46%	95.95%	
<b>Service Cost</b> <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> ]	\$538.81	\$674.87	\$837.50	\$602.62	In 2020-21 this indicator result incorrectly included legal costs not related to the cost of the service. The amended figure for 2020-21 is \$669.06.
<b>Maternal and Child Health (MCH)</b>					
<b>Satisfaction</b> <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	99.17%	98.80%	95.94%	

# Performance

## Local Government Performance Reporting Framework (LGPRF) (continued)

Service / Indicator / Measure	2019	2020	2021	2022	Comments
<b>Service Standard</b> <i>Infant enrolments in the MCH Service</i> [Number of infants enrolled in the MCH service / Number of birth notifications received] x100	101.8%	101.39%	101.79%	101.14%	
<b>Service cost</b> <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$73.06	\$75.20	\$74.69	\$74.20	

## Strategic Objective 2: A city that respects and celebrates diversity, our history and the arts

Measure	Progress
Implementation of the Arts, Culture and Heritage Strategy	The Arts, Culture and Heritage Strategy was formally endorsed by Council on 27 June. Action planning for the first year has commenced.
Number of arts and heritage exhibitions delivered	10
Completion of the Dandenong New Art gallery and progression of associated PEP redevelopment for creative use	This project is in progress but has been impacted by gallery construction delays.
Delivery of the Reconciliation Action Plan	Council's 2021-23 Innovate Reconciliation Action Plan (RAP) officially launched on 14 February at Springvale Community Hub. National Reconciliation Week (NRW) was celebrated with an event held at Springvale Community Hub, led in partnership with Bunurong Land Council Aboriginal Corporation (BLCAC) and supported by the Youth Services program. Reconciliation Australia provided a small grant to support these activities.
Number of festivals, events and programs celebrating the diversity of cultures	21
Implementation of the Library Strategy	The new Libraries Strategy 2022-26 was endorsed by Council on 27 June. The 2021 Annual Library Patron Satisfaction Survey recorded a 93 per cent overall satisfaction rating which is a three per cent increase on the previously conducted survey.

✓ Achieved ✗ Not achieved © COVID-19 impacts

Priorities	Actions	Progress
Deliver a range of festivals, events and programs across the city which celebrate the diversity of cultures within our community	Deliver the following major events (subject to COVID-19 permissions): – Springvale Snow Fest – Children’s Festival and Little Day Out – New Year’s Eve – Keysborough Big Picnic	✓
	Deliver the Annual Children’s Forum	✓
	Deliver preventative health activities during NAIDOC and Reconciliation Week activities	✓
	Support community led festivals and events which celebrate the diversity of cultures within our community	✓
	Deliver exhibitions, performance events, and associated programs which celebrate the diversity of cultures within our community	✓
Promote respect and equality of opportunity among people of all genders	Inform the community about gender equity issues and sources of assistance	✓
	Support community initiatives to advance gender equality, and report on related trends	✓
Promote visibility and better social outcomes for LGBTIQ+ communities through the promotion of equal rights and opportunities	Promote visibility of LGBTIQ+ communities through significant days of celebration and advocacy	✓
Empower communities and individuals to take action to prevent and reduce racism	Investigate and research the barriers to reporting racism and address these challenges	✓
Promote a socially cohesive, respectful and harmonious community	Promote social cohesion and harmony through significant days of celebration and advocacy	✓
	Deliver initiatives which support young people and families to feel safe and included in the community	✓
Advocate for and assist People Seeking Asylum and Refugees living in the community	As Chair of the Local Government Mayoral Taskforce Supporting People Seeking Asylum advocate for the rights of people seeking asylum	✓
Advance the process of reconciliation and embed across policy, business and community structures	Implement Council’s Reconciliation Action Plan (RAP)	✓
	Provide support to Early Years Services to develop their own RAP	✓
Provide cultural facilities and infrastructure to meet the community’s needs now and into the future	Complete and launch the Dandenong New Art gallery	✗
	<i>COVID-19 and other impacts have delayed the completion of the construction phase which is now anticipated to be complete in 2023</i>	©
	Progress the Precinct Energy Plant Creative Industries Hub development	✓
	Undertake a feasibility study for Civic Archive capacity expansion	✗
	<i>This action has been included in the newly adopted Arts, Culture and Heritage Strategy 2022-26</i>	

# Performance

## Strategic Objective 2: A city that respects and celebrates diversity, our history and the arts *(continued)*

Priorities	Actions	Progress
	Deliver on the Library Service Needs and Feasibility Study to ensure local library service requirements are met into the future	✓
Provide local and meaningful opportunities for creative and cultural participation, learning, enjoyment and expression	Nurture and showcase local arts, creativity and innovation	✓
	Deliver a vibrant, inclusive and high quality performing arts offering through the Drum that is celebrated for its role in arts development and engagement with our community	✓
	Deliver an accessible, inspiring and high quality visual arts offering through the Dandenong New Art exhibition and public program <i>The first year exhibition program has been finalised however construction delays have resulted in the gallery being behind schedule</i>	✗
	Develop and implement the Arts, Culture and Heritage Strategy 2022-25	✓
Record, protect, and promote community understanding of local history and heritage	Record, protect, and promote local heritage including support of the historical societies and related groups	✓
Support community health and wellbeing through providing opportunities to connect and access programs and resources through welcoming library spaces, online and outreach services	Develop and implement the Library Services Strategy 2022-25	✓



## Major Initiatives as Funded in the 2021-22 Budget

Initiatives	Progress
Deliver the new Greater Dandenong Gallery of Art	Due to COVID-19 and other impacts, construction of the new gallery is delayed. Anticipated completion has now been moved to 2023. Operational planning is on track with the first four exhibition programs confirmed subject to an opening date.
Implement Council's Reconciliation Action Plan 2020-30	Council's 2021-23 Innovate Reconciliation Action Plan (RAP) officially launched on 14 February at Springvale Community Hub.
Develop Library Strategy Action Plan 2021-23	The new Libraries Strategy 2022-26 was endorsed by Council on 27 June.
Develop a new Arts and Cultural Heritage Strategy	The Arts, Culture and Heritage Strategy was formally endorsed by Council on 27 June.
Undertake the Future Directions for Community Transport Project	The additional bus runs and day trips have continued to be well received by older residents. The planning of the initial Bus Loop is complete with a trial due to commence in Spring or Summer.
Analyse the Commonwealth Government response to the recommendations of the Royal Commission into Aged Care Quality and Safety as to the ramifications for City of Greater Dandenong older residents and for Council's role as a provider of Commonwealth Government funded Home Care Services.	A high level Discussion Paper was released in January 2022 that identified the guiding principles of the new combined Home Care model but not the complete details of the program. Due to the Federal Election being called in April 2022 with a resultant change of Government on May 21 there will now be some further review to align with the new Albanese Government priorities for Aged Care. Council officers will continue to advocate to the Federal Government on the needs of the older residents of the City of Greater Dandenong.

# Performance

## Local Government Performance Reporting Framework (LGPRF)

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

Service / Indicator / Measure	2019	2020	2021	2022	Comments
<b>Libraries</b>					
<b>Utilisation</b> <i>Physical Library collection usage</i> [Number of physical library collection item loans / Number of physical library collection items]	5.64	4.09	3.28	3.99	The library collection usage increased this year due to the lifting of COVID-19 restrictions.
<b>Resource standard</b> <i>Recently purchased library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100]	86.53%	86.38%	86.60%	85.43%	
<b>Service cost</b> <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	\$40.00	\$41.18	\$45.53	

### Strategic Objective 3: A city of accessible, vibrant centres and neighbourhoods

Measure	Progress
Increase in availability of affordable housing stock	Suitable models and mechanisms for development of affordable housing are being investigated. Identification and engagement of suitable housing developers will take place in the new financial year.
Number of rough sleepers supported into long term housing outcomes	The Dandenong Zero Rough Sleeper Project has not officially commenced operations. Formal establishment of the project is scheduled for 1 July 2022 with the development of a By Name List.
Kilometres of streetscape renewed to a high urban design standard	The Douglas Street streetscape is complete and the Ian Street Streetscape concept design is complete with streetscape works imminent.
Completion of the Springvale Boulevard project	The Boulevard construction is in progress, centre median has been removed, the drainage system upgrade is complete, the communication strategy implementation has commenced, and footpath works are underway.
Number of road safety projects delivered	11

✓ Achieved ✗ Not achieved © COVID-19 impacts

Priorities	Actions	Progress
Promote and strengthen Greater Dandenong as a tourist and food destination	Implement the Tourism Strategy and updated Action Plan 2020-24	✓
	Implement the Greater Dandenong Regional Food Strategy <i>The draft strategy is currently being finalised</i>	✗
	Implement the Dandenong Visitor Attraction Plan	✓
Improve access to quality infrastructure and spaces that enhance community participation, encourage visitors and deliver positive health outcomes for current and future generations	Design and deliver the new aquatic and wellbeing centre in Dandenong in partnership with key stakeholders and in accordance with the Greater Dandenong Aquatic Strategy <i>Detailed design is progressing and is expected to be completed late in 2022</i>	✗
	Complete the stage 1 redevelopment of the Noble Park Aquatic Centre in accordance with the Greater Dandenong Aquatic Strategy <i>Construction of the gym has progressed but timelines for completion have been delayed due to COVID-19 impacts</i>	✗ ©
	Complete the Mills Reserve Precinct Plan and commence implementation in partnership with key stakeholders <i>The draft plan is complete in preparation for community consultation</i>	✗
	Deliver the Springvale Boulevard construction for Stage 1 <i>Works are being finalised with some resurfacing of the widened road underway</i>	✗

# Performance

## Strategic Objective 3: A city of accessible, vibrant centres and neighbourhoods (continued)

Priorities	Actions	Progress
	Continue to plan and advocate for the proposed Dandenong Sports and Events Centre, as south east Melbourne's home for elite sporting competitions, major events, concerts and community festivals	✓
	Continue to plan for the development of a new table tennis centre in Greater Dandenong in partnership with key stakeholders	✓
Advocate for affordable quality housing and legislated change in the operation of rooming houses	Advocate to the State Government to create a State and Local Government Task Force to address inconsistencies in the standards of social housing providers	✓
Ensure an appropriate mix of housing, industrial and commercial development across the city	Complete the Noble Park Activity Centre Structure Plan Planning Scheme Amendment <i>This project has been delayed due to authorisation timelines from the Minister for Planning</i>	✗
	Commence the Environmentally Sustainable Design 2.0 Planning Scheme Amendment	✓
Increase access and availability of social housing stock in the city by activation of Council and community assets for delivery of social housing, and advocating for increased State and Federal Government provision	Advocate for greater social and affordable housing through membership with the Regional Local Government Homelessness and Social Housing Charter group of Councils	✓
	Provide assistance to housing associations seeking to develop social or affordable housing projects that support vulnerable CGD residents	✓
Create safe, inclusive and well-designed public spaces which encourage community participation	Create safer public places through applying Crime Prevention Through Environmental Design (CPTED) principles such as prompt removal of graffiti and litter, the use of targeted CCTV, and public lighting	✓
	Construct Stage 1 of the Vanity Lane pedestrian link in central Dandenong <i>Contract documentation detailing civil and landscape design is complete</i>	✗
	Activate public spaces through public art initiatives; delivering, facilitating, maintaining and promoting public art in the city	✓
Provide an accessible transport network which caters increasingly for growth and provides a range of options	Advocate for new and enhanced public transport services	✓
	Advocate for and deliver improved active transport networks	✓
	Expand the use of streets for uses other than through-movement	✓
	Roll-out a high priority local road program within Dandenong South, including the Dandenong South Industrial Area Extension Structure Plan's Transport Network, and Abbots Road widening and associated infrastructure	✓

Priorities	Actions	Progress
	Advocate for the State's priority arterial projects including the Dandenong Bypass Extension, Cranbourne – Dandenong Shared User Path, Glasscocks Road duplication and Dandenong South East-West Link and Bangholme Road Bridge	✓
	Improve access to, from, and within major Activity Centres, including the extension of the Djerring Trail to the Dandenong Activity Centre	✓
	Advocate for a major upgrade to Dandenong Station	✓
	Implement the Active Transport Infrastructure Priority program improving pedestrian and cycling infrastructure	✓
	Maintain performance in management of heavy vehicle permits and freight networks	✓
	Finalise a Multi Modal Transport Infrastructure Plan for the Activity Centres and NEIC <i>Council is awaiting confirmation of Movement and Place classifications from the Department of Transport</i>	✗
Provide quality community infrastructure to support the delivery of early years services to children and their families	Review the Municipal Early Years Infrastructure Plan	✓
Reduce the occurrence of casualty accidents on roads throughout Greater Dandenong	Advocate for enforcement and deliver infrastructure and education to reduce the number of fatalities on local roads	✓
	Advocate for safety improvements on and across arterial roads	✓
	Promote road safety success stories and road safety awareness to manage perceived road safety risks	
	Develop a new Road Safety Strategy <i>A background report has been drafted and early stakeholder engagement has been undertaken</i>	✗
	Provide ongoing funds for road safety treatments to address priority locations, where the greatest road safety risks are identified	✓
	Develop a child restraint safety checking activity	✓
Deliver improved amenity and a range of quality streetscapes and public places that build pride, respond to and respect the unique qualities of the activity centres and meet current and future needs	Implement and monitor the 10 Year Infrastructure Plan for Activity Centres	✓
	Improve information and communications relating to parking in accordance with Council's Activity Centre Parking Precinct Action Plan	✓
	Continue renewal of quality streetscapes such as Douglas Street, Noble Park and Railway Parade, Noble Park	✓
Encourage investment and infrastructure improvements through a collaborative approach to creating, enhancing and managing great people focused places	Work in partnership with the State Government to facilitate the Noble Park Revitalisation project	✓
	Facilitate the DV/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct	✓

# Performance

## Major Initiatives as Funded in the 2021-22 Budget

Initiatives	Progress
Commence construction of the Keysborough South Community Hub	The design phase of this project has now been completed and the project has been put out to tender.
Construction of the NPAC Stage 1 Development	Construction of the NPAC Gym (Stage 1 Redevelopment) has continued to progress, but delays have been experienced due to a range of factors including former COVID-19 regulations; restrictions and reduced resources; and the procurement and supply of materials.
Finalise a Multi Modal Transport Infrastructure Plan for Activity Centres and NEIC	Council is awaiting Department of Transport confirmation of Movement and Place classifications that are critical to the documents before finalising.
Deliver the Springvale Boulevard construction for stages 1 and 2, including ongoing business support	Works are being finalised with some resurfacing of the widened road being undertaken.
Implementation of the Noble Park Revitalisation program in partnership with the Office of Suburban Development	The All Abilities Playground; Douglas Street Streetscape Upgrade; and Copas Park, Public Hall and Mills Reserve Interpretive Signage projects are complete. The seasonal crate displays are complete and the Autumn/Winter display is on exhibition. All Youth and Recreational initiatives are complete along with two of five temporary public art projects.

## 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	2019	2020	2021	2022	Comments
<b>Roads</b>					
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads ] x100	76.80	81.23	48.83	55.05	
<b>Condition</b> <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	83.55%	78.59%	80.94%	94.58%	Council's result has improved over the past year due to increased levels of inspections and maintenance of the road assets during the pandemic, a visual condition inspection of the entire road network, and corrections to data in the updated asset management system.
<b>Service cost</b> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$236.81	\$69.03	\$53.63	\$0.00	Council undertook re-sheeting works in 2021-22 but no reconstruction as the cost of road reconstruction works are significantly higher.
<b>Service Cost</b> <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$19.98	\$29.00	\$29.16	\$37.91	Extra patching works were required which increased the cost for 2021-22.

# Performance

## Local Government Performance Reporting Framework (LGPRF) (continued)

Service / Indicator / Measure	2019	2020	2021	2022	Comments
<b>Statutory Planning</b>					
<p><b>Timeliness</b></p> <p><i>Time taken to decide planning applications</i></p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	98.00	87.00	95.00	105.00	A difference in some timeframes occurred due to the industry wide shortage of statutory planners, meaning Council was unable to operate at full staffing levels during this period.
<p><b>Service standard</b></p> <p><i>Planning applications decided within required time frames</i></p> <p>[Number of regular planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100</p>	76.70%	82.64%	86.78%	89.93%	
<p><b>Service cost</b></p> <p><i>Cost of statutory planning service</i></p> <p>[Direct cost of the statutory planning service / Number of planning applications received]</p>	\$3,785.03	\$3,663.49	\$3,684.98	\$3,715.37	



## Strategic Objective 4: A green city committed to a sustainable future

Measure	Progress
% of kerbside collection waste diverted from landfill	47.96%
Number of trees planted in public spaces	2,354
Development and implementation of the Biodiversity Action Plan	Final content updates guided by feedback and comments provided during the community consultation in 2021, have now been incorporated into the plan.
Implementation of the Urban Forest Strategy	The Urban Forest Strategy 2021-28 was adopted by Council at its meeting on 27 September 2021. Work is now underway to implement the Action Plan.
Installed Council Solar Panel Capacity	Council's current installed solar capacity reached over 600kW at the beginning of 2021. The Asset Data team are currently compiling the capacity of more recent installations and this will be provided in the next reporting cycle.
Compliance with Council's Sustainable Buildings Policy	The Sustainable Buildings Policy is actively being used to inform the design and construction of new buildings.
Progress of Council operations to net zero emissions (%)	100% of Council's electricity usage is supplied from renewable sources through the VECO scheme.
% of tree canopy coverage	This action is due for completion in 2022-23 in line with the Greening Our City Strategy.

✓ Achieved ✗ Not achieved © COVID-19 impacts

Priorities	Actions	Progress
Work in partnership with the State Government to minimise waste and maximise resource recovery	In partnership with the Metropolitan Waste Resource and Recovery Group participate in the procurement for advanced waste processing services and recycling receiveal and sort services	✓
Raise community awareness about the importance of tree canopy cover on private land	Finalise and adopt the Urban Forest Strategy and commence implementation of the Action Plan	✓
Improve knowledge and participation in protecting biodiversity values within Greater Dandenong and protect and enhance the ecological value of the land	Finalise development of and implement the Biodiversity Action Plan <i>Storm responses, staff vacancies, regulator audits and COVID-19 have all had impacts on the delivery of this project</i>	✗ ©
Increase the quantity and quality of diverse and accessible open spaces across the city	Complete the Open Space Contributions Plan	✓
	Implement the Open Space Strategy	✓
	Continue development and implementation of improvements to open space reserves such as Ross Reserve, Frederick Wachter Reserve, Greaves Reserve and the program of park projects in the adopted budget	✓

# Performance

## Strategic Objective 4: A green city committed to a sustainable future *(continued)*

Priorities	Actions	Progress
Promote a healthy, green and resilient urban forest that is well managed, protected and provides benefits to the community	Implement year four of the Greening Our City: Urban Tree Strategy 2018-28	✓
Actively support community action to mitigate greenhouse gas emissions and build environmental resilience	Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond	✓
Become a resilient, net zero carbon emission city with an active community prepared for the challenges of a changing climate	Implement the Climate Emergency Strategy and climate emergency declaration	✓
	Implement the Sustainability Strategy	✓
	Undertake the Forever Fest (Sustainability Festival)	✓
	Implement the Sustainable Buildings Policy for new buildings	✓
Work with key partners to increase the community's awareness of and preparation for the social, environmental and health impacts of climate change	Develop and deliver an annual waste education program inclusive of litter prevention	✓
	Develop the Greater Dandenong Climate Change Community Engagement and Mobilisation Plan <i>COVID-19 prevented meaningful engagement which caused delays however a plan is expected in late 2022</i>	✗ 🕒
In partnership with State Government agencies continue to protect the health of our community from industrial uses impacting our air and water quality	Audit the industrial and commercial areas with a focus on hazardous materials and waste storage identification and elimination	✓
	Advocate to the EPA to undertake regular air and water quality assessments to protect the health of our community	✓

## Major Initiatives as Funded in the 2021-22 Budget

Initiatives	Progress
Complete the Open Space Contributions Plan	Council adopted the Open Space Contributions Plan on 25 October 2021. The planning scheme amendment was exhibited with no submissions received and it is now considered appropriate for Council to adopt the amendment and refer it to the Minister for Planning for approval.
Complete the Noble Park Activity Centre Structure Plan Planning Scheme Amendment	Council received authorisation from the Minister for Planning to exhibit this amendment. Public exhibition was undertaken during May and June 2022.
Commence the Environmentally Sustainable Design 2.0 Planning Scheme Amendment	Environmentally Sustainable Design 2.0 Stage 1 research and gathering of evidence base is complete. Council is awaiting further instruction from DELWP relating to the amendment process.

Initiatives	Progress
Deliver Council's Capital Works Program	Approximately 90 per cent of the program is complete or near complete.
Implement year four of the Urban Tree Strategy 2018-28	<p>Arboriculture operations supporting the Urban Tree Strategy objectives included:</p> <ul style="list-style-type: none"> <li>- final order and delivery planning for the 2022 street and park tree planting program</li> <li>- development of the revised 2022-23 Electric Lines Clearance Management Plan in line with updated regulations</li> <li>- opportunistic removal of undesirable and low useful life expectancy street trees</li> <li>- completion and works planning for the annual tree inspection program for high use areas.</li> </ul>

### 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	2019	2020	2021	2022	Comments
<b>Waste Collection</b>					
<b>Satisfaction</b>					
<b>Kerbside bin collection requests</b> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	37.95	48.19	59.13	67.82	Request numbers have risen due to growth within the municipality with subdivisions and multi unit dwellings. There were also some requests due to residents not putting their bins out, overflowing bins or contamination.
<b>Service standard</b>					
<b>Kerbside collection bins missed</b> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	5.06	4.72	5.09	5.49	

# Performance

## Local Government Performance Reporting Framework (LGPRF) (continued)

Service / Indicator / Measure	2019	2020	2021	2022	Comments
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$107.77	\$118.66	\$124.80	\$134.22	The cost of kerbside garbage was affected by the increase to the landfill levy, fuel prices and CPI increases.
<b>Service Cost</b> <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$59.33	\$68.52	\$73.51	\$62.74	Savings were made with the recyclable service as Council negotiated a lower rate for the disposal and sorting of materials.

## Strategic Objective 5: A city that supports entrepreneurship, quality education and employment outcomes

Measure	Progress
Number of business networking activities and key events offered to the manufacturing sector	58
Number of leadership and personal development opportunities for young people	25 initiatives, 3,639 contacts.
Number of Women in Business activities and key events offered	9
Number of events held which provide opportunities for business and education providers to support the community	1
Delivery of the Community Revitalisation and One Per Cent project	The first contract is coming to a close on 30 June with the final report and finance acquittal due in mid July.
Number of library activities and partnerships that support the community to participate in work, entrepreneurship, education, training, social and civic life	1,213 sessions were held with 16,916 participants.
Number of engagement opportunities to enhance learning, reading and literacy, digital and technology skills at all life stages	521,226 – this included 343,963 visits to the Springvale and Dandenong Libraries.

✓ Achieved ✗ Not achieved © COVID-19 impacts

Priorities	Actions	Progress
Support engagement in learning, skill development and employment pathways to improve social, economic and environmental outcomes	Drive the ongoing implementation of the Local Economic and Employment Development Strategy	✓
	Manage and implement the Community Revitalisation and One Per Cent projects to develop the capability and capacity of jobseekers in our community facing multiple complex barriers to employment	✓
	Manage and chair the Greater Dandenong Regional Employment Taskforce and associated projects	✓
	Deliver initiatives which provide opportunities for young people to gain skills and experience that enhance their employment	✓
	Through library services facilitate and champion activities and partnerships that support the community to participate in work, entrepreneurship, education, training, social and civic life	✓
	Deliver welcoming library services and increase engagement opportunities to enhance learning, reading and literacy, digital and technology skills at all life stages	✓
	Support local creative industry development	✓
Facilitate the active participation of young people in the community to enhance leadership and personal development opportunities	Deliver leadership and skill development programs for young people	✓
Promote and support the strong manufacturing presence within the city to secure the economy and maintain future employment opportunities	Maintain support, collaboration and board participation of SEMMA	✓
	Support and encourage sharing of successes and best practice, delivering key events to the manufacturing sector, including the Christmas Industry Breakfast	✓
Deliver networks and activities that enhance the capability and competitiveness of the manufacturing sector locally and globally	Develop activities and events that offer exposure to local and international opportunities and new thinking on global issues and trends including COVID-19	✓
	Deliver a range of networks, common interest groups and targeted activities that have relevance and impact for local manufacturers	✓
Deliver activities that support and strengthen the personal and professional development of women in business	Deliver key events that showcase women in business including International Women's Day	✓
	Facilitate the SEBN Women in Business group network	✓

# Performance

## Strategic Objective 5: A city that supports entrepreneurship, quality education and employment outcomes *(continued)*

Priorities	Actions	Progress
Contribute to the development of a more resilient and capable workforce through a continued focus on collaborative partnerships, work readiness and promoting local jobs for local people	In partnership with Chisholm TAFE host traineeships for local job seekers studying in Aged and Community Care	✓
	Through a collaborative co-design process, deliver an action plan to guide the next phase of the Community Revitalisation project and strengthen pathways to economic participation	✓
	Facilitate Playgroup Training Vocational Pathways for local community members	✓
	Support community initiatives that improve job readiness for community members at risk of poverty	✓
Deliver key events which provide an opportunity for business and education providers to support vulnerable and disadvantaged members of the community	Host the 'This is IT Schools' program	✓
	In partnership with SELLEN host the key education industry 'Lunch with the Winners'	✓
	Facilitate and deliver the fundraising event 'Take a Swing for Charity Golf Day' with industry partners	✓
Work with partners to facilitate engaged local business and industry taking action to increase resilience and transition to a net zero carbon economy	Support local business efforts to respond to their climate change risks by informing them of relevant State and Federal Government policies and programs	✓
	Continue to build on the Greater Dandenong Business' Local Economic and Employment Development Strategy programs to help encourage and promote the benefits to businesses across CGD in taking action to prepare for the impacts of climate change and moves towards Net Zero Carbon operations	✓
	Facilitate and promote the Aspire platform to engage business through SEBN networks and other sustainability activities	✓
	Strengthen capability and increase awareness of new technologies and opportunities around waste and energy	✓
Continue to advocate for and pursue the policy and implementation of decentralisation for government and corporate offices to attract white collar workers to Dandenong and the Greater South East Melbourne (GSEM) region to provide for economic growth	In partnership with GSEM pursue policy changes at both State and Federal Government levels to locate government tenants in the Greater South East Melbourne region	✓
	Develop a campaign to encourage private sector businesses and government agencies to relocate to central Dandenong	✓

## Major Initiatives as Funded in the 2021-22 Budget

Initiatives	Progress
Implementation of the Better Approvals project	The Better Approvals process has assisted 60 businesses.
Development and implementation of an investment attraction framework	An action plan for investment attraction is currently being finalised.
Deliver the Community Revitalisation Program and associated project activity, including One Percent program	The first contract is coming to a close on 30 June with the final report and finance acquittal due in mid July.
In partnership with South East Local Learning and Employment Network (SELLEN) deliver key education-industry event 'Lunch with the Winners'	'Lunch with the Winners' was again a successful event delivered in a virtual environment.
Facilitate and deliver major charity fund-raising event Take a Swing for Charity Golf Day with various industry partners	The CGD-Industry 'Take a Swing for Charity' Golf Day was held on 23 February 2022 and raised over \$40,000 for Wellsprings for Women.

# Performance

## Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community

Measure	Progress
Completion of asset plans in accordance with LGA requirements	Council's 10 year Asset Plan was endorsed by Council in June.
Completion of Council's Capital Works Program	90 per cent of capital works have been completed with multi year projects continuing into 2022-23.
Satisfaction with community consultation (Community Satisfaction Survey)	59 – this was one point above the metropolitan average and five points above the state wide average.
Underlying financial result remains in surplus	\$17.46 million
% of decisions made in Council meetings closed to the public	0 per cent. There were no Council decisions made in Council meetings closed to the public
Increase in number of registered users accessing the Council digital portal	136 new users registered bringing the total number of active users to 4,105.

✓ Achieved ✗ Not achieved © COVID-19 impacts

Priorities	Actions	Progress
Increase the use of smarter technologies to improve the efficiency and effectiveness of managing Council assets and resources to ensure they meet the community's current and future needs	Increase awareness of, availability and capability around modern and smart technologies	✓
Develop long term plans to effectively manage Council's assets	Develop a 10 year Asset Plan	✓
Provide meaningful engagement opportunities which capture the voices of all ages, genders and cultures within the city	Review the Community Engagement Framework	✓
	Investigate opportunities for an ongoing community panel representative of the diversity of our city	✓
	Encourage the voice of children through the facilitation of the Children's Advisory Group in planning and policy development	✓
Educate local businesses on their public health responsibilities including COVIDSafe practices	Seek State Government funding to assist with educating businesses and community groups on COVIDSafe practices	✓
	Upon successful receipt of funding, implement a program to provide COVIDSafe education across all businesses within Greater Dandenong	✓
Ensure Council decisions contribute towards building a smarter, more digitally enabled future for our community and organisation	Develop and deliver a communications program to enhance the digital literacy of staff, the community and stakeholders	✓
	Strengthen Council's digital governance through a continuous improvement program to ensure digital solutions meet the business needs of Council	✓
Deliver Council's capital works program	Complete key capital works across the city	✓



Priorities	Actions	Progress
Advocate to the state government for the recovery of COVID-19 relief costs	Continue to work with agencies on COVID-19 response and recovery efforts	✓
Attract investment and build partnerships with key stakeholders to ensure the sustainability, viability and growth of Greater Dandenong and its major activity centres to provide jobs, housing and liveability outcomes	Develop an Investment Attraction prospectus, with a particular emphasis on our Activity Centres	✓
Maintain a safe and healthy workplace through a people centred, systematic approach to risk management	Implement a people-centred approach to how safety is managed across the organisation	✓
Encourage an organisational culture of innovation and leadership	Complete a Workforce Management Plan and other workforce requirements under the <i>Local Government Act 2020</i>	✓
Ensure compliance with the <i>Local Government Act 2020</i> , Councillor and Staff Codes of Conduct, Council policies and all legislation relevant to Council	Update the Legislative Compliance program across the organisation <i>Resourcing issues have delayed this project</i>	✗
	Develop an organisation-wide Conflict of Interest framework and policy <i>This action will be completed in 2022-23</i>	✗
	Continue to embed consideration of climate change into Council's policies and decision making processes	✓
	Comply with the auditing and reporting requirements of the <i>Gender Equality Act 2020</i>	✓
Manage Council's resources effectively and efficiently to ensure financial sustainability	Review Council's Long Term Financial Plan	✓
	Increase Council's awareness and understanding of a changing climate's impacts on its assets, operations and finances	✓
	Continue to integrate recognition of climate change into Council's financial and budget process	✓
	Strengthen governance capacity of Council grant and funding partners <i>The Good Governance Framework has been developed with community consultation and benchmarking and will be rolled out in 2022-23</i>	✗

# Performance

## Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community (*continued*)

Priorities	Actions	Progress
Ensure all Council's Emergency Management responsibilities and obligations are implemented as described in the Municipal Emergency Management Plan (MEMP)	Coordinate and conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings with key stakeholders and agencies	✓
	Implement, monitor and review progress on mitigation strategies to risks identified via the Community Emergency Risk Assessment (CERA) – Heat/Health, Floods and Storms, and Pandemic <i>Emergency response sub plans for storms and floods are nearing completion with the assistance of VICSES</i>	✗

## Major Initiatives as Funded in the 2021-22 Budget

Initiatives	Progress
Update the Legislative Compliance program across the organisation to align with the <i>Local Government Act 2020</i> and new Compliance Policy.	This initiative has been delayed.

## 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	2019	2020	2021	2022	Comments
<b>Governance</b>					
<b>Transparency</b> <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%	0.31%	0.00%	No decisions were made at meetings closed to the public.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	62.00	62.00	60.00	59.00	
<b>Attendance</b> <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	84.59%	83.40%	94.81%	88.14%	
<b>Service cost</b> <i>Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$57,710.09	\$55,039.27	\$53,738.73	\$57,566.91	

# Performance

## Services Funded

The following table provides information in relation to the services funded in the 2021–22 Budget and the sections of the community who are provided the service.

### Strategic Objective 1: A socially connected, safe and healthy city

### Strategic Objective 2: A city that respects and celebrates diversity, our history and the arts

Service	Description	Net Cost	Notes
		Actual Budget Variance \$000	
Community Services Executive	This function provides the oversight and leadership of the provision of Community Services to the municipality. It also includes an operational budget to operate the new community precincts (Springvale Community Hub and Keysborough South Community Hub).	780 744 <u>(36)</u>	
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. Branches include Springvale, Dandenong and online.	8,133 8,645 <u>512</u>	
Community Care	Community Care provides services and programs to assist older people and people with a disability to remain living in the community including home based and centre based services, specialised community transport and support for clubs and groups within the city.	4,532 4,181 <u>(351)</u>	(b)
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, festivals and events, maternal and child health, parenting programs and youth services.	4,066 6,155 <u>2,089</u>	(a)
Regulatory Services	This department provides compliance, education and enforcement functions related to animal management, fire prevention, local laws, parking management, planning compliance, public safety and security, litter prevention and school crossings.	512 501 <u>(11)</u>	
Community Development, Sport and Recreation	This department focuses on community advocacy, leisure planning, sport and recreation programs and community grant funding.	10,218 10,428 <u>210</u>	
<b>Total</b>		<b>28,241</b> <b>30,654</b> <b><u>2,413</u></b>	

### Strategic Objective 3: A city of accessible, vibrant centres and neighbourhoods

### Strategic Objective 4: A green city committed to a sustainable future

Service	Description	Net Cost		Notes
		Actual	Budget	
		Variance		
		(\$000)		
Building Maintenance	Building Maintenance services cover everyday building issues and help maintain other Council properties and structures, including bus shelters, fencing and building lighting to ensure safety and amenity for all areas of the community. This also includes nominated building demolitions	8,983	8,867	
			(116)	
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 is also responsible for environmental health and food legislation.	2,413	1,403	(b)
			(1,010)	
City Planning Design and Amenity Executive	This function provides support to the entire municipality through oversight of the planning, development, building and regulatory services activities and the Level Crossing Removal Project.	515	470	
			(45)	
Business, Engineering and Major Projects Executive	This function is focused on the built and natural environment and provides the oversight of the Engineering and Infrastructure functions of Council, as well as Council's major activity centres, place making, revitalisation, economic development, investment attraction and future growth. These services are provided to the entire municipality.	416	407	
			(9)	
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"> <li>• Improve the health and wellbeing of the community</li> <li>• Provide accessible, usable open spaces for residents</li> <li>• Improve the value of assets within the municipality.</li> </ul>	14,644	13,968	(d)
			(676)	
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.	3,414	3,570	
			156	
Roads	This department is responsible for the maintenance of the city's road, drainage and footpath network. Road maintenance is a key function of Council, funding the ongoing upkeep of local roads for all members of the community to utilise.	7,595	6,230	(d)
			(1,365)	

# Performance

Service	Description	Net Cost		Notes
		Actual	Budget	
		Variance		
		\$000		
Infrastructure Services and Planning	<p>Infrastructure Services and Planning provides support to the whole municipality for waste collection services, Spring Valley landfill maintenance and rehabilitation, fleet management, asset management and strategic asset planning.</p> <p>*Please note this Service area excludes waste income, fleet sale proceeds and cost of fleet sold.</p>	30,083	31,925	(c)
			1,842	
City Improvement	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.	3,308	2,471	(d)
			(837)	
Transport and Civil Development	This unit is responsible for the long term planning and advocacy of Council's transport network, asset protection and civil development and design. The unit provides engineering input to planning and development and civil work applications which benefits all sections of the community.	759	809	
			50	
Major Projects	This service 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.	523	375	
			(148)	
<b>Total</b>		<b>72,653</b>	<b>70,495</b>	
			<b>(2,158)</b>	

**Strategic Objective 5: A city that supports entrepreneurship, quality education and employment outcomes**

**Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community**

Service	Description	Net Cost	Notes
		Actual Budget <hr/> Variance \$000	
Place Making and Revitalisation	Place Making and Revitalisation 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.	1,398 1,225 <hr/> (173)	
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.	451 592 <hr/> 141	
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.	185 612 <hr/> 427	
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. This area also promotes the city's cultural precincts and coordinates cultural tours.	1,081 1,379 <hr/> 298	
Financial Services	Financial Services provides support to Council's service delivery areas which enables Council to comply with statutory requirements. This includes 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.	2,729 2,638 <hr/> (91)	

# Performance

Service	Description	Net Cost		Notes
		Actual	Budget	
		Variance		
		\$000		
Governance	Governance is responsible for providing support to Council's direct service delivery areas through the overall governance of the organisation and management of Council's commercial property portfolio. The unit is also responsible for the management, storage and disposal of corporate records to support business transactions and for evidentiary purposes. This also includes the Dandenong Market.	1,366	461	(b)
			(905)	
Media and Communications, Customer Service, Civic Facilities	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.  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.	4,849	5,059	
			210	
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.	668	703	
			35	
People and Procurement Services	People and Procurement Services is responsible for supporting the human resource capital within the organisation through: <ul style="list-style-type: none"> <li>• Occupational health and safety</li> <li>• Purchasing and procurement systems</li> <li>• Industrial relations</li> <li>• Professional development</li> <li>• Payroll</li> <li>• Contract management</li> <li>• Insurance and risk management, and</li> <li>• Continuous improvement.</li> </ul>	5,517	5,366	
			(151)	
Information Technology	The Information Technology unit is responsible for the provision of cost effective information and telecommunication solutions to staff and Councillors.	5,279	5,470	
			191	
<b>Total</b>		<b>23,523</b>	<b>23,505</b>	
			<b>(18)</b>	

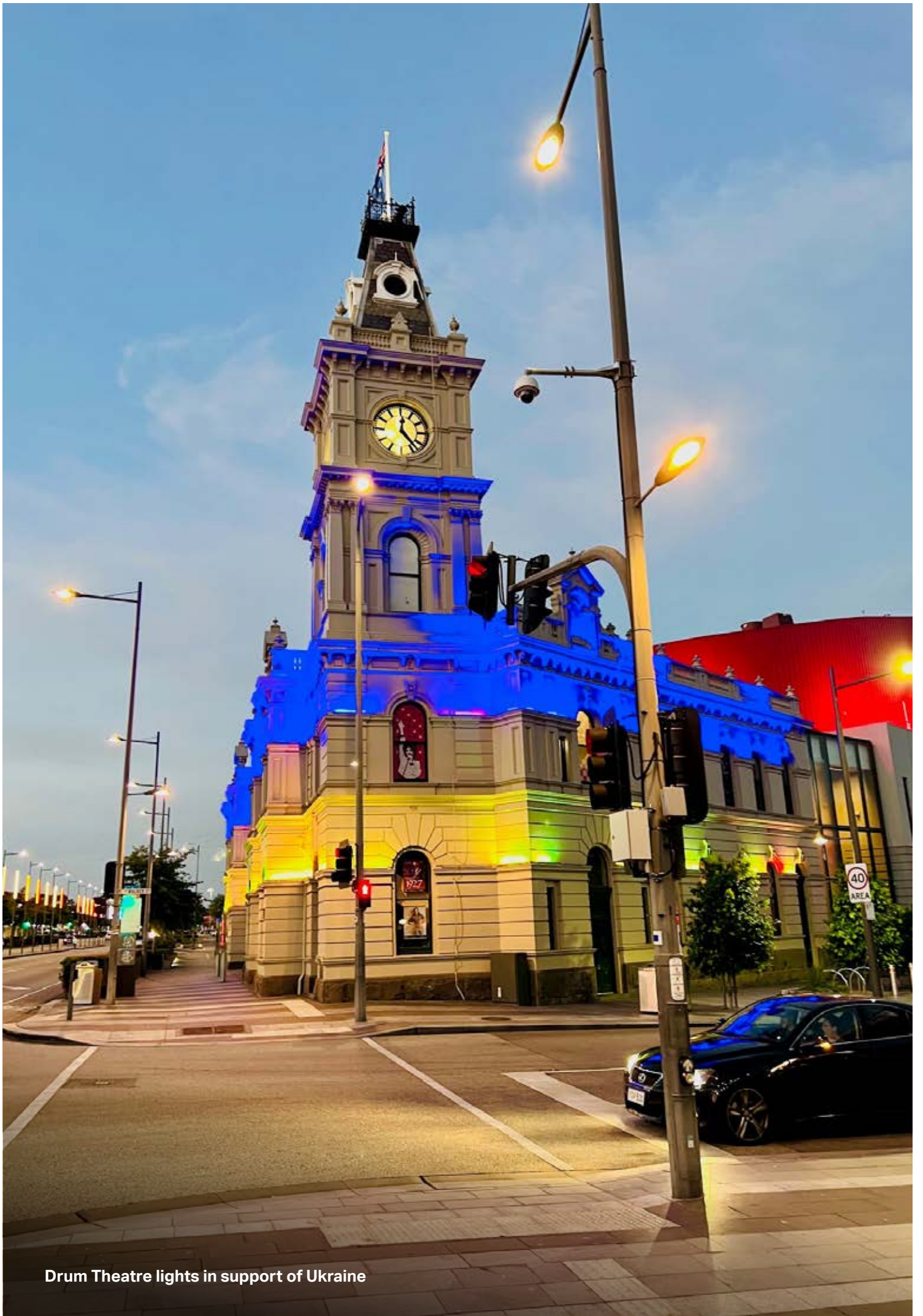




Ross Reserve fitness equipment

**Notes:**

- (a) Favourable variance due to cost savings as a result of restrictions on service delivery or delays in grant funded programs and recruitment caused by the COVID-19 pandemic.
- (b) Unfavourable variances are mainly due to lower economic activity, higher than anticipated costs or support provided in relation to the COVID-19 pandemic.
- (c) Favourable variance due to revised contract rates and lower than anticipated costs in street lighting and fleet operating costs (due to COVID-19).
- (d) Actual operating expenditure incurred in the Capital Improvement Program (CIP) has been allocated to these service areas in the 2021-22 Actuals, however, these items were budgeted in the 2021-22 CIP program.



Drum Theatre lights in support of Ukraine

## 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 2021-22 year the following information about infrastructure and development contributions is disclosed:

### KEYSBOROUGH SOUTH DEVELOPMENT CONTRIBUTIONS PLAN

**Table 1 Total DCP Levies Received in 2021-22**

Name of DCP (Year Approved)	Levies Received in 2021-22 Financial Year	
	Development Infrastructure Levies	Community Infrastructure Levies
Keysborough South Development (2008)	\$1,953,159	\$70,258
<b>Total</b>	<b>\$1,953,159</b>	<b>\$70,258</b>

**Table 2 DCP Land, Works, Services or Facilities Accepted as Works-in-kind 2021-22**

Name of DCP	Project ID	Project Description	Item Purpose	Project Value \$
Keysborough South Development (2008)	N/A	N/A	N/A	N/A
<b>Total</b>				<b>\$0</b>

**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	\$38,098,341	\$26,408,470	\$31,528,447	\$69,626,788
Keysborough South Development (2008)	Community Infrastructure	\$1,793,983	\$0	\$0	\$1,793,983
<b>Total</b>		<b>\$39,892,324</b>	<b>\$26,408,470</b>	<b>\$31,528,447</b>	<b>\$71,420,772</b>

# Performance

**Table 4 Land, Works, Services or Facilities Delivered in 2021-22 from DCP Contributions Collected**

Project Description	Project ID	DCP Name and Year Approved
Internal Road Works	DI_R03	Keysborough South Development (2008)
<b>Total</b>		

For the 2021-22 year the following information about infrastructure and development contributions is disclosed:

## **DANDENONG SOUTH INDUSTRIAL AREA EXTENSION DEVELOPMENT CONTRIBUTIONS PLAN**

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

**Table 1 Total DCP Levies Received in 2021-22**

Name of DCP (Year Approved)	Area	Levies Received in 2021-22 Financial Year
		Development Infrastructure Levies (Cash) \$
Dandenong South Industrial Area Extension (2015)	LYNDHURST	\$0
Dandenong South Industrial Area Extension (2015)	KEYSBOROUGH	\$431,527
<b>Total</b>		<b>\$431,527</b>

	DCP Expended \$	Works-in-kind Accepted \$	Council's Contribution \$	Other Contributions* \$	Total Project Expenditure \$	Percentage of Item Delivered %
	\$201,800	\$0	\$0	\$0	\$201,800	4.06%
	<b>\$201,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$201,800</b>	



Frederick Wachter Reserve

# Performance

**Table 2 DCP Land, Works, Services or Facilities Accepted as Works-in-kind 2021-22**

Name of DCP	Area	Project ID
N/A	N/A	N/A
<b>Total</b>		

**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
<b>Total</b>		

**Table 4 Land, Works, Services or Facilities Delivered in 2021-22 from DCP Contributions Collected**

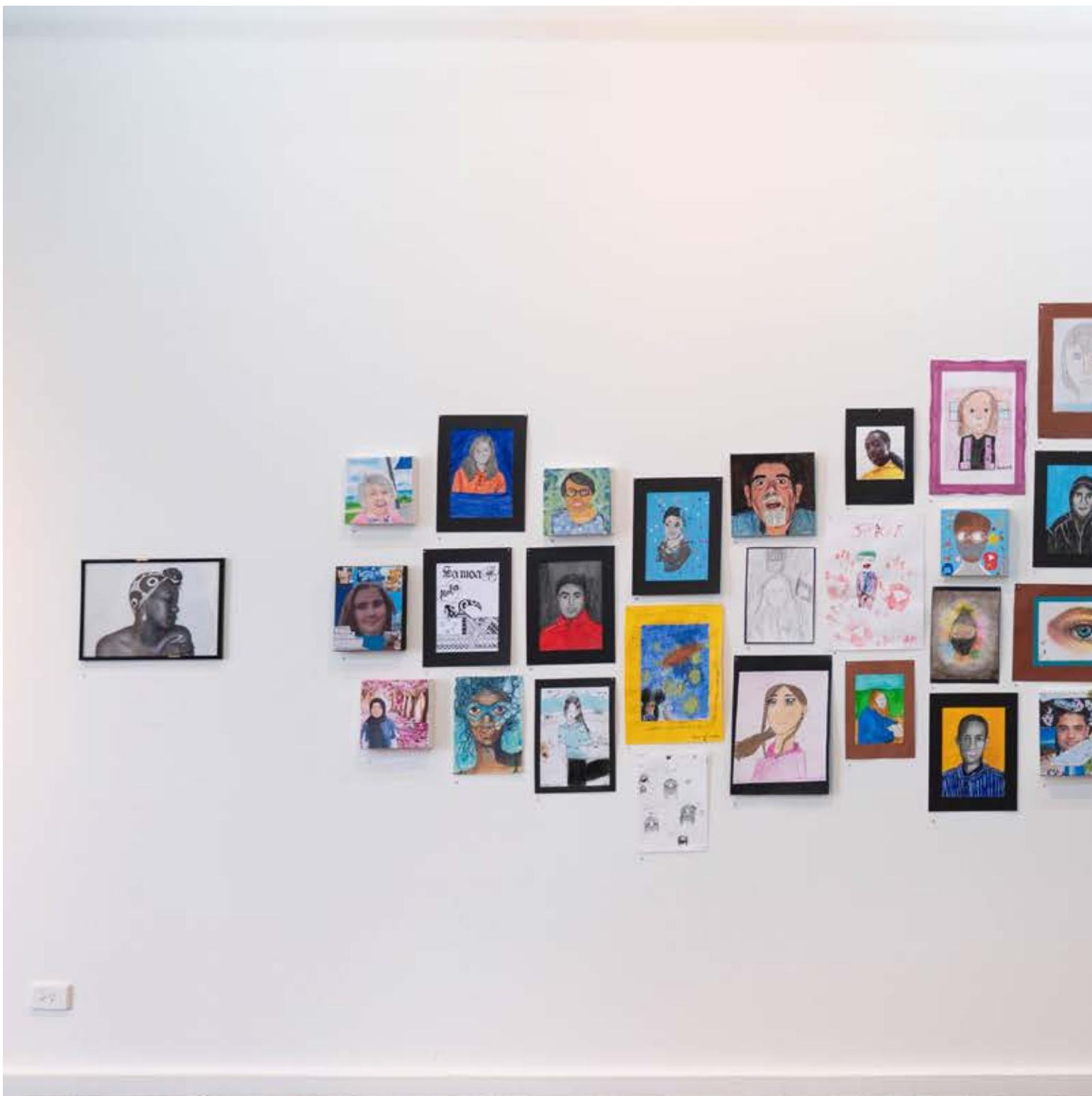
Project Description	Project ID	DCP Name and Year Approved
Land purchase for Glasscocks Rd – (Dandenong - Frankston Road to Westernport Highway)	LR03a	Dandenong South Industrial Area Extension (2015)
<b>Total</b>		

**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 \$
	N/A	N/A	N/A
			<b>\$0</b>

	Total Levies Received (Cash) \$	Total Levies Expended (Cash) \$	Total Works-in-kind Accepted (Non-cash) \$	Total DCP Contributions Received (Levies and Works-in-kind) \$
	\$23,986,753	\$16,708,122	\$33,183,395	\$57,170,148
	\$4,870,438	\$1,091,328	\$7,752,618	\$12,623,056
	<b>\$28,857,191</b>	<b>\$17,799,450</b>	<b>\$40,936,013</b>	<b>\$69,793,204</b>

	DCP Expended (Cash) \$	Works-in-kind Accepted (Non-cash) \$	Council's Contribution \$	Other Contributions (External Agencies) \$	Total Project Expenditure* \$	Percentage of Item Delivered %
	\$2,685,750	\$377,750	\$0	\$0	\$3,063,500	5.40%
	<b>\$2,685,750</b>	<b>\$377,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,063,500</b>	



Seen Exhibition





# Performance Statement

# Performance Statement

For the year ended 30 June 2022

## 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 163,000 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

Council prepared its 2021-22 Original Budget based on a return to some degree of economic normality. It was expected that several key revenue areas would continue to be impacted by the pandemic including interest on investments, Dandenong Market, car parking and infringement income. To fund the reduced operational outcome, the 2021-22 Original Budget included a drop in capital works funded from operations of around \$2.3 million.

At the time of the preparation of the budget, it was not anticipated that further lockdowns would occur. The most significant impacts of COVID-19 lockdown restrictions occurred in relation to Council's revenue (statutory fees and fines, user fees, rental and interest income).

In response to COVID-19 the leisure centre facilities, libraries, community centres and the Drum Theatre were either closed or experienced decreased visitations to Council facilities and decreased participation in Council programs.

While the impacts of the pandemic have abated somewhat through the 2021-22 financial year, Council has noted the following significant impacts on its financial operations compared to pre-COVID-19 budget levels:

- Revenue reductions of \$5.91 million in parking fines and fees, interest income, Drum Theatre, Community Care and statutory fees and fines. Reductions in these income sources of \$3.25 million were factored in the 2021-22 Original Budget.

- During the 2021-22 financial year, Council made a decision to again waive any return from the Dandenong Market (the Company) operations to Council (\$1.16 million). This was in response to the COVID-19 pandemic and has allowed the Company to provide support to market traders in the form of rent relief and fee abatements as a response to Government restrictions, ensuring the long-term viability of the Company. In Council's 2021-22 Original Budget it was anticipated that the Company would return 80% of its pre-COVID-19 annual rental to Council. Amendments to the Management Services Agreement occurred in August 2021 which revised the return to Council going forward, however this did not impact Council's decision to continue to waive any return for 2021-22 and allowed the Company to continue to provide fee and rental relief to traders.
- Rental relief was also provided to commercial and community facilities (\$386,000) of which \$65,000 was included in the 2021-22 Original Budget.
- Council continued to receive and was able to recognise a significant amount of non-recurrent grant income for COVID-19 initiatives and stimulus funding. Grant funding is generally offset by associated expenditure and does not represent an increase in Council's financial result.

Council's commitment for the 2022-23 year is to continue to invest in services and infrastructure in a financially responsible way by balancing the needs of our community while achieving long term financial sustainability and most importantly to recover and revive in a post COVID-19 environment.

Refer to the Annual Financial Statements (Overview section) for further information.

## Sustainable Capacity Indicators

For the year ended 30 June 2022

<i>Indicator / Measure</i>	<b>Results</b>				<b>Material Variations and Comments</b>
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
<b>Population</b>					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,147.12	\$1,185.36	\$1,248.17	\$1,293.37	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$6,072.65	\$6,160.62	\$6,198.26	\$6,772.05	The 2022 higher result is mainly due to a revaluation of drainage assets (15% increase) at 31 May 2022.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	237.46	243.62	242.95	235.17	
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,026.71	\$1,001.25	\$1,021.92	\$1,095.59	
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$200.45	\$181.62	\$204.26	\$235.45	
<b>Disadvantage</b>					
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	
<b>Workforce turnover</b>					
<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	9.9%	10.5%	18.4%	17.1%	

# Performance Statement

For the year ended 30 June 2022

## 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 property, plant and equipment excluding land

"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.



Ducks

## Service Performance Indicators

For the year ended 30 June 2022

Indicator / Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
<b>Aquatic Facilities</b> <b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.08	2.98	1.52	2.27	Visitation to Council's aquatic facilities increased due to the removal of COVID-19 restrictions affecting pool operations.
<b>Animal Management</b> <b>[New measure in 2020]</b> <b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/Number of animal management prosecutions] x100	New in 2020	100%	100%	100%	New measure from 1 July 2019 replacing retired measure in line below.
<b>Animal Management</b> <b>[Retired measure in 2020]</b> <b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	29	Retired in 2020	N/A	N/A	This measure was replaced by 'Animal management prosecutions' (AM7) above from 1 July 2019.
<b>Food Safety</b> <b>Health and safety</b> <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 a food premises] x 100	100.00%	100.00%	100.00%	100.00%	

# Performance Statement

For the year ended 30 June 2022

## Service Performance Indicators (continued)

Indicator / Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
<b>Governance</b> <b>Satisfaction</b> <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	61.00	63.00	63.00	62.00	
<b>Libraries</b> <b>Participation</b> <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	11.32%	10.00%	16.95%	7.98%	In the previous year's reporting (2020) the active borrower figure was incorrectly calculated based on the last activity date which can be triggered by any activity that edits a user record. This could include updating of addresses, clearing of fines, or renewal of loans. The 2022 reporting figures have rectified this error.
<b>Maternal and Child Health (MCH)</b> <b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	75.11%	73.15%	73.54%	72.31%	

<i>Indicator / Measure</i>	<b>Results</b>				<b>Material Variations and Comments</b>
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
<p><i>Participation in the MCH service by Aboriginal children</i></p> <p>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100</p>	70.25%	72.65%	78.15%	83.33%	MCH has undertaken a number of initiatives to improve the participation of Aboriginal children with the MCH service. This includes working closely with the New Directions team to promote the MCH service, updating services with culturally respectful plaques, ceremonial sticks and dolls, and prioritising Aboriginal clients throughout COVID-19. The Outreach Maternal and Child Health Nurse has also been linked in with the Aboriginal Antenatal Group.
<p><b>Roads</b></p> <p><b>Satisfaction</b></p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	67.00	68.00	69.00	66.00	
<p><b>Statutory Planning</b></p> <p><b>Decision making</b></p> <p><i>Council planning decisions upheld at VCAT</i></p> <p>[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] x 100</p>	35.71%	29.73%	50.00%	30.77%	Council has continued to implement all policies within its Planning Scheme, however a number of refused applications continue to be overturned at VCAT.

# Performance Statement

For the year ended 30 June 2022

## Service Performance Indicators (continued)

Indicator / Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
<b>Waste Collection</b> <b>Waste diversion</b> <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	46.40%	48.51%	47.81%	47.96%	

### 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 borrower" means a member of a library who has borrowed a book or e-resource from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"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*

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

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

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

"population" means the resident population estimated by council



## Financial Performance Indicators

For the year ended 30 June 2022

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
<b>Efficiency</b> <b>Expenditure level</b> Expenses per property assessment [Total expenses / Number of property assessments]	\$2,889.34	\$2,991.75	\$3,122.88	\$3,108.28	\$3,102.94	\$3,141.12	\$3,194.34	\$3,208.58	The future years forecast a return to pre-COVID-19 operating levels with most expenditure increased by an assumed inflation rate (CPI: 1.75% in 2022-23 and 2% thereafter).
<b>Revenue level</b> <b>[New measure in 2020]</b> Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	\$1,838.75	\$1,889.44	\$1,925.49	\$1,979.20	\$2,005.48	\$2,043.82	\$2,082.59	The future years forecast an increase in rate revenue equivalent to an assumed inflation rate (CPI: 1.75% in 2022-23 and 2% thereafter). Forecast indicator results for future years differs to the 2023-2032 Long Term Financial Plan to reflect the correct calculation of the indicator here. Note - this is a new measure from 1 July 2019 replacing retired measure in line below.

# Performance Statement

For the year ended 30 June 2022

## Financial Performance Indicators (continued)

Dimension / indicator / measure	Results						Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026		
<b>Efficiency (continued)</b> <b>Revenue level</b> <b>[Retired measure in 2020]</b> Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,327.20	Retired in 2020	N/A	N/A	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.	
<b>Liquidity</b> <b>Working capital</b> Current assets compared to current liabilities [Current assets / Current liabilities] x100	217.50%	205.46%	190.05%	200.03%	146.44%	135.54%	126.98%	132.96%	The forecast working capital ratio for forthcoming years is projected to decrease as closing cash holdings return to normal levels and as Council's cash reserves are drawn down to fund major capital projects including Keysborough Community Hub and replacement of Dandenong Oasis.	

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
<b>Liquidity</b> <b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	91.68%	103.14%	113.27%	(29.51%)	102.22%	92.02%	81.97%	82.44%	The unrestricted cash ratio had a negative result in 2022 due to \$150.5 million invested in term deposits with maturity periods in excess of 90 days at 30 June, classified as 'other financial assets' not cash. However, if these term deposits were classified as cash the indicator result would be 107.56%. Future years are not comparable as they do not project capital expenditure delays or unspent grants.

# Performance Statement

For the year ended 30 June 2022

## Financial Performance Indicators (continued)

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
<b>Obligations</b> <b>Loans and borrowings</b> Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x 100	42.15%	41.72%	37.58%	34.33%	34.84%	50.40%	63.46%	55.63%	The ratio reduction from the prior year is due to \$3.37 million reduction in borrowings due to loan repayments, partly offset by higher rate revenue. This ratio is forecast to increase in the forthcoming years due to planned borrowings to fund major capital works projects (Keysborough South Community Hub and replacement of Dandenong Oasis) over the 2023 to 2025 financial years.

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
<b>Obligations (continued)</b> <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100	4.65%	8.16%	4.11%	3.99%	3.83%	5.26%	7.17%	8.24%	The higher 2020 result is due to the full repayment of the \$4.9 million Local Government Funding Vehicle (LGFV) in November 2019. The upwards trend in future years relates to planned borrowings to fund major capital projects detailed above.
<b>Indebtedness</b> <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x 100	30.69%	34.74%	33.06%	30.54%	29.75%	41.29%	50.95%	44.19%	The upwards trend in future years relates to planned borrowings to fund major capital projects detailed above.

# Performance Statement

For the year ended 30 June 2022

## Financial Performance Indicators (continued)

Dimension / indicator / measure	Results						Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026		
<b>Asset renewal and upgrade [New measure in 2020]</b> Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x 100	New in 2020	113.10%	90.33%	110.26%	123.18%	205.70%	172.33%	80.64%	This ratio increased from the prior year due to a \$6.4 million increase in asset renewal and upgrade expenditure as a result of the following projects: Springvale Road Boulevard, Abbotts Road widening, Ross Reserve Pavilion and Dandenong Wellbeing Centre (Oasis replacement). The forecast ratio results in 2023 and 2024 are due to increased renewal works associated with the replacement of Dandenong Oasis. This is a new measure from 1 July 2019 replacing retired measure in line below.	
<b>Asset renewal [Retired measure in 2020]</b> Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x 100	72.37%	Retired in 2020	N/A	N/A	N/A	N/A	N/A	N/A	This measure was replaced by 'Asset renewal and upgrade' (O5) from 1 July 2019.	

Dimension / indicator / measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
<b>Operating position</b> <b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x 100	7.15%	0.61%	1.43%	6.39%	4.80%	4.69%	3.95%	5.18%	<p>The 2022 ratio result is primarily due to higher rates, monetary contributions, recurrent capital grant and user fee income from the prior year whilst total expenditure has remained fairly constant. The future years forecast a return to pre-COVID-19 operating levels and the indicator results in 2023 and 2024 differ to the 2023-2032 Long Term Financial Plan to reflect the correct calculation of the indicator here.</p>

# Performance Statement

For the year ended 30 June 2022

Dimension / indicator / measure	Results				Forecast				Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
<b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x 100	67.67%	71.56%	70.70%	68.79%	72.46%	72.68%	73.57%	73.85%	The higher income sources noted above have contributed to a minor drop in the 2022 ratio result. The forecast indicator results for 2023 and 2024 differ to the 2023-2032 Long Term Financial Plan to reflect the correct calculation of the indicator here.
<b>Rates effort</b> Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x 100	0.28%	0.29%	0.30%	0.31%	0.27%	0.27%	0.27%	0.28%	



## Definitions

"adjusted underlying revenue" means total income other than:

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

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

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

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

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

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

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

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

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

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

# Performance Statement

For the year ended 30 June 2022

## 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 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

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 2022-23 Budget and 2022-23 to 2031-32 Long Term Financial Plan. The *Local Government (Planning and Reporting) Regulations 2020* 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 2022-23 Budget and 2022-23 to 2031-32 Long Term Financial Plan on 27 June 2022 and which forms part of the Council plan. The financial 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 Budget and Financial Plan can be obtained by contacting Council.

Please note that the financial indicator information included in the Performance Statement relates to 2021-22 Council results (not Consolidated).

## Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



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Kirsten Geri CA  
*Principal Accounting Officer*  
Date: 12 September 2022

In our opinion, the accompanying performance statement of the Greater Dandenong City Council for the year ended 30 June 2022 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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 2020* to certify this performance statement in its final form.



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Jim Memeti  
*Mayor*  
Date: 12 September 2022



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Rhonda Garad  
*Councillor*  
Date: 12 September 2022



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John Bennie PSM  
*Chief Executive Officer*  
Date: 12 September 2022

# Performance Statement

For the year ended 30 June 2022



## Independent Auditor's Report

To the Councillors of Greater Dandenong City Council

### Opinion

I have audited the accompanying performance statement of Greater Dandenong City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2022
- sustainable capacity indicators for the year ended 30 June 2022
- service performance indicators for the year ended 30 June 2022
- financial performance indicators for the year ended 30 June 2022
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Greater Dandenong City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020*.

### Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report.

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

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

### Councillors' responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

**Auditor's responsibilities for the audit of the performance statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of the 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  
16 September 2022



Travis Derricott  
*as delegate for the Auditor-General of Victoria*



Little Athletics – Ross Reserve, Noble Park



# Financial Overview

# Financial Overview

## Understanding the Financial Report

### Financial Overview

Understanding Council's financial performance from financial statements prepared in accordance with Australian Accounting Standards can frequently be problematic and the purpose of this overview is to provide readers with greater clarity about the financial outcomes for the 2021-22 financial year.

The financial statements comprise 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 2021-22 this represents the consolidated performance of the Council, Dandenong Market Pty Ltd and South East Leisure 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 2020* and the *Local Government Act 2020*.

Council's 2021-22 Comprehensive Income Statement highlights that Council achieved a surplus for the financial year of \$33.94 million (\$16.56 million in 2020-21). 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.

While the impacts of the pandemic have abated somewhat in 2021-22, Council has noted the following impacts on its financial operations compared to pre-COVID budget levels:

- Revenue reductions of \$5.91 million in parking fines and fees, interest income, Drum Theatre, Community Care and statutory fees and fines. Reductions in these income sources of \$3.25 million were factored in the 2021-22 Original Budget.
- Dandenong Market (DMPL) – in response to the COVID-19 pandemic, Council waived the requirement for DMPL to pay a return to Council in 2021-22. This has allowed DMPL to provide support to Market traders in the form of rent relief and fee abatements of more than \$1.03 million.
- Rental relief was also provided to commercial and community facilities (\$386,000) of which \$65,000 was included in the 2021-22 Original Budget.

- Council continued to receive and was able to recognise a significant amount of non-recurrent grant income for COVID-19 initiatives and stimulus funding. Grant funding is generally offset by associated expenditure and does not represent an increase in Council's financial result.

Council's commitment for the 2022-23 year is to continue to invest in services and infrastructure in a financially responsible way by balancing the needs of our community while achieving long term financial sustainability and most importantly to recover and revive in a post COVID-19 environment.

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 contributions but excludes net asset revaluation increments.

A review of Council's asset valuations led to a revaluation decrement of \$30.02 million mainly in the value of Council's land assets leading to a Comprehensive Income Statement deficit outcome of \$5.09 million. The land values were formally revalued by qualified independent valuers as at 1 January 2022. A full review of all land assessments was performed and most of Council's land represents specialised land holdings, which mean they are level 3 fair value valuations which contain unobservable inputs. This valuation reduction follows a \$239.02 million increment (21%) from an indexed revaluation of land at 30 June 2022. Refer to note 6.2 of the Financial Report for further information.

### Comprehensive Income Statement

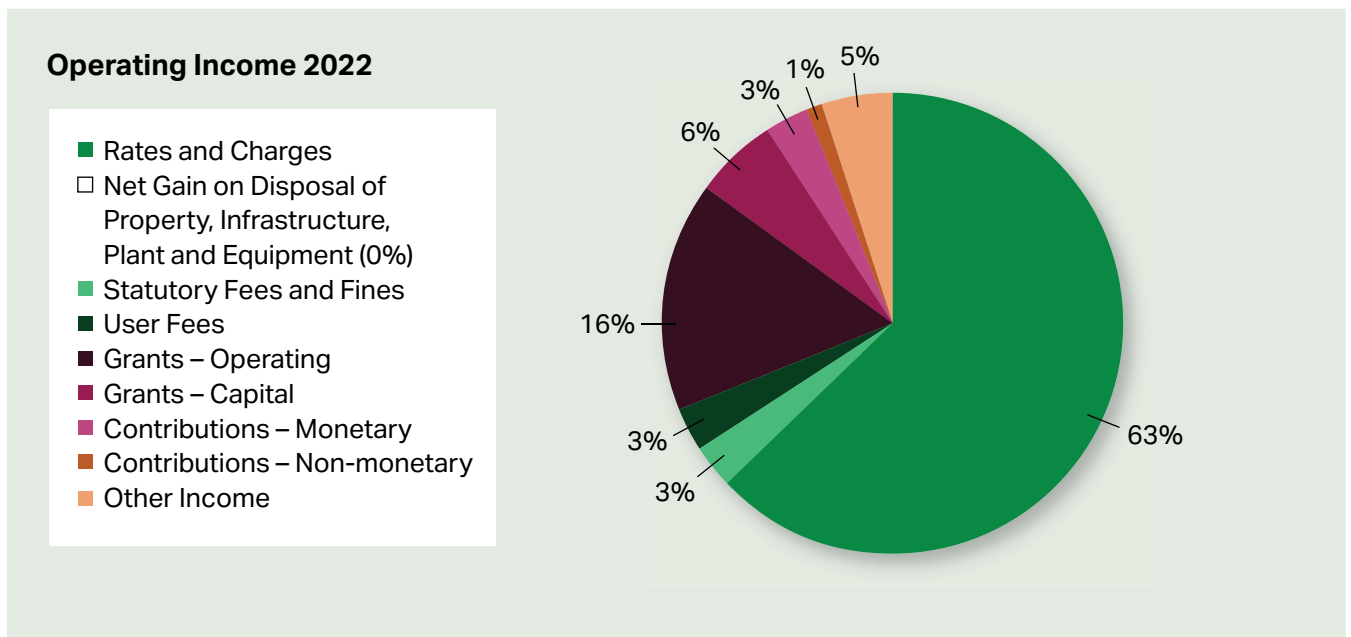
This Statement shows:

- 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 is the value of the assets 'used up' during the year.



## Income

Council's operating income for 2021-22 was \$249.48 million (\$230.39 million in 2020-21) including rates and charges income (\$156.71 million), fees, charges and fines (\$14.45 million), operating grants (\$40.23 million), capital grants (\$13.92 million), monetary contributions (\$8.07 million), contributions of non-monetary assets, mainly from subdivision activity (\$3.69 million), net gain on disposal of property, infrastructure, plant and equipment (\$482,000) and other income (\$11.95 million). The breakdown of operating income by major categories is depicted in the graph below:



**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' is applied against each category of property. Waste collection charges are based on full cost recovery, the number of bins and frequency of collections. Refer note 3.1 of Financial Report for further details on rate income.

**Fees, charges and fines** – Income from these sources were \$14.45 million for the year (\$12.83 million in 2020-21). The major sources of income are:

	2021-22 \$ million	2020-21 \$ million	Movement %
Statutory fees and fines	7.63	7.13	7.0%
Registrations and other permits	1.62	1.57	3.2%
Parking fees	1.63	1.45	12.4%
Aged care services	1.09	1.11	(1.8%)

As can be seen from the above table, statutory fees and fines, registration and other permits and parking fees increased compared to prior year due to improved business activity as a result of COVID-19 restrictions easing.

# Financial Overview

## Grants

Where grants have 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).

**Grants operating** – operational grant income comprises:

- Financial Assistance Grants received via the Victorian Local Government Grants Commission of \$15.11 million (which includes \$2.13 million for local roads). Note – 75% of Council's 2022-23 allocation was received early in April 2022.
- Tied grants of \$25.12 million across multiple ongoing and one off programs, mainly in community services.

**Grants capital** – capital grants recognised of \$13.92 million. These grants are mainly non-recurrent in nature essentially for the purposes of funding specific capital projects and are expended on these services in addition to the funds allocated by Council from other sources of revenue. Whilst most of the capital grant funding was received in the prior year, Council was able to recognise the income based on capital expenditure incurred and performance obligations satisfied for a number of projects including:

- Local Roads Community Infrastructure program (Phases 1 and 2 – \$3.38 million).
- Noble Park Aquatic Centre gym redevelopment (\$2.05 million).
- Roads to Recovery (\$1.51 million).

Refer to note 5.3(c) of the Financial Report for further details.

## Contributions

**Contributions monetary** – contributions monetary (cash) of \$8.07 million received were mainly for future maintenance responsibilities relating to assets transferred to Council as part of the Level Crossing Removal Authority project (\$4.69 million) and open space contributions (\$3.06 million, which are transferred to reserves).

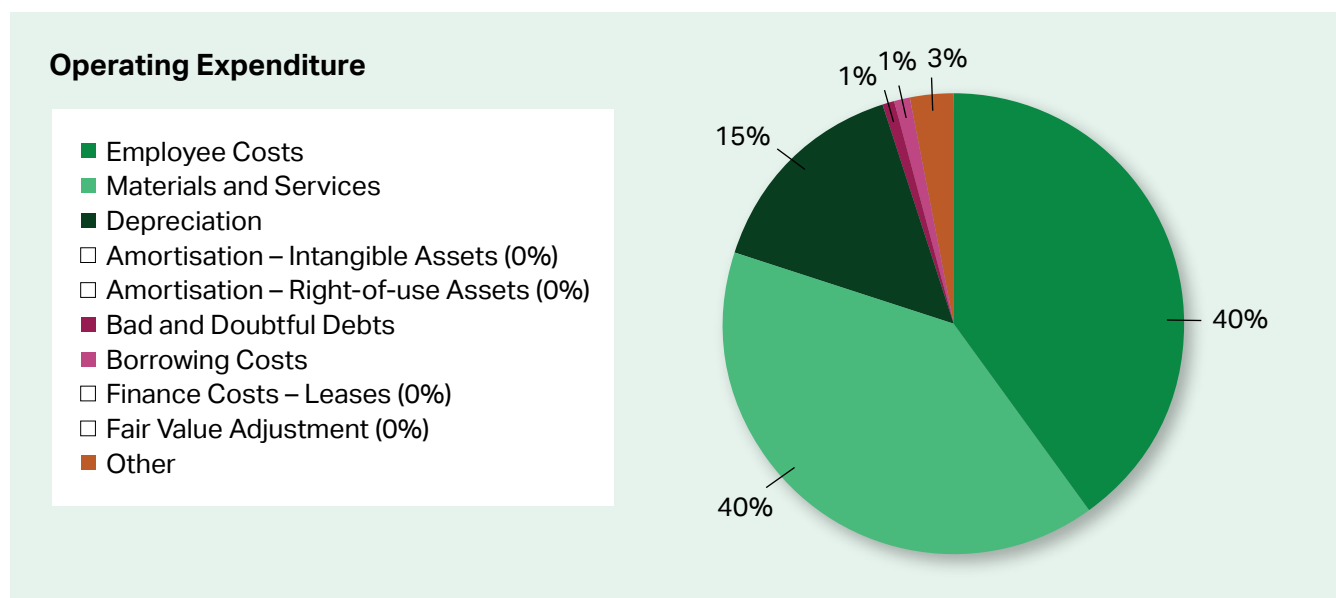
**Contributions non-monetary** – Capital non-monetary contributions of \$3.69 million were mainly from "gifted" assets from developer activity.

**Other income** (\$11.95 million) – This comprises a number of income sources including Dandenong Market revenue from operations, recoveries, property rental, interest received on investments and other sundry income.

## Expenditure

Total operating expenditure for 2021-22 including depreciation was \$215.55 million (\$213.83 million in 2020-21).

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



**Employee costs (\$86.25 million)** – Comprises 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 (\$85.89 million)** – Included in this category are the following major costs relating to:

	2021-22 \$ million
Waste management services	17.34
Other contract payments	9.03
Building and general maintenance	7.27
Park maintenance services	7.48
Consultants and professional services	6.64
Office administration	6.67
Educator services	6.00
Utilities	3.85
Cleaning services	4.51
Information technology	3.38
Leisure centre contract and maintenance	3.69
Spring Valley landfill rehabilitation and monitoring costs	3.04

**Depreciation (\$32.42 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 (\$103,000)** – This expense item reflects the amortisation of computer software assets.

**Amortisation – right-of-use assets (\$664,000)** – This expense items reflects the amortisation of leased (right-of-use) assets. Refer note 5.8 of Financial Report for further breakdown of the amortisation on right-of-use assets.

**Bad and doubtful debts (\$1.49 million)** – Mainly relates to provisions recognised for bad and doubtful debts during the year for parking fine debtors (\$1.18 million) and other debtors (\$307,000). 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 (\$2.80 million)** – Represents interest on Council's long-term borrowings.

**Finance costs – leases (\$30,000)** – Relates to the interest on lease liabilities.

# Financial Overview

**Fair value adjustment for investment property (\$99,000)** – This is a non-cash item and relates to several land and building assets classified as 'Investment property' as they are held primarily to earn rental income. Australian Accounting Standards require any revaluation of these assets to fair value to be recognised in the Comprehensive Income Statement, rather than in the Asset Revaluation Reserve like other fixed assets held at fair value by Council.

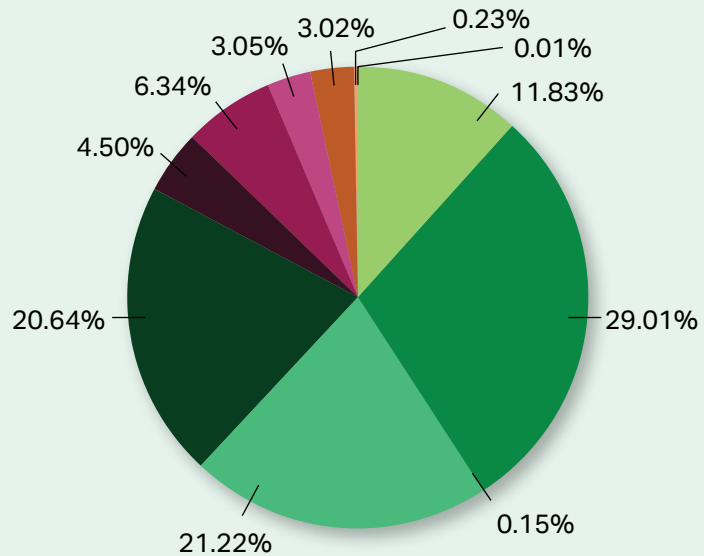
## Capital Expenditure (as per the Capital Works Statement)

Council spent \$52.05 million on capital expenditure during the year. This comprises upgrade (\$19.21 million), renewal and expansion (\$20.66 million) and new assets (\$12.18 million).

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

### Capital Expenditure

- Buildings
- Intangibles – Software (0.15%)
- Roads and Bridges
- Parks, Open Space and Streetscapes
- Plant and Equipment
- Recreational, Leisure and Community Facilities
- Footpaths and Cycleways
- Drainage
- Off Street Car Parks (0.23%)
- Investment Property (0.01%)
- Land



## 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 land, buildings, 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 (where the maturity term is less than 90 days).
- Trade and other receivables are monies owed to Council by ratepayers and others.
- Other financial assets relate to term deposits held by Council with original maturity greater than 90 days.
- Other assets are prepayments of next year's expenses and monies owed to Council, other than from trading, that is not yet received, combined with any inventory or stock on hand at balance date.
- 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 assets. Includes property, fleet, IT and office equipment that have been leased under ordinary lease arrangements.
- Intangible assets represent computer software 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 revenue transactions where Council provides services or goods under contractual arrangements with specific performance obligations which have not been satisfied at balance date. This comprises mainly Development Contribution Plan contributions and grant agreements.
- Provisions include leave entitlements and landfill restoration works.
- Lease liabilities represents the lease repayment obligations for leased (right-of-use) assets 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 valued at fair value 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 decreased by \$5.09 million during the year, made up of a surplus of \$33.94 million, asset revaluation decrements of \$39.02 million. The difference between the assets and liabilities amounting to \$2.50 billion is the net worth of the Council to its ratepayers and community (\$2.50 billion in 2020-21).

# Financial Overview

Council's borrowings at 30 June 2022 were \$53.26 million, which is 34% of rates and charges revenue (Government prudential limit is 80%). Loan repayments of \$38.52 million are forecast over the next five years under Council's borrowing strategy, as Council intends to draw down on \$71.7 million in new borrowings over the next three years to fund major capital projects (Keysborough South Community Hub and Dandenong Wellbeing Centre). Council will retire existing debts through cash flows generated from operations and a reduction in the capital program will fund the debt servicing costs of the new borrowings.

## Council's Assets (What Council Owns) Comprise:

	30-Jun-22	
Assets	\$'000	%
Land	1,325,926	49.8
Roads and bridges	320,190	12.0
Drainage	308,348	11.6
Buildings (including leasehold improvements)	287,010	10.8
Cash and other assets	221,953	8.3
Footpaths and cycleways	61,716	2.3
Works in progress	55,864	2.1
Parks, open space and streetscapes	24,224	0.9
Recreational, leisure and community facilities	22,288	0.8
Off street car parks	14,382	0.5
Plant and equipment	11,817	0.4
Investment property	6,336	0.2
Right-of-use assets	1,846	0.1
Other non-current assets	281	0.0
Intangible assets	195	0.0
	<b>2,662,376</b>	<b>100.0</b>

## Council's Liabilities (What Council Owes) Comprise:

	30-Jun-22	
Assets	\$'000	%
Borrowings	53,263	32.1
Trust funds	7,389	4.5
Unearned income/revenue	55,822	33.6
Provisions	22,984	13.9
Creditors	24,629	14.8
Lease Liabilities	1,848	1.1
	<b>165,935</b>	<b>100.0</b>

## 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:

- Net asset revaluation movement reflects the change in the replacement value of assets.
- The surplus for the year is the value that income exceeded operating costs as described in the Comprehensive Income Statement.
- 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 as it is prepared on an accrual accounting basis and the Cash Flow Statement is based on the timing of cash receipts and payments.



Keysborough Primary School Kindergarten

Council's cash arises from, and is used in, three main areas:

#### *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 includes the 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 or property held for resale and proceeds from investments.

#### *Cash Flows From Financing Activities*

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

During the 2021-22 financial year Council repaid \$3.37 million of its long-term debt.

The bottom line of the Statement of Cash Flows represents cash at the end of the financial year. This cash, combined with the cash invested and classified as 'other financial assets', shows the capacity of Council to meet its cash debts and other liabilities.

**Note:** – *The above financial report summary does not form part of statutory reporting and hence is 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.*



Springvale Community Hub





**Annual  
Financial  
Report**

# Annual Financial Report

For the year ended 30 June 2022

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# Annual Financial Report

For the year ended 30 June 2022

## Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Kirsten Geri CA  
*Principal Accounting Officer*  
Date: 12 September 2022

In our opinion the accompanying financial statements present fairly the consolidated financial transactions of the City of Greater Dandenong for the year ended 30 June 2022 and the consolidated financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that 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) Regulations 2020* to certify the financial statements in their final form.



Jim Memeti  
*Mayor*  
Date: 12 September 2022



Rhonda Garad  
*Councillor*  
Date: 12 September 2022



John Bennie PSM  
*Chief Executive Officer*  
Date: 12 September 2022

## Independent Auditor's Report

### To the Councillors of Greater Dandenong City Council

<b>Opinion</b>	<p>I have audited the consolidated financial report of Greater Dandenong City Council (the council) and its controlled entities (together the consolidated entity), which comprises the:</p> <ul style="list-style-type: none"> <li>• consolidated balance sheet as at 30 June 2022</li> <li>• consolidated comprehensive income statement for the year then ended</li> <li>• consolidated statement of changes in equity for the year then ended</li> <li>• consolidated statement of cash flows for the year then ended</li> <li>• consolidated statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul>
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In my opinion the financial report presents fairly, in all material respects, the financial position of the consolidated entity as at 30 June 2022 and the consolidated entity's financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and applicable Australian Accounting Standards.

<b>Basis for Opinion</b>	<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 council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 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>
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<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's and the consolidation 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>
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# Annual Financial Report

For the year ended 30 June 2022

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**Auditor's responsibilities for the audit of the financial report**

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

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

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

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MELBOURNE  
16 September 2022



Travis Derricott  
*as delegate for the Auditor-General of Victoria*



Heritage Hill



## Comprehensive Income Statement

For the year ended 30 June 2022

	Note	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>Income</b>			
Rates and charges	3.1	156,711	152,228
Statutory fees and fines	3.2	7,633	7,131
User fees	3.3	6,812	5,698
Grants – operating	3.4	40,225	40,056
Grants – capital	3.4	13,919	6,466
Contributions – monetary	3.5	8,069	3,317
Contributions – non-monetary	3.5	3,685	4,634
Net gain on disposal of property, infrastructure, plant and equipment	3.6	482	368
Other income	3.7	11,947	10,493
<b>Total income</b>		<b>249,483</b>	<b>230,391</b>
<b>Expenses</b>			
Employee costs	4.1	(86,252)	(84,572)
Materials and services	4.2	(85,892)	(81,716)
Depreciation	4.3	(32,416)	(32,495)
Amortisation – intangible assets	4.4	(103)	(97)
Amortisation – right-of-use assets	4.5	(664)	(597)
Bad and doubtful debts	4.6	(1,487)	(1,129)
Borrowing costs	4.7	(2,803)	(2,924)
Finance costs – leases	4.8	(30)	(23)
Fair value adjustments for investment property	6.4	(99)	(954)
Other expenses	4.9	(5,802)	(9,320)
<b>Total expenses</b>		<b>(215,548)</b>	<b>(213,827)</b>
<b>Surplus for the year</b>		<b>33,935</b>	<b>16,564</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation (decrement) increment	9.1(a)	(39,021)	242,762
Impairment (loss) reversal of previous revaluation	9.1(a)	–	(105)
<b>Total other comprehensive income</b>		<b>(39,021)</b>	<b>242,657</b>
<b>Total comprehensive result</b>		<b>(5,086)</b>	<b>259,221</b>

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

# Annual Financial Report

For the year ended 30 June 2022

## Balance Sheet

As at 30 June 2022

	Note	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1(a)	33,343	179,021
Trade and other receivables	5.1(c)	30,180	26,667
Other financial assets	5.1(b)	150,504	–
Inventories	5.2(a)	19	–
Other assets	5.2(b)	7,907	4,938
<b>Total current assets</b>		<b>221,953</b>	<b>210,626</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1(c)	281	295
Property, infrastructure, plant and equipment	6.2	2,431,765	2,446,793
Investment property	6.4	6,336	10,860
Right-of-use assets	5.8	1,846	563
Intangible assets	5.2(c)	195	202
<b>Total non-current assets</b>		<b>2,440,423</b>	<b>2,458,713</b>
<b>Total assets</b>		<b>2,662,376</b>	<b>2,669,339</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3(a)	24,629	19,349
Trust funds and deposits	5.3(b)	4,980	4,847
Unearned income/revenue	5.3(c)	55,822	60,408
Provisions	5.5(c)	21,864	22,528
Interest-bearing liabilities	5.4	3,484	3,372
Lease liabilities	5.8	524	415
<b>Total current liabilities</b>		<b>111,303</b>	<b>110,919</b>
<b>Non-current liabilities</b>			
Trust funds and deposits	5.3(b)	2,409	2,035
Provisions	5.5(c)	1,120	1,434
Interest-bearing liabilities	5.4	49,779	53,264
Lease liabilities	5.8	1,324	160
<b>Total non-current liabilities</b>		<b>54,632</b>	<b>56,893</b>
<b>Total liabilities</b>		<b>165,935</b>	<b>167,812</b>
<b>Net assets</b>		<b>2,496,441</b>	<b>2,501,527</b>
<b>Equity</b>			
Accumulated surplus		955,457	924,709
Reserves	9.1(c)	1,540,984	1,576,818
<b>Total equity</b>		<b>2,496,441</b>	<b>2,501,527</b>

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

## Statement of Changes in Equity

For the year ended 30 June 2022

	Note	Consolidated			Other Reserves \$'000
		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	
<b>2022</b>					
Balance at beginning of the financial year		2,501,527	924,709	1,511,604	65,214
Surplus for the year		33,935	33,935	–	–
Net asset revaluation decrement	9.1(a)	(39,021)	–	(39,021)	–
Transfers to other reserves	9.1(b)	–	(22,197)	–	22,197
Transfers from other reserves	9.1(b)	–	19,010	–	(19,010)
<b>Balance at end of the financial year</b>		<b>2,496,441</b>	<b>955,457</b>	<b>1,472,583</b>	<b>68,401</b>
<b>2021</b>					
Balance at beginning of the financial year		2,242,306	905,147	1,269,823	67,336
Surplus for the year		16,564	16,564	–	–
Net asset revaluation increment	9.1(a)	242,762	–	242,762	–
Revaluation reversal – disposed assets	9.1(a)	–	876	(876)	–
Impairment (loss) reversal of previous revaluation	9.1(a)	(105)	–	(105)	–
Transfers to other reserves	9.1(b)	–	(15,495)	–	15,495
Transfers from other reserves	9.1(b)	–	17,617	–	(17,617)
<b>Balance at end of the financial year</b>		<b>2,501,527</b>	<b>924,709</b>	<b>1,511,604</b>	<b>65,214</b>

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 2022

## Statement of Cash Flows

For the year ended 30 June 2022

	Note	Consolidated 2022 Inflows/ (Outflows) \$'000	Consolidated 2021 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		154,253	150,602
Statutory fees and fines		5,795	5,741
User fees		6,600	4,415
Grants – operating		43,187	41,676
Grants – capital		4,483	15,879
Contributions – monetary		9,065	14,397
Interest received		358	676
Trust funds and deposits taken		31,586	28,379
Other receipts		13,389	10,768
Net GST refund		10,462	10,601
Employee costs		(86,710)	(81,217)
Materials and services		(98,870)	(88,360)
Short-term, low value and variable lease payment		(730)	(613)
Trust funds and deposits repaid		(30,651)	(30,437)
Other payments		(4,849)	(6,612)
<b>Net cash provided by operating activities</b>	9.2	<b>57,368</b>	<b>75,895</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(46,205)	(49,311)
Proceeds from sale of property, infrastructure, plant and equipment		551	1,495
Proceeds from sale of investments		–	2,000
Payments for investments		(150,504)	–
<b>Net cash used in investing activities</b>		<b>(196,158)</b>	<b>(45,816)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(2,815)	(2,945)
Repayment of borrowings		(3,373)	(3,255)
Interest paid – lease liabilities		(26)	(25)
Repayment of lease liabilities		(674)	(600)
<b>Net cash (used in) provided by financing activities</b>		<b>(6,888)</b>	<b>(6,825)</b>
Net (decrease) increase in cash and cash equivalents		(145,678)	23,254
Cash and cash equivalents at the beginning of the financial year		179,021	155,767
<b>Cash and cash equivalents at the end of the financial year</b>	5.1(a)	<b>33,343</b>	<b>179,021</b>
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 2022

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>Property</b>		
Land	6,155	7,592
<b>Total land</b>	6,155	7,592
Buildings	14,573	12,317
Leasehold improvements	528	171
<b>Total buildings</b>	15,101	12,488
<b>Total property</b>	21,256	20,080
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,313	1,215
Fixtures, fittings and furniture	186	182
Computers and telecommunications	80	375
Library books	761	695
<b>Total plant and equipment</b>	2,340	2,467
<b>Infrastructure</b>		
Roads	10,983	7,958
Bridges	60	10
Footpaths and cycleways	1,586	1,027
Drainage	1,574	1,045
Recreational, leisure and community facilities	3,300	3,675
Parks, open space and streetscapes	10,741	9,170
Off street car parks	122	1,486
<b>Total infrastructure</b>	28,366	24,371
<b>Sub-total capital works expenditure (Property, infrastructure, plant and equipment)</b>	<b>51,962</b>	<b>46,918</b>
Investment property	5	–
Intangibles – software	80	175
<b>Total capital works expenditure (This includes Property, infrastructure, plant and equipment, Investment property and Intangibles)</b>	<b>52,047</b>	<b>47,093</b>
<b>Represented by:</b>		
New asset expenditure	12,176	16,919
Asset renewal expenditure	16,509	14,899
Asset upgrade expenditure	19,209	14,446
Asset expansion expenditure	4,153	829
<b>Total capital works expenditure</b>	<b>52,047</b>	<b>47,093</b>

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

# Annual Financial Report

For the year ended 30 June 2022

## Notes to the Financial Report

### Note 1 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 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

### Significant accounting policies

#### (a) Basis of accounting

These consolidated financial statements for the year ended 30 June 2022 comprise the results of operations for both Council and its wholly owned subsidiaries, namely the Dandenong Market Pty Ltd and South East Leisure 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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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).
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- other areas 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. Disclosure has been made of any material changes to comparatives (refer to note 10). It is noted that there have been no material changes to comparatives.

## **(b) Impact of COVID-19**

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

### *Revenue reductions*

Council experienced COVID-19 impacted revenue reductions of approximately \$5.91 million from pre-COVID budget levels in the following areas (comments also included regarding adjustments included in the 2021-22 Original Budget):

- Parking related income (\$2.47 million) which includes parking fines and recoveries net of costs, parking ticket meters and car park permits and machines. A reduction of \$1.86 million was included in the 2021-22 Original Budget.
- Interest income of \$1.45 million (due to low interest rates). A reduction of \$1.31 million was included in the 2021-22 Original Budget. Interest on investment income has been one of Council's largest areas of COVID-19 financial impact, however, this is expected to improve with the recent interest rate rise trend in Australia.
- Statutory and user fees and fines of \$1.09 million across a number of areas most notably fine income (including health, littering, animals and local law infringements) combined with building permits, planning applications and health registrations. A reduction of \$59,000 was included in the 2021-22 Original Budget.
- Drum Theatre net result of \$599,000 due to required closures in lockdown periods, restrictions on event sizes and social distancing. This was also not anticipated at the time of preparing the 2021-22 Original Budget (minor reduction of \$77,000 was included).
- Community Care net program result of \$294,000 due to COVID-19 impacting on Council's ability to provide Home and Community Care services and target achievement. This was not anticipated at the time of preparing the 2021-22 Original Budget resulting in an unfavourable variance to the Original Budget of \$351,000.

### *Revenue foregone*

Council introduced a series of measures in 2019-20, 2020-21 and 2021-22 to ease the financial burden on Greater Dandenong residents, local businesses and community groups. Foregone revenue resulting from these measures occurred in the following areas in 2021-22:

- Dandenong Market (DMPL): In response to the COVID-19 pandemic, Council again waived the requirement for DMPL to pay a return to Council in 2021-22. This has allowed DMPL to provide support to Market traders in the form of rent relief and fee abatements which has resulted in \$1.03 million of foregone consolidated revenue in 2021-22.
- Commercial and community facility rental waivers and rebates (\$386,000). Over the past three years, Council has waived rents for many of Council's commercial leaseholders and for those that continued to trade during COVID-19 lockdowns, Council provided partial rent reductions. Rental rebates were also offered to sporting clubs for seasonal venue hire and other community facilities that were forced to close. This was not anticipated at the time of preparing the 2021-22 Original Budget with only a minor reduction of \$65,000 being included.
- Council also waived penalty interest on outstanding rates balances for the period 1 July 2021 to 31 December 2021 (\$200,000).

### *Additional revenue*

Council has continued to receive some operating and capital grant income in 2021-22 due to COVID-19 initiatives and stimulus funding, however this is to a much lesser extent than in the previous financial year. Examples of specific COVID-19 operating grants include Local Partnership Program (\$620,000), COVID-Safe Outdoor Activation \$575,000 and COVID Relief Program and Community Liaison Officer (\$240,000). Additionally, whilst most of the capital grant funding was received during the prior financial year (2020-21), Council was able to be recognise the income in the 2021-22 Income Statement to the extent of \$13.9 million in satisfied obligations for grant funded projects (ie. as the project expenditure is incurred). The more significant grants include \$3.38 million for the Local Roads Community Infrastructure program (phases one to three), \$2.05 million for Noble Park Aquatic Centre gym redevelopment and \$1.51 million for Roads to Recovery. Therefore, unearned capital grants in the Balance Sheet has decreased by \$7.57 million since the prior financial year (refer note 5.3(c) for further details).

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For the year ended 30 June 2022

## Note 1 Overview (continued)

### (b) Impact of COVID-19 (continued)

#### *Additional costs*

The operation of Council's leisure and aquatic facilities during 2021-22 cost Council \$981,000 more than pre-COVID budget levels (adjusted in the 2021-22 Original Budget).

Council will continue to monitor COVID-19 impacts during 2022-23 and will actively manage its budgets to ensure the financial outcomes to Council remain in alignment with Council budgets, strategies and plans.

#### *Property, infrastructure, plant and equipment*

##### Land and buildings

Council's land and buildings were subject to a formal revaluation as at 1 January 2022 by independent valuers, Patel Dore Valuers Pty Ltd. The revaluation at 1 January 2022 resulted in an \$82.91 million decrease in Council's land value and an increase in the valuation of buildings of \$2.45 million. Refer to note 6.2(h) for further details. There is no indication that these valuations have been impacted materially by COVID-19 or any other factor at 30 June 2022.

##### 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 2022 update of the Rawlinsons Australian Construction Handbook.

The drainage and bridges asset classes were revalued during 2021-22 resulting in increments of \$40.52 million (15%) and \$5.82 million (13%) respectively. Refer to note 6.2(h) for further details.

At balance date, no adjustment has been made to the fair value valuation of the remaining infrastructure asset classes measured at fair value as the fair value movement since the last revaluation date is not material (ie. is less than 10%). 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, however, there is no objective evidence to indicate the current valuations recognised have moved materially at 30 June 2022.

#### *Investments in associates, joint arrangements and subsidiaries*

##### *Dandenong Market Pty Ltd (DMPL)*

The Dandenong Market Pty Ltd (DMPL) is a 100% owned subsidiary of Council and the financial result and position of DMPL is included in Council's consolidated accounts (refer note 6.3).

In response to the COVID-19 pandemic, Council waived the requirement for DMPL to pay a return to Council in the 2020-21 and 2021-22 financial years. This has allowed the provision of support to Market traders in the form of rent relief. Council is not expecting a return from the Dandenong Market in 2022-23. This will allow the Market to re-establish its business in the current environment.

If DMPL continue to experience COVID-19 financial impacts, DMPL will rely on its retained earnings in the first instance. Should the retained earnings be consumed, Council has agreed to financially support DMPL to ensure the entity remains financially viable for future trading periods.

##### *South East Leisure (SEL)*

South East Leisure is a 100% owned subsidiary of Council and the financial result and position of SEL is included in Council's consolidated accounts (refer note 6.3). Council has prepaid \$1.21 million of the 2022-23 Management Services fee to SEL at 30 June 2022 to assist with start up cash flow and operations commencing from 1 July 2022.



## 2.1 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 2020* 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 28 June 2021. 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 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

# Annual Financial Report

For the year ended 30 June 2022

## 2.1.1 Income and expenditure

	Consolidated Actual 2022 \$'000	Council Actual 2022 \$'000 <i>(note 6.3)</i>	Council Budget 2022 \$'000	Council Variance \$'000 <i>Fav (Unfav)</i>	Council Variance % <i>Fav (Unfav)</i>	Note 2.1.1 Ref
<b>Income</b>						
Rates and charges	156,711	156,813	156,253	560	0.4%	
Statutory fees and fines	7,633	7,633	8,227	(594)	(7.2%)	
User fees	6,812	6,812	7,972	(1,160)	(14.6%)	(a)
Grants – operating	40,225	40,225	30,551	9,674	31.7%	(b)
Grants – capital	13,919	13,919	9,996	3,923	39.2%	(c)
Contributions – monetary	8,069	8,069	4,935	3,134	63.5%	(d)
Contributions – non-monetary	3,685	3,685	10,000	(6,315)	(63.2%)	(e)
Net gain on disposal of property, infrastructure, plant and equipment	482	482	403	79	19.6%	
Other income	11,947	7,132	7,125	7	0.1%	
<b>Total income</b>	<b>249,483</b>	<b>244,770</b>	<b>235,462</b>	<b>9,308</b>	<b>4.0%</b>	
<b>Expenses</b>						
Employee costs	(86,252)	(84,628)	(86,802)	2,174	2.5%	(f)
Materials and services	(85,892)	(81,850)	(74,566)	(7,284)	(9.8%)	(g)
Depreciation	(32,416)	(32,395)	(33,277)	882	2.7%	
Amortisation – intangible assets	(103)	(102)	(60)	(42)	(70.0%)	
Amortisation – right-of-use assets	(664)	(664)	(604)	(60)	(9.9%)	
Bad and doubtful debts	(1,487)	(1,480)	(1,568)	88	5.6%	
Borrowing costs	(2,803)	(2,803)	(2,802)	(1)	(0.0%)	
Finance costs – leases	(30)	(30)	(22)	(8)	(36.4%)	
Fair value adjustments for investment property	(99)	(99)	–	(99)	(100.0%)	(h)
Other expenses	(5,802)	(7,113)	(4,356)	(2,757)	(63.3%)	(i)
<b>Total expenses</b>	<b>(215,548)</b>	<b>(211,164)</b>	<b>(204,057)</b>	<b>(7,107)</b>	<b>(3.5%)</b>	
<b>Surplus for the year</b>	<b>33,935</b>	<b>33,606</b>	<b>31,405</b>	<b>2,201</b>	<b>7.0%</b>	

## 2.1.1 Income and expenditure (continued)

### Explanation of material variations

Ref	Item	Explanation
(a)	User fees	<p>User fee income was \$1.16 million lower than the Budget due to:</p> <ul style="list-style-type: none"> <li>– lower car park ticket machine and parking meter income (\$766,000) due to reduced business activity as a result of COVID-19.</li> <li>– lower than anticipated income from Building permits and Drum Theatre box office and reception (\$420,000) mostly due to COVID-19 impacts.</li> </ul>
(b)	Grants – operating	<p>Operating grant income was \$9.67 million higher than the Budget due to:</p> <ul style="list-style-type: none"> <li>– the early distribution of 75% (usually 50%) of Council's 2022-23 Financial Assistance grant allocation via the Victorian Local Government Grants Commission (VLGGC) (\$3.04 million).</li> <li>– higher than anticipated Family Day Care grant income due to increased service delivery during COVID-19 (\$2.64 million).</li> <li>– unbudgeted grant income for various projects which were advised after the adoption of Council's Budget including Local Partnerships (\$620,000), COVID-Safe Outdoor Activation (\$575,000), Child First (\$393,000), Pathways to Economic Participation (\$350,000), New Directions – Mothers and Babies (\$343,000), COVID Emergency Management (\$300,000), Empowering Communities (\$280,000), Maternal and Child Health additional support (\$185,000), Refugee Immunisation (\$179,000), Outreach Support for Culturally and Linguistically Diverse Communities (\$171,000), Let's Read (\$170,000), Recycling (\$167,000), COVID Vaccine Case Management (\$150,000), Precinct Energy Plant building – Creative Activation (\$150,000) and Drug Strategy (\$139,000).</li> </ul> <p>These favourable variances were partly offset by \$1.13 million lower than anticipated Home and Community Care grant funding recognised based on target achievement, restricted due to COVID-19.</p>
(c)	Grants – capital	<p>Capital grant income was \$3.92 million favourable to the Budget due mainly to a grant carried over from the previous financial year (Noble Park Aquatic Centre gymnasium redevelopment \$1.75 million) and funding advised after the adoption of Council's budget (Black Spot Works Program \$1.11 million and Springvale Road Boulevard \$900,000).</p>

# Annual Financial Report

For the year ended 30 June 2022

## 2.1.1 Income and expenditure (continued)

### Explanation of material variations

Ref	Item	Explanation
(d)	Contributions – monetary	<p>Monetary contributions were \$3.13 million favourable to the Budget due to:</p> <ul style="list-style-type: none"> <li>– unbudgeted contribution income received for future maintenance responsibilities relating to assets transferred to Council as part of the Level Crossing Removal Authority project (\$4.68 million). This has been transferred to reserves and will offset required maintenance costs over the next ten years.</li> <li>– better than anticipated Public Open Space contributions which are transferred to reserves (\$1.06 million).</li> </ul> <p>These favourable variances were partially offset by an unfavourable variance due to the delay in the Keysborough South Community Hub major project which was deferred to 2022-23 and adjusted in the Mid-Year Budget (\$2.91 million).</p>
(e)	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(a) for further details about contributed assets. In 2021-22, they related mainly to land, land under roads, drains, footpaths, roads and kerb and channel. 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 does not impact the cash result.</p>
(f)	Employee costs	<p>Employee costs were \$2.18 million favourable to the Budget due to various reasons including \$1.51 million lower annual leave and long service leave expense as a result of the higher interest rates at 30 June 2022 which result in a greater discount of the year end employee entitlement provisions, a delay in recruitment of vacant positions across Council partly offset by a required MAV WorkCare Scheme contribution (\$1.26 million).</p>
(g)	Materials and services	<p>The unfavourable variance of \$7.28 million is attributable to \$6.08 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 (\$3.49 million relating to current year capital expenditure and \$2.59 million relating to prior year capital expenditure in work in progress). Additionally, Family Day Care contract services expenditure was higher than the Budget as a result of an increased program in 2021-22 (\$2.67 million).</p>
(h)	Fair value adjustments for investment property	<p>Fair value adjustments expense is difficult to predict and is not budgeted. This item relates to the movement in valuation of investment property which is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Income Statement in the period that they arise.</p>

## 2.1.1 Income and expenditure (continued)

### Explanation of material variations

Ref	Item	Explanation
(i)	Other expenses	The unfavourable variance of \$2.76 million to the Budget is mainly due to Council's contribution to the establishment of its new wholly-owned entity, South East Leisure which was budgeted in Materials and Services (\$1.68 million) combined with \$991,000 in asset write offs which are not budgeted for as they are difficult to predict and do not impact the cash result. The asset write offs mainly relate to the renewal and replacement of roads, drains and footpaths.

# Annual Financial Report

For the year ended 30 June 2022

## 2.1.2 Capital works

	Consolidated Actual 2022 \$'000	Council Actual 2022 \$'000	Council Budget 2022 \$'000	Council Variance \$'000 <i>Fav (Unfav)</i>	Council Variance % <i>Fav (Unfav)</i>	Note 2.1.2 Ref
<b>Property</b>						
Land	6,155	6,155	–	(6,155)	(100.00%)	(a)
<b>Total land</b>	<b>6,155</b>	<b>6,155</b>	<b>–</b>	<b>(6,155)</b>	<b>(100.00%)</b>	
Buildings	14,573	14,573	34,448	19,875	57.70%	(b)
Leasehold improvements	528	528	350	(178)	(50.86%)	
<b>Total buildings</b>	<b>15,101</b>	<b>15,101</b>	<b>34,798</b>	<b>19,697</b>	<b>56.60%</b>	
<b>Total property</b>	<b>21,256</b>	<b>21,256</b>	<b>34,798</b>	<b>13,542</b>	<b>38.92%</b>	
<b>Plant and equipment</b>						
Plant, machinery and equipment	1,313	1,250	2,837	1,587	55.94%	(c)
Fixtures, fittings and furniture	186	78	80	2	2.50%	
Computers and telecommunications	80	52	500	448	89.60%	
Library books	761	761	878	117	13.33%	
<b>Total plant and equipment</b>	<b>2,340</b>	<b>2,141</b>	<b>4,295</b>	<b>2,154</b>	<b>50.15%</b>	
<b>Infrastructure</b>						
Roads	10,983	10,983	8,961	(2,022)	(22.56%)	(d)
Bridges	60	60	100	40	40.00%	
Footpaths and cycleways	1,586	1,586	2,130	544	25.54%	
Drainage	1,574	1,574	2,400	826	34.42%	
Recreational, leisure and community facilities	3,300	3,300	3,295	(5)	(0.15%)	
Parks, open space and streetscapes	10,741	10,741	7,277	(3,464)	(47.60%)	(e)
Off street car parks	122	122	106	(16)	(15.09%)	
<b>Total infrastructure</b>	<b>28,366</b>	<b>28,366</b>	<b>24,269</b>	<b>(4,097)</b>	<b>(16.88%)</b>	
<b>Sub-total</b>	<b>51,962</b>	<b>51,763</b>	<b>63,362</b>	<b>11,599</b>	<b>18.31%</b>	
<i>(Property, infrastructure, plant and equipment)</i>						
Investment property	5	5	–	(5)	(100.00%)	
Intangibles	80	–	–	–	0.00%	
<b>Total capital works expenditure</b>	<b>52,047</b>	<b>51,768</b>	<b>63,362</b>	<b>11,594</b>	<b>18.30%</b>	
<i>(Property, infrastructure, plant &amp; equip, Investment property &amp; Intangibles)</i>						
<b>Represented by:</b>						
New asset expenditure	12,176	11,897	15,451	3,554	23.00%	(f)
Asset renewal expenditure	16,509	16,509	19,984	3,475	17.39%	(g)
Asset upgrade expenditure	19,209	19,209	23,727	4,518	19.04%	(h)
Asset expansion expenditure	4,153	4,153	4,200	47	1.12%	
<b>Total capital works expenditure</b>	<b>52,047</b>	<b>51,768</b>	<b>63,362</b>	<b>11,594</b>	<b>18.30%</b>	

## 2.1.2 Capital works (continued)

### Explanation of material variations

Ref	Item	Explanation
(a)	Land	Acquisitions of land were unfavourable by \$6.16 million due to four land acquisitions that were not forecast at the time of adopting the Budget. Two land acquisitions were purchased to increase open space in the municipality (funded from the Open Space Acquisitions reserve), one land site was purchased for strategic purposes and the fourth site was purchased to support a philanthropic social housing initiative (funded from the Major Projects Reserve).
(b)	Buildings	Capital expenditure on buildings was lower than the Budget by \$19.88 million due to the deferral of \$10.13 million of capital expenditure for the Keysborough South Community Hub major project to 2022-23 (which was adjusted in the Mid-Year Budget) combined with a delay in the following projects which will be carried over to 2022-23: <ul style="list-style-type: none"> <li>– Ross Reserve Pavilion (\$3.23 million).</li> <li>– Thomas Carroll Pavilion (\$2.11 million).</li> <li>– Dandenong Oasis replacement design (\$1.83 million).</li> <li>– Balmoral Car Park (\$826,000).</li> </ul>
(c)	Plant, machinery and equipment	The favourable variance of \$1.59 million to the Budget is due to the COVID-19 impact on the manufacturing and supply of automotive plant and equipment in the fleet renewal program. There were a number of fleet items on order that have been delayed to 2022-23. The favourable variance in the fleet renewal program is also partly due to reduced utilisation of plant and equipment across the board due to COVID-19 lockdowns restricting travel distances and suspension of non-critical activities. This favourable variance will be carried over to 2022-23 to fund the delayed purchases.
(d)	Roads	The unfavourable variance of \$2.02 million to the Budget is due to various factors including: <ul style="list-style-type: none"> <li>– Abbotts Road project which was carried over from the previous financial year (\$1.76 million). Carry overs are not included in the Budget.</li> <li>– Black Spot works program which is grant funded and not known at the time of adopting the 2021-22 Budget (\$1.23 million).</li> </ul> Partly offset by \$675,000 of the Road Resurfacing program being recorded in operating expenditure (instead of capital expenditure) as the expenditure was either not capital in nature (for example, patching works) or it was below the relevant capitalisation threshold.

# Annual Financial Report

For the year ended 30 June 2022

## 2.1.2 Capital works (continued)

### Explanation of material variations

Ref	Item	Explanation
(e)	Parks, open space and streetscapes	<p>Capital expenditure on parks, open space and streetscapes was \$3.46 million higher than the Budget due to a combination of factors including:</p> <ul style="list-style-type: none"> <li>– Springvale Road Boulevard project which was carried over from the previous financial year (\$4.59 million unfavourable to the Budget).</li> <li>– a grant funded project relating to Tattersson Park Oval 1 lighting which was not known at the time of adopting the 2021-22 Budget (\$404,000).</li> </ul> <p>Partly offset by a favourable variance of \$1.92 million due to a delay in the Noble Park Revitalisation, Ian Street and Frank Street streetscape projects. These projects will be carried over to the 2022-23 financial year.</p>
(f)	New asset expenditure	<p>New asset expenditure was \$3.55 million lower than anticipated in the Budget due to the deferral of \$10.13 million in capital expenditure budget for the Keysborough South Community Hub major project to 2022-23 (adjusted in the Mid-Year Budget), partly offset by four property acquisitions that were not forecast at the time of adopting the Budget (\$5.82 million, mostly funded from reserves). Refer to note 1.2.1 Land for further details.</p>
(g)	Asset renewal expenditure	<p>Asset renewal expenditure was \$3.48 million lower than anticipated in the Budget due to:</p> <ul style="list-style-type: none"> <li>– A favourable variance of \$2.19 million across Council's asset renewal programs such roads, footpaths, kerb and channel, local area traffic management devices, buildings, open space, fencing, car parks, audio visual equipment, furniture, bridges, libraries, playgrounds, drainage and signage. This is due mainly to \$1.75 million being recorded in operating expenditure (instead of capital renewal expenditure) as the expenditure was either not capital in nature (for example, road patching works) or it was below the relevant capitalisation threshold of the asset class, combined with COVID-19 restrictions.</li> <li>– A delay in the Dandenong Oasis replacement project (\$1.83 million) and Colemans Road Reconstruction (Local Road and Community Infrastructure grant funded) project (\$638,000) which will be carried over to the 2022-23 financial year.</li> <li>– A favourable variance in the fleet renewal program of \$1.59 million detailed in note 2.1.2(c) Plant, machinery and equipment.</li> </ul> <p>These favourable variances are partly offset by:</p> <ul style="list-style-type: none"> <li>– The Springvale Road Boulevard project which was carried forward from the previous financial year (\$1.49 million). Carry overs are not included in the Budget.</li> <li>– \$1.23 million of capital works transferred from operating expenditure because it satisfied asset recognition criteria but was budgeted in operating expenditure in the Budget.</li> </ul>



## 2.1.2 Capital works (continued)

### Explanation of material variations

Ref	Item	Explanation
(h)	Asset upgrade expenditure	<p>Asset upgrade expenditure was \$4.52 million lower than anticipated in the Budget due to:</p> <ul style="list-style-type: none"> <li>– delays in the Ross Reserve pavilion (\$3.23 million) and Thomas Carroll pavilion (\$2.51 million) projects, which will be carried over to the 2022-23 financial year.</li> <li>– delays in grant funded projects Callander Road drainage (\$1.15 million) and Noble Park Revitalisation streetscape projects at Ian Street (\$843,000) and Frank Street (\$471,000), Noble Park. These projects will also be carried over to the 2022-23 financial year.</li> </ul> <p>Partly offset by projects carried over from the previous financial year – Springvale Road Boulevard (\$2.78 million) and Abbots Road widening (\$1.76 million). Carry overs are not included in the Budget.</p>

## Note 2.2 Analysis of Council results by program

### 2.2.1 Council delivers its functions and activities through the following programs

#### Chief Executive Office (CEO)

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

##### 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.

# Annual Financial Report

For the year ended 30 June 2022

## 2.2.1 Council delivers its functions and activities through the following programs (continued)

### 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.

## 2.2.2 Summary of income, expenses, assets and capital expenses by program

	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
<b>2022</b>					
CEO Services	–	(668)	(668)	–	–
Corporate Services	156,834	(28,708)	128,126	15,800	307,128
Business, Engineering & Major Projects	32,822	(93,946)	(61,124)	1,113	1,539,605
City Planning, Design & Amenity	14,723	(19,320)	(4,597)	801	113,537
Community Services	40,391	(65,925)	(25,534)	36,430	699,374
Non-attributable*	–	(2,597)	(2,597)	–	139
<b>Council Total</b>	<b>244,770</b>	<b>(211,164)</b>	<b>33,606</b>	<b>54,144</b>	<b>2,659,783</b>
Dandenong Market Pty Ltd	4,846	(4,870)	(24)	–	1,897
South East Leisure Pty Ltd	1,680	(1,327)	353	–	1,915
Consolidated elimination	(1,813)	1,813	–	–	(1,219)
<b>Consolidated Total</b>	<b>249,483</b>	<b>(215,548)</b>	<b>33,935</b>	<b>54,144</b>	<b>2,662,376</b>
<b>2021</b>					
CEO Services	–	(644)	(644)	–	–
Corporate Services	145,376	(29,432)	115,944	12,497	327,923
Business, Engineering & Major Projects	44,972	(103,155)	(58,183)	12,539	1,487,434
City Planning, Design & Amenity	13,119	(17,644)	(4,525)	703	91,366
Community Services	23,058	(55,540)	(32,482)	20,783	760,348
Non-attributable*	–	(3,730)	(3,730)	–	479
<b>Total for Council</b>	<b>226,525</b>	<b>(210,145)</b>	<b>16,380</b>	<b>46,522</b>	<b>2,667,550</b>
Dandenong Market Pty Ltd	4,013	(3,829)	184	–	1,789
Consolidation elimination	(147)	147	–	–	–
<b>Consolidated Total</b>	<b>230,391</b>	<b>(213,827)</b>	<b>16,564</b>	<b>46,522</b>	<b>2,669,339</b>

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

## 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 2021-22 was \$50.10 billion (\$50.58 billion in 2020-21).

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
Residential	58,613	57,332
Commercial	12,424	12,827
Industrial	57,848	55,716
Farm	478	433
Cultural and recreational	437	486
Waste management charge – residential	23,187	22,369
Supplementary rates and rates adjustment	1,472	984
Maintenance levy	1,647	1,599
Rate waivers*	–	(119)
Interest on rates and charges	605	601
<b>Total rates and charges</b>	<b>156,711</b>	<b>152,228</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021 and the valuation is first applied to the rating period commencing 1 July 2021.

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.

\*Rate waivers relates to COVID-19 pandemic rate relief provided to residents receiving jobseeker or pensioners in 2020-21.

### 3.2 Statutory fees and fines

Infringements and costs	3,571	3,249
Court recoveries	1,260	1,237
Building and town planning fees	2,122	2,017
Subdivision	233	198
Land information certificates	136	106
Election fines	83	66
Permits	228	258
<b>Total statutory fees and fines</b>	<b>7,633</b>	<b>7,131</b>

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 1, section (b).

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For the year ended 30 June 2022

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>3.3 User fees</b>		
Aged and health services	1,090	1,108
Child care/children's programs	1,565	717
Parking	1,632	1,446
Registration and other permits	1,624	1,570
Asset protection fees	444	398
Other fees and charges	457	459
<b>Total user fees</b>	<b>6,812</b>	<b>5,698</b>
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	313	262
User fees recognised at point in time	6,499	5,436
<b>Total user fees</b>	<b>6,812</b>	<b>5,698</b>

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.

Impact of COVID-19 on user fees are presented in note 1, section (b).

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	33,602	26,085
State funded grants	20,511	20,437
Other grant sources	31	–
<b>Total grants received</b>	<b>54,144</b>	<b>46,522</b>
<b>a) Operating grants</b>		
<b>Recurrent – Commonwealth Government</b>		
Financial Assistance Grants (via Victoria Local Government Grants Commission)*	15,107	12,238
Family Day Care	5,976	5,017
General Home Care	5,807	5,527
Family, Youth and Children Services	343	339
COVID Safety and Support	–	68
Libraries	170	170
Immunisation	10	14
Volunteer Services	18	18
	<b>27,431</b>	<b>23,391</b>

\*Payments for Financial Assistance Grants received via the Victorian Local Government Grants Commission can vary year on year. Due to early distributions, 2020-21 reflects 100% of funding received (50% of 2020-21 and 50% of 2021-22) and the 2021-22 financial year reflects 125% of funding received (50% of 2021-22 and 75% of 2022-23).

\*\*Prior year comparatives have been amended within the various service type categories to ensure consistent classification across both years – mainly to remove 'Community Wellbeing' as a service type and to separate 'Immunisation' out from 'Maternal and Child Health'. The totals of each grouping (recurrent/non-recurrent, Commonwealth/State) and the overall note amount has not changed.

# Annual Financial Report

For the year ended 30 June 2022

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>a) Operating grants (continued)</b>		
<b>Recurrent – State Government</b>		
		**
Aged Care	1,650	2,299
Maternal and Child Health	2,456	2,348
Family, Youth and Children Services	2,012	1,894
Libraries	1,126	1,109
Community Health	238	239
Immunisation	135	315
COVID Safety and Support	620	700
School Crossing Supervisors	441	441
Emergency Management	138	170
Education and Employment	350	124
Open Space and Environment	324	267
Volunteer Services	8	8
	9,498	9,914
<b>Total recurrent operating grants</b>	<b>36,929</b>	<b>33,305</b>
<b>Non-recurrent – Commonwealth Government</b>		
Family, Youth and Children Services	70	80
Libraries	72	–
COVID Safety and Support	20	–
Community Development	–	14
	162	94
<b>Non-recurrent – State Government</b>		
Working for Victoria	–	4,482
Community Development	55	787
Aged Care	107	59
Waste Management	167	154
Emergency Management	46	–
COVID Safety and Support	1,085	257
Family, Youth and Children Services	371	89
Maternal and Child Health	234	85
Community Health	207	35
Community Safety	280	–
Libraries	60	38
Transport and Access	27	38
Sports and Recreation	90	50
Open Space and Environment	80	223
Education and Employment	133	360
Arts and Culture	161	–
	3,103	6,657

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>a) Operating grants (continued)</b>		
<b>Non-recurrent – Other</b>		
Community development	31	–
	31	–
<b>Total non-recurrent operating grants</b>	<b>3,296</b>	<b>6,751</b>
<b>Total operating grants</b>	<b>40,225</b>	<b>40,056</b>
<p>**Prior year comparatives (2020-21) have been amended within the various service type categories to ensure consistent classification across both years – mainly to remove 'Community Wellbeing' as a service type and to separate 'Immunisation' out from 'Maternal and Child Health'. The totals of each grouping (recurrent/non-recurrent, Commonwealth/State) and the overall note amount has not changed.</p>		
		***
<b>b) Capital grants</b>		
<b>Recurrent – Commonwealth Government</b>		
Roads to Recovery	1,512	1,085
<b>Non-recurrent – Commonwealth Government</b>		
Local Roads Community Infrastructure Program	3,376	986
Black Spot Program	1,109	415
Sports and Recreation	12	114
	4,497	1,515
<b>Non-recurrent – State Government</b>		
Sports and recreation	5,688	2,859
Parks, Open Space and Streetscapes	1,737	155
Community Safety	186	–
Noble Park Revitalisation Program	183	87
Roads	–	17
Family, Youth and Children Services	–	33
Libraries	–	513
Footpaths and Cycleways	49	–
Community Facilities	67	202
	7,910	3,866
<b>Total non-recurrent capital grants</b>	<b>12,407</b>	<b>5,381</b>
<b>Total capital grants</b>	<b>13,919</b>	<b>6,466</b>

\*\*\*Comparative figures for 2020-21 have been amended to reflect the correct classification of funding source from State to Federal for Black Spot Program. The service type categories have also been amended to ensure consistent classifications across both years. The total of the capital grants amount for the prior year has not changed.

# Annual Financial Report

For the year ended 30 June 2022

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>3.4 Funding from other levels of government (continued)</b>		
<b>c) Unspent grants received on condition that they be spent in a specific manner</b>		
<i>The unspent grant income disclosed below relate to contracts that do not have sufficiently specific performance obligations. 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 to be controlled by Council, please refer to note 5.3(c) for further details.</i>		
<b>Operating</b>		
Balance at start of the year	12,684	10,244
Received in prior years and spent during the financial year	(10,960)	(9,384)
Received during the financial year and remained unspent at balance date	14,725	11,824
Balance at end of the year*	16,449	12,684

\*The large balance of unspent operating grants in the 2022 and 2021 years relates to the early distribution by the Victoria Local Government Grants Commission of 75% and 50% respectively of the Financial Assistance Grants funding for the following financial year (2022: \$9.15 million and 2021: \$6.35 million).

#### **(d) Recognition of grant income**

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.



	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>(d) Recognition of grant income (continued)</b>		
<b>Income recognised under AASB 1058 Income of Not-for-Profit Entities</b>		
General purpose	15,107	12,238
Specific purpose grants to acquire non-financial assets	13,919	6,466
Other specific purpose grants	15,823	18,310
<b>Revenue recognised under AASB 15 Revenue from Contracts with Customers</b>		
Specific purpose grants	9,295	9,508
	<b>54,144</b>	<b>46,522</b>
<b>3.5 Contributions</b>		
<b>Monetary</b>		
Community contributions (for capital works)	47	4
Level Crossing Removal Maintenance	4,685	–
Other contributions	277	60
<b>Total non-developer contributions</b>	<b>5,009</b>	<b>64</b>
Open space contributions (for future capital works) (note 3.5(a))	3,060	2,506
Development infrastructure levies (for capital works completed)	–	747
<b>Total developer contributions</b>	<b>3,060</b>	<b>3,253</b>
<b>Total monetary contributions</b>	<b>8,069</b>	<b>3,317</b>
Non-monetary	3,685	4,634
<b>Total contributions</b>	<b>11,754</b>	<b>7,951</b>
<i>Contributions of non-monetary assets were received in relation to the following asset classes:</i>		
Land	192	1,789
Infrastructure	3,493	2,845
<b>Total non-monetary contributions</b>	<b>3,685</b>	<b>4,634</b>

Monetary and non-monetary contributions are recognised as revenue at their fair value, 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).

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For the year ended 30 June 2022

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>3.6 Net gain on disposal of property, infrastructure, plant and equipment</b>		
<i>Net gain on sale of property, infrastructure, plant and equipment</i>		
Proceeds of sale	551	495
Less carrying amount of assets sold	(69)	(127)
<b>Total net gain on disposal of property, infrastructure, plant and equipment</b>	<b>482</b>	<b>368</b>

*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

Interest on investments	615	562
Interest – other	–	2
Dandenong Market revenue from operations	4,813	3,964
Investment property rental	1,513	1,021
Other rent	648	725
Recoveries	4,066	3,332
Other	292	887
<b>Total other income</b>	<b>11,947</b>	<b>10,493</b>

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.

Impact of COVID-19 on other income is presented in note 1, section (b).

## Note 4 The cost of delivering services

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>4.1 a) Employee costs</b>		
Wages and salaries	68,510	67,839
WorkCover	2,582	1,518
Casual staff	962	932
Superannuation	6,838	6,312
Long service leave oncost	981	1,914
Fringe benefits tax	281	217
Other	6,098	5,840
<b>Total employee costs</b>	<b>86,252</b>	<b>84,572</b>

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>b) Superannuation</b>		
Council made contributions to the following funds:		
<u>Defined benefit fund</u>		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	342	337
	342	337
<u>Accumulation funds</u>		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	3,512	3,389
Employer contribution – other funds	2,963	2,573
	6,475	5,962
Refer note 9.3 for further information relating to Council's superannuation obligation.		
There were no employer contributions payable in respect of the Defined benefit fund or Accumulated funds at balance date.		
<b>4.2 Materials and services</b>		
		**
Waste management	17,343	17,502
Other contract payments	9,028	8,410
Park maintenance	7,476	7,325
Consultants and professional services	6,645	5,696
Office administration	6,671	5,153
General maintenance	3,862	4,999
Educator services	6,001	4,650
Utilities	3,850	3,815
Works in progress (unable to be capitalised)	2,593	3,708
Cleaning services	4,515	3,624
Building maintenance	3,405	3,758
Information technology	3,378	3,147
Leisure centre contract	3,693	2,853
Springvalley landfill rehabilitation and monitoring costs	3,045	2,645
Security services	1,584	1,670
Insurance	1,523	1,467
Meals for delivery	424	522
Library resources	550	487
Cash collection services	178	165
Property valuation services	128	120
<b>Total materials and services</b>	<b>85,892</b>	<b>81,716</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

*\*\*Comparative figures for 2020-21 have been amended within the materials and services categories to reflect consistent classifications across both years. The total amount of materials and services expenditure for the prior year has not changed.*

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	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>4.3 Depreciation</b>		
Property	7,065	7,074
Plant and equipment	3,855	3,987
Infrastructure	21,496	21,434
<b>Total depreciation</b>	<b>32,416</b>	<b>32,495</b>

Refer to note 6.2 for a more detailed breakdown of depreciation charges.

#### 4.4 Amortisation – intangible assets

Software	103	97
<b>Total Amortisation – intangible assets</b>	<b>103</b>	<b>97</b>

#### 4.5 Amortisation – right-of-use assets

Property	387	380
Vehicles	54	61
IT and office equipment	223	156
<b>Total Amortisation – right-of-use assets</b>	<b>664</b>	<b>597</b>

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	1,180	857
Other debtors	307	272
<b>Total bad and doubtful debts</b>	<b>1,487</b>	<b>1,129</b>

#### Movement in provisions for doubtful debts

Balance at the beginning of the year	1,734	1,760
New provisions recognised during the year	1,485	1,133
Amounts already provided for and written off as uncollectible	(1,843)	(1,159)
Balance at end of year	1,376	1,734

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>4.7 Borrowing costs</b>		
Interest – borrowings	2,800	2,924
Interest – other	3	–
<b>Total borrowing costs</b>	<b>2,803</b>	<b>2,924</b>

Borrowing costs are recognised as an expense in the period in which they are incurred. Borrowing costs include interest on bank overdrafts and interest on borrowings.

#### 4.8 Finance costs – leases

Interest – lease liabilities	30	23
<b>Total finance costs – leases</b>	<b>30</b>	<b>23</b>

#### 4.9 Other expenses

Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	85	91
Auditors' remuneration – Internal Audit	75	88
Auditors' remuneration – Other	9	1
Councillors' allowances	487	435
Council election	20	550
Operating lease / rentals	574	561
Assets written-off	991	1,992
Landfill provision	(184)	50
Impairment loss	–	89
Other expenses	1,142	1,462
Community grants and contributions	2,603	3,740
Contributions – non-Council assets	–	261
<b>Total other expenses</b>	<b>5,802</b>	<b>9,320</b>

# Annual Financial Report

For the year ended 30 June 2022

## Note 5 Our financial position

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
Cash on hand	8,896	17,922
Cash at bank	10,932	12,499
Term deposits	13,515	148,600
<b>Total cash and cash equivalents</b>	<b>33,343</b>	<b>179,021</b>
<b>(b) Other financial assets</b>		
Current		
Term deposits – current	150,504	–
<b>Total other financial assets</b>	<b>150,504</b>	<b>–</b>
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
– Trust funds and deposits (note 5.3(b))	7,389	6,882
Total restricted funds	7,389	6,882
Total unrestricted cash and cash equivalents	25,954	172,139
<b>Intended allocations*</b>		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
Employee provisions (note 5.5 (a))	22,114	22,908
Development Contribution Plans (DCP) unearned income (note 5.3 (c))	40,460	39,464
Statutory and other reserves (note 9.1(b))	68,401	65,214
Cash held to fund carried forward operational projects	17,380	13,861
Cash held to fund carried forward capital works (net)	24,271	16,408
<b>Total funds subject to intended allocations</b>	<b>172,626</b>	<b>157,855</b>

\*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 include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

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.

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	13,432	11,184
Infringement debtors	10,350	10,348
Provision for doubtful debts – infringements	(1,035)	(1,035)
Other statutory debtors	707	1,605
Provision for doubtful debts – other statutory debtors	(37)	(51)
Net GST receivable	2,322	1,895
<i>Non-statutory receivables</i>		
Other debtors	4,745	3,369
Provision for doubtful debts – other debtors	(304)	(648)
<b>Total current trade and other receivables</b>	<b>30,180</b>	<b>26,667</b>
<b>Non-current</b>		
<i>Non-statutory receivables</i>		
Narre Warren landfill – financial contribution	208	222
Other debtors – refundable deposit	73	73
<b>Total non-current trade and other receivables</b>	<b>281</b>	<b>295</b>
<b>Total trade and other receivables</b>	<b>30,461</b>	<b>26,962</b>

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)	1,287	837
Past due by up to 30 days	185	167
Past due between 31 and 180 days	854	1,021
Past due between 181 and 365 days	616	63
Past due by more than 1 year	1,780	928
<b>Total trade and other receivables (excluding statutory receivables)</b>	<b>4,722</b>	<b>3,016</b>

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For the year ended 30 June 2022

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>(c) Trade and other receivables (continued)</b>		
<b>ii) Ageing of individually impaired receivables</b>		
At balance date, trade and other receivables (excluding statutory receivables) representing financial assets with a nominal value of \$213,500 (2021 \$549,000) were impaired. The amount of the provision raised against these debtors was \$213,500 (2021 \$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.		
<b>Ageing of all impaired trade and other receivables (excluding statutory receivables)</b>		
Current (not yet due)	19	28
Past due by up to 30 days	4	5
Past due between 31 and 180 days	19	25
Past due between 181 and 365 days	7	6
Past due by more than 1 year	254	584
<b>Total trade and other receivables (excluding statutory receivables)</b>	<b>303</b>	<b>648</b>
<b>5.2 Non-financial assets</b>		
<b>a) Inventories</b>		
Inventories held for distribution	19	–
<b>Total inventories</b>	<b>19</b>	<b>–</b>
<b>b) Other assets</b>		
Prepayments	2,003	2,164
Accrued income	5,345	2,215
Other	559	559
<b>Total other assets</b>	<b>7,907</b>	<b>4,938</b>



	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
<b>(c) Intangible assets</b>		
<i>Software</i>		
<b>Gross carrying amount</b>		
Balance at 1 July 2021	2,954	2,779
Transfer from work in progress	12	–
Other additions	84	175
<b>Balance at 30 June 2022</b>	<b>3,050</b>	<b>2,954</b>
<b>Accumulated amortisation and impairment</b>		
Balance at 1 July 2021	(2,752)	(2,655)
Amortisation expense	(103)	(97)
<b>Balance at 30 June 2022</b>	<b>(2,855)</b>	<b>(2,752)</b>
<b>Net book value at 30 June 2021</b>	<b>202</b>	<b>124</b>
<b>Net book value at 30 June 2022</b>	<b>195</b>	<b>202</b>

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 2022 \$'000	Consolidated 2021 \$'000
<b>5.3 Payables, trust funds and deposits and unearned income/revenue</b>		
<b>(a) Trade and other payables</b>		
<i>Non-statutory payables</i>		
Trade payables	17,736	12,554
Accrued expenses	6,766	6,795
<i>Statutory payables</i>		
Net GST payable	127	-
<b>Total trade and other payables</b>	<b>24,629</b>	<b>19,349</b>
<b>(b) Trust funds and deposits</b>		
<b>Current</b>		
Fire services property levy	816	843
Road deposits	394	532
Landscape deposits	1,124	782
Open space contributions	270	698
Other refundable deposits	2,376	1,992
<b>Total current trust funds and deposits</b>	<b>4,980</b>	<b>4,847</b>
<b>Non-current</b>		
Other refundable deposits	2,409	2,035
<b>Total non-current trust funds and deposits</b>	<b>2,409</b>	<b>2,035</b>
<b>Total trust funds and deposits</b>	<b>7,389</b>	<b>6,882</b>

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.

**Road 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.

**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.

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
<b>(c) Unearned income/revenue</b>		
Grants received in advance – operating grants*	8,253	5,475
Grants received in advance – capital grants*	5,550	13,120
Unearned income – Development Contribution Plans (DCP)*	40,460	39,464
Other	1,559	2,349
<b>Total unearned income/revenue</b>	<b>55,822</b>	<b>60,408</b>

\*Movement reconciliations for 2022 provided on the following pages.

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers, mostly in respect of operating and capital grants. Also, relates to relevant parking permits and hall hire income received in advance of service provision. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer.

Revenue from contracts (AASB 15)	<b>Consolidated</b>			
	<b>2021 Opening balance \$'000</b>	<b>2022 Income received during current year \$'000</b>	<b>2022 Income recognised due to satisfied obligations \$'000</b>	<b>2022 Closing balance of unsatisfied obligations \$'000</b>
<b>Operating grants</b>				
Home and Community Care*	5,023	9,602	(7,112)	7,513
COVID-19 Community Support	–	150	(150)	–
Families and Children	360	2,297	(2,033)	624
Parks and Open Space	92	15	–	107
Other	–	9	–	9
	<b>5,475</b>	<b>12,073</b>	<b>(9,295)</b>	<b>8,253</b>

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 grants received by Council's Community Care department from the Commonwealth Government for the Commonwealth Home Support Program (CHSP) and the Victorian Government for the HACC Program for Younger People (PYP). The \$7.51 million relates to unsatisfied performance obligations from 2019-20, 2020-21 and 2021-22. These funds were received under an agreement that was initially to end in 2019 but due to delays in implementing the new Aged Care Reform Agenda Council has been receiving one year contract extensions for the 2019-20, 2020-21 and 2021-22 years. The current contract extension finishes 30 June 2023. The Commonwealth Government recently announced that they are delaying the implementation of the new In Home Support Program until 1 July 2024. At 30 June 2022, Council has not received advice regarding any further contract extensions.

The closing balance of transfers received to construct a recognisable non-financial asset to be controlled by Council represents a liability (unearned income) arising from the transfer at balance date.

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## (c) Unearned income/revenue (continued)

Transfers to construct a recognisable non-financial asset to be controlled by Council (AASB 1058)	Consolidated			
	2021 Opening balance \$'000	2022 Income received or accrued \$'000	2022 Income recognised due to satisfied obligations \$'000	2022 Closing balance of unsatisfied obligations \$'000
<b>Capital grants</b>				
Alan Corrigan Reserve	80	80	(160)	–
Burden Park Tennis Redevelopment	900	–	(516)	384
Frank Street Open Space Redevelopment	382	43	(36)	389
Springvale Road Boulevard	–	900	(900)	–
Herbert Street Pocket Park	274	137	(392)	19
Ian Street Streetscape	612	–	(6)	606
Keysborough South Community Hub	1,198	–	(66)	1,132
Clow Street Bridge Path	–	49	(49)	–
Local Roads Community Infrastructure (LRCI)	2,550	1,123	(3,376)	297
Noble Park Aquatic Centre redevelopment (gym)	2,661	280	(2,051)	890
Noble Park Revitalisation	192	522	(406)	308
Black Spot Works Program	–	1,154	(1,109)	45
Parkfield Reserve Cricket Net	90	27	(102)	15
Keysborough Tennis Facility Lighting	–	165	–	165
Police Paddocks – Grandstand (Frank Holohan Soccer Complex) and Infrastructure	203	126	(176)	153
Roads to Recovery	497	1,018	(1,513)	2
Ross Reserve Pavilion	631	5	(636)	–
Ross Reserve Playground, Plaza, Path and Oval	600	225	(746)	79
Ross Reserve Synthetic Soccer Pitch	1,575	–	(741)	834
Safety, Security and Space Activation	17	169	(186)	–
Hemmings Street Precinct	–	147	(19)	128
Tattersson Park Oval 1 Lighting	225	25	(250)	–
Thomas Carroll Reserve Pavilion and Lighting	433	154	(483)	104
	13,120	6,349	(13,919)	5,550

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 as the capital project expenditure to construct the asset is progressively incurred.

(c) Unearned income/revenue (continued)

Transfers to construct a recognisable non-financial asset to be controlled by Council (AASB 1058)	Consolidated			
	2021 Opening balance \$'000	2022 Income deferred during current year \$'000	2022 Developer reimbursements \$'000	2022 Closing balance of unsatisfied obligations \$'000
<b>Development Contribution Plans (DCP)</b>				
Keysborough Residential DCP	23,212	3,512	(202)	26,522
Dandenong Industrial DCP (Keysborough & Lyndhurst)	16,252	432	(2,746)	13,938
	39,464	3,944	(2,948)	40,460

The satisfaction of DCP obligations depends on development activity and the construction of assets by developers. Income is recognised on practical completion of the asset.

5.4 Interest-bearing liabilities

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>Current</b>		
Other borrowings – secured	3,484	3,372
	3,484	3,372
<b>Non-current</b>		
Other borrowings – secured	49,779	53,264
	49,779	53,264
<b>Total interest-bearing liabilities</b>	<b>53,263</b>	<b>56,636</b>
Borrowings are secured over the general rates of Council.		
a) The maturity profile for Council's borrowings is:		
Not later than one year	3,484	3,372
Later than one year and not later than five years	15,196	14,660
Later than five years	34,583	38,604
	53,263	56,636

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.

# Annual Financial Report

For the year ended 30 June 2022

## 5.5 Provisions

	Consolidated		
	Employee \$ '000	Landfill restoration \$ '000	Total \$ '000
<b>2022</b>			
Balance at beginning of the financial year	22,908	1,054	23,962
Additional provisions	7,599	85	7,684
Amounts used	(7,418)	(250)	(7,668)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(975)	(19)	(994)
<b>Balance at the end of the financial year</b>	<b>22,114</b>	<b>870</b>	<b>22,984</b>
<b>2021</b>			
Balance at beginning of the financial year	19,898	1,005	20,903
Additional provisions	8,572	2,694	11,266
Amounts used	(5,518)	(2,645)	(8,163)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(44)	–	(44)
<b>Balance at the end of the financial year</b>	<b>22,908</b>	<b>1,054</b>	<b>23,962</b>

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>(a) Employee provisions</b>		
<i>Current provisions expected to be wholly settled within 12 months</i>		
Annual leave	8,029	8,034
Long service leave	905	975
Other	545	552
	9,479	9,561
<i>Current provisions expected to be wholly settled after 12 months</i>		
Annual leave	624	564
Long service leave	11,577	12,072
	12,201	12,636
<b>Total current employee provisions</b>	<b>21,680</b>	<b>22,197</b>
<i>Non-current</i>		
Long service leave	434	711
<b>Total non-current employee provisions</b>	<b>434</b>	<b>711</b>
<i>Aggregate carrying amount of employee provisions:</i>		
Current	21,680	22,197
Non-current	434	711
<b>Total aggregate carrying amount of employee provisions</b>	<b>22,114</b>	<b>22,908</b>

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

### (a) Employee provisions (continued)

#### Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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 the 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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
Key assumptions:		
– discount rate	2.48%	0.29%
– index rate	3.50%	2.75%
– settlement rate long service leave (years)		
long service leave (years)	7	7
annual leave (days)	260	260
<b>(b) Landfill restoration</b>	<b>\$'000</b>	<b>\$'000</b>
Current	184	331
Non-current	686	723
<b>Total provision for landfill restoration</b>	<b>870</b>	<b>1,054</b>

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.

# Annual Financial Report

For the year ended 30 June 2022

## (b) Landfill restoration (continued)

The City of Greater Dandenong shares the commitment for rehabilitation and aftercare management of the landfill with other stakeholder Council's. Council's interest or share of the costs is 19.88%. In the financial report for 30 June 2022, Council has an amount of \$871,000 (30 June 2021 \$1.05 million) as a provision for the restoration of the Springvalley Road landfill site which includes aftercare costs to meet EPA obligations.

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
Key assumptions:		
– discount rate	3.50%	1.01%
– index rate	3.50%	1.50%
– settlement rate	15 years	15 years
<b>(c) Total provisions summary</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
Employee provisions	21,680	22,197
Landfill restoration	184	331
<b>Total current provisions</b>	<b>21,864</b>	<b>22,528</b>
<b>Non-current</b>		
Employee provisions	434	711
Landfill restoration	686	723
<b>Total non-current provisions</b>	<b>1,120</b>	<b>1,434</b>
<b>Total provisions</b>	<b>22,984</b>	<b>23,962</b>
<b>5.6 Financing arrangements</b>		
Bank overdraft	2,500	2,500
Interest-bearing liabilities – secured	53,263	56,636
Credit card facilities	200	200
<b>Total facilities</b>	<b>55,963</b>	<b>59,336</b>
Used facilities	53,269	56,637
Unused facilities	2,694	2,699



## 5.7 Commitments

The Council has entered into the following 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.

### (a) Commitments for expenditure

	Consolidated				
	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2022</b>					
<b>Operating</b>					
Animal pound services	300	-	-	-	300
Building maintenance services	3,192	3,116	-	-	6,308
Cleaning services	2,725	2,337	-	-	5,062
Dandenong Market Pty Ltd commitments	2,409	2,465	6,803	-	11,677
Garbage collection (incl. garden waste)	6,293	2,065	6,836	2,510	17,704
Hard waste and dumped rubbish	2,368	-	-	-	2,368
Meals for delivery	560	-	-	-	560
Open space management	2,841	522	-	-	3,363
Other contracts	939	199	92	-	1,230
Parking management	175	75	75	-	325
Recycling	3,807	588	-	-	4,395
Renewable electricity	610	610	1,830	610	3,660
Works (roads and drains) services	143	-	-	-	143
<b>Total Operating Commitments</b>	<b>26,362</b>	<b>11,977</b>	<b>15,636</b>	<b>3,120</b>	<b>57,095</b>
<b>Capital</b>					
Buildings	14,631	170	190	-	14,991
Drainage	2,267	-	-	-	2,267
Parks, open space and streetscapes	5,774	-	-	-	5,774
Roads	4,102	-	-	-	4,102
<b>Total Capital Commitments</b>	<b>26,774</b>	<b>170</b>	<b>190</b>	<b>-</b>	<b>27,134</b>
<b>Total Commitments 2022</b>	<b>53,136</b>	<b>12,147</b>	<b>15,826</b>	<b>3,120</b>	<b>84,229</b>

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For the year ended 30 June 2022

## (a) Commitments for expenditure (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	
<b>2021</b>					
<b>Operating</b>					
Animal pound services	200	200	200	–	600
Building maintenance services	3,286	80	–	–	3,366
Cleaning services	2,557	–	–	–	2,557
Dandenong Market Pty Ltd commitments	723	43	–	–	766
Garbage collection (incl. garden waste)	5,169	1,193	–	–	6,362
Hard waste collection	2,151	2,332	1,023	–	5,506
Leisure centres management services	3,735	–	–	–	3,735
Meals for delivery	520	–	–	–	520
Open space management	1,993	230	–	–	2,223
Other contracts	1,006	506	194	–	1,706
Parking management	246	72	–	–	318
Recycling	2,463	408	–	–	2,871
Renewable electricity	610	610	1,830	610	3,660
Works (roads and drains) services	140	–	–	–	140
<b>Total Operating Commitments</b>	<b>24,799</b>	<b>5,674</b>	<b>3,247</b>	<b>610</b>	<b>34,330</b>
<b>Capital</b>					
Buildings	17,307	206	407	–	17,920
Drainage	23	–	–	–	23
Parks, open space and streetscapes	4,869	2,682	–	–	7,551
Roads	7,729	–	–	–	7,729
<b>Total Capital Commitments</b>	<b>29,928</b>	<b>2,888</b>	<b>407</b>	<b>–</b>	<b>33,223</b>
<b>Total Commitments 2021</b>	<b>54,727</b>	<b>8,562</b>	<b>3,654</b>	<b>610</b>	<b>67,553</b>

## (b) Operating lease receivables

The Council has entered into commercial property leases on selected properties. These properties are held under operating leases and have remaining non-cancellable lease terms of between 1 and 50 years. All leases include a CPI based revision of the rental charge annually.

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

	Consolidated	
	2022 \$'000	2021 \$'000
Not later than one year	1,408	1,653
Later than one year and not later than five years	2,150	1,276
Later than five years	140	233
	<b>3,698</b>	<b>3,162</b>

## 5.8 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.

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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For the year ended 30 June 2022

## 5.8 Leases (continued)

<b>Right-of-Use Assets</b>	<b>Consolidated</b>			
	<b>Property</b>	<b>Vehicles</b>	<b>IT and Office Equip.</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Balance at 1 July 2020	672	85	241	998
Additions/lease modifications	2	(4)	164	162
Amortisation charge	(380)	(61)	(156)	(597)
<b>Balance at 30 June 2021</b>	<b>294</b>	<b>20</b>	<b>249</b>	<b>563</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Balance at 1 July 2021	294	20	249	563
Additions/lease modifications	1,278	94	575	1,947
Amortisation charge	(387)	(54)	(223)	(664)
<b>Balance at 30 June 2022</b>	<b>1,185</b>	<b>60</b>	<b>601</b>	<b>1,846</b>

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
<b>Lease Liabilities</b>		
Maturity analysis – contractual undiscounted cash flows:		
Less than one year	570	425
One to five years	1,392	164
More than five years	–	–
<b>Total undiscounted lease liabilities as at 30 June</b>	<b>1,962</b>	<b>589</b>
Lease liabilities included in the Balance Sheet at 30 June:		
Current	524	415
Non-current	1,324	160
<b>Total lease liabilities</b>	<b>1,848</b>	<b>575</b>

### 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.

## 5.8 Leases (continued)

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>Expenses relating to:</b>		
Leases of low value assets*	574	561
<b>Total</b>	<b>574</b>	<b>561</b>
<p>*Comparative figures for 2020-21 have been amended to reflect the correct classification of DMPL lease expenses from short-term leases to leases of low value assets.</p>		
<b>Non-cancellable lease commitments – Short-term and low value leases</b>		
Commitments for minimum lease payments for short-term and low value leases are payable as follows:		
Payable:		
Within one year	680	562
Later than one year but not later than five years	595	1,372
<b>Total lease commitments</b>	<b>1,275</b>	<b>1,934</b>

## 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) Property
  - (d) Plant and Equipment
  - (e) Infrastructure
  - (f) Recognition
  - (g) Depreciation
  - (h) Valuation
  - (i) 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 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.

There are no non-current assets classified as held for sale at 30 June 2022.

# Annual Financial Report

For the year ended 30 June 2022

## Note 6.2 Property, infrastructure, plant and equipment

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

	Carrying amount 1 July 2021	Stmnt Cap Works	Contributions (Note 3.5)	Revaluation (Note 9.1(a))	Depreciation (Note 4.3)	Impairment (loss)/ reversal*	Disposals (Note 3.6)	Write Offs (Note 4.2 & 4.9)	Transfers (Note # below)	Consolidated
										Carrying amount 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,403,227	5,700	192	(82,905)	-	-	(288)	-	-	1,325,926
Buildings	290,290	958	-	(2,451)	(7,065)	-	-	-	5,278	287,010
Plant and equipment	13,250	2,236	-	-	(3,855)	-	(69)	-	255	11,817
Infrastructure	714,348	4,303	3,493	46,335	(21,496)	-	(703)	4,868	4,868	751,148
Work in progress (WIP)	25,678	38,752	-	-	-	-	(2,593)	(5,973)	(5,973)	55,864
<b>Total carrying amount</b>	<b>2,446,793</b>	<b>51,949</b>	<b>3,685</b>	<b>(39,021)</b>	<b>(32,416)</b>	<b>-</b>	<b>(69)</b>	<b>(3,584)</b>	<b>4,428</b>	<b>2,431,765</b>

#The balance of \$4.43 million for Transfers comprises a \$4.44 million transfer from Investment Property (Note 6.4) for a building no longer held as Investment Property and a transfer to Intangibles from Work in progress (WIP) of \$12,000 (Note 5.2(c)).

### (b) SUMMARY OF WORK IN PROGRESS

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write Offs \$'000	Closing WIP \$'000
Property	9,585	14,538	(771)	(155)	23,197
Plant and equipment	405	175	(229)	(176)	175
Infrastructure	15,688	24,039	(4,973)	(2,262)	32,492
<b>Total</b>	<b>25,678</b>	<b>38,752</b>	<b>(5,973)</b>	<b>(2,593)</b>	<b>55,864</b>

**(c) PROPERTY**

	Consolidated							
	* Land – specialised	Land – non-specialised	Total land	Buildings – specialised	Leasehold improvements	Total buildings	Work in progress	TOTAL PROPERTY
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance at 1 July 2021</b>								
At cost	46,848	–	46,848	–	3,673	3,673	9,585	60,106
At fair value	1,140,362	216,017	1,356,379	466,174	–	466,174	–	1,822,553
Accumulated depreciation	–	–	–	(177,911)	(1,646)	(179,557)	–	(179,557)
	<b>1,187,210</b>	<b>216,017</b>	<b>1,403,227</b>	<b>288,263</b>	<b>2,027</b>	<b>290,290</b>	<b>9,585</b>	<b>1,703,102</b>
<b>Movements in fair value/cost</b>								
Additions at cost	14	–	14	–	–	–	14,538	14,552
Additions at fair value	5,686	–	5,686	1,782	–	1,782	–	7,468
Contributed assets at cost	157	–	157	–	–	–	–	157
Contributed assets at fair value	35	–	35	–	–	–	–	35
Revaluation increments (decrements)	(77,318)	(5,587)	(82,905)	19,465	–	19,465	–	(63,440)
Fair value/cost of assets written off	(288)	–	(288)	(461)	–	(461)	(155)	(904)
Transfers in (out)	26,015	(26,015)	–	5,242	36	5,278	(771)	4,507
	<b>(45,699)</b>	<b>(31,602)</b>	<b>(77,301)</b>	<b>26,028</b>	<b>36</b>	<b>26,064</b>	<b>13,612</b>	<b>(37,625)</b>
<b>Movements in accumulated depreciation</b>								
Depreciation	–	–	–	(6,926)	(139)	(7,065)	–	(7,065)
Accumulated depreciation of acquisitions	–	–	–	(824)	–	(824)	–	(824)
Accumulated depreciation of write offs	–	–	–	461	–	461	–	461
Revaluation (increments) decrements	–	–	–	(21,916)	–	(21,916)	–	(21,916)
	<b>–</b>	<b>–</b>	<b>–</b>	<b>(29,205)</b>	<b>(139)</b>	<b>(29,344)</b>	<b>–</b>	<b>(29,344)</b>
<b>Closing balance at 30 June 2022</b>								
At cost	47,019	–	47,019	–	3,709	3,709	23,197	73,925
At fair value	1,094,492	184,415	1,278,907	492,202	–	492,202	–	1,771,109
Accumulated depreciation	–	–	–	(207,116)	(1,785)	(208,901)	–	(208,901)
	<b>1,141,511</b>	<b>184,415</b>	<b>1,325,926</b>	<b>285,086</b>	<b>1,924</b>	<b>287,010</b>	<b>23,197</b>	<b>1,636,133</b>

\*Refer to note 6.2(k) for a reconciliation of specialised land at fair value.

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(d) PLANT AND EQUIPMENT							Consolidated
	Plant, machinery and equipment	Fixtures, fittings and furniture	Computers and telecomm's	Library books	Work in progress	TOTAL PLANT AND EQUIPMENT	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Opening balance at 1 July 2021</b>							
At cost	15,506	8,773	7,194	9,399	405	41,277	
Accumulated depreciation	(8,905)	(7,084)	(4,670)	(6,963)	-	(27,622)	
	<b>6,601</b>	<b>1,689</b>	<b>2,524</b>	<b>2,436</b>	<b>405</b>	<b>13,655</b>	
<b>Movements in cost</b>							
Acquisition of assets at cost	1,313	79	91	753	175	2,411	
Cost of assets disposed	(1,275)	-	-	-	-	(1,275)	
Cost of assets written off	-	-	-	-	(176)	(176)	
Transfers in (out)	17	125	113	-	(229)	26	
	<b>55</b>	<b>204</b>	<b>204</b>	<b>753</b>	<b>(230)</b>	<b>986</b>	
<b>Movements in accumulated depreciation</b>							
Depreciation	(1,864)	(395)	(720)	(876)	-	(3,855)	
Accumulated depreciation of disposals	1,206	-	-	-	-	1,206	
	<b>(658)</b>	<b>(395)</b>	<b>(720)</b>	<b>(876)</b>	<b>-</b>	<b>(2,649)</b>	
<b>Closing balance at 30 June 2022</b>							
At cost	15,561	8,977	7,398	10,152	175	42,263	
Accumulated depreciation	(9,563)	(7,479)	(5,390)	(7,839)	-	(30,271)	
<b>Carrying amount</b>	<b>5,998</b>	<b>1,498</b>	<b>2,008</b>	<b>2,313</b>	<b>175</b>	<b>11,992</b>	



## (e) INFRASTRUCTURE

	Consolidated									
	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community facilities	Parks, open space and streetscapes	Off street car parks	Work in progress	TOTAL INFRA-STRUCTURE	GRAND TOTAL PROPERTY, PLANT & EQUIP, INFRAST.
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance at 1 July 2021</b>										
At cost	-	10	-	-	45,337	54,152	-	15,688	115,187	216,570
At fair value	510,738	64,852	96,676	431,048	-	-	20,444	-	1,123,758	2,946,311
Accumulated depreciation	(236,204)	(19,901)	(33,967)	(161,092)	(22,190)	(29,685)	(5,870)	-	(508,909)	(716,088)
	<b>274,534</b>	<b>44,961</b>	<b>62,709</b>	<b>269,956</b>	<b>23,147</b>	<b>24,467</b>	<b>14,574</b>	<b>15,688</b>	<b>730,036</b>	<b>2,446,793</b>
<b>Movements in fair value/cost</b>										
Acquisition of assets at cost	-	-	-	-	175	398	-	24,039	24,612	41,575
Acquisition of assets at fair value	1,539	313	970	822	-	-	86	-	3,730	11,198
Contributed assets at cost	-	-	-	-	-	-	-	-	-	157
Contributed assets at fair value	2,051	-	203	1,260	-	-	-	-	3,514	3,549
Revaluation increments (decrements)	-	9,346	-	42,671	-	-	-	-	52,017	(11,423)
Fair value/cost of assets disposed	-	-	-	-	-	-	-	-	-	(1,275)
Fair value/cost of assets written off	(823)	(77)	(623)	(261)	(16)	-	(25)	(2,262)	(4,087)	(5,167)
Transfers in (out)	951	892	335	254	1,032	1,337	67	(4,973)	(105)	4,428
	<b>3,718</b>	<b>10,474</b>	<b>885</b>	<b>44,746</b>	<b>1,191</b>	<b>1,735</b>	<b>128</b>	<b>16,804</b>	<b>79,681</b>	<b>43,042</b>
<b>Movements in accumulated depreciation</b>										
Depreciation	(9,776)	(908)	(2,122)	(4,316)	(2,060)	(1,978)	(336)	-	(21,496)	(32,416)
Accumulated depreciation of contributed assets	-	-	-	(21)	-	-	-	-	(21)	(21)
Accumulated depreciation of acquisitions	-	-	-	-	-	-	-	-	-	(824)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	1,206
Accumulated depreciation of write offs	654	62	244	136	10	-	16	-	1,122	1,583
Revaluation (increments) decrements	-	(3,529)	-	(2,153)	-	-	-	-	(5,682)	(27,598)
	<b>(9,122)</b>	<b>(4,375)</b>	<b>(1,878)</b>	<b>(6,354)</b>	<b>(2,050)</b>	<b>(1,978)</b>	<b>(320)</b>	<b>-</b>	<b>(26,077)</b>	<b>(58,070)</b>
<b>Closing balance at 30 June 2022</b>										
At cost	-	10	-	-	46,528	55,887	-	32,492	134,917	251,105
At fair value	514,456	75,326	97,561	475,794	-	-	20,572	-	1,183,709	2,954,818
Accumulated depreciation	(245,326)	(24,276)	(35,845)	(167,446)	(24,240)	(31,663)	(6,190)	-	(534,986)	(774,158)
<b>Carrying amount</b>	<b>269,130</b>	<b>51,060</b>	<b>61,716</b>	<b>308,348</b>	<b>22,288</b>	<b>24,224</b>	<b>14,382</b>	<b>32,492</b>	<b>783,640</b>	<b>2,431,765</b>

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## **(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.

### *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.

## (g) Depreciation (continued)

### Asset recognition thresholds and depreciation periods

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

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

	Depreciation period (years)	Threshold limit \$'000
<i>Property</i>		
Land		
Land	N/A	–
Land under roads	N/A	–
Buildings		
Buildings	50-100	5
Leasehold improvements	Lease term	–
<i>Plant and equipment</i>		
Plant and equipment		
Heavy plant and equipment	7	3
Buses, quads and trailers	10	3
Light plant and equipment, passenger and light commercial vehicles	5	3
Fixtures, fittings and furniture		
Fixtures, fittings, furniture and equipment	6	3
Musical instruments	20	3
Art works	N/A	3
Computers and telecommunications		
Hand held devices / mobile phones	3	3
Hardware and equipment	5	3
Library resources	5	–
<i>Infrastructure</i>		
Roads		
Seal	12-20	20
Substructure	100	20
Kerb and channel	15-80	5
Local Area Traffic Management (LATM) devices	5-30	2
On-street car parks	20-100	5
Bridges	20-100	5
Footpaths and cycleways	10-50	–
Drainage		
Pipes	100	5
Pits	100	2
Gross pollutant traps	50	5

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For the year ended 30 June 2022

## (g) Depreciation (continued)

Asset recognition thresholds and depreciation periods

	Depreciation period (years)	Threshold limit \$'000
<i>Infrastructure (continued)</i>		
Recreational, leisure and community facilities		
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
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) Valuation**

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.

## *Valuation of land and buildings*

The last formal valuation of land and buildings at 1 January 2022 was undertaken by qualified independent valuers, Patel Dore Valuers 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 revaluation of land at 1 January 2022 resulted in an \$82.91 million decrease in Council's land value, which is a 6% reduction on 2021-22 opening values. This is a formal valuation conducted by expert valuers which involved a full review of all land assessments and follows an indexed revaluation at 30 June 2021 which recognised in an increment of \$239 million (21%) based on indexation provided by ProVal Pty Ltd valuers. The buildings revaluation resulted in a \$2.45 million (0.8%) increment at 1 January 2022.

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.

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For the year ended 30 June 2022

## (h) Valuation (continued)

### Valuation of land and buildings (continued)

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 2022 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 valuation</u>
Land*	–	184,415	1,094,492	1-Jan-22
Buildings*	–	–	285,086	1-Jan-22
Total written down value	–	184,415	1,379,578	

\*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.

### 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.

### Valuation of Infrastructure

Valuation of infrastructure assets at fair value (except 'Parks, open space and streetscapes' and 'Recreational, leisure and community facilities' which are valued at cost, and bridges which are independently valued) has been determined in accordance with a Council valuation.

The drainage asset class was revalued at 31 May 2022 due to review of the unit rates of pits and pipes (sourced from Rawlinsons Construction Handbook 2022) which indicated a material movement (10%) since the last revaluation at 30 June 2019. This revaluation at 31 May 2022 resulted in a \$40.52 million net revaluation increment of drainage assets which represents a 15% increase on 2021-22 opening values. Higher drainage pit values were the predominant reason for the increase.

The fair value of infrastructure is valued using the current 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 January 2022 was undertaken by qualified independent valuers, Sterling Infrastructure Pty Ltd. The methodology used current replacement costs to quantify fair value and remaining useful life was revised based on condition. The 2021-22 revaluation of bridges resulted in a \$5.82 million increment in the valuation of bridges which is a 13% increase on opening values.

## (h) Valuation (continued)

Details of the written down value of Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 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 valuation</u>
Roads	–	–	269,130	Jun-19
Bridges	–	–	51,060	Jan-22
Footpaths and cycleways	–	–	61,716	Jun-21
Drainage	–	–	308,348	May-22
Off street car parks	–	–	14,382	Jun-19
<b>Total written down value</b>	–	–	704,636	

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 2022 update of the Rawlinsons Australian Construction Handbook. At balance date, adjustments have not been made to the fair value valuation (except for bridges and drainage assets) as the fair value valuation has not moved materially, by 10% or more, since the last revaluation. 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 and recent rises in construction costs on these asset valuations are particularly difficult to assess at balance date, as there is generally no observable market for these assets.

### **Description of significant unobservable inputs into level 3 valuations**

**Specialised land** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restrictions of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 93%. Where there is an assessed advantage, land values have been increased by 5% to 45%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$197 and \$1,739 per square metre.

**Specialised buildings** are valued using a current 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 \$58,500 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 current 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 excludes 'Recreational, leisure and community facilities', 'Parks, open space and streetscapes' and 'Work in progress' which are valued at cost.

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	Consolidated 2022 \$'000	Consolidated 2021 \$'000
<b>(i) Reconciliation of specialised land at fair value*</b>		
Parks and reserves	711,740	780,924
Floodway	7,000	9,625
Public use	23,550	23,636
Industrial	46,665	57,493
Other	305,537	268,684
<b>Total specialised land</b>	<b>1,094,492</b>	<b>1,140,362</b>

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

## Note 6.3 Investments in associates, joint arrangements and subsidiaries

### a) 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
- South East Leisure Pty Ltd

### b) Reconciliation of Council, it's subsidiaries and consolidated accounts

#### Dandenong Market Pty Ltd

Dandenong Market Pty Ltd (DMPL) is a wholly owned subsidiary company of the Greater Dandenong City Council, established in 2012. DMPL is managed in accordance with the terms set out in a Management Service Agreement which was updated and approved by Council on the 25 August 2021. This Agreement supersedes and replaces the November 2012 agreement and took effect from 1 July 2021 and continues until 30 June 2026. The Management Service Agreement runs concurrently with the Lease Agreement (50 years) and provides for annual agreement extensions at Council's discretion.

In response to the pandemic, Council waived the requirement for DMPL to pay a return to Council in 2021-22 of \$1.08 million. The return was based on assumptions that the COVID-19 pandemic would ease, and market trading would return to pre COVID-19 conditions. Further lockdowns, increased restrictions and the forced closure of non-essential retail businesses associated with the ongoing COVID-19 pandemic in the first half of the financial year meant that DMPL needed to provide further support to its traders in the form of rent relief and fee abatements. Council provided DMPL with a letter of support ensuring the long term viability of the Market and has agreed not to require a return from DMPL for 2022-23 recognising that substantial resources will be required to rebuild the DMPL following two years of disrupted trading.



### South East Leisure Pty Ltd

Council resolved on February 2021 to establish a proprietary company limited by shares entitled South East Leisure Pty Ltd (SEL) to manage and operate four of its leisure centres from 1 July 2022 and to provide services in advance of commencing management and operation of the centres:

- Dandenong Oasis,
- Noble Park Aquatic Centre (NPAC),
- Springers Leisure Centre and
- Dandenong Stadium.

SEL was established on 7 July 2021 and will commence operations on 1 July 2022. SEL will manage and operate the four leisure facilities on the terms set out in a Management Services Agreement dated September 2021 from 1 July 2022 through to 30 June 2032. Council also granted a lease to SEL in respect of each of the four major leisure facilities which runs concurrently with the Management Services Agreement for the next 10 years.

During the 2021-22 financial year, Council provided initial seed funding of \$1.68 million to SEL to allow the company to commence operations. The principal activities of SEL during the year were the establishment of operations for the management of the leisure centres.

### Leisure facilities management and operation during 2021-22

The YMCA managed and operated Dandenong Oasis, NPAC and Springers Leisure Centre under contract which concluded 30 June 2022 (extension of initial contract received under Ministerial Exemption as required by the *Local Government Act 1989* – in force at that time). Elite Stadium Management for the management of the Dandenong Stadium concluded on 30 June 2022.

The following Comprehensive Income Statement, Balance Sheet and Statement of Cash Flows has been provided to show the individual financial positions of the Council, The Dandenong Market Pty Ltd, South East Leisure Pty Ltd and consolidated accounts for the 2021-22 financial year. These financial statements should be read in conjunction with the accompanying notes in the financial report.

# Annual Financial Report

For the year ended 30 June 2022

## Comprehensive Income Statement

For the year ended 30 June 2022

Consolidated

	Council	DMPL	SEL	Consolidation	Consolidated
	2022	2022	2022	Adjustment	Accounts
	\$'000	\$'000	\$'000	2022	2022
				\$'000	\$'000
<b>Income</b>					
Rates and charges	156,813	-	-	(102)	156,711
Statutory fees and fines	7,633	-	-	-	7,633
User fees	6,812	-	-	-	6,812
Grants – operating	40,225	-	-	-	40,225
Grants – capital	13,919	-	-	-	13,919
Contributions – monetary	8,069	-	-	-	8,069
Contributions – non-monetary	3,685	-	-	-	3,685
Net gain on disposal of property, infrastructure, plant and equipment	482	-	-	-	482
Other income	7,132	4,846	1,680	(1,711)	11,947
<b>Total income</b>	<b>244,770</b>	<b>4,846</b>	<b>1,680</b>	<b>(1,813)</b>	<b>249,483</b>
<b>Expenses</b>					
Employee costs	(84,628)	(905)	(719)	-	(86,252)
Materials and services	(81,850)	(3,753)	(403)	114	(85,892)
Bad and doubtful debts	(1,480)	(7)	-	-	(1,487)
Depreciation	(32,395)	(19)	(2)	-	(32,416)
Amortisation – intangible assets	(102)	-	(1)	-	(103)
Amortisation – right-of-use assets	(664)	-	-	-	(664)
Borrowing costs	(2,803)	-	-	-	(2,803)
Finance costs – leases	(30)	-	-	-	(30)
Fair value adjustments for investment property	(99)	-	-	-	(99)
Other expenses	(7,113)	(186)	(202)	1,699	(5,802)
<b>Total expenses</b>	<b>(211,164)</b>	<b>(4,870)</b>	<b>(1,327)</b>	<b>1,813</b>	<b>(215,548)</b>
<b>Net surplus for the year</b>	<b>33,606</b>	<b>(24)</b>	<b>353</b>	<b>-</b>	<b>33,935</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods</b>					
Net asset revaluation increment	(39,021)	-	-	-	(39,021)
<b>Total comprehensive result</b>	<b>(5,415)</b>	<b>(24)</b>	<b>353</b>	<b>-</b>	<b>(5,086)</b>

## Balance Sheet

As at 30 June 2022

Consolidated

	Council 2022 \$'000	DMPL 2022 \$'000	SEL 2022 \$'000	Consolidation Adjustment 2022 \$'000	Consolidated Accounts 2022 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	30,212	1,458	1,673	–	33,343
Trade and other receivables	29,840	350	2	(12)	30,180
Other financial assets	150,504	–	–	–	150,504
Inventories	–	–	19	–	19
Other assets	9,077	23	14	(1,207)	7,907
<b>Total current assets</b>	<b>219,633</b>	<b>1,831</b>	<b>1,708</b>	<b>(1,219)</b>	<b>221,953</b>
<b>Non-current assets</b>					
Trade and other receivables	281	–	–	–	281
Property, infrastructure, plant and equipment	2,431,571	66	128	–	2,431,765
Investment property	6,336	–	–	–	6,336
Right-of-use assets	1,846	–	–	–	1,846
Intangible assets	116	–	79	–	195
<b>Total non-current assets</b>	<b>2,440,150</b>	<b>66</b>	<b>207</b>	<b>–</b>	<b>2,440,423</b>
<b>Total assets</b>	<b>2,659,783</b>	<b>1,897</b>	<b>1,915</b>	<b>(1,219)</b>	<b>2,662,376</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	23,749	560	330	(10)	24,629
Trust funds and deposits	4,521	459	–	–	4,980
Unearned income/revenue	55,791	32	1,208	(1,209)	55,822
Provisions	21,730	110	24	–	21,864
Interest-bearing liabilities	3,484	–	–	–	3,484
Lease liabilities	524	–	–	–	524
<b>Total current liabilities</b>	<b>109,799</b>	<b>1,161</b>	<b>1,562</b>	<b>(1,219)</b>	<b>111,303</b>
<b>Non-current liabilities</b>					
Trust funds and deposits	2,409	–	–	–	2,409
Provisions	1,113	7	–	–	1,120
Interest-bearing liabilities	49,779	–	–	–	49,779
Lease liabilities	1,324	–	–	–	1,324
<b>Total non-current liabilities</b>	<b>54,625</b>	<b>7</b>	<b>–</b>	<b>–</b>	<b>54,632</b>
<b>Total liabilities</b>	<b>164,424</b>	<b>1,168</b>	<b>1,562</b>	<b>(1,219)</b>	<b>165,935</b>
<b>Net assets</b>	<b>2,495,359</b>	<b>729</b>	<b>353</b>	<b>–</b>	<b>2,496,441</b>
<b>Equity</b>					
Accumulated surplus	954,375	729	353	–	955,457
Reserves	1,540,984	–	–	–	1,540,984
<b>Total equity</b>	<b>2,495,359</b>	<b>729</b>	<b>353</b>	<b>–</b>	<b>2,496,441</b>

# Annual Financial Report

For the year ended 30 June 2022

## Statement of Cash Flows

For the year ended 30 June 2022

Consolidated

	Council	DMPL	SEL	Consolidation	Consolidated
	2022	2022	2022	Adjustment	Accounts
	\$'000	\$'000	\$'000	2022	2022
				\$'000	\$'000
<b>Cash flows from operating activities</b>					
Rates and charges	154,355	-	-	(102)	154,253
Statutory fees and fines	5,795	-	-	-	5,795
User fees	6,600	-	-	-	6,600
Grants – operating	43,187	-	-	-	43,187
Grants – capital	4,483	-	-	-	4,483
Contributions – monetary	9,065	-	-	-	9,065
Interest received	356	2	-	-	358
Trust funds and deposits taken	31,315	271	-	-	31,586
Other receipts	8,066	5,084	2,887	(2,648)	13,389
Net GST refund	10,788	(124)	119	(321)	10,462
Employee costs	(85,055)	(965)	(774)	84	(86,710)
Materials and services	(96,095)	(4,076)	(349)	1,650	(98,870)
Short-term, low value and variable lease payments	(704)	(26)	-	-	(730)
Trust funds and deposits repaid	(30,419)	(232)	-	-	(30,651)
Other payments	(6,186)	-	-	1,337	(4,849)
<b>Net cash provided by/(used in) operating activities</b>	<b>55,551</b>	<b>(66)</b>	<b>1,883</b>	<b>-</b>	<b>57,368</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(45,926)	(69)	(210)	-	(46,205)
Proceeds from sale of property, infrastructure, plant and equipment	551	-	-	-	551
Payments for investments	(150,504)	-	-	-	(150,504)
<b>Net cash used in investing activities</b>	<b>(195,879)</b>	<b>(69)</b>	<b>(210)</b>	<b>-</b>	<b>(196,158)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(2,815)	-	-	-	(2,815)
Repayment of borrowings	(3,373)	-	-	-	(3,373)
Interest paid – lease liability	(26)	-	-	-	(26)
Repayment of lease liabilities	(674)	-	-	-	(674)
<b>Net cash used in financing activities</b>	<b>(6,888)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,888)</b>
Net increase/(decrease) in cash and cash equivalents	(147,216)	(135)	1,673	-	(145,678)
Cash and cash equivalents at the beginning of the financial year	177,428	1,593	-	-	179,021
<b>Cash and cash equivalents at the end of the financial year</b>	<b>30,212</b>	<b>1,458</b>	<b>1,673</b>	<b>-</b>	<b>33,343</b>

### (b) Community Asset Committee

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 controlled by the Council.

### 6.4 Investment property

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
Balance at beginning of financial year	10,860	11,814
Additions	15	–
Transfers to property, infrastructure, plant and equipment	(4,440)	–
Fair value adjustments	(99)	(954)
<b>Balance at end of financial year</b>	<b>6,336</b>	<b>10,860</b>

#### *Valuation of investment property*

Valuation of investment property has been determined in accordance with an independent valuation by Patel Dore Valuers 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.

# Annual Financial Report

For the year ended 30 June 2022

## 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

South East Leisure Pty Ltd – detailed in note 6.3

#### (b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of City of Greater Dandenong. The Councillors, Chief Executive Officer, Directors and Executive Managers are deemed KMP.

Details of KMP at any time during the year are:

Councillors	2022 No.	2021 No.
<b>From 1 July 2021 to Current</b>		
Councillor Jim Memeti (Mayor, 11 November 2021 – current)		
Councillor Eden Foster (Deputy Mayor, 11 November 2021 – current)		
Councillor Angela Long (Mayor, 19 November 2020 to 10 November 2021)		
Councillor Sophie Tan (Deputy Mayor, 19 November 2020 to 10 November 2021)		
Councillor Sean O'Reilly		
Councillor Loi Truong		
Councillor Tim Dark		
Councillor Bob Milkovic		
Councillor Rhonda Garad		
Councillor Lana Formoso		
Councillor Richard Lim		
<b>From 1 July 2020 to 18 November 2020</b>		
Councillor Peter Brown		
Councillor Youhorn Chea		
Councillor Matthew Kirwan		
Councillor Maria Sampey		
Councillor Zaynoun Melhem		
<b>Total number of Councillors</b>	<b>11</b>	<b>16</b>

**(b) Key Management Personnel (continued)**

	2022 No.	2021 No.
<b>Other Key Management Personnel</b>		
Jody Bosman – Director City Planning, Design and Amenities		
Martin Fidler – Director Community Services		
Paul Kearsley – Director Business, Engineering and Major Projects		
Michelle Hansen – Executive Manager Finance and Information Technology		
Kylie Sprague – Executive Manager Media and Communication		
Tilla Buden – Acting Director Community Services (6 April 2022 – 24 June 2022)		
Mick Jaensch – Director Corporate Services (1 July 2020 to 28 June 2021)		
<b>Total number of other key management personnel</b>	<b>6</b>	<b>4</b>
<b>Chief Executive Officer</b>		
John Bennie PSM	1	1
<b>Summary</b>		
Councillors	11	16
Other Key Management Personnel	6	4
Chief Executive Officer	1	1
<b>Total Key Management Personnel</b>	<b>18</b>	<b>21</b>
<b>Dandenong Market Board Members</b>		
Ms Donna McMaster 1 July 2021 – 30 June 2022	1	1
Mr Tom Mollenkopf 1 July 2021 – 30 June 2022	1	1
Mr Jerome Gauder 1 July 2021 – 30 June 2022	1	1
Ms Philippa Stocks 1 July 2021 – 30 June 2022	1	1
Mr Chad Hermsen 1 July 2021 – 30 June 2022	1	1
Mr Timothy Cockayne 1 July 2020 – 23 March 2021	–	1
Mr Franz Madlener 1 July 2020 – 7 November 2020	–	1
Executives	3	2
<b>Total number of Dandenong Market Board Members</b>	<b>8</b>	<b>9</b>
<b>South East Leisure Board Members</b>		
Mr Steven Wright 22 July 2021 to 30 June 2022	1	–
Mr Michael Jaensch 7 July 2021 to 30 June 2022	1	–
Mr Timothy Cockayne 22 July 2021 to 30 June 2022	1	–
Ms Laura Buckley 22 July 2021 to 30 June 2022	1	–
Dr. Malak Sukkar 22 July 2021 to 30 June 2022	1	–
General Managers	3	–
Chief Executive Officer	1	–
<b>Total number of South East Leisure Board Members</b>	<b>9</b>	<b>–</b>

# Annual Financial Report

For the year ended 30 June 2022

## (c) Remuneration of Key Management Personnel

	Consolidated 2022 \$'000	Consolidated 2021 \$'000
Total remuneration of key management personnel was as follows:*		
Short-term benefits	3,218	2,452
Long-term benefits	45	58
Post employment benefit	276	185
	<b>3,539</b>	<b>2,695</b>

\*"Total remuneration" comprises base salary, superannuation, annual leave entitlements, long service leave entitlements, allowances and fringe benefits tax paid by Council. The movement in total remuneration between 2021 and 2022 is primarily due to the establishment of South East Leisure Pty Ltd and inclusion of board members.

The numbers of key management personnel, whose total remuneration from Council and any related entities fall within the following bands:

	2022 No.	2021 No.
\$1 – \$9,999	–	2
\$10,000 – \$19,999	1	7
\$20,000 – \$29,999	8	8
\$30,000 – \$39,999	10	4
\$40,000 – \$49,999	1	–
\$50,000 – \$59,999	1	–
\$60,000 – \$69,999	1	1
\$70,000 – \$79,999	3	–
\$100,000 – \$109,999	1	–
\$120,000 – \$129,999	1	1
\$140,000 – \$149,999	–	1
\$170,000 – \$179,999	1	–
\$230,000 – \$239,999	–	1
\$240,000 – \$249,999	2	–
\$270,000 – \$279,999	2	–
\$290,000 – \$299,999	–	1
\$300,000 – \$309,999	1	2
\$310,000 – \$319,999	–	1
\$330,000 – \$339,999	1	–
\$440,000 – \$449,999	1	1
<b>Total</b>	<b>35</b>	<b>30</b>



**(d) Senior Officers remuneration**

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:

	<b>2022 No.</b>	<b>2021 No.</b>
Income range:		
\$151,000 – \$159,999	14	14
\$160,000 – \$169,999	13	8
\$170,000 – \$179,999	8	8
\$180,000 – \$189,999	5	4
\$190,000 – \$199,999	1	2
\$200,000 – \$209,999	2	4
\$210,000 – \$219,999	4	3
\$220,000 – \$229,999	2	3
\$230,000 – \$239,999	2	1
	51	47

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
Total remuneration for the reporting year for Senior Officers included above, amounted to:*	9,025	8,409

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

# Annual Financial Report

For the year ended 30 June 2022

## 7.2 Related party disclosure

### (a) Transactions with related parties

(i) During 2021-22 Council entered into the following transactions with related parties Dandenong Market Pty Ltd (DMPL) and South East Leisure Pty Ltd (SEL).

#### Dandenong Market Pty Ltd

	2022 Excl GST \$'000	2021 Excl GST \$'000
<b>Received from DMPL</b>		
Rent received	–	–
Other reimbursements	–	10
<b>Total received</b>	<b>–</b>	<b>10</b>
<b>Paid to DMPL</b>		
Contributions for festival/events	–	40
Payment for gift vouchers	17	10
Payment for other items	9	8
<b>Total paid</b>	<b>26</b>	<b>58</b>

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.

#### South East Leisure Pty Ltd (SEL)

##### Received from SEL

Other reimbursements	3	–
<b>Total received</b>	<b>3</b>	<b>–</b>

##### Paid to SEL

Establishment funding	1,680	–
Management fee (advanced 2022-23 payment)	1,207	–
Payment for other items	2	–
<b>Total paid</b>	<b>2,889</b>	<b>–</b>

(ii) During the financial year ended 30 June 2022, 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, noting that the MAV Workcare Insurance Scheme ceased operation on 30 June 2021). A value of \$871,000 (2020-21 \$670,000) was paid for the provision of Local Government Liability insurance and claim excesses paid. A further value of \$1.3 million was paid as a wind down payment of the MAV Insurance Scheme (2020-21 Nil).
- Chisholm Institute \$69,000 (2020-21 \$66,000) for the provision of external training courses.

	2022 Excl GST \$'000	2021 Excl GST \$'000
<b>(b) Outstanding balances with related parties</b>		
The following transaction was outstanding at 30 June		
Other reimbursements ( <i>settled on 15 July 2022</i> )	3	-
	<b>3</b>	<b>-</b>
<b>(c) Loans to/from related parties</b>		
No loans were made, guaranteed or secured by the Council to related parties during 2021-22 (2020-21 \$nil).		
<b>(d) Commitments to or from related parties</b>		
<b>Dandenong Market Pty Ltd</b>		
Under the Management Services Agreement with Dandenong Market Pty Ltd (DMPL) an extension has been exercised up to 30 June 2026.		
A commitment from DMPL for rent of Market premises is as follows*	-	1,080
	<b>-</b>	<b>1,080</b>
*In response to the COVID-19 pandemic, Council waived the requirement for DMPL to pay a return to Council in the 2020-21 and 2021-22 financial years. This has allowed the provision of support to Market traders in the form of rent relief. Council is not expecting a return from the Dandenong Market in 2022-23. This will allow the Market to re-establish its business in the current environment.		
<b>South East Leisure Pty Ltd</b>		
Under the Management Services Agreement Council appoints South East Leisure Pty Ltd to provide management services to Council, Council is required to pay a Management Fee under the terms and conditions of the Management Services Agreement which ends 30 June 2032.		
Council has committed to pay a net \$3.54 million to South East Leisure in 2022-23, which represents a management services fee less payroll tax which South East Leisure is required to pay to Council. At 30 June 2022, Council has prepaid \$1.21 million of the 2022-23 Management Services Fee to South East Leisure, so the amount disclosed below is the remaining management service fee payable for 2022-23.		
A commitment to pay a Management Fee to South East Leisure Pty Ltd	2,662	-
	<b>2,662</b>	<b>-</b>

# Annual Financial Report

For the year ended 30 June 2022

## 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

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

The following are potential contingent asset to be considered by Council.

#### 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

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

- the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies to be considered by Council.

#### 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.

#### 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 \$15.2 million.

#### 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 \$1.4 million (\$705,000 as at 30 June 2021).

## MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the *Workplace Injury Rehabilitation and Compensation Act 2013*, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required. During the 2021-22 financial year Council paid \$1.30 million. The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

### (c) Guarantees for loans to other entities

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

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.

As at 30 June 2022, Council's maximum potential exposure is as follows:

	Amount outstanding 30 June 2022 \$'000	Amount outstanding 30 June 2021 \$'000	Year loan commenced
<b>Entities</b>			
Keysborough Bowls Club Inc.	64	81	18 May 2015
<b>Total Guarantees for loans to other entities</b>	<b>64</b>	<b>81</b>	

## 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

### 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.

# ANNUAL FINANCIAL REPORT

For the year ended 30 June 2022

## 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. We do not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure 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 2020*. We manage interest rate risk by adopting an investment policy that ensures:

- diversification of investment product
- monitoring of return on investment and

- 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 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(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of

those assets, as disclosed in the Balance Sheet and notes to the financial statements. Council does not hold any collateral (in respect to non-rate debtors).

#### **(d) Liquidity risk**

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

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees disclosed in note 8.1(c), 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 0.85%.

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.

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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.

There are no required impairment adjustments at 30 June 2022.

## **8.5 Events occurring after balance date**

### *Operation commencement of new wholly owned company (South East Leisure)*

Greater Dandenong City Council (Council) resolved in February 2021 to create a wholly owned company, South East Leisure Pty Ltd, to operate the following four major aquatic and leisure centres in the City of Greater Dandenong from 1 July 2022:

- Dandenong Oasis (Oasis)
- Noble Park Aquatic Centre (NPAC)
- Springers Leisure Centre (Springers)
- Dandenong Stadium.

South East Leisure Pty Ltd was established on 7 July 2021.

As at 30 June 2022 South East Leisure employed 10 staff. On 1 July 2022, a further 165 staff commenced employment with South East Leisure, primarily these staff members were recruited from the existing

facilities' management companies.

South East Leisure determined that a transfer of business occurred under the *Fair Work Act 2009* (The Act) in relation to employees who used to perform work at these facilities and who were subsequently employed to perform the same role with South East Leisure.

In accordance with the Act's business transition requirements, South East Leisure will recognise the employee's service with the previous employer(s) for the purposes of the following entitlements:

- Personal/Carer's leave,
- Parental leave,
- Long Service leave (LSL).

As part of the transfer of business, South East Leisure will not recognise the following service-related entitlements:

- Annual leave,
- Service for notice period of termination and redundancy, and
- Service periods for minimum employment for unfair dismissal rights.

The estimated amount of the liability is still being determined and is not recognised in the Consolidated Financial Statements of Council.

## **8.6 Adjustments directly to equity**

There were no adjustments to opening equity balances in the 2021-22 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
<b>(a) Asset revaluation reserves</b>					
<b>2022</b>					
<b>Property</b>					
Land	1,046,048	(82,905)	–	–	963,143
Buildings	42,289	(2,451)	–	–	39,838
	<b>1,088,337</b>	<b>(85,356)</b>	<b>–</b>	<b>–</b>	<b>1,002,981</b>
<b>Infrastructure</b>					
Roads	196,658	–	–	–	196,658
Bridges	20,324	5,817	–	–	26,141
Footpaths and cycleways	19,035	–	–	–	19,035
Drainage	183,446	40,518	–	–	223,964
Off street car parks	3,804	–	–	–	3,804
	<b>423,267</b>	<b>46,335</b>	<b>–</b>	<b>–</b>	<b>469,602</b>
<b>Total asset revaluation reserves</b>	<b>1,511,604</b>	<b>(39,021)</b>	<b>–</b>	<b>–</b>	<b>1,472,583</b>
<b>2021</b>					
<b>Property</b>					
Land	807,860	239,016	(828)	–	1,046,048
Buildings	42,442	–	(48)	(105)	42,289
	<b>850,302</b>	<b>239,016</b>	<b>(876)</b>	<b>(105)</b>	<b>1,088,337</b>
<b>Infrastructure</b>					
Roads	196,658	–	–	–	196,658
Bridges	20,324	–	–	–	20,324
Footpaths and cycleways	15,289	3,746	–	–	19,035
Drainage	183,446	–	–	–	183,446
Off street car parks	3,804	–	–	–	3,804
	<b>419,521</b>	<b>3,746</b>	<b>–</b>	<b>–</b>	<b>423,267</b>
<b>Total asset revaluation reserves</b>	<b>1,269,823</b>	<b>242,762</b>	<b>(876)</b>	<b>(105)</b>	<b>1,511,604</b>

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).

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	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>(b) Other reserves</b>				
<b>2022</b>				
Insurance reserve	906	(1,327)	746	325
Re-vegetation reserves	343	(63)	–	280
Open space – planning, development and improvements	4,386	(4,504)	3,060	2,942
Open space – acquisitions	6,000	(3,939)	3,939	6,000
Keysborough South maintenance levy	1,947	(1,264)	1,647	2,330
Major projects reserve	27,358	(6,072)	4,932	26,218
General reserve	1,102	–	–	1,102
Council funded development contributions reserve	19,646	(644)	503	19,505
Spring Valley landfill rehabilitation	1,558	(608)	2,035	2,985
Springvale Activity Precinct – parking and development	235	–	–	235
Dandenong Activity Precinct – parking and development	1,527	(311)	650	1,866
Future maintenance reserve	206	(278)	4,685	4,613
<b>Total other reserves</b>	<b>65,214</b>	<b>(19,010)</b>	<b>22,197</b>	<b>68,401</b>
<b>2021</b>				
Insurance reserve	999	(93)	–	906
Re-vegetation reserves	406	(63)	–	343
Open space – planning, development and improvements	9,709	(7,829)	2,506	4,386
Open space – acquisitions	6,000	(6,545)	6,545	6,000
Keysborough South maintenance levy	1,721	(1,373)	1,599	1,947
Major projects reserve	26,250	–	1,108	27,358
General reserve	334	–	768	1,102
Council funded development contributions reserve	19,430	(490)	706	19,646
Spring Valley landfill rehabilitation	890	(595)	1,263	1,558
Springvale Activity Precinct – parking and development	235	–	–	235
Dandenong Activity Precinct – parking and development	1,148	(621)	1,000	1,527
Future maintenance reserve	214	(8)	–	206
<b>Total other reserves</b>	<b>67,336</b>	<b>(17,617)</b>	<b>15,495</b>	<b>65,214</b>

### **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.

#### Future maintenance reserve

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

#### Keysborough South Community Infrastructure Levies

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

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<b>(c) Total reserves summary</b>	<b>Note</b>	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
Asset revaluation reserve	9.1(a)	1,472,583	1,511,604
Other reserves	9.1(b)	68,401	65,214
<b>Total reserves</b>		<b>1,540,984</b>	<b>1,576,818</b>

## 9.2 Reconciliation of cash flows from operating activities to surplus

	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
<b>Surplus for the year</b>	<b>33,935</b>	<b>16,564</b>
Depreciation	32,416	32,495
Amortisation intangible assets	103	97
Amortisation right-of-use assets	664	597
Impairment loss	–	89
Gain on disposal of property, infrastructure, plant and equipment	(482)	(368)
Fair value adjustments expense	99	954
Contributions of non-monetary assets	(3,685)	(4,634)
Works in progress unable to be capitalised (expensed)	2,593	3,708
Assets written-off	991	1,992
Borrowing costs	2,803	2,924
Finance cost – leases	30	23
<b>Change in assets and liabilities</b>		
Increase in trade and other receivables	(3,499)	(1,618)
Increase in other assets	(2,988)	(377)
Increase/(Decrease) in trust funds and deposits	507	(2,141)
(Decrease)/Increase in trade and other payables	(555)	2,518
(Decrease)/Increase in unearned income/revenue	(4,586)	20,013
(Decrease)/Increase in provisions	(978)	3,059
<b>Net cash provided by operating activities</b>	<b>57,368</b>	<b>75,895</b>

### 9.3 Superannuation

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 category, Vision MySuper/ Vision Super Saver, receives 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 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021:9.5%)).

#### 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 – Employee Benefits.

#### 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.

As at 30 June 2021, 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 109.8%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

- Net investment returns 5.5% pa
- Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
- Price inflation (CPI) 3.0% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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

##### (a) Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, 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 2022, this rate was 10.0% of members' salaries (9.5% in 2020-21). This rate is expected to increase in line with any increases in the SG contribution rate and was 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.

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## *(b) 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 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.

## **The 2021 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 is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

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

	<b>2021 (Interim) \$ million</b>	<b>2020 (Triennial) \$ million</b>
– A VBI surplus	214.7	100.0
– A total service liability surplus	270.3	200.0
– A discounted accrued benefits surplus	285.2	217.8

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 2021.

The total service liability surplus means that the current value of the assets in the Funds Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

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 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

### The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

### Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

<b>Scheme</b>	<b>Type of scheme</b>	<b>Rate</b>	<b>Consolidated 2022 \$'000</b>	<b>Consolidated 2021 \$'000</b>
Vision Super	Defined benefits	10.0% (2021: 9.5%)	342	337
Vision Super	Accumulation	10.0% (2021: 9.5%)	3,512	3,389
Other funds	Accumulation	10.0% (2021: 9.5%)	2,963	2,573

Council did not make any unfunded liability payments to Vision Super during 2021-22 (2020-21 – \$nil).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$353,965.

### Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2021-22 year.

There are no pending accounting standards that are likely to have a material impact on Council.

## 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

 (03) 8571 1000		TTY: 133 677 Speak and listen: 1300 555 727 Online: <a href="http://relayservice.gov.au">relayservice.gov.au</a>	Follow us:
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