



City of
KINGSTON

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City of Kingston ANNUAL REPORT 2010/11



City of
KINGSTON



Building our future together

ANNUAL REPORT

2010/11

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FEEDBACK INVITED

We hope you enjoy Kingston's 2010/11 Annual Report. Your feedback is welcome via mail to the Governance and Performance Planning Department, City of Kingston, PO Box 1000, MENTONE VIC 3194, or email annualreport@kingston.vic.gov.au.

For more information, telephone 1300 653 356.



Front cover: Sammy and Lilly from Council's Stawell St Child Care enjoy building their structure together. Kingston Council is committed to building connections with our community, building capacity by improving services and programs and building foundations for a sustainable future.

Performance Highlights Against Outcomes – Our Scorecard

This Annual Report measures Council's performance against what we said we would do in our 2009-13 Council Plan. The Council Plan sets out the vision for Kingston as well as strategic objectives and actions for Council to follow each year. In particular it provides the financial framework for delivering all the everyday services and programs that the community enjoys and expects from their local Council. Listed in the Council Plan and referred to throughout this Annual Report are five key Outcomes (end results) that are used to measure Council's performance over a five year period. The table below summarises Council's performance in 2010/11 against these five outcomes. *A more detailed report of the Outcomes starts on page 42.*

OUTCOMES	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	OUTCOME 5
<p>The Council Plan contains Outcomes (end results) to be delivered over a five-year period.</p> <p>Our major achievements in 2010/11</p>	 <p>We're building infrastructure for a safe and active community (refer to page 42)</p> <ul style="list-style-type: none"> Commenced \$1.2 million upgrade of the Shirley Burke Theatre in Parkdale. Completion of a two-year, \$1.3 million upgrade of Bicentennial Park in Chelsea. Commenced a \$1 million upgrade of the Roy Dore Reserve in Carrum. Took ownership of Kingston's headquarters at 1230 Nepean Highway in Cheltenham. Multi-purpose facility at Patterson River Secondary College completed and being used by Chelsea Basketball Association. Worked alongside Police and Emergency Services to support the community in overcoming torrential rains and flooding. Over 4,700 requests actioned for roads, drains, footpaths and signs. 	 <p>We're building a sustainable environment (refer to page 54)</p> <ul style="list-style-type: none"> Committed to establishing a new foreshore reserve fund of \$13.2 million to improve and maintain Kingston's foreshore over the next five years. Committed to harvesting storm water from a new wetland in Namatjira Park. Successfully achieved a \$1 million allocation for dredging and improvements to Mordialloc Creek. Completed Stage 1 refurbishment for GR Bricker Reserve. Adopted the Cheltenham Activity Structure Plan. Established Kingston's Climate Change and Biodiversity Reference Group. Held the Inaugural Garage Sale Trail. 	 <p>We're building healthy, strong and connected communities (refer to page 68)</p> <ul style="list-style-type: none"> Committed \$359,000 to provide new facilities for the Chelsea and District Netball Association and Chelsea Calisthenics Club. Waves Leisure Centre hosted a 24-hour Mega Swim and raised over \$13,000 to support people living with Multiple Sclerosis. Hosted the inaugural HeART of Kingston Charitable Trust Art Show. Supported the Clayton, Clayton South and Clarinda Change Project. Encouraged young people in Kingston to participate in consultation to inform the development of Kingston's new Active Youth Spaces Strategy. Distributed over \$1.1 million in community grants to community groups. 	 <p>We're building a prosperous, innovative business city (refer to page 84)</p> <ul style="list-style-type: none"> Provided workshops to assist business owners to make a commitment to create an online presence. Held a successful International Women's Day event. Partnered with 'Fitted for Work' to donate clean corporate style clothes to assist unemployed and disadvantaged women with job seeking activities. Supported new and emerging business leaders through the Rising Star Roundtable. Continued to offer the Mentors Partners Program to meet the increased demand for assistance from small businesses. 	 <p>We're building community inspired leaders (refer to page 92)</p> <ul style="list-style-type: none"> Launched Kingston's own Facebook page and Twitter to communicate with the community. Committed to improving compliance systems particularly in the areas of corporate OHS and risk management. Kingston's General Manager of Environmental Sustainability, Tony Rijs was recognised for his contribution to the sector. Received a fourth successive Gold Award for the 2009/10 Annual Report. Supported fair trade and Kingston achieved accreditation as a 'Fair Trade Community'.
<p>Results*</p> <p>Our challenges and disappointments in 2010/11</p>	<ul style="list-style-type: none"> Council invested \$61.8 million on Outcome 1. Funding gap reduction of 6% to achieve sustainable capital renewal. 	<ul style="list-style-type: none"> Council invested \$19.7 million on Outcome 2. 75% satisfaction with the appearance of public places. 	<ul style="list-style-type: none"> Council invested \$59.2 million on Outcome 3. 89% satisfaction with recreational facilities. 	<ul style="list-style-type: none"> Council invested \$3.0 million on Outcome 4. 96% satisfaction rating with economic support initiatives. 	<ul style="list-style-type: none"> Council invested \$24.5 million on Outcome 5. 79% satisfaction with service contact.
	<ul style="list-style-type: none"> Continuing to eliminate Kingston's inherited asset renewal gap while also balancing the needs of today's residents, increasing legislative compliance requirements, and planning for future generations. Dealing with the affects of climate change when planning for roads and drains, parks, reserves, sporting grounds, open space and the foreshore. Unexpected delay to proposed park refurbishment at 28 Mascot Avenue in Bonbeach. 	<ul style="list-style-type: none"> Working with our community to improve the quality of stormwater runoff for a healthy Bay and waterways. Implementing the State Government's Metropolitan Strategies at a local level through planning and development decisions which require a balance between planning for change and maintaining Kingston's liveability. Delaying the development of the Carrum foreshore car park concept plan due to the need to reconsider future building options within the car park. 	<ul style="list-style-type: none"> Attracting and recruiting suitably qualified staff and volunteers. Responding to an evolving community profile, an increasing demand for services and associated cost pressures. Dealing with increasing compliance requirements of funding bodies and other levels of Government. Continuing to have sufficient resources to provide long day and outside school hours care services in the current economic climate. Dealing with the localised impacts of the global economic downturn. 	<ul style="list-style-type: none"> The challenging economic climate created difficulties for local businesses. Managing transport and road network limitations. Balancing the approach to land use, residential amenity, business development and environmental issues. Balancing the strategic development of retail and activity centres. Managing the ageing industrial precincts coupled with limited greenfield land supply. 	<ul style="list-style-type: none"> Connecting community knowledge to Kingston planning and service delivery. Advocating on behalf of the Kingston community on issues Council does not directly control such as public transport, airport development and management of waterways. Managing employee injuries across the organisation. Implementing new technologies while maintaining existing corporate systems. Staff turnover and filling of vacancies has increased the pressure on existing employee resources.

*The source for the results listed under Outcome 1 and 4 is Kingston Council records. The results for Outcomes 2, 3 and 5 are sourced from the 2011 DPCD Community Satisfaction Survey. Refer to each Outcome section for detailed information on performance highlights and results.

FURTHER READING: See pages 12-13 for the Chief Financial Officer's report and page 154 for the full Financial Report.

Thank you

Thank you for reading the City of Kingston's 2010/11 Annual Report. We hope that this document has given you a good understanding of the achievements of Council over the last 12 months. Your feedback is valued and can be posted to the City of Kingston, PO Box 1000 MENTONE VIC 3194 or you can telephone Council on 1300 653 356.

Further reading

We encourage you to visit Council's website which contains information about our services, programs, events, major initiatives, major publications and more. The address is www.kingston.vic.gov.au Once online you can register to be notified of updates to areas of Council you are interested in. This Annual Report is available on Council's website.

Quick Council contacts

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For a large print version of this Annual Report or any other Council publication, telephone the Communications and Public Affairs Department on (03) 9581 4730.



This Annual Report was produced and designed by the City of Kingston. It was printed by Print Bound.

Kingston's Language Line

Arabic - عربي	9679 9881
Croatian - Hrvatski	9679 9884
Vietnamese - Việt-ngữ	9679 9886
Italian - Italiano	9679 9859
Cambodian - ភាសាខ្មែរ	9679 9882
Greek - Ελληνικά	9679 9885
Cantonese - 粵語	9679 9883
All other languages	9679 9887
Including:	
Turkish - Türkçe	
Mandarin - 國語	
Somali - Soomaali	
Spanish - Español	
Polish - Polski	
Sinhalese - සිංහල	

Back cover photograph: *The Mordialloc By The Bay Fine Food, Wine & Music Festival* again attracted tens of thousands of people over the March weekend.



Welcome

The City of Kingston proudly presents this 2010/11 Annual Report to our community. This document is an integral part of our democratic governance process in which we are open and accountable to the community. It demonstrates the breadth of Council's operations, identifies highlights and achievements, and acknowledges the challenges and difficulties faced during 2010/11.

As you read through this report we hope you gain a clear picture of our performance against the strategic objectives that this Council set in its 2009/13 Council Plan, against our long-term financial strategy, and against the standards that you, our community, expect in the delivery of more than 100 vital services and programs.

Photograph: The City of Kingston conducted five Citizenship ceremonies throughout the year, welcoming 953 new Australian citizens.

Introduction

Our theme – ‘Building Our Future Together’

This year’s Annual Report theme, ‘Building Our Future Together’, demonstrates our ongoing commitment to:

- **building connections** with our community, stakeholders and local businesses;
- **building capacity** by improving services, programs, and facilities; and
- **building foundations** for a sustainable future through the delivery of major strategic projects.

Kingston Council is committed to understanding and influencing the many challenges and opportunities faced now and in the future. These include securing the future of Kingston’s Green Wedge (non-urban land); revitalising the historically significant Mordialloc Creek and its surrounds; restoring ageing infrastructure; providing quality community buildings that respond to changing lifestyles; providing exceptional service and enhancing our responsiveness; and embedding a culture of Community Inspired Leadership throughout the organisation.

Through the leadership of our elected Council, we are creating new connections, increasing our capacity and laying strong foundations for the community which are demonstrated in this report across five key outcomes:

- We are planning, building, and maintaining safe and accessible infrastructure for our community which will provide long term value;
- We are adopting a sustainable and balanced approach to our built environment to ensure the protection, enhancement and preservation of Kingston’s natural environmental assets;

- We are striving to build stronger and healthier communities by delivering services and programs which strengthen and have a positive impact on the happiness and security of our community;
- We are fostering prosperous and innovative businesses to ensure the municipality is economically robust and attractive to businesses today and into the future; and
- We are engaging with the community to encourage and support its development and strength through exemplary leadership and advocacy.

Our Vision

A diverse, dynamic community where we all share a sustainable, safe, attractive environment and a thriving economy.

Our Purpose

To work with the community to protect and enhance the quality of life for current and future generations.

Our Guiding Principles

- Respect for diverse community interests based on active listening and mutual understanding;
- Leaving a positive legacy for future generations and Councils;
- Balancing a flexible, can-do, innovative professional approach with achieving outcomes efficiently and effectively (doing more with less);
- Responsible financial management;
- Informed, evidence-based and representative decision making; and
- Effective communication and engagement.



As part of Kingston’s Australia Day celebrations each year, Council presents the Kingston Australia Day Awards at a breakfast attended by more than 500 people.

Why we have an Annual Report

The Victorian Local Government Act 1989 requires all Councils to present an Annual Report to the Minister for Local Government by September 30 each year. As well as meeting this statutory requirement, Council sees the Annual Report as a vital tool to keep residents, businesses, employees and potential employees, State and Federal politicians, peak bodies, community groups and organisations informed about its performance and future direction.

Kingston's Chief Executive Officer (CEO), General Managers and Managers have reviewed the content of this Annual Report to ensure its accuracy. Council adopted the Financial Report at the Ordinary Council meeting on 22 August 2011 following a review by an independent Audit Committee. The statements were certified by the Principal Accounting Officer (General Manager Corporate Services), the CEO, Mayor and another nominated Councillor. The Victorian Auditor General's Office has certified that the Performance Statement (see page 137) and the Financial Report (see page 154) including the Standard Statements (see page 144) fairly present the financial position of Kingston City Council.

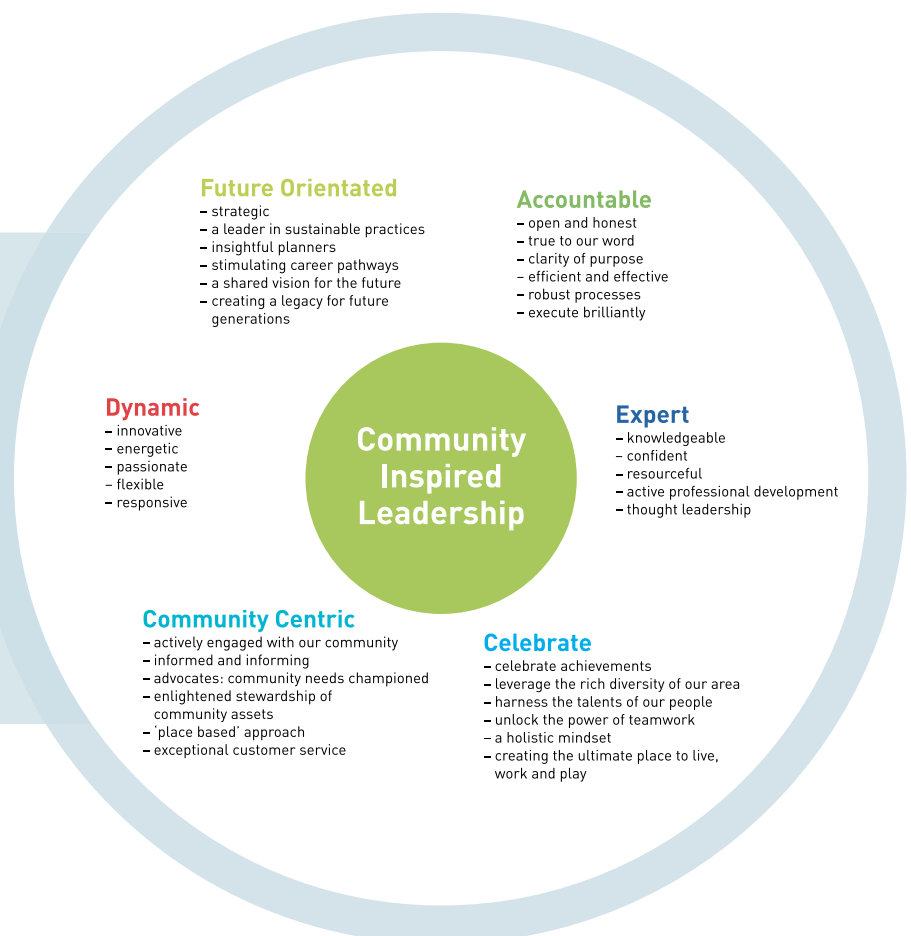
Where to get a copy

Display copies of the 2010/11 Annual Report are available from Kingston's Customer Service Centres and its libraries. In an effort to reduce the impact on the environment, limited copies of this document have been printed and a smaller summary version has been prepared for broader distribution. The Annual Report and the summary document may be downloaded from Kingston's website www.kingston.vic.gov.au or requested by telephoning 1300 653 356.

A LARGE PRINT VERSION IS AVAILABLE BY CALLING 1300 653 356.

Our organisational culture

Community Inspired Leadership describes the essence of our organisational culture. This diagram shows our circle of influence or the community's circle of expectation and reflects the six key values (community centric, dynamic, future orientated, accountable, expert and celebrate) which guide our behaviours.



Snapshot of Kingston

The City

The City of Kingston is located about 20km south of Melbourne's central business district, bordering the municipalities of Glen Eira, Bayside, Monash, Greater Dandenong and Frankston. Kingston is renowned for its magnificent golden foreshore, tranquil natural wetlands, remnant bushland and world class golf courses.



Kingston's traditional manufacturing base comprises the largest concentration of small to medium industrial enterprises in Melbourne. Kingston is home to over 10,000 businesses. We have a substantial multi-skilled labour force and businesses that employ in excess of 66,500 people. Kingston boasts one of the highest numbers of manufacturing jobs of any Victorian municipality and employs almost 20,000 people. The output of these businesses is over \$10 billion per annum. Thriving industrial estates and strong retail sectors provide substantial opportunities for investors. Major companies choose to establish in Kingston because of its competitive advantage with extensive transport links, solid financial support and complementary clusters of suppliers and distributors. A wide variety of shopping with Westfield Southland, Direct Factory Outlets and a range of community based strip shopping centres are readily accessible within Kingston.

Overall, 65% of Kingston residents were born in Australia which is higher than the Melbourne average. However in the northern suburbs of Clayton South, Clarinda and Oakleigh there are large Greek, Chinese, Vietnamese and Cambodian communities. Interestingly, 63% of migrants arrived in Kingston pre-1986 and 23% of people speak a language other than English at home (most commonly Greek, Italian, Cantonese, Vietnamese, Mandarin or Arabic).

Kingston at a glance

Area	91 square kilometres
Estimated total population (as at 30 June 2010)	148,830
Males	48.6%
Females	51.4%
Residents aged 0-4 years	6.1%
Residents aged 5-17 years	15.5%
Residents aged 18-24 years	8.6%
Residents aged 25-34 years	13.7%
Residents aged 35-59 years	35.9%
Residents aged 60-84 years	18.0%
Residents aged 85+ years	2.2%
Residents born overseas	37,589
Residents from a non-English speaking background	20.3%
Residents who speak a non-English language	23.1%
Residents born in Australia	65.2%
Average residential house property value	\$613,683
Average residential unit property value	\$334,222
Households	59,400 (estimated)

Sources: Australian Bureau of Statistics and id Consulting Pty Ltd



Kingston's two Leisure Centres, Waves and Don Tatnell, are popular with residents of all ages.

Population

Kingston's Population Forecast calculates anticipated changes in population to 2031. The table below shows Kingston's forecast population growth for 2006 to 2021, as the short to medium term is most appropriate for planning purposes.

Population	2006	2011	2021
Population	139,796	149,077	160,235
Change in Population	-	9,281	20,439
Average Annual Change (%) (over 15 years)	-	1.3%	0.9%
Households	56,664	59,400	64,979

Source: Australian Bureau of Statistics and id Consulting Pty Ltd

In 2006, the total population of City of Kingston was estimated at 139,796 people. It is expected to experience an increase of over 20,439 people to 160,235 by 2021. Over the same time period an increase of 8,315 households will form within the City of Kingston.

FURTHER READING

Kingston's community profile and population forecast
www.kingston.vic.gov.au/demographics

Our History

The City of Kingston was formed in December 1994 following the State Government's major restructure of Local Government in Victoria. The new city was an amalgamation of all or parts of the former cities of Moorabbin, Mordialloc, Chelsea, Springvale and Oakleigh. At the time, the amalgamation was regarded as one of the most complex in Victoria bringing together diverse communities to form a new unified city. Kingston has risen to the challenge, becoming a vibrant and dynamic municipality that residents and ratepayers can feel proud of.

Our Suburbs

Kingston's suburbs include Aspendale, Aspendale Gardens, Bonbeach, Braeside, Carrum, Chelsea, Chelsea Heights, Cheltenham, Clarinda, Clayton South, Dingley Village, Edithvale, Heatherton, Highett, Mentone, Moorabbin, Moorabbin Airport, Mordialloc, Oakleigh South, Parkdale, Patterson Lakes and Waterways.

About the name 'Kingston'

The origin of the name 'Kingston' is uncertain, but may originate from the King brothers, a pioneering family in the area, who held thousands of acres referred to as 'Kings Land' or 'Kingstown'. More recently the name is derived from Kingston Road and the Kingston Centre in Heatherton, which was named in 1970.

FURTHER READING

Kingston's history website at <http://localhistory.kingston.vic.gov.au>

Office locations

Council's headquarters, together with a Customer Service Centre, is located at 1230 Nepean Highway, Cheltenham. Customer Service Centres are also located at 1 Chelsea Road, Chelsea (co-located with the library) and 34 Brindisi Street, Mentone. (See page 131 for more on Customer Service Centres).

About our logo



Kingston's distinctive logo, with its gentle blend of blue, green and ochre, reflects our sense of place.

The ochre strip represents Kingston's vast sandbelt area, 13 kilometres of foreshore and the soil on which the city's residential, commercial and industrial properties rest.

Deep green illustrates the importance of Kingston's open space and environmental areas like the award winning Edithvale Wetlands, Mordialloc Creek, The Grange Heathland, Bicentennial Park, Braeside Park, Bradshaw Park and Kingston Heath Reserve.

The blue represents Kingston's natural waterways and magnificent seaside location with the city nestled around Port Phillip Bay.

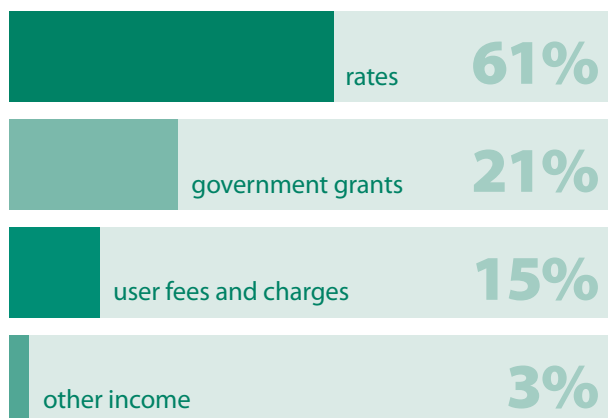
Our Services – Rates at Work

Services we deliver to our residents

Kingston City Council is a major organisation comprising 21 departments that together provide more than 100 different services and programs to the community. Kingston's services cover a broad range of areas including aged care, sport and recreation, arts and culture, children, family and youth, libraries, major festivals and community events, communications, parks and open space, planning, roads, governance, waste and recycling, drains and footpaths.

It cost \$153 million to run the City of Kingston in 2010/11, comprising \$93 million in rate revenue and \$60 million in other revenue (see Figure 1). The surplus of revenue over expenditure contributes to Council's capital works program (see page 26 for details on Council's capital works program). The average Kingston rate bill is \$1,368 compared to the average across all Councils of \$1,380 and Inner Melbourne Councils' average of \$1,423.

Figure 1: Total revenue 2010/11 – \$153 million.



Below is an indicative breakdown of how the average rates contribution is re-invested into the community across a broad range of services. The figures include overheads but exclude depreciation.

Parks and Depot Operations

\$15.5 million or \$228 per rateable assessment
(2009/10 \$13.1 million or \$193 per rateable assessment)

Parks and Depot Operations is responsible for Council's environmental management and maintenance programs, with particular regard to open space, foreshore, parks and gardens, water efficiency, sportsgrounds, sports clubs, leisure activities, building maintenance, community buses, contract management and depot services.

Infrastructure

\$26 million or \$383 per rateable assessment
(2009/10 \$30 million or \$442 per rateable assessment)

Infrastructure is responsible for asset management, traffic and planning, the delivery of capital works and waste services as well as co-ordinating the Council wide emergency management response.

City Strategy

\$2.5 million or \$37 per rateable assessment
(2009/10 \$2.4 million or \$35 per rateable assessment)

This area is responsible for developing, managing and guiding Council's strategic land use planning and policy functions as well as strategic water management. Council also has an integrated building surveying service that administers building permits, conducts building inspections and provides advice on building legislation, policies and processes.

Statutory Planning

\$2.9 million or \$42 per rateable assessment
(2009/10 \$2.4 million or \$35 per rateable assessment)

Statutory Planning provides the customer service and administrative support role associated with Planning and Building issues and provides an integrated development approvals (planning permits) process to meet the needs of residents, ratepayers, the development industry and internal clients.

Economic Development

\$0.7 million or \$11 per rateable assessment
(2009/10 \$0.7 million or \$11 per rateable assessment)

This area supports and assists Kingston's 10,000 strong business community, facilitates the Mentor Partners Program for small businesses and provides businesses with a number of networking and business development opportunities, such as the Kingston Business Women's Network.

Libraries and Education Services

\$4.5 million or \$66 per rateable assessment
(2009/10 \$4.1 million or \$60 per rateable assessment)

Kingston Libraries provide for the recreation, information and cultural needs of the community. A large number of programs are provided, including developing children's literacy and information literacy for adults.

Community and Aged Services

\$20.9 million or \$309 per rateable assessment
(2009/10 \$18.4 million or \$270 per rateable assessment)

Aged and Disability Services enables residents who are frail, aged or who have a disability to remain living independently in their own homes through the provision of support services and programs. Community Engagement builds strong, safe and involved communities and facilitates community members' participation in the community. It also manages the Kingston's community grants programs. Hostel Services operate three full-time low care residential aged care facilities.

AccessCare Southern

\$7.2 million or \$106 per rateable assessment
(2009/10 \$6.9 million or \$102 per rateable assessment)

AccessCare Southern is responsible for the provision of a number of Victorian and Commonwealth funded aged and disability services. Service users have a higher level of support needs, with services directed primarily to assist them to stay living at home.

Statutory Education and Compliance (formerly Local Laws and Health)

\$5.6 million or \$82 per rateable assessment
(2009/10 \$5.2 million or \$77 per rateable assessment)

This department is responsible for the provision of parking, local laws and environmental health services, including the development of policy and strategic plans for local laws and parking enforcement, and the effective management of environmental health services.

The Kingston Interfaith Network was launched at the Globe to Globe Festival in January 2011. The Network celebrates the commonality and diversity of our spiritual communities.



Family, Youth and Children's Services

\$9.3 million or \$137 per rateable assessment

(2009/10 \$9.1 million or \$134 per rateable assessment)

Kingston provides a diverse range of family and children's services to meet the needs of families with children from birth to 25 years, including Youth Services, Family Support Services, Maternal and Child Health, Immunisation, Family Day Care, Long Day Care, Kindergarten Central Enrolment, School Aged Care, and Children and Family Development Services.

Community Buildings

\$4 million or \$59 per rateable assessment

(2009/10 \$2.1 million or \$31 per rateable assessment)

This department facilitates the provision of suitable community buildings and facilities that support the delivery of services, providing for the needs of the community now and into the future. Community Buildings is responsible for a comprehensive Building Operation Management Plan (BOMP), which defines strategic capital and planned maintenance investment priorities, in order to deliver high quality community buildings and facilities.

Property Services

\$8.9 million or \$131 per rateable assessment

(2009/10 \$4.6 million or \$68 per rateable assessment)

Property Services strategically manages Council's property portfolio, including commercial and community leases, acquisitions, disposals, title management and the Lease Register and is responsible for managing Council's Valuation contract. This area is also responsible for the operation of the two leisure centres in the municipality namely the Waves Leisure Centre and Don Tatnell Leisure Centre and manages the Kingston Arts Centre in Moorabbin.

Finance

\$2.3 million or \$34 per rateable assessment

(2009/10 \$2.8 million or \$41 per rateable assessment)

Finance is responsible for the reporting and management of Council's finances, ensuring Council's compliance with statutory financial and reporting obligations, preparation of the annual budget and five year financial plan, the raising and collection of rates.

The inaugural *Heart of Kingston Charitable Trust Art Show* was held in May 2011. Over 250 pieces of art were exhibited and over \$23,000 was raised for the Trust and Family Life. Pictured with the winner of the 'Best In Show' prize Lorraine Burns, is Cr Dan Moloney, Mayor Ron Brownlees, Cr Paul Peulich and Cr John Ronke.



Information Services

\$4.6 million or \$68 per rateable assessment
(2009/10 \$4.4 million or \$65 per rateable assessment)

Information Services provides strategic policy advice and leadership and develops and maintains an Information Technology environment to continuously improve Council's information, systems, services and business continuity.

Procurement and Contracts

\$2.9 million or \$42 per rateable assessment
(2009/10 \$2.3 million or \$34 per rateable assessment)

The Procurement and Contracts department is responsible for providing information and advice to the organisation regarding procurement (purchasing and acquiring of goods, works and/or services) and contracts, overseeing tendering and contract compliance and also reporting organisational activity in these areas. This area is also responsible for the purchasing, maintenance and administration of Council's vehicle fleet, the management of Council's insurances and Council's MFB levy to State Government.

People and Culture

\$1.5 million or \$22 per rateable assessment
(2009/10 \$1.3 million or \$19 per rateable assessment)

People and Culture is responsible for all employment related issues, including policy development and providing advice and support on all employee relations issues including induction, training and professional development.

Governance and Performance Planning

\$2 million or \$29 per rateable assessment
(2009/10 \$1.5 million or \$23 per rateable assessment)

This area provides support to Council and promotes and improves the effectiveness and probity of governance processes, Occupational Health and Safety Workcover premiums, Council and community planning and performance reporting.

Events, Arts Planning and Communications

\$2.1 million or \$31 per rateable assessment
(2009/10 \$0.6 million or \$10 per rateable assessment)

This area is responsible for major festivals and events, arts planning, communications including media relations, website management and the production of the Council newspaper, *Kingston Your City*.



The Globe to Globe World Music Festival was held over two days in January with more than 20,000 people of all ages entertained by the best in world music.

Customer Service

\$1.2 million or \$18 per rateable assessment
(2009/10 \$1.4 million or \$21 per rateable assessment)

Customer Service operates Council's Call Centre at Cheltenham and Kingston's three Customer Service Centres. It is also responsible for the Community Directory, new residents' kits and conducting Citizenship Ceremonies on behalf of the Department of Immigration and Citizenship.

Asset Renewal and Expansion

\$42.2 million or \$622 per rateable assessment
(2009/10 \$21 million or \$309 per rateable assessment)

Asset renewal and expansion is the cost of major works and maintenance for existing roads, footpaths, drains and buildings, along with further development of those assets.

Mayor's Report By Councillor Ron Brownlees

The last year as Mayor has been wonderfully satisfying and reminded me of what I love about our City – its people. Building Kingston is an evolving process and this Council continues to work hard for the community through consultation, cooperation, compromise, honesty, integrity and respect.

My fellow Councillors and I, in the third of our four-year term, are pleased to present this 2010/11 Annual Report highlighting the positive and exciting events of the past 12 months.

In May, we welcomed State Government funding commitments towards the Dingley Bypass to ease traffic congestion in Kingston, for important strategic planning to better utilise the Southland precinct, and to dredge the Mordialloc Creek. It was a pleasure to be able to sign the contract to commence the dredging and thank the Mordialloc Creek users for their patience and cooperation.

One of many quality infrastructure improvements, the upgrade of Chelsea's much loved Bicentennial Park was a highlight. I am delighted that the new Liberty Swing allows people with mobility difficulties to be part of the playground action, and that the project provided an opportunity for 12 people at risk of unemployment to complete their Certificate II in Horticulture – a fine example of the benefits to be gained through partnership projects.

Our community pulled together in February to cope with the worst flooding seen in metropolitan Melbourne in years. Council for the first time set up an emergency coordination centre to work with police and other services to respond to local issues. I am grateful to the efforts of many Council staff, emergency workers, and residents over this challenging period.

Leadership and advocacy is a priority for this Council. We have fought for action by the EPA to help residents struggling to live with putrid odour from tips in the north of Kingston – we are committed to this ongoing challenge. Similarly we have commenced the development of a Plan to provide certainty around the future of the Green Wedge (non-urban land) and I was delighted to hear the opinions of many residents at three community workshops in April.

This year has also seen major strategic planning for the changing face of key activity centres in Moorabbin, Cheltenham, Mentone, and next on the list, Southland. These plans will be a blueprint to guide key planning

decisions over the coming decades, designed to maximise the amenity and facilities for you, the community. It is a difficult task to balance competing community demands, but I am confident these creative and innovative plans will leverage positive outcomes.

Council has worked hard since 1997 and finally eliminated its inherited debt of \$28 million allowing us to deliver our lowest rate rise in years. The commitment to our long-term financial strategy is now paying its dividends, allowing us to sustain and improve more than 100 services and reduce the asset renewal gap. The recent revamp of our Youth Services facility at Southland, Clarinda Library extension, and Tom Johnston Pavilion redevelopment are some great outcomes facilitated by this strategy.

Looking forward we are preparing for the increased service needs of the community, we already deliver the largest Home and Community Care program in metropolitan Melbourne and we expect this to grow. Similarly early years child care regulations are changing and we are embarking on an exciting community hub project at Parkdale Secondary College to help accommodate for changing requirements and increasing demand.

Council farewelled former South Ward Councillor Donna Bauer this year after she won the State Seat of Carrum at the 2010 Victorian election. Congratulations to Aspendale Gardens resident Dan Moloney who has filled the role and proven to be a valuable addition to our team.

To my fellow Councillors, past and present, thank you for a successful and visionary year and for your support during my mayoral term. We have worked well together for our community, never losing sight of our vision and purpose.

I also thank our Chief Executive Officer, the Executive Management Team for their excellent leadership, and all staff for their fantastic support and commitment to deliver the objectives of this Council. We are lucky to have so many staff committed to serving our community.

To the many community members, sports clubs, businesses, families and volunteers I have had the chance to work with over the past year, it has been a pleasure, and I commend your efforts to build partnerships with each other, and with Council, for the benefit of the municipality.



Cr Ron Brownlees
MAYOR, CITY OF KINGSTON

Cr Ron Brownlees was elected Mayor of Kingston for 12 months at Council's Statutory Meeting on 2 December 2010.

(See Councillor profiles from page 13.)



Chief Executive Officer's Report By John Nevins

The City of Kingston community, and the organisation, has faced many challenges and opportunities in the past year, all of which are captured in this Annual Report. This report presents our performance against the key outcomes of the Council Plan 2009/13, and is one way we seek to be open and accountable to the community.

Looking back, no challenge rippled through the organisation like the extreme weather and higher than average rainfall. We've had to respond on many levels, relocating sports games due to washed out grounds; repairing damage to road, footpath and drainage infrastructure; increasing maintenance cycles to cope with unprecedented vegetation growth; collection and disposal of hundreds of extra tonnes of green waste; removal of 1,000 tonnes of debris from our foreshore; dealing with a significant rise in odours from local tips; and the unfortunate cancellation of two of our much-loved festivals.

Despite this, I am pleased to be able to report that 98% of the 2010/11 \$47 million Capital Works program was completed, the continued delivery of over 100 services to the community, and the timely delivery of all but three of the 98 actions in the Council Plan. Overall the community gave us an 83% satisfaction rating, significantly higher than the Victorian average of 77% in the annual Local Government Community Satisfaction Survey.

Our organisation provides services to the Kingston community from 22 sites and operates 24 hours a day, 365 days a year and this year's performance is a reflection of our highly skilled and dedicated workforce. This was acutely evident when staff from across the organisation voluntarily worked around the clock to respond to over 300 calls for assistance during the floods on 4 and 5 February – I am sincerely grateful to all staff for their hard work.

This year we have worked incredibly hard to improve our responsiveness, accountability and transparency. We have upgraded 15 year old finance systems, are in the process of implementing new software to help us respond to resident enquiries faster, and have embraced social media to improve communication. Our Facebook page was an invaluable tool for timely updates during the floods.

We have also been working hard to ensure a safe environment, for staff and for the community. A comprehensive municipal-wide building audit has been completed to ensure all 209 Council owned buildings are fully compliant with Essential Safety Measures, and we have significantly strengthened our Occupational Health and Safety Strategy for staff and contractors. Providing a safe workplace requires continual review and commitment which is of paramount importance to me as Chief Executive Officer.

The purchase of our municipal building at 1230 Nepean Highway, Cheltenham for \$21.5 million in late 2010 was a significant and strategic financial decision for Council. We now have a long-term future on an excellent site in our thriving Kingston community. With careful

management of the year's \$154 million operating budget, we have balanced quality service provision, the creation of new infrastructure, maintenance of existing assets, and the final repayment of the \$28 million pre-amalgamation debt.

I want to acknowledge the leadership of our Mayor Cr Ron Brownlees and his fellow Councillors. Our strong and positive working relationship has seen the delivery of key community projects and the development of significant strategic plans that will define the future of this municipality, its suburbs and natural assets for the long term benefit of the community.

It has been a pleasure to continue to work to achieve Council's goals and an honour to lead this dynamic organisation. I also bid a fond farewell to Tony Rijs, General Manager of Environmental Sustainability who has been a huge asset to this organisation and the local government sector for the past 31 years. I have always found the integrity and objectivity of Tony's advice to be invaluable and I am extremely appreciative of his support and friendship. I wish him well in his retirement.



John Nevins
CHIEF EXECUTIVE OFFICER



Chief Financial Officer's Report By Paul Franklin

Long term financial sustainability is the key objective of Kingston Council's financial plan. With good planning, the community can be assured that Council has the financial resources to achieve the outcomes set out in the Council Plan in all areas of community well being, sustainable environment, prosperous community, asset management and quality leadership and governance.

While this report focuses on the 2010/11 financial results, it is important to see this result in the context of the long term financial strategic objectives of Council which are:

- Ensuring adequate funding to maintain and improve the quality and standard of more than 100 services provided to the community by Council and the future service objectives of Council.
- Provide funding to achieve Council's rolling capital works program commitments and future objectives by achieving better than breakeven operating and cash results.
- Ensuring adequate funding to responsibly maintain and renew the \$2.4 billion of community assets under the control of Council.
- Progressively eliminating Council's inherited asset renewal gap assessed in 2008 to be \$22 million.
- Ensuring Council always has adequate cash reserves to maintain its financial liquidity and that it can always meet all debt and payment obligations in a timely manner.

Summary

- \$153 million operating budget.
- \$46.2 million Capital Works program delivered incorporating the one-off purchase of our Council Offices at 1230 Nepean Highway in Cheltenham (\$21.5 million).
- Rates and charges comprised \$93.3 million (61%) of the total operating budget.
- Operating profit of \$9.8 million, \$2.4 million ahead of budget.
- Cash holdings increased by \$3.7 million to \$39.4 million.
- Pre-amalgamation debt of \$28 million reduced to \$0.2 million in 2010/11 in line with the long term financial strategy and \$21.5 million borrowed for the purchase of 1230 Nepean Highway in Cheltenham.

Net operating result

The operating profit in 2010/11 was \$9.8 million, down from \$24.0 million in 2009/10. This result is influenced by grants and subsidies received in advance of \$1.3 million and Asset and Cash contributions from developers of \$2.9 million (\$14.8 million last year). In addition, Council's total capital works expenditure was \$46.2 million (including the purchase of 1230 Nepean Highway in Cheltenham)

Figure 2: Net operating result

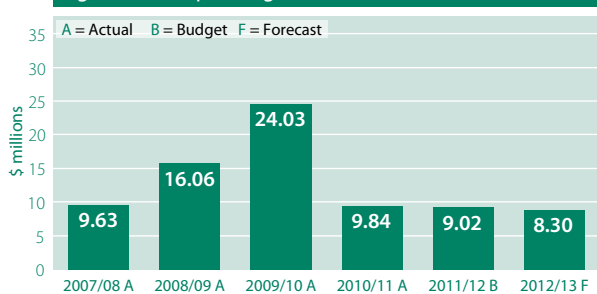


Figure 4: Cash reserves

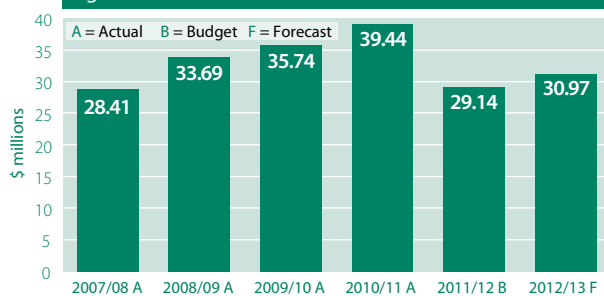


Figure 3: Ratio of capital expenditure to depreciation

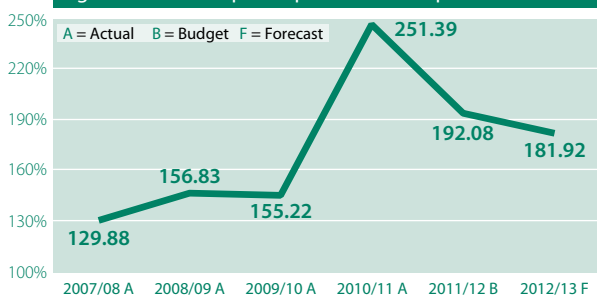
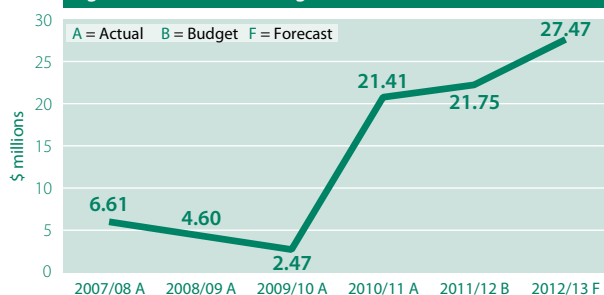


Figure 5: Debt outstanding



of which \$42.2 million was capitalised. The balance of \$4.0 million was expensed to the income statement compared with \$5.9 million in 2009/10. This result continues the trend of a surplus which will be maintained in the future, as shown in Figure 2.

The Comprehensive Result (i.e. Operating profit adjusted by the net asset revaluation increase/[decrease]) was \$82.6 million after adjusting for the net asset revaluation of \$72.8 million.

	2011 \$ ('000)	2010 \$ ('000)
Comprehensive Result	82,602	176,362
Net Asset Revaluation Movement	(72,759)	(152,335)
Profit	9,843	24,027
One-off / Non-recurring adjustments:		
Non-Cash Developer Contributions	(560)	(13,722)
Found Assets	(1,513)	(1,338)
Non-recurring Grants	(798)	(3,023)
Underlying Result	6,972	5,944

A key measure of financial sustainability is the Underlying Result. The Underlying Result identifies whether Council is generating enough revenue to cover operating expenses (including the cost of replacing assets reflected in depreciation expenditure). It is Council's view that this is represented by the comprehensive result adjusted for any asset revaluations, non cash developer contributions and found assets, as well as any other one-off or non-recurrent transactions. These are transactions that affect profit and/or the comprehensive result, but the values tend to fluctuate significantly from year to year and do not reflect the normal operating activities of Council. Therefore, the Underlying Result should remain relatively consistent from year to year and best represents Council's ability to remain sustainable and continue with normal day-to-day operations.

Sustainable capital expenditure

The level of capital expenditure in 2010/11 continues to deliver on the challenge of renewing community assets. The Capital expenditure to Depreciation ratio of 251% (2009/10 155% and 134% excluding the purchase of 1230 Nepean Highway) indicates that assets are being renewed faster than they are deteriorating, thus reducing the backlog of required works. In the future we anticipate expenditure on capital to continue at an appropriate level while in the longer term, we will continue to address the backlog of works that are currently required to renew existing assets, as shown in Figure 3.

Cash reserves

Council's cash holdings have increased by \$3.7 million during 2010/11 to \$39.4 million. \$4.8 million of this will be used to pay for capital works carried forward to 2011/12 and expenditure related to grants received in advance of \$1.3 million.

As shown in Figure 4, Council is achieving its objective of a balanced cash position in the long term. Analysis of the years beyond this table indicates that Council will continue to maintain its cash holdings as a prudent continuing outcome of the Long Term Financial Strategy. In future this will allow Council flexibility to respond to unexpected events or opportunities such as the potential to strategically acquire an asset such as a property for open space.

Debt levels

In the past, Council has borrowed strongly to finance capital works, but since 1998/99 (when total debt was \$28.3 million) Council has been in a phase of debt reduction. This has resulted in a reduction in debt servicing (interest) costs, but has meant that cash has been used as an alternate funding source to maintain a robust capital program. At 30 June 2011 this debt was reduced to \$0.2 million. In December 2010 Council borrowed \$21.5 million to purchase our Council Offices at 1230 Nepean Highway, the resulting payments which were more than offset by savings in accommodation costs. The Long Term Financial Strategy has plans for a new \$5.5 million borrowing in 2012/13 to fund a Community Hub at a central location in the municipality, as shown in Figure 5.

(See page 137 for the detailed Financial Reporting section).



Paul Franklin
GENERAL MANAGER CORPORATE SERVICES



Our Councillors – North Ward

Clarinda, Clayton South, Dingley Village, Heatherton, Highett, Moorabbin and Oakleigh South



Cr Arthur Athanasopoulos

E: arthur.athanasopoulos@kingston.vic.gov.au
Phone: (03) 9548 8231
Mobile: 0412 111424

Cr Athanasopoulos has been a Kingston Councillor since 2000 and has lived in the Clayton area for more than 30 years still residing in Clayton with his wife and two children. Cr Athanasopoulos has worked in the construction and finance industries for many years holding senior management positions. He has also had a successful business and investing career along with serving on school council and sports committees.

Highlights for 2010/11

- Taking care of the Green Wedge through the consultation process for the management of the Green Wedge for Kingston. The importance of the Green Wedge has been very evident with the ongoing action against tip odours and the operators of the tips in the North Ward. It has been encouraging to see the action taken by the EPA, tip operators, Council and residents all working towards a satisfactory outcome.
- The \$5 million project to harvest stormwater at Namatjira Park, Clayton South. This innovative project will involve creating a new wetland in the Park and adjoining Retarding Basin. The re-opening of the upgraded playground at the First Street Reserve was also an exciting addition to the area.
- The adoption of the Moorabbin Structure Plan which will set the planning framework for future development in the area.



Cr Paul Peulich

E: paul.peulich@kingston.vic.gov.au
Phone: (03) 9551 5687
Mobile: 0427 354795

Cr Paul Peulich is a resident of the North Ward and was elected to Council in November 2008. A finance graduate, Cr Peulich works in a Kingston based manufacturing company and takes a strong interest in the local economy. With over 20 years of active involvement in track and field and having represented Australia at International Championships in Athletics, Cr Peulich takes a strong interest in sport and recreation.

Highlights for 2010/11

- The establishment of the inaugural Kingston Sport and Recreation Reference Group, to improve local policies and strategies that impact sport and recreation and to strengthen and support an active community lifestyle.
- Focusing on improvements in the operation and management of tips and landfill in and around the North Ward. Kingston Council and all of the North Ward Councillors, the State Government and the EPA, which is now reforming its operations, are all committed to working cooperatively to address community concerns, improve tip operations and to inform and communicate with all stakeholders including residents and ratepayers.
- Serving on the Audit Committee which ensures that compliance and due diligence are front of mind in the City. Improving Council's operations to balance efficiency and effectiveness means that internal auditing complimented by external review ensures more value for residents and ratepayers.



Cr Steve Staikos

E: steve.staikos@kingston.vic.gov.au
Phone: (03) 9544 2745
Mobile: 0447 896643

Cr Staikos, serving in his third year at the City of Kingston and elected Mayor in December 2009, is deeply committed to the environment and protection of the natural resources of the municipality. He is committed to social justice, diversity and emphasizing investment in human capital and as a Clarinda resident he has lived and worked in the area for many years. He is currently the Policy and Public Affairs Officer for the Community Housing Federation of Victoria.

Highlights for 2010/11

- The Green Wedge Management Plan has been worked on for the past several months, Council has engaged with the community, taken views on board, and released a draft plan for their consideration, the establishment of a \$7.9 M, 10 year green wedge fund has been established to implement the plan.
- Council's good management of the budget, including the purchase of our Kingston Headquarters, and paying of all the inherited debt from the amalgamations, effectively has put our city in a strong, sustainable, financial position for the future, ready and able to progressively close our asset renewal gap.
- The Structure Planning Processes concluded for Mentone, Cheltenham and Moorabbin, these Major Activity Centres now have long term plans for their future, we are also continuing consultation for the Mordialloc Creek Master Plan, and have commenced planning for the Southland Principal Activity Centre.

Our Councillors – Central Ward

Braeside, Cheltenham, Mentone, Moorabbin Airport, Mordialloc and Parkdale



Cr Ron Brownlees

E: ron.brownlees@kingston.vic.gov.au
Phone: (03) 9583 4355
Mobile: 0418 172 725

Cr Brownlees was elected Mayor in December 2010. He has previously served as a Kingston Councillor from 1997 to 2003, during which time he was Mayor in 1998/99. After retiring in 2003 he was then re-elected to Council in November 2008. He is married with three adult children, has lived in Cheltenham for the past 38 years and has recently retired as the Chief Radiographer at Sandringham Hospital after 37 years. Cr Brownlees is also a past Councillor and Mayor of the former City of Moorabbin, as well as a past member of the Mentone and Cheltenham Village Committees. He is actively involved in Rotary.

Highlights for 2010/11

- Commencement of the Green Wedge Management Plan and involvement in the community consultation sessions.
- Adoption of the Mentone and Mordialloc Structure Plans following extensive community consultation.
- Commencement of Stage 1 of the dredging of the Mordialloc Creek, a significant achievement for the local community and businesses.
- Achievement of a budget that limits the rate rise to only 4.95% – the lowest for many years.



Cr Lewis Dundas

E: lewis.dundas@kingston.vic.gov.au
Phone: (03) 9585 3096
Mobile: 0438 562435

Cr Dundas was elected to Council for the first time in November 2008. He is a lifelong resident of the City of Kingston and lives in Mentone with his wife, Marion. The couple have three adult children. A semi-retired mechanical engineer, Cr Dundas has conducted business in the area most of his life. He was a member of the Mentone/Parkdale Village Committee for three years prior to joining Council and was also involved in the Chicquita Park Group.

Highlights for 2010/11

- Formation of a foreshore committee to improve foreshore amenities for the community from a special purpose fund of \$1 million a year.
- Completion of the Kingston Heath Soccer Complex with lighted synthetic pitches and an upgrade of the main arena with Federal funding.
- Purchase of the Nepean Highway Cheltenham offices to secure permanency of occupation.
- Improved governance after reforms to ward structure with three wards each with three Councillors in lieu of the previous seven wards each with one Councillor.



Cr Rosemary West OAM

E: rosemary.west@kingston.vic.gov.au
Phone: (03) 9776 2819
Mobile: 0418 554799

Cr West OAM, a resident of Kingston for over 30 years, was first elected to Council in March 2003. Prior to joining Council, Cr West was a noted journalist, working for The Age for 15 years as a reporter, feature writer and as editor of the 'Accent' section. Cr West received the Order of Australia Medal for her services to disadvantaged groups in the community and to journalism.

Highlights for 2010/11

- Working with residents to protect our environment including the Green Wedge and public open space. Achievements include: rezoning the former Stanley Avenue car park in Cheltenham for parkland with a new playground; participating in the Kingston Green Wedge Plan Steering Committee and in the Kingston Climate Change and Biodiversity Reference Group.
- Working with residents through the aviation white paper, Moorabbin Airport Community Consultative Group and Training Circuits committee to advocate for proper airport planning. This has achieved more Council and community input on inappropriate non-aviation development; reducing airport noise nuisance and promoting aviation safety.
- Working with residents for responsible budget management, good governance and development within limits acceptable to surrounding communities, with mixed success.

Our Councillors – South Ward

Aspendale, Aspendale Gardens, Bonbeach, Carrum, Chelsea, Chelsea Heights, Edithvale, Patterson Lakes and Waterways



Cr Dan Moloney

E: dan.moloney@kingston.vic.gov.au
Phone: (03) 9772 0034
Mobile: 0428 585039

Cr Moloney was elected to Council in January 2011 following the election of former South Ward Councillor Donna Bauer to the Victorian Parliament. He has lived in Kingston all his life, and is married with three children. Cr Moloney has owned and operated his own business in Carrum for more than 20 years and is a member of the Aspendale Gardens Residents' Association. He also has a passion for local sport and has over the years been both a coach and committee member of local clubs.

Highlights for 2010/11

- The commencement of the renovations to the Chelsea Sportswomen's Centre and Tom Johnston pavilion at the Chelsea Football Club. It is exciting to see Council upgrading the facilities that will enhance and build on the strong sports culture of our City.
- The opportunity to attend a number of community events and meet the many volunteer groups involved in the City. The dedicated and hard-working committees and groups that provide many unpaid hours for all in the community enables this City to continue to operate so effectively.
- The stunning renovation of the Chelsea Bicentennial Park which has created an imaginative and cutting-edge play space for all Kingston residents.
- Being a part of a dedicated and committed Council for the City of Kingston that has the needs and concerns of the community at its heart.



Cr John Ronke

E: john.ronke@kingston.vic.gov.au
Phone: (03) 9587 0829
Mobile: 0410 558862

Cr Ronke is Kingston's longest serving Councillor having been elected following Council amalgamations in 1997 and then returned in the 2000, 2003, 2005 and 2008 elections. He has been a resident of the Mordialloc/Braeside area since he was two years of age and now lives in Aspendale Gardens with his wife and two children. Cr Ronke is a Station Officer at Clayton Fire Station and has more than 30 years service as a firefighter.

Highlights for 2010/11

- Purchase of the Council building at 1230 Nepean Highway in Cheltenham which is a sound financial decision and will help secure a long term future for Council on this important site.
- The progression of the Green Wedge consultation and subsequent Draft Plan for this significant area of Kingston. The feedback and suggestions from all concerned has been very encouraging and will ensure a suitable outcome can be achieved.
- Planning for the new Aspendale Gardens sports ground has begun after being on hold for some time due to the stringent water restrictions. The easing of the restrictions has now allowed for this project to begin with completion expected in the next six months.
- Council continues its commitment to a fiscally responsible budget which ensures a long term financially secure future.



Cr Trevor Shewan

E: trevor.shewan@kingston.vic.gov.au
Phone: (03) 9772 7570
Mobile: 0419 898758

Cr Shewan is a Carrum resident who has lived in South Ward for many years. Elected to Council in November 2008, this is his second stint as a Councillor having previously served from 2001 to 2003. Cr Shewan has a Bachelor of Arts major in community development and a post graduate in vocational education and training.

Highlights for 2010/11

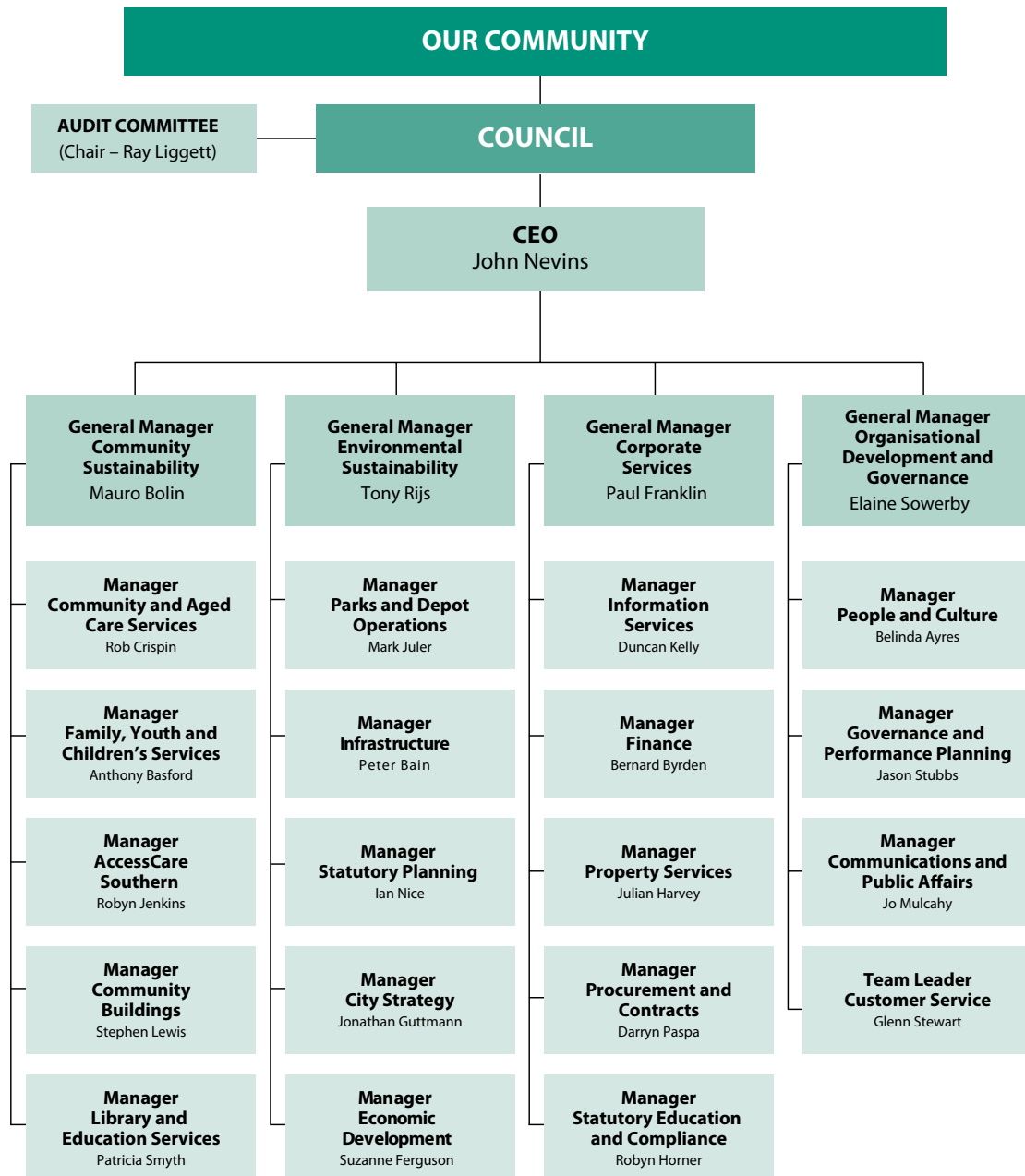
- The high quality remnants of the original vegetation (*banksia integrifolia*) proudly still in existence at Bonbeach Foreshore Woodland, including two magnificent old trees, and surrounding younger banksias that have grown naturally from seed.
- The successful first stage of Green Wedge consultation with the vast majority of the 1,200 Kingston residents surveyed wanting it protected for environmental conservation, passive and active recreation, walking and bicycle trails, agriculture and horticulture.
- Kingston City Council joined the international Fair Trade Communities Initiative focused on delivering improved outcomes for farmers, and the protection of workers rights in third world and developing countries.
- The \$675,000 upgrade of Kingston's popular Bicentennial Park in Chelsea.

Our Organisation

Our Divisions

As shown in the below Organisational Chart, the City of Kingston comprises four divisions - Community Sustainability, Environmental Sustainability, Corporate Services, and Organisational Development and Governance. Each division is led by a General Manager who reports to the Chief Executive Officer (CEO). The CEO is directly accountable to the Mayor and Councillors who are elected by Kingston residents. The Audit Committee oversees the operation of Council and reports directly to Council.

Organisational Chart as at 30 June 2011



Executive Profiles

John Nevins

Chief Executive Officer

Bachelor of Economics; Graduate Diploma Public Policy; Member AICD; Fellow LGPro

John Nevins has been Chief Executive Officer at the City of Kingston since May 2005. Before joining Kingston, John had spent the previous 10 years working in Local Government in metropolitan Melbourne. Prior to this, John's experience included senior management and leadership roles over seven years in the Public Transport Corporation and 12 years in the Victorian Public Service. In his role as CEO, John is responsible for overall organisational leadership, Council's operational and service delivery performance and organisational support for the elected Council.

Highlights for 2010/11

- Purchase process and price paid for our Municipal office building at 1230 Nepean Highway, Cheltenham
- Completion of the Structure Plans for Mentone, Cheltenham and Mordialloc
- Beach pipe removal at Mundy Street, Mentone foreshore
- Securing State Government funding of \$6 million to dredge Mordialloc Creek
- A \$1.3 million upgrade of Bicentennial Park Playground and \$140,000 upgrade of Bald Hill Park
- Commencement of Namatjira Park \$5 million upgrade and expansion
- Commencement of Green Wedge Management Plan for Kingston's Green Wedge
- Council's response to the 4 February flash floods in Aspendale Gardens and Patterson Lakes, and particularly the clean up works that followed along the foreshore south of Mordialloc Creek
- The excellent results achieved in the 2011 Community Satisfaction Survey
- Capital expenditure of \$26.9m was spent which was 98.35% of the adopted capital works budget
- Organisational engagement of social media
- The dedication and commitment of Kingston Council's employees and volunteers



Kingston's Executive Team from left (back) Mauro Bolin and Paul Franklin and (front) Elaine Sowerby, John Nevins and Tony Rijs.

Paul Franklin

General Manager, Corporate Services

Bachelor of Business (Accounting); ASA; AAICD

Paul was appointed General Manager Corporate Services at the City of Kingston in July 2003 after working as Finance Manager since July 1995. Prior to joining Kingston, Paul was Manager, Treasury and Commercial Activities at RMIT University for two years following 14 years with the State Electricity Commission working in a range of finance and audit roles.

Areas of Responsibility:

Information Services, Financial Services, Property Services (including the Arts and Leisure Centres), Procurement and Contracts, and Statutory Education and Enforcement.

Highlights for 2010/11

- Fire Prevention inspections conducted and program delivered
- Review of Alcohol free zones and introduced an additional two zones
- Awarded the tender for Council's Asset Management System and commenced its implementation
- Upgraded Council Server and Disaster Recovery environment
- Completion of DPCD sponsored Procurement Roadmap
- Negotiation and completion of due diligence for the purchase of Council's headquarters at 1230 Nepean Highway in Cheltenham for \$21.5 million dollars in an off market transaction including the leasing of two floors of the building to APT for seven years with options
- Supporting the implementation of Structure Plans through property acquisition in Chelsea, Cheltenham and Mordialloc

Tony Rijs

General Manager, Environmental Sustainability

Bachelor of Engineering (Civil); Graduate Diploma Municipal Engineering; C.E.; Fellow IPWEA; Master of Social Science

Tony has held a number of management positions since he joined the City of Kingston when it was formed in 1994. Prior to Council amalgamations Tony was the City Engineer at the former Mordialloc Council. He has worked in Local Government for more than 31 years. Tony was this year recognised by the Municipal Engineering Foundation for his contribution to the sector, receiving an award for 'Excellence in Engineering' on 11 May. The award recognised the contribution that Tony has made to the engineering sector over his 31 years of service, some of which includes:

- 15 years as Director of the Institute of Public Works Engineering Australia (Victoria Division) from 1994-2009

- 12 years as a Director or Representative of the South East Regional Waste Management Group 1993-2005
- 11 years as a member of the organising committee for the National Works and Engineering Conference (1994-2005), including five years as Chairman and Convenor (1996-2000)

Tony Rijs will retire in July 2011, having provided 31 years of dedicated service to the Kingston community and the former City of Mordialloc. Tony's replacement, Rachel Hornsby, will commence on 25 July 2011. Rachel brings a wealth of planning, Local Government and State Government experience, having worked in Victoria and New Zealand.

Areas of Responsibility:

Parks and Depot Operations, Infrastructure Management, Statutory Planning, City Strategy and Economic Development.

Highlights for 2010/11

- The purchase of an asset management system for Council
- The successful delivery of Council's \$47 million Capital Works Program
- Successful funding for the dredging of Mordialloc Creek
- Preparation of concept plans for the section of the Dingley Arterial through Kingston
- Continued development and implementation of structure plans for Mentone and Mordialloc
- Enhancements to Council's parks and playgrounds



Tony Rijs was honoured for his 31 years service at the Council meeting held on Monday 27 June. He is pictured with his wife Kerry and Mayor Brownlees.



General Manager, Community Sustainability Mauro Bolin with Tina Bourekas, Senior Home Care Coordinator and Georgia Hills, Team Leader Aged & Disability Services at a recent Views and Values Forum.

Mauro Bolin

General Manager, Community Sustainability

Diploma Applied Science (Environmental Health); Graduate Diploma in Health Education

Mauro has over 25 years experience with Local Government. Prior to joining the City of Kingston in February 2009, Mauro held numerous positions within the City of Boroondara; the most recent being Acting Director, Strategic Development from October 2008 to February 2009 and prior to this Manager of Health and Aged Services (July 1997–October 2008) where he was responsible for planning, developing and delivering a range of services in response to community needs and government policies.

Areas of Responsibility:

Community and Aged Services, Library and Education Services, Access Care Southern, Family, Youth and Children's Services, and Community Buildings.

Highlights for 2010/11

- Delivery of many hours of high quality service provision, with positive external assessments and accreditation
- Continued extensive planning for community facilities including the Parkdale community precinct and many foreshore buildings
- Successful submissions for a variety of grants, such as early home learning study, Shirley Burke theatre redevelopment, minor sports facility upgrades, Chelsea Sportswomen's Centre, GR Bricker Reserve athletics facility, Waves Leisure Centre changing rooms, My Community Life funding, Clayton Community Strengthening Project and the accessibility funding for Mentone Racecourse Reserve
- Review of residential care facilities completed

- Arts and Culture strategy redeveloped, establishment of artists in residence initiative and opening of the second gallery at Kingston Arts Centre
- Continued growth in community grants
- Introduction of free WiFi at our libraries
- Advocacy relating to early years services
- Continued strengthening of relationships with community phased service providers

Elaine Sowerby

General Manager, Organisational Development and Governance

Bachelor of Arts Hons (Politics); Graduate Diploma in Organisational Behaviour; Certificates in Counselling and Psychotherapy; Accreditation MBTI Step 1 and Step 2.

Prior to joining the City of Kingston in October 2007, Elaine had her own practice providing organisational and people management services to clients in the Local Government, State Government and private sectors. She also worked at the City of Knox between 1996 and 2002 where she was Group Manager Organisation Development and at Maroondah City Council as Manager Environmental Services. Elaine moved into Local Government in 1994 from State Government where she held management roles at the Victorian Publishing Service, State Revenue Office and Public Record Office.

Areas of Responsibility:

People and Culture, Governance and Performance Planning, Customer Service, and Communications and Public Affairs.

Highlights for 2010/11

- Continued achievements in Occupational Health and Safety particularly increased employee training and policy development
- Council's 2009/10 Annual Report winning the Gold Award in the Australasian Reporting Awards for the fourth successive year
- The purchase of a new customer response system and commencement of implementation
- Purchase of a new strategy and action management reporting system
- Established a Social Media presence at Kingston through a Working Group which has introduced Facebook, CEO and Mayoral blog, use of You-tube, Twitter, Skype, Yammer, Linked-in forums and a social media policy. Other initiatives include researching the benefits of mobile applications
- Significant focus on organisational capability in leadership development, customer service, communications and public affairs
- Risk Management strategy and process

Our Employees

Community Inspired Leadership describes the essence of what working at Kingston means. Our circle of influence diagram is the visual representation of our culture (refer to page 3). The circle of influence also represents what our community can expect when they are dealing with us.

The six key values underpinning Community Inspired Leadership are Community Centric, Dynamic, Future Orientated, Accountable, Expert and Celebrate and these values guide our behaviours. It is through our employees' behaviours that we define and determine our organisational reputation.

Major achievements in 2010/11

- Implementing the LINK performance review system which aligns employee performance with the financial year delivery of the Council plan and the Community Inspired Leadership values
- Successful completion of internal leadership programs (Kingston Leadership Program and Breakthrough Leadership Program) by 25 Kingston employees
- Recognition of over 200 employees at the Employee Recognition Awards for their years of service with Kingston

Community Inspired Leadership will continue to be integrated into our culture in 2011/12 with a focus on streamlining people related processes; integrating a people management software system within the organisation; and undertaking workforce planning activities to ensure the organisation has the right people in the right positions at the right time.

Our employee profile

Our employees represent our community, with over half of our workforce (52%) choosing to live and work within the Kingston municipality. This overlap creates a sense of belonging as our employees have a strong connection to their community and the role they play within it.

As at 30 June 2011, we employed 1,381 people in a diverse range of positions including; management, engineering, community and aged services, family and children services, sport and recreation, health, planning and arts. As shown in the table below, the total of 1,381 comprises 379 full-time, 507 part-time, 406 casual and 89 temporary employees, compared with last year's figure of 1,339 (as at 30 June 2010).

Kingston won a fourth successive Gold Award for Kingston's 2009/10 Annual Report at the Australasian Reporting Awards. From left (back) Allison Woolard, Hayley White, Bernard Byrden, Louise Barren and Sarah Bishop. From left (front) Marilyn Brownlees, Linda Yeo, Mayor Brownlees and Elaine Sowerby.



Position Breakdown	2010/11	2009/10	2008/09
Full-Time Positions	379	428	406
Part-Time Positions	507	523	467
Casual Positions	406	388	363
Temporary Part-Time Positions	29	n/a	25
Temporary Full-Time Positions	60	n/a	35
TOTAL	1,381	1,339	1,296

As reflected in the following table, our employee retention rate for 2010/11 was 85.7%, which is lower than the rate for 2009/10 (88.6%), and slightly higher than rate for 2008/09 (84.1%). The average age of our workforce is 44.8 years (compared with 44.8 years as at 30 June 2010). Interestingly, 42% of our employees are aged between 46 and 65 years with 48% of employees aged over 35 years. The gender profile of our workforce is 70.9% female and 29.1% male. The majority of our employees are positioned at the officer level (98.4%) with executive management representing 1.6% of the total workforce.

Workforce Profile	2010/11	2009/10	2008/09
Retention Rate	85.7%	88.6%	84.1%
Average Age (years)	44.8	44.8	n/a
Percentage of Females	70.9%	70.9%	n/a
Percentage of Males	29.1%	29.1%	n/a
Officer Level	98.4%	n/a	n/a
Executive Level*	1.6%	n/a	n/a
Total Separations**	154	97	119
Turnover Rate**	15.8%	10.2%	12.8%

*comprises CEO, General Managers and Managers

**excludes casuals

Employee opinions and feedback

As an organisation we are committed to listening to our employees. An Employee Opinion Survey was undertaken in June-July 2010 to feedback about how we are performing as an organisation. A total of 549 (or 43.2%) of Council employees completed the survey, providing a pleasing overall satisfaction rating of 73.9%, a 3.6% increase on the 2008 survey results. Council has made a commitment to gathering this feedback on a bi-annual basis.

CEO John Nevins with graduates of the Kingston Leadership Program 2010/11 (from left) John, Sandra Pickett, Alan West, Steve Lewis, Dusan Ivanic, Mark Juler, Nigel Brown, Robyn Horner, Brian McNamara and Chandra Sinnathamby.





Margaret Binaisse was recognised for an amazing 35 years of service in her role as Crossing Supervisor. Margaret received her award from Mayor Brownlees and CEO John Nevins at the Kingston Employee Recognition Event.

The feedback identified that Kingston was performing well in many areas including providing a safe work environment and producing and delivery quality products and services. Employees indicated that areas of importance included flexible employment conditions and a focus on team work. The survey also identified areas for improvement, particularly in the areas of retaining skilled employees, valuing employees and cross-departmental cooperation.

Employees are also requested to complete an entry survey within three months of commencement and an exit survey should they choose to depart the organisation. During 2010/11, 52 entry surveys and 38 exit surveys were completed. The most common reasons reported by the employees departing the organisation were as follows:

- Personal reasons, i.e. family, retirement (12.7%)
- Better job offer (12.5%)
- Career opportunities (11.0%)
- Job satisfaction (8.0%)
- Pay and Conditions (7.0%)
- Development opportunities (6.6%)

As shown in the table below, our actual employee costs for 2010/11 were 1.5% higher than budget. The actual number of employees (equivalent full-time) was 770 which is less than the number budgeted for, and a decrease of 34 from 2009/10.

Details	Budget for 2010/11	Actual for 2010/11	2010/11 Increase/ (Decrease)	Budget for 2009/10	Actual for 2009/10	2009/10 Increase/ (Decrease)
Employee Costs (\$000)	58,668	59,576	908 1.5%	54,308	55,663	1,355 2.5%
Employees Numbers (EFT)	806	770	(36) (4.5%)	784	804	20 2.6%

Conditions of employment

The Kingston City Council Enterprise Agreement No. 6 2009 came into effect on 17 December 2009, which covers the organisation's terms and conditions of employment and is a three-year agreement that is due to expire on 30 June 2012.

The agreement outlined a 3.5% wage increase over three years and enhanced conditions to support work-life balance. Part of this enhancement included a 19 working day month for eligible employees. As at 30 June 2011, 206 employees (or 64% of 322 eligible employees) have taken advantage of this flexible working condition.

Kingston contributes 9% of each employee's salary to the Super scheme of their choice. Employees have the option to further salary-sacrifice contributions to their superannuation fund. Kingston also offers a range of benefits to employees including:

- Employee Assistance Program
- Access to the Local Government Employees Health Plan
- Wellbeing at Kingston (a structured health and wellbeing education program for employees including health checks and flu shots)
- Flexible working arrangements

We recognise that flexible working arrangements benefit employees in balancing work responsibilities with family and lifestyle needs. The degree to which flexibility can be supported is relative to the delivery of each position and is assessed on a case-by-case basis. The flexible options at Kingston include:

- 19-day month
- Part-time work arrangements
- Paid study leave
- Purchased leave and leave without pay



Marion Harriden was announced as *Kingston's Citizen of the Year 2011* at the Australia Day Awards. She is pictured with Mayor Brownlees receiving her award.

Celebrating achievements

At Kingston we feel it is important to celebrate the achievements of our employees. We do this through a number of ways including an employee recognition events hosted by the CEO, coverage in our internal employee magazine 'Connect' and external media.

Employee Recognition events bring together employees and their families with the CEO, Mayor and General Managers to acknowledge and celebrate the contribution made by employees to the organisation and community. Two events were held in November 2010 and April 2011 with in excess of 200 employees recognised for their service to the organisation.

The Employee Recognition event also celebrates significant achievements through two major awards, the **Innovator of the Year** and the **Kingston Order of Excellence for Outstanding Service**, these recognise employees who exemplify Community Inspired Leadership, particularly the values of dynamic, expert and future orientated.

The Innovator of the Year was awarded to Shona Callum, Belinda McDaid, Janet Waddell, Yvonne Honey, Marian Hamilton-Kerr, Angeline Stephens, Jenny Pitkin and Robyn Jenkins from various departments for the 'Your Business is Our Community' project.

The Kingston Order of Excellence was awarded to Information Technology Team Leader, Kevin Chan. Kevin was recognised for his development of an Information Services Disaster Recovery facility.

Keeping employees informed

Keeping our communication channels open with employees is critical. We strengthen our communication with employees by using a number of different mechanisms:

- **Connect** - five editions of Kingston's official employee newsletter were published in 2010/11 with the continued key focus being on inspiring, celebrating, connecting and communicating with each other.
- **View and Values Forums** - three forums were held during 2010/11. These forums aim to bring together employees from a variety of locations to hear and discuss updated information on key organisation topics as reported by the CEO and General Managers.
- **connect.online** - the intranet site for employees continues to evolve and provides access to work related documents, publications and policies as well as upcoming events and news that our employees may need to know.
- **Staff Consultative Committee** - Kingston has an active Consultative Committee which met six times during 2010/11. Committee members have the opportunity to provide input into draft policy documents, raise issues and discuss areas of common interest.
- **Inspired Leaders Forum** - Six sessions were held during 2010/11. Each session is aligned with one of our Circle of Influence values. Guest speakers share their experience and through this our employees at all levels are motivated to be community inspired.



Learning and development

Kingston is committed to providing access to ongoing learning and development opportunities to build the capacity of our employees. These opportunities are offered via on-the-job internal and external workshops, conferences and programs, and delivered by our internal People and Culture team members or external specialists.

In 2010/11, a total of \$567,379 was invested in providing development opportunities to employees. The table below presents a comparison of the amount spent on employee learning and development since 2007/08.

2010/11	2009/10	2008/09	2007/08
\$567,379	\$591,582	\$495,474	\$460,582

In 2010/11, the learning and development opportunities included:

- 88 programs being offered
- 794 employees attending a program (an increase of 30% from 2009/10)
- 5 full-day organisation induction programs being offered
- 68 new employees attending an organisation induction program

Online learning

Online Learning was introduced during 2010/11 to provide employees with an alternative means to access development opportunities. Online Learning is an internet based learning system that provides online self service learning opportunities to employees. As part of the Online Learning launch, 485 employees completed the Equal Employment Opportunity learning module.

Studies assistance program

This Program provides Kingston employees with up to \$1,000 per semester towards tuition, books and other study related expenses and up to four hours per week study leave and exam leave. In 2010/11, a total of 29 employees accessed the Studies Assistance Program, with a total of \$11,000 reimbursed towards employee development.



Kingston's Delivered Meals Supervisor, Deb Barbarino helps volunteer, Moyné McDonnell load meals into her car.



Business Excellence training was one of many learning and development opportunities offered by Kingston in 2010/11.

Leadership development

Kingston offers two Leadership Programs per year. The **'Breakthrough' Leaders Program** (established in 2009/10) targets employees who are not yet in a senior role. The program is designed to foster learning which will enable the nominated employee to develop business capabilities and leadership skills required to nurture the organisation's culture and drive the organisation's success into the future. Participants complete a work-related project in conjunction with their learning. Participants are assessed against a range of competencies. Upon successfully meeting each criteria, they are awarded a Diploma of Management through RMIT University. In 2010/11, 11 employees completed the Breakthrough Leaders Program, raising the total number of employees completing the program to 25.

The **Kingston Leadership Program** was introduced in 2010/11. This program targets senior leaders within the organisation. The **Kingston Leadership Program** is Kingston's internal leadership development program aimed at developing senior leaders to carry the Kingston Community Inspired Leadership recipe for success into the future. In 2010/11, 13 employees participated in the program which included two modules involving industry expert guest speakers. At the completion of the second module participants undertook three key organisational projects to enhance their learning.

Team/Program Leaders Forums were introduced in 2010/11. These forums were introduced to bring together leaders from across the organisation to discuss a range of topical organisational related matters, to enhance the experience of being a leader at Kingston and to also create stronger leadership networks. In total, over 160 leaders attending the three forums delivered.

Our Volunteers

The City of Kingston values the wonderful contribution that volunteers make in our community. Volunteers provide valuable assistance and enrich the lives of the people and groups they are helping.

Council is fortunate to have volunteers assisting in a number of areas supporting its capacity to deliver a range of services and programs. In 2010/11 Kingston continued to build connections with the community and increase volunteer participation with more than 500 volunteers donating in excess of 21,000 hours of their time to help the Kingston community.

In the sections below, some of the areas in which volunteers have provided assistance are outlined.

Environmental management

Kingston's Natural Resource Areas (NRA) Team has a large number of volunteers including individuals, community groups and schools assisting with the ongoing management of foreshore reserves and bushland. In 2010/11, volunteers contributed more than 4,000 hours to help Council's parks staff maintain parks, reserves, open space areas and natural resource areas.

Kingston is home to many community and friends groups active in protecting the environment. These groups include Friends of Bradshaw Park, Friends of Aspendale Foreshore, Friends of Edithvale - Seaford Wetlands, Friends of Mordialloc Creek Catchment, Friends of Bonbeach Foreshore, Friends of Braeside Park, Friends of the Grange, Carrum Residents Action Group and Oakleigh Gentlemen's Club. These groups work on a variety of activities and projects including propagation and revegetation of indigenous species, seed collection, weed control and removal, erosion prevention and remediation and water quality monitoring.



Gavin Davies from Council and Tom Drenan, volunteer, help plant trees at Yammerbrook Reserve on World Environment Day.

Environment-related community events

In excess of 100 environment-related community events were held during 2010/11:

- Students from local schools participated in ongoing Environmental programs
- Kilbreda, Mentone Girls Grammar and Patterson River Secondary College have annual programs with the NRA team where they undertake a hands on approach, learning and participating in weed and erosion control activities, propagation and revegetation with Indigenous species
- Patterson River Secondary College students took their learnt propagation skills and tested a variety of vegetable seeds for local farmers. This partnership with Council and South Pacific Seeds helped them win the 2010 Victorian Science and Mathematics Education Excellence Awards for Southern Metropolitan Region

The Job Training and Accessible Parks Program (JTAPP) came to a successful completion in February 2011. The program is a partnership between the City of Kingston, the Victorian Government and the Chelsea and Bonbeach community. It has given 12 participants the opportunity to gain experience and a qualification; Certificate II in Horticulture. Works carried out included establishing horticultural beds around Bicentennial playground, wheel chair accessibility from Bicentennial to Beasley parks, revegetation, building paths, mulching and weed control. At the completion of the JTAPP, 11 of the 12 participants attained work in either local government or in the private sector and one participant went on to further study in horticulture.

More than 200 volunteers participated in Clean Up Australia Day on 6 March 2011 and collected more than 240 bags of litter of which 30 bags contained recyclables from 17 sites in the City of Kingston. The amount of litter was significantly higher than last year due to the recent heavy rains. In addition, numerous schools participated in Schools Clean Up Day on 4 March 2011.

The Growing the Foreshore's Future project which involves volunteers growing indigenous foreshore plants at their homes changed its format this year. NRA operated the program from Kingston's Bonbeach depot. Two nursery workshops were held with approximately 10 participants attending each. The group propagated nearly 60 trays of seeds and cuttings (cuttings were not possible through the old program), successfully producing 2,000 plants. Participant feedback was very positive and two planting days were held in June 2011. Since the commencement of the project in 2004, volunteers have grown more than 17,000 seedlings which have been planted between Aspendale and Carrum.

Community engagement

The contributions of volunteers are fundamental to the work of Council's Community Engagement team. A large number of volunteers regularly contribute a range of activities which aim to strengthen the local community.

Volunteers have contributed their time and skills to various local committees including:

- Positive Ageing Committee
- Positive Ageing Volunteers Working group
- Access and Equity Committee and subgroups
- Interfaith Network Committee
- Chelsea Community Renewal Committee and subgroups
- Strengthening Clayton and Clarinda Committee and subgroups
- Probus and Service Club Network Committees

In 2010/11, community volunteers also developed and implemented a number of important local initiatives which include Harmony Day events, various community consultations, community kitchen activities, arts projects and seniors festival events.

Aged care and delivered meals

A total of 412 volunteers spent approximately 11,590 hours helping out in the social support programs that Council provides to residents who are frail aged or who have a disability, including delivered meals, social support services, home library programs and the community bus which takes eligible residents on regular shopping trips, to leisure facilities and specialist visits.

In November 2010 Council held the annual volunteer recognition luncheon and presented certificates to volunteers for years of service, the highest being 40 years in delivered meals.

Kingston Arts Centre

Volunteers contributed 2,540 hours in 2010/11 to assist with programs at the Kingston Arts Centre and Kingston City Hall. Volunteers have provided front of house services for theatre performances and gallery openings (bar service and ushering), gallery sitting, considerable administrative support and assisted with the Moviehouse program week to week which requires significant contact with the membership and the technical expertise in projecting 16mm film on older style projectors.

Libraries

Volunteers spent 3,144 hours helping to make Kingston's library services accessible to everyone in the community in 2010/11. This included hosting community bus visits, choosing books and materials from libraries and delivering them to people through the Home Library

Service, recording local newspapers and providing genealogy assistance.

Volunteers are included in regular training sessions covering areas including on-line cataloguing, library resources and computer games.

Youth services

Through Kingston Youth Services, a number of programs are offered to young people aged 12 to 25 years who live, work, study or have significant ties to the City of Kingston. Volunteers contributed over 300 volunteer hours to Youth Service programs this year including:

- KYSS (Kingston Youth Services Supplement) Youth Magazine which is written, edited and designed by young people for young people
- 'FUSE Productions' our FreeZa Committee hold live music and cultural all ages events for people within Kingston. Our committee of volunteers gain practical, hands-on skills in the event management fields by coordinating all ages live music and cultural events
- The Youth Consultative Committee (YCC) provide a youth perspective on issues that impact the local community. They give their time to provide input into council plans and local issues
- The Kingston Youth Festival which is an annual festival held during National Youth Week
- Once a year adult volunteers are recruited and participate in an eight week training program to facilitate discussion and activities that focus on communication, young people's issues, leadership and youth work ethics so participants can help with youth group, drug and alcohol free events and workshops at schools



JTAPP participants (from left) Mark Ferguson, Luci King, Frank Zlaman (kneeling) and Daniel Miller put the finishing touches to the garden at Bicentennial Park.

Capital Works Program

Kingston's commitment to 'Building Our Future Together' is demonstrated by our commitment to major capital works projects. It is these projects that will building the foundations for Kingston's future through the ongoing provision of safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community. Council is custodian of in excess of \$1.2 billion of built assets.

A record \$46.2 million of capital works projects were undertaken in 2010/11, a 72% increase on the \$26.88 million spent the previous year. As presented in the following table, the 2010/11 expenditure includes:

- \$21.1 million for the purchase of Kingston's headquarters at 1230 Nepean Highway in Cheltenham
- \$19.6 million on renewal and upgrades of ageing road, drainage and building infrastructure that underpin existing services provision to the Kingston community
- \$4.5 million on expansion projects such as new drainage, land purchases, building extensions and playgrounds to develop our services.

A magnificent new Public Art sculpture, *Pompei's Boat* was unveiled at Mordialloc Bridge in November 2010.



Major Capital Works Program projects undertaken during 2010/11

		Project Cost
Community buildings		\$23.7M
	1230 Nepean Highway, Cheltenham - purchase of Council's headquarters	\$21,100,000
	Shirley Burke Hall, Parkdale - renovations (part of \$1.3M project)	\$635,000
	Foreshore Building Risk Assessments (remedial structural work)	\$420,000
	Chelsea Hall, Chelsea - compliance works (in progress)	\$204,177
	Bicentennial Park Baseball Pavilion (St Chads) - re-cladding exterior	\$135,393
	Heatherton Recreation Reserve - sewerage upgrade	\$101,208
	Chelsea Community Renewal Project	\$48,225
Sport and recreation		\$2.7M
	Edithvale Recreation Reserve - masterplan implementation (part of \$3.7M project)	\$532,115
	Roy Dore Reserve, Carrum - pedestrian and vehicle management (stage one)	\$388,000
	Tom Johnston Pavilion - Chelsea Recreation Reserve (part of \$2.1M project)	\$371,789
	Chelsea Sportswomen's Centre (Part of \$700,000 project)	\$310,931
	Dolomore Reserve, Mentone - athletics track resurfacing and hammer cage	\$163,000
	Aspendale Tennis Courts - surface conversion (\$32,295 SRV Grant)	\$85,240
	Mordialloc Creek Sculptures	\$64,000
Patterson Lakes Primary School - warm season grass conversion (\$29,500 SRV Grant)	\$62,500	
Parks and environment		\$2.5M
	Playground Improvements	\$350,443
	Parks Asset Renewal	\$274,388
	Bicentennial Park, Chelsea – playground (part of major redevelopment)	\$245,346
	Namatjira Park, Clarinda – wetland development (contribution to \$4.8M project)	\$100,000
	Playground Major Repairs and Maintenance	\$77,691
	Irrigation Systems Renewal Program	\$73,775
	GR Bricker Reserve, Moorabbin - park lights	\$59,092
Roads and drains		\$10.8M
	Devon Street, Cheltenham (Nepean Highway to Warrigal Road)	\$1,590,000
	Footpath replacement program (risk management)	\$2,093,710
	Road Resurfacing Program	\$980,000
	Mernda Avenue, Bonbeach (Station Road to The Fairway) (part of \$1.3M project)	\$914,635
	Beach Avenue, Mordialloc (Governor Road to Wells Road)	\$873,357
	Various Drainage Renewal and improvement projects	\$754,612
	Melaleuca Drive, Carrum (McLeod Road to Patterson River)	\$674,629
	Various Traffic Management improvement projects	\$558,070
	Donald Grove, Chelsea (Black Street to Cross Road)	\$488,646
	Wells Road, Aspendale Gardens and Chelsea Heights	\$426,000
	Warren Road, Mordialloc (Lower Dandenong Road to Clare Street)	\$359,198

External Grants and Funding

During 2010/11 Kingston Council received \$31.6 million in grants, contributions, subsidies, donations and reimbursements from external bodies. This is a decrease on the \$44.5 million received in 2009/10, due to fewer asset contributions from developers.



A free wireless internet service was successfully rolled out across a number of Kingston's libraries this year. Pictured is Cr Rosemary West with student Phoebe-Rose Perry at Parkdale Library.

Examples of grants, funding and contributions received in 2010/11 (excluding GST)

Source of Funding	Amount Received	Program being supported
DSE	\$265,230	Beach Cleaning Subsidy Program
State Government	\$18,572	Tobacco Education and Enforcement Activity
DPCD	\$44,000	Chelsea Sportswomen's Centre – Chelsea Community Renewal, second payment
DPCD	\$895,681	Public Library Grants Program
Melbourne Water	\$20,000	Melbourne Water Grant
DHS	\$284,408	Family Day Care Child Care Benefit
DPCD	\$23,850	Youth Services Grant
DPCD	\$45,560	YPA - Know It, Choose It and Use It. Youth Access Program
DPCD	\$189,000	Chelsea Community Renewal funding
Federal Government	\$821,242	Family Day Care funding
VMC	\$20,000	Multicultural Festival grant
DEECD	\$737,936	Maternal and Child Health funding
Federal Government	\$25,524	Immunisation funding
DOT	\$30,000	Chelsea Train Station Art Management Project

LEGEND

DEECD	Department of Education and Early Childhood Development
DHS	Department of Human Services
DPCD	Department for Planning and Community Development
DSE	Department for Sustainability and Environment
DOT	Department of Transport
VMC	Victorian Multicultural Commission

Awards

Awards and Recognition

The City of Kingston was recognised with several prestigious awards in 2010/11 that celebrate the groundbreaking work Council is undertaking to build a dynamic future. These awards further demonstrate that the City of Kingston continues to lead the way in Local Government.

- Tony Rijs, General Manager of Environmental Sustainability was awarded for 'Excellence in Engineering' by the Municipal Engineering Foundation for his contribution to the sector. The award recognised the contribution that Tony has made to the engineering sector over his 31 years of service
- The 2009/10 Annual Report won an Australasian Reporting Awards Gold Medal. This was the fourth successive Gold Medal that Kingston's Annual Report has received in these awards which provide an opportunity to benchmark the standard of Kingston's Annual Report against others in Australia and New Zealand
- Kingston's was successful in winning bronze for the Australian Local Government Women's Association 50:50 Vision Councils for Gender Equity Program
- Waves Leisure Centre was named Facility of the Year by Aquatics and Recreation Victoria. This award recognises Waves management and service and is a prestigious and coveted award delivered by the industry peak body

Australia Day Awards

Each year, Council presents the Kingston Australia Day Awards as part of Kingston's Australia Day celebrations. In 2010/11 four major awards were presented - Citizen of the Year, Young Citizen of the Year, Community Group of the Year and Young Community Group of the Year.

The **Citizen of the Year** was awarded to Dingley Village resident, Marion Harriden. Marion began campaigning in 1982 for a counselling and information service for the Dingley Village area. Now celebrating 27 years since its inception in 1983, the Dingley Village Community Advice Bureau remains a very important part of the Dingley Village community with Marion continuing to advocate for residents in need. Marion is the Social Worker at the Dingley Village Community Advice Bureau and is also Chairperson for a number of other community organisations, including the Dingley Village Neighbourhood Centre, Abbeyfield House Committee of Management, Dingley Village Historical Society and Voice for the Arts.

The Award for **Young Citizen of the Year** went to Julian Gurrieri. At just 16 years old, Julian is quietly building a reputation for himself as a young leader in the Kingston community. He is a member of the City of Kingston's Youth Consultative Committee, a young leadership group that provides a youth perspective on community issues impacting Kingston. He works tirelessly with many youth group committees and his enthusiasm often brings many projects to fruition.

The **Community Group of the Year** Award went to 'Friends of Mentone Station and Gardens Inc.'. Since its inception in 2002, the group has achieved many prestigious awards for the landmark Mentone railway station including the State Government Community Pride Award (2004) and Keep Australia Beautiful Community Proud Award (2006). As a result of this group's significant contribution, the station was recently added to the Heritage Council of Victoria Register as it works continually to enhance the profile of Mentone Station.

The **Young Community Group of the Year** for 2011 was awarded to Mordialloc Lifesaving Club – Young Patrol Members. Boasting more than 100 young members aged 14 to 25, the Club provides an essential emergency service from November to April. The youth patrollers are important role models in the club and play a major part in the nippers program, acting as mentors by assisting at training, carnivals and developing the skills and confidence of the younger children. The young patrollers are helping prevent serious injury by assisting with patrols, ensuring treatment is available and having a great time in the process.



Waves Leisure Centre staff with their *Facility of the Year* award, presented by Aquatics and Recreation Victoria.

Connecting With Our Community

The City of Kingston places a high priority on building connections with our community by communicating, engaging and consulting on major issues and programs, as well as advocating on their behalf to attract support from other levels of government.

Communication

Good governance requires consistent and open communication with the community. The City of Kingston seeks to keep the community informed about Council activities by engaging with the community in many ways including: a monthly Council newspaper, *Kingston Your City*, media releases, publications, advertising, Kingston's website www.kingston.vic.gov.au, online newsletters, community radio broadcasts, community events and various social media platforms such as Facebook and Twitter.

Kingston Your City is Council's flagship publication which is delivered 11 times each year to more than 65,000 homes, businesses and community venues across the City. This 16 page newspaper keeps the community updated on the latest Council news and provides information on local programs, service and activities, as well as important updates on major projects and strategies and opportunities for the community to get involved.

Council also produces a range of other publications providing information on Council services and programs. These include major corporate publications such as the Annual Report and Council Plan, a Community Directory which provides contact details for local community organisations, information brochures on Council's 2010/11 Budget and Rates and community events, plus regular business newsletters and an Artscape magazine promoting programs at Council's Kingston Arts Centre.

Council's website is becoming an increasingly popular tool for the community with a significant increase in the number of people visiting the website in 2010/11; more than 2.5 million hits were recorded representing an 8% increase in visits per month. This compared to more than 2.4 million hits in 2009/10, which equated to 200,000 visits a month.

Realising the potential to better engage with our community, in 2010/11 the City of Kingston embraced social media and has since become recognised as a leader in Local Government for its strategic approach, regularly being invited to present at industry forums and conferences.

In February 2011 Council launched its own Facebook page, within the space of two days the number of 'likes' grew from just four to over 80. It became a useful tool

A community celebration was held at the Clayton Community Centre for the *Strengthening Clayton and Clarinda Project*, with entertainment provided by the Stars of the Cook Islands dancers.



to disseminate accurate and timely updates during the severe weather experienced on 4 and 5 February which caused widespread flooding. Since then, more than 600 people 'like' our page, and it is growing daily, averaging approximately 26,000 wall impressions per month (or being viewed 24,000 times a month). It has become a useful tool that enables us to inform residents about events, consultations and news, and also respond to enquiries from residents posted on our wall.

In addition to Facebook (which now has specialist pages for the Kingston Arts Centre, Youth Services, Waves and Don Tatnell Leisure Centres), the Mayor launched his own blog where he provides regular updates on his activities and current issues, and responds directly to questions and comments from residents. This is further complemented by a Kingston Council twitter account, LinkedIn forums with Kingston businesses, the use of online forums for consultations, YouTube videos and online surveys. This will continue to be an area of focus in the coming years as we continually seek to better engage and communicate with the broad cross section of our community.

Council also presents regular hour long radio shows on Southern FM (88.3) where the Mayor, Councillors and Council staff speak about issues of community interest. During 2010/11 there were seven broadcasts and these are available on our website to download as podcasts.

Engaging the community

Council has a specialist Community Engagement Team working within the Community and Aged Services Department that focuses on building strong, safe and engaged communities, and encouraging residents to get involved in their local community. The Community Engagement Team operates on the philosophy that the community is well positioned to identify its needs and aspirations and is central to the development of responses. By working with, and understanding the community, Council can better identify the changing needs and priorities and develop strategies, plans and programs that reflect these. During 2010/11 the Community Engagement Team spent more than 1,800 hours directly supporting residents and community groups, and facilitated the contribution of over 6,000 volunteer hours from local residents working on various committees and events.

Some of the major projects undertaken by the team in 2010/11 included:

- Commencement of the three-year Strengthening Clayton and Clarinda Project in partnership with Monash City Council and supported by the Victorian Government.
- Facilitating a number of safety audits and action plans in partnership with Emergency Services to enhance the safety and security of the Kingston community.
- Undertaking the Presentation Ball for people with disabilities in partnership with Bayside City Council, Scope and Central Bayside Community Health Services.



Kingston Mayor at the time of the Presentation Ball for people with disabilities, Cr Steve Staikos joined Bayside Council Mayor, Clifford Hayes and participants Nicole and Jesse.

- Working with the local community members to host three Harmony Day events and associated multicultural activities.
- Continuing to implement the Chelsea Community Renewal program which included undertaking the innovative Seniors AccessIT project aimed bridging the 'digital divide' for seniors.
- Sourcing external funding and community input to undertake the Bicentennial Park playground redevelopment and the associated traineeship program for jobseekers.
- Coordinating the month-long Kingston Seniors Festival in October which provided numerous diverse activities and opportunities for seniors residents to engage with their community.

Customer service

Our employees provide a face to face and telephone service at many locations across Kingston. Customer Service staff have contact with local residents over the counter, on the telephone and also address requests and questions via email. During 2010 Council launched an organisation wide project to review processes and procedures to ensure residents continue to receive excellent service. This project was completed in 2011 and resulted in 52 recommendations for service improvement that are being implemented across the organisation.

Customer Service staff answered 140,744 telephone calls and responded to 90,101 counter enquiries during 2010/11. They also provided 2,352 New Residents Kits and 863 Community Directories.

Customer service is provided by all Kingston departments, not just our three customer service centres, but also our libraries, leisure centres and arts centre. For example Kingston libraries provided 1.29 million loans during 2010/11, were visited over 672,000 times, and had 422,798 web visits. Employees answered 69,045 inquiries in person, over the phone and via the internet, and provided 61,516 hours of public computer access.

Business support

Council's Economic Development Department builds connections with over 9,000 local businesses and helps increase their capacity through development and support services. During 2010/11 activities included:

- The facilitation of a monthly CEO Roundtable and the establishment of a new Rising Stars Roundtable to support emerging business leaders.
- The matching of 24 small businesses in the cities of Kingston and Glen Eira with volunteer mentors under the Mentor Partners Program. This brings to 286 the number of small businesses who have benefited from this joint Council initiative since its inception in 2002. Five new mentors were also recruited.
- The facilitation of 18 business development workshops and seminars and 6 Kingston Business Women's Network events.
- A strong focus on the use of new technologies in communication especially the use of social media, particularly LinkedIn.
- Linking local companies into the research infrastructure in the region by active participation in the South East Melbourne Innovation Precinct initiative.

Local laws

Our Local Laws Education Officer visited 57 schools and community groups across Kingston in 2010/11. The Education Officer plays an important role in educating children, parents and the general public about Local Laws issues such as road safety, responsible pet ownership and the role of Local Laws in the community.

Community festivals and events

Events and festivals are an important part of Kingston, and bring the community together to celebrate what is special about our municipality. Council stages a broad range of free community events that attract more than 100,000 people annually. These include major festivals, community and arts focused events, openings and launches, plus a range of other community activities for local residents and visitors to enjoy. Some of the events held in 2010/11 include:

- **Kingston Seniors Festival** held in October 2010 featured more than 100 exciting activities and events including an afternoon tea dance, walking tours, Victoria Police Showband performances, come and try days at lawn bowls clubs, authors' talks, music concerts, social lunches and entertainment.
- **Carols by the Bay** scheduled for December 2010, was unfortunately cancelled due to extremely inclement weather. This was only the second time in the history of the event that Kingston has cancelled the event due to the primary consideration of the safety of the artists, performers and audience.



More than 20,000 people enjoyed a weekend of world music at the Globe to Globe World Music Festival.

- **Globe to Globe World Music Festival** held over two days in January 2011 at Namatjira Park in Clayton South has become one of Victoria's most outstanding world music events, and a wonderful opportunity to celebrate Kingston's cultural diversity as well as promoting peace, harmony and goodwill. More than 20,000 people were entertained by the best in world music, dance, art and cuisine.
- **Australia Day** celebrations in Kingston in 2011 included the traditional Australia Day breakfast attended by more than 500 people. Winners of Kingston's 2011 Australia Day Awards were announced at the breakfast which included a citizenship ceremony (see page 100 for more details).
- **Mordialloc by the Bay Fine Food, Wine and Music Festival** held in March 2011. Tens of thousands of people turned out to enjoy the fabulous performers, chefs and food and wine on offer over the two day festival. The Master Chefs marquee was at capacity all weekend and the Lens Mist photographic exhibition attracted twice as many people as the year before.
- **Harvest Festival** also scheduled to be held in Carrum on 14 May 2011 was unfortunately cancelled due to the continual wet weather experienced that month. The site of the event had been inundated with water and the decision was taken to cancel the event in the interest of public safety.
- **Kingston Youth Festival** was a great success with approximately 2,600 young people attending the many events and programs held during the month long festival in April and May 2011. Events included skate, BMX, blading and scooter competitions, concerts, dance parties, an art mural and photographic and short film competitions.

Openings and launches

- The Federal Minister for Workplace Relations, Simon Crean, Mayor Steve Staikos and Councillors officially launched the \$3.3 million upgrade of the Kingston Heath Regional Soccer Centre on 30 July 2010.

- The Victorian Governor, David de Kretser and Mayor Steve Staikos opened the 'Beyond the Mask II' exhibition in August 2010 at the Kingston Arts Centre. This exhibition celebrated the creative spirit of people living with Parkinson's disease.
- The Stanley Avenue Reserve in Cheltenham was officially opened in October 2010, after being transformed from an overflow car park into an exciting new 'town park' adjacent to the Cheltenham library.
- Council took ownership of its current headquarters at 1230 Nepean Highway, Cheltenham on 8 November 2010. The Mayor and Councillors celebrated the occasion by unveiling an official plaque that has been mounted in the foyer of the landmark site.
- The Pompeii's Boat sculpture was officially unveiled on 23 November 2010 at Mordialloc Bridge and is the third in a series of public art sculptures installed by Kingston between Mentone and Mordialloc as part of the Coastal Arts Project.
- The \$1.3 million Council project to completely re-energise the play space at the popular Bicentennial Park in Chelsea was officially opened on 9 December 2010. The park has been designed to appeal to all members of the community including people with mobility difficulties, and has a giant 'Liberty Swing' purchased thanks to a grant from Variety Victoria for \$25,000.
- A new multi-purpose sports facility was opened on 10 March 2011 at the Patterson River Secondary College. This project was delivered in partnership with the Victorian Department of Education, Kingston City Council, Frankston City Council, Frankston and District Netball Association and the Chelsea Basketball Association.
- The official dedication of the new war memorial at Beeson Reserve, Edithvale occurred in April 2011. This event also celebrated the \$180,000 redevelopment of the popular park.
- Bruthen Street Kindergarten in Moorabbin was re-opened on 16 May 2011 following a major refurbishment and redevelopment funded by a State Government grant (\$100,000), Kingston (\$50,000), Highett Community Branch of Bendigo Bank (\$7,500), and funds raised by kindergarten families.

Arts and music events

- The 15th Annual Massed Bands Concert was held at Kingston City Hall in August 2010.
- The 2010/11 Summer Revival Program was held between December and February and included outdoor cinema, music, dancing and theatrical performances, scooter demonstrations and craft workshops every weekend throughout summer.
- *Open Studios* at the Kingston Arts Centre presented a unique opportunity for the public to experience leading Kingston artists at work in their own studios in June 2011.

The City of Kingston officially dedicated a new war memorial at Beeson Reserve, Edithvale in April 2011, following a \$180,000 redevelopment of the popular park.



- 'Schmooze', Kingston's bi-monthly Arts networking event continued to bring artists of all styles and abilities together during 2010/11 to celebrate the City's artistic diversity.

National and state events

- Volunteers and students across Kingston helped plant thousands of trees at a number of sites to mark National Tree Day on 1 August 2010.
- Kingston Libraries participated in the annual National Children's Book Week held from 21 to 27 August, 2010.
- A range of celebrations were held across the municipality to celebrate Children's Week in October 2010. Kingston provided grants to 13 groups towards staging these activities.
- Kingston joined forces with local emergency service groups to run a series of displays and forums during Community Safety Month in October 2010.
- Mental Health Week was celebrated in Kingston with a walk and festival held on 13 October 2010.
- Kingston celebrated National Recycling Week from 8 to 14 November 2010 by encouraging the community to recycle correctly.
- Clean Up Australia Day activities were held at 33 sites in Kingston on 6 March 2011 as part of the National Clean Up Australia Day event. Volunteers collected bags of litter, of which many bags contained recyclables.

- Council held a morning tea to recognise the achievements of women in Kingston on International Women's Day 8 March 2011.
- Many Kingston schools got involved in National Ride to School Day on 16 March 2011, helping children get a healthier start to the day.
- About 180 people from a broad range of community groups and organisations celebrated cultural diversity at Kingston's Harmony Day lunch on 23 March 2011.
- Kingston switched off all non-essential lighting in the City over the weekend of 26 and 27 March 2011 in support of Earth Hour.
- Kingston Council joined the national Garage Sale Trail for the first time on 10 April 2011. This event encouraged hundreds of residents to hold a garage sale on the same day.
- Community composting, worm farming and Bokashi workshops were held to celebrate International Composting Awareness Week from 1 to 7 May 2011.

Community events

- The 11th annual Mayoral Charity Golf Day was held in September 2010 at the Woodlands Golf Club in Mordialloc.
- More than 260 volunteers from Kingston's Aged and Disability Services and Library Services areas were recognised at a special luncheon on 4 November 2010.

Mayor Ron Brownlees and Cr Trevor Shewan encouraged these students from Carrum Primary School, Tamara, Hugo and Harley, to ride to school and celebrate National Ride to School Day on 16 March 2011.





Caring for Sea Country was an educational boat tour that engaged children with the bay and taught them the sea country story.

- The fourth annual Kingston Charitable Trust fundraising dinner was held on 19 November 2010. In excess of 200 guests attended the event which raised more than \$70,000.
- A Christmas Party was held in December 2010 for families who receive assistance from Council's Family Support Service.
- Caring for Sea Country, a two day summer holiday program designed to engage children with the bay and hear the sea country story directly from indigenous elders, was held in January 2011.
- Council's Chelsea Community Renewal Project, in partnership with Bayside Blades, hosted a free 'Skate of Mind' event at Bicentennial Park on 9 April 2011.
- The inaugural Heart of Kingston Charitable Trust Art Show was held in May 2011 at Woodlands Golf Course, Mordialloc. Over 250 pieces of art were exhibited and over \$23,000 was raised for the Trust and Family Life.
- A Fun for Over 50s Lifestyle Expo was held at Kingston City Hall on 4 and 5 June 2011.
- Kingston's Family, Youth and Children's Services staged a series of seminars and workshops throughout 2010/11.
- Kingston's Local Laws held five community events promoting responsible pet ownership including a Cat Show, Mini Pet Expo, Microchipping Day and Registration Day during 2010/11.
- Kingston Libraries participated in the National Summer Reading Program. More than 250 Kingston children read 2,500 books over the summer season.
- Two Kingston Business Women's Network Luncheons were held in 2010/11.
- Five citizenship ceremonies were conducted throughout 2010/11.

Kingston Charitable Trust

The 2010/11 year was again a successful one for the Kingston Charitable Trust which has been operating in partnership with the Lord Mayor's Charitable Foundation since 2007. Council's vision is to grow the Trust so that over time it provides a perpetual (lifelong) source of income for charitable organisations that assist Kingston residents.

In November 2010, Council held a special 'Giving Ceremony' to present official Kingston Charitable Trust grants to 11 local charities that help local residents. Recipients of the grants, which ranged from \$600 to \$12,260 were supported by a \$10,000 grant made to the Trust by the Parkdale and Mentone East Community Branch of Bendigo Bank. This amount went towards two exceptional mental health programs run by local charity, Lantern. Other charities to benefit included outreach services, citizens advice bureaux, life saving clubs, disability groups, mental health groups and church groups.

In November, the Trust also hosted its fourth annual Dinner and Charity Auction which was attended by 200 people. In May 2011, the Trust then held its inaugural Art Show, where over 250 high quality pieces of art by professional artists were on display. The event raised over \$23,000 for the Trust and charity organisation Family Life.

The Trust continues to receive good support from local businesses and organisations. Key supporters in 2010/11 were the Dingley Village Community Branch and Parkdale and Mentone East Community Branch of Bendigo Bank, Castello's Hotel Group, Spring Valley Golf Club, Kingston Heath Golf Club, Woodlands Golf Club, Commonwealth Golf Club, Lowe Constructions plus more than 30 other businesses.



The Spring Valley Golf Club hosted another successful Charity Day on 27 May to raise money for the Kingston Charitable Trust and Parkinsons Victoria.

Consulting With Our Community

Council understands the importance of consulting with our community to get feedback on the types of programs and services our residents need and to ensure the long-term plans and strategies that we develop continue to build a sustainable future.

Community feedback is invited on Council Budget's and Council Plan each year, as well as other key master plans, strategies and policies developed by Council. Refer to page 102 for a full list of Council documents that were placed on public exhibition in 2010/11.

Kingston's 10 Village Committees play a vital role in advising Council on key local issues. These committees represent a broad cross-section of our community. Refer to page 116 for more on our Village Committees.

Advocacy

Kingston Council places a high priority on advocating on behalf of the Kingston community and working with the community to build their voice on important state and national issues. Major advocacy campaigns in 2010/11 are outlined below.

Mordialloc Creek

Dredging Mordialloc Creek has long been an issue for Kingston as boats need to move freely in and out of the Creek. The recreational boating community has always been concerned about the Creek and the need to dredge it but for Council, the dilemma has been finding the funds for such a major project. After a number of submissions to the State Government, Council was extremely satisfied with the announcement in the 2011/12 Budget of \$6 million being committed to the project over two years which adds to the \$1 million Council had already committed to dredging and walling.



The Carrum Life Saving Club as it is today, showing obvious signs of damage, erosion and age. Kingston will be working with Life Saving Victoria to advocate for funds for its rebuilding.

Managing the foreshore

Council wants to see the State Government lead a consistent approach to develop engineering standards and planning controls for all Victorian coastal infrastructure and land to meet the impacts of potential rising sea levels. Council also wants to see the State Government contribute more funds to upkeep Kingston's beaches that are used by all Victorians. Funding provided by the State Government has varied significantly over the years and Council is left to make up the funding shortfall. Council was successful in applying through the Department of Sustainability and Environment Coastal Risk Mitigation Program 2010/11 for funding to undertake erosion control works along the Carrum foreshore. Seventeen buildings and structures were identified in a recent audit by our Community Buildings department as requiring further detailed investigation as they had signs of advancing structural deterioration. Kingston will be working with Life Saving Victoria to advocate for funds announced by the new State Government to prioritise the rebuilding of Carrum Life Saving Club and Mordialloc Life Saving Club.

Green Wedge

For many years Kingston has highlighted to the State Government that the Kingston Green Wedge presented a significant land use planning challenge. The Kingston part of the South East Green Wedge contains a wide mix of uses and activities including market gardens, tips, recycling centres, golf courses, Moorabbin Airport, environmentally sensitive areas and parkland. In September 2010, Council resolved to appoint a multidisciplinary consultancy team to develop the Green Wedge Plan. Community consultation commenced in April 2011 and a final plan is being prepared for further consideration by Council. Council has continued to advocate to the new State Government for the allocation that was stated in the 2009/10 Budget of \$300,000 for preparation of the Kingston Green Wedge Management Plan and the balance of \$700,000 to be allocated to Kingston for works in accordance with the 'Chain of Parks' concept. To date Council has still not had a response on this matter.

Tip odours

Kingston shares the concerns and frustrations of residents and business operators about the unacceptable impact of odours from local tips, particularly in the areas of Clayton South, Clarinda, Heatherton, and Dingley. After many months of significantly higher odours residents were seeking immediate and decisive action. Kingston continues to advocate to the Environmental Protection Authority (EPA) on behalf of residents and businesses and has participated in several public meetings held by the EPA to listen and respond to community concerns. The EPA is the agency that holds the power to issue and enforce licences to landfill operators to prevent odours and Kingston is supporting the EPA's efforts by assisting with the investigation and monitoring of complaints. Kingston's Mayor, Councillors, CEO and senior officers all raised this issue on behalf of the community with their counterparts at the State Government.

Kindergartens

A National Partnership Agreement on Early Childhood Education was signed in November 2008 by the Council of Australian Governments. The primary aims of the Agreement include ensuring every child by 2013 would have access to a kindergarten program in the year prior to starting school and that the kindergarten program would be delivered by a four year university qualified early childhood teacher for 15 hours per week, 40 weeks per year. Kingston is of the view that there is insufficient time to implement the Agreement and not enough funding allocated to accommodate the additional hours within existing kindergarten programs. Further, significant investment is required to address workforce initiatives to ensure the demand for additional qualified staff is met.

Kingston has launched a campaign calling for Federal and State Governments to contribute an additional (minimum) \$2.4 million towards the cost of infrastructure to implement the Agreement and maintain kindergartens that run programs for both three and four year olds. The campaign 'Not Enough Time – Not Enough Money' seeks a more flexible and realistic implementation program, with full implementation of the Policy to occur by 2016. The additional time is required to progressively enlarge existing kindergarten premises and train more teachers in readiness to deliver the expanded service. The funding commitment from

State and Federal Governments is considered to be insufficient to the amount required to implement the Agreement. Should additional funding be forthcoming, it will still be very difficult for Kingston to plan and construct new infrastructure to accommodate the kindergarten places by 2013. Kingston Council keenly awaits the recommendations of the Council of Australian Governments review of the implications of the new policy, and seeks urgent clarification of State and Federal Government funding commitments so planning can begin immediately to accommodate the Agreement requirements.

Moorabbin Airport Master Plan

Kingston made a formal submission to the task force approved by the Federal Minister as a condition of the approval of the Moorabbin Airport Masterplan. Kingston has called for the end of all helicopter training by 2015 and pilot training by 2030 unless stringent noise measures are introduced. Kingston has also recommended revised training circuits to redirect aircraft away from residential areas; limited training hours; a ban on noisy aircraft; and capping training movements, with increased use of flight simulators. Kingston is concerned about the increasing impact the airport is having on the amenity of surrounding residents, and has called for a long term solution to noise and safety concerns, and if this cannot be achieved, the cessation of all training activities.

The City of Kingston manages 13km of foreshore on behalf of the State Government.





The City of Kingston is advocating for funding support from other levels of Government to assist with the implementation of important National Childcare reforms.

'Give our Streets the Green Light' campaign

In July 2010, the 'Give our Streets the Green Light' campaign was run in conjunction with the Municipal Association of Victoria. The campaign lobbied the State and Federal Governments for financial assistance towards the cost of changing street lights to more energy efficient models. Following this, the State Government announced \$20 million for the program over the next five years. This program will support Councils to convert existing outmoded mercury vapour streetlamps to energy efficient fluorescent lighting, so as to reduce greenhouse emissions and reduce costs for Councils and local ratepayers.

The cost of this change-over in Kingston is estimated at \$3.2 million which would place a strain on financial resources. Kingston would save an estimated 2,400 tonnes in greenhouse gas emissions and make considerable energy costs savings by changing over to energy efficient street lighting. Council will continue to lobby the Federal Government to also contribute to this program.

Completion of the Dingley Arterial Route

In the lead up to the State election in 2010, Kingston strongly advocated for the construction of the 6.4km missing link of the Dingley Freeway to connect the South Road and Westall Road extensions. Kingston acknowledges the extremely high volume of traffic using Heatherton Road, Centre Dandenong Road and Old Dandenong Road, all of which are managed by VicRoads. The high volume of traffic is placing pressure on the road infrastructure and detracting from the residential amenity of the surrounding network of Council's local roads as drivers attempt to take short cuts through local streets.

In response to this matter, in May 2011 Council, in association with VicRoads, introduced a ban on trucks from using Old Dandenong Road and Bourke Road, between Warrigal Road and Clayton Road in an attempt to improve the safety of this road for residents and ease the traffic burden. Further, Kingston was pleased to secure a \$55 million commitment from the State Government to the project with the first \$20 million allocation being made to VicRoads in the State Government's 2011/12 Budget to commence a Planning Study and land acquisition. The challenge for Kingston now is to work closely with VicRoads to ensure the best alignment of the freeway that considers residential amenity and the affect that new traffic flow will have on surrounding local roads.

Mentone Drain

Kingston's long term campaign to see the number of stormwater drains at Mentone beach reduced from four to one came to fruition in 2010/11 with the completion of the \$4 million project to remove the pipes. The project will improve access to Mentone beach and significantly boost its amenity. Kingston and the community worked together for several years to have the pipes removed and consultation on the final appearance of the Marina Road Drain outlet that has been adopted by Melbourne Water and Kingston Council was decided through community feedback.

Other advocacy campaigns and submissions in 2010/11

- A comprehensive Graffiti Removal program was conducted throughout the City including community graffiti removal days and the distribution of free graffiti removal kits to businesses, schools and community groups.
- A cat curfew was introduced in response to public consultation undertaken with the community regarding concern about the negative environmental impact of cats on native animals and the nuisance that wandering animals cause for neighbouring households.
- Kingston supported the State Government's electric vehicle trial which is using renewable green power for cars. During the three month trial Kingston provided feedback on the car's performance as well as its social, economic and environmental impacts.

- Kingston continues to work closely with the Metropolitan Regional Waste Management Group to improve strategies and processes for the effective disposal of all types of waste. This is in response to the unexpected closure in December 2010 of the green waste disposal site at Port Wilson.
- In conjunction with Bayside and Glen Eira Councils, Sandringham Hospital and local families, Kingston produced a DVD entitled 'Breastfeeding is a Family Affair'. This DVD was initiated in response to a decline in the local rate of breastfeeding. This joint campaign encouraged families to continue breastfeeding by providing strategies to support breastfeeding mothers.
- Kingston successfully lobbied the State Government in allocating funding towards a proposed Southland railway station. Kingston can now undertake preliminary studies for the development of a future structure plan for the Southland Principal Activity Centre.
- Kingston supported a campaign run by Consumer Affairs Victoria and Crime Stoppers to raise awareness about the threat of travelling con men in the community.

Council was extremely pleased to secure \$6 million in State Government funding in its 2011/12 Budget towards the dredging of the Mordialloc Creek.





We are planning, building, and maintaining safe and accessible infrastructure for our community which will provide long term value

Photograph: The installation of seats, a drinking fountain and bins along the Patterson River was completed in May 2011.

Infrastructure for a Safe and Active Community

About this Outcome

This outcome encompasses local roads, Kingston buildings, drains, footpaths, engineering design, traffic and transport planning, road safety, the capital works program and recreation reserves.

This year Council invested \$61.8 million in safe, accessible and appropriate infrastructure which is a significant increase of 55% on the 2009/10 investment of \$39.8 million.

Our major achievements in 2010/11

- Official launch of the \$3.3 million upgrade of the Kingston Heath Soccer complex in July 2010*.
- Building future arts capacity with the start of a \$1.2 million upgrade of the Shirley Burke Theatre in Parkdale, in partnership with the State Government (\$400,000 provided from State Government and \$800,000 from Council) (See page 47).
- Commencement of a significant upgrade for the Roy Dore Reserve in Carrum incorporating barbecues, playground, picnic shelters, car parking and extensive landscaping. Extensive consultation was undertaken and feedback was received from more than 200 people. The total project value is \$1 million and it is expected to be completed towards the end of 2012*.
- Official re-opening of Bicentennial Park in Chelsea on 9 December 2010 following a two-year \$1.3 million upgrade.* (See page 50).
- A \$180,000 upgrade of Beeson Reserve memorial in Edithvale. The upgrade was completed in August 2010 and included new furniture, seats, picnic tables, lighting, and tree planting.
- Consultation with our community about how to increase and improve public open space and linking spaces via trails and shared paths during the month of September 2010.
- Kingston taking ownership of its headquarters at 1230 Nepean Highway in Cheltenham on 8 November 2010. (See page 52).
- Unveiling of the Pompeii's Boat sculpture on 23 November 2010 at Mordialloc Bridge, the third in a series of public art sculptures installed by Council between Mentone and Mordialloc as part of the Coastal Arts Project.
- Kingston officers worked alongside Police and Emergency Services to support the community in overcoming the torrential rains and widespread flooding in February 2011. (See page 53).
- Installation of a new 650 metre cycling and walking path linking Karkarook Park to the residential areas of Heatherton at a cost of \$153,000.

- Delivering new all weather synthetic courts at Aspendale Tennis Club, with a \$96,000 contribution from Council and \$32,000 from the State Government.
- Updating the change facilities at Waves Leisure Centre and Don Tatnell Leisure Centre including a complete refurbishment and the addition of new family change cubicles.
- Significant community consultation and input into the a review of tennis facilities currently available across the City and development of an accurate picture of the current and future needs of tennis in Kingston to inform Kingston's first Tennis Strategy.
- Installation of new contextual and information signs at Yammerbrook Reserve, in partnership with the Friends of Yammerbrook Nature Reserve.
- Completion of exciting new playgrounds at First Street in Clayton South, Bald Hill Park in Clarinda and Stanley Avenue in Cheltenham.

* Denotes total project expenditure is spread over more than one financial year

Challenges we experienced

- The proposed park refurbishment for 28 Mascot Avenue (connecting to the Patterson River Trail) was delayed while Heritage consent was sought.
- The completion of the playground at Reg Marlowe Reserve has been delayed due to queries around sewer alignment outside the park and the completion of road and car park construction.
- The proposed reconstruction of the playground at Dolamore Reserve has been delayed by 12 months due to a change in priority towards Mentone Racecourse Reserve (Council secured Commonwealth Accessibility Funding of \$100,000 for Mentone Racecourse Reserve).
- Continuing to eliminate Kingston's inherited asset renewal gap while also balancing the needs of today's residents, increasing legislative compliance requirements, and planning for future generations.
- Dealing with the affects of climate change when planning for roads and drains, parks, reserves, sporting grounds, open space and the foreshore.
- Balancing the needs of today's residents while planning for future generations. Our intention is that infrastructure investment provides long term value to the community. The challenge is to accurately predict the future needs of the Kingston community.
- Recognising that the total number of Kingston's building assets has increased and with this the legislative compliance financial liability for maintenance, upgrades and replacement has also increased. Council will need to allocate sufficient financial and staff resources to ensure the building asset portfolio is managed to provide fit for purpose facilities to service the community's needs.

Plans for the next 12 months

- Implement Kingston's Asset Management Strategy.
- Transition to integrated Fire Management Plan.
- Undertake 2012 general valuations.
- Review and update Open Space Strategy action plan endorsed by Council.
- Establish the Sport and Recreation Reference Group.
- Implement Kingston's Playground Strategy.
- Complete the development of a preferred alignment for the Kingston Bay Trail Project.
- Implement Kingston's Public Transport Strategy.
- Develop an action plan from the Bus Service Review.
- Complete the strategic review of community facilities.

Some capital projects planned for 2011/12 (\$32 million budget)

- Road, Footpath and Drains:
 - Replace and upgrade drains: \$3 million
 - Replace and repair footpaths: \$2.2 million
 - Road renewal program: \$2.2 million
 - Road resurfacing: \$1.4 million
- Buildings, Facilities and Precincts:
 - Works to improve Mordialloc Shopping Centre: \$940,000
 - Clarinda library expansion: \$620,000
 - Filtration system and asset replacement at Don Tatnell Leisure Centre: \$500,000
 - Upgrades at shopping centres: \$200,000
- Foreshore, Parks and Reserves:
 - Tom Johnston Pavilion at Chelsea Recreation Reserve: \$1.3 million
 - Pedestrian and vehicle management at Roy Dore Reserve in Carrum: \$550,000
 - Chelsea Sportswomen's Centre: \$268,000
 - Edithvale Recreation Reserve Masterplan Implementation: \$154,800

Fast Facts	2010/11	2009/10	Change	% Change
Value of Council buildings	\$189.1 million	\$146.9 million	\$42.2 million	28.7%
Value of Council land	\$1.14 billion	\$1.14 billion	0	0.0%
Kilometres of local roads resurfaced	14.1	25.9	-11.8	-45.5%
Requests responded to for traffic enquiries	3,900	4,175	-275	-6.6%
Requests actioned for roads, drains, footpaths and signs	4,777	4,641	136	2.9%
Square metres of footpaths replaced	23,200	9,100	14,100	154.9%
Drainage pits cleaned	9,025	7,500	1,525	20%
Improvements to Kingston playgrounds	\$500,000	\$500,000	\$0	0.0%
Requests responded to for building maintenance	3,577	3,840	-263	-6.8%
Projects investigated or designed by the Engineering team	94	97	-3	-3.0%
Number of boatshed permits issued	190	190	0	0.0%
Number of mooring licences issued	240	245	-5	-2.0%
Enforcement matters from Strategic Building and Planning	2,021	1,811	210	10.3%



Stanley Avenue Reserve in Cheltenham was one of many new exciting playgrounds completed during 2010/11 as part of Kingston's Playground Strategy.

How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2010/11. Each milestone is linked to the strategies and priorities set in the 2009/13 Council Plan. The progress at the end of the financial year against each milestone has been represented by:

- **Action completed**
- **Progress on track**
- **Progress delayed**
- **Significant issues with progress**






Bald Hill Park in Inverness Street Clarinda underwent a significant renovation of its playground facilities, park furniture, paths and new vegetation, resulting in a wonderful new space for families.

Council Plan Strategy 1.1

Sustaining Kingston's assets




Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Implement Kingston's asset management program, including:	Identify and undertake priority works	●	Infrastructure	A full review of asset condition data and renewal modelling has been completed based on best available data. Renewal requirements have been aligned with the Capital Works Forward Plan and were presented to Council for adoption June 2011.
	Implement the Asset Management System (AMS)	●	Infrastructure	Tender was confirmed by Council in March 2011. Software has been installed on the Information Technology Server and the building of the system has commenced.
	Continued participation in MAV Step Program	●	Infrastructure	Completed annual performance audit and annual asset management submissions to MAV, National Sustainability Framework and Department of Planning and Community Development (DPCD) were completed in October 2010.
Work with government agencies to identify and implement improvements along Patterson River, including:	Seating, drinking fountains, community playground, and bins	●	Parks and Depot Operations	Proposed park refurbishment for 28 Mascot Avenue connecting to the Patterson River Trail, was delayed while Heritage consent was sought. With this consent, Melbourne Water has approved the project. The installation of 10 seats, one drinking fountain and four bins along the Patterson River was completed by May 2011. Consideration of a playground has been deferred to 2013.
Maintain and develop a five year capital works program	Improved linkages to tie capital works to strategic plans and planned outcomes	●	Infrastructure	A Draft Capital Works Forward Plan was presented to Councillors in February 2011. The 2011/12 Annual Capital Program and Capital Works Forward Plan are scheduled for confirmation in July 2011.

Council Plan Strategy 1.1 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Determine appropriate treatments to the Mentone Pipes to improve amenity	Access options and work with Melbourne Water on the detailed planning for pipe treatments		Infrastructure	Broad community consultation was undertaken during 2010 to confirm treatment options. Various contracts to divert stormwater from Charman Road to Marina Road including improvements to the main drain were completed by June 2011. Melbourne Water is now able to remove the remaining pipes on the beach.
Develop Property Strategy in accordance with best practice principles and Valuation Services Panels (VSP) guidelines, including:	Finalise building inspections and revaluations in 2010 and 2012		Property Services	General valuations and revaluations completed and returned. The 2012 revaluation has been commenced.
	Lease policy review and adoption		Property Services	Policy being prepared for consideration by CLG.

Council Plan Strategy 1.2

Accessible and shared open spaces that promote social connectedness and active, healthy lifestyles

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Provide and facilitate development of safe, sustainable and aesthetically pleasing open spaces, gardens and passive recreational areas, through the open space strategy, the range of reserves and associated masterplans	Develop an Open Space Strategy implementation programme that maximises safe, accessible and quality open space		Leisure and Culture	Open Space Strategy Review underway with updating of raw data and recommendations. Direction paper presented to Councillors in May 2011, ongoing work on review to continue in 2011/12.
	Identify a suitable funding strategy/ approach to facilitate the implementation of the Open Space Strategy implementation program		Leisure and Culture	Funding strategy to be addressed in combination with Strategic Planning's work on Developer Contributions and the Open Space Strategy Review.
	Review and update the Open Space Strategy to ensure currency and relevance		Leisure and Culture	Open Space Strategy Review underway with updating of raw data and recommendations. Direction paper presented to Councillors in May 2011, ongoing work on review to continue in 2011/12.



Shirley Burke Theatre in Parkdale

Shirley Burke Theatre is set to shine once again as work has begun on the \$1.2 million upgrade of this local arts facility. A \$400,000 State Government 'Arts in the Suburbs' grant was received for the project which will see the Kingston owned building undergo a much needed facelift. Kingston funded the additional cost of \$800,000 in 2010/11. This spectacular redevelopment will secure for the City a professionally equipped 164-seat theatre that will accommodate both community and professional touring shows.

Council Plan Strategy 1.2 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Plan, promote and develop leisure opportunities through quality physical infrastructure, a range of strategic programs and initiatives that support active living, including:	Active Leisure Plan	●	Leisure and Culture	Active Leisure Plan adopted at the Ordinary Council Meeting in March 2011.
	Pavilion Development Strategy	●	Leisure and Culture	Pavilion development priorities updated and reflected in the long term planning with Community Buildings.
	Kingston Sporting Needs Analysis	●	Leisure and Culture	Sport and Recreation Reference Group being formed in early 2011/12.
	Cross Municipal Boundary Initiatives	●	Leisure and Culture	Multi-purpose facility at Patterson River Secondary College finished and officially opened in February 2011. Chelsea Basketball Association using the facility.
	Kingston Playground Strategy	●	Parks and Depot Operations	The Playground Strategy has been adopted by Council. Playground renewal and park refurbishment work has been completed at Bicentennial Park, Bald Hill Park and First Street/Rayhur Street Reserve. Consultation for Reg Marlowe Reserve has concluded, however, playground construction has been delayed until completion of road and car park construction. Proposed reconstruction of the playground at Dolamore Reserve has been delayed until 2012/13 following receipt of Commonwealth Accessibility Funding of \$100,000 for Mentone Racecourse Reserve for 2011/12.
	Regional Soccer Strategy	●	Leisure and Culture	Negotiations have continued with tenant club Bentleigh Greens. Draft documentation presented to tenant club in February and to Council in March 2011. A new management model is expected to be implemented during 2011/12.
	Enhancement of Bald Hill Park and associated picnic and playground	●	Parks and Depot Operations	Playground, picnic area, walking paths and park refurbishment work has been completed at Bald Hill Park.
	Cycling and Walking Plan and Management Group	●	Leisure and Culture	The Cycling and Walking Reference Group has had two meetings to assist with the implementation of the objectives of the Cycling and Walking Plan 2009/13.

Council Plan Strategy 1.2 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Complete the Bay Trail community consultation on alignment of remaining sections	Conduct community consultation	●	City Strategy	Detailed design of all options being presented to Council in July 2011.
Encourage community involvement in decision making in key projects as they relate to Open Space Areas to ensure consultation with the local community and key 'Friends' groups occur when projects are identified	Consultation with all key stakeholders to be conducted as part of delivering capital works program	●	Parks and Depot Operations	Natural Resource Area officers have been working alongside 'Friends' groups and have conducted community consultation for all projects and strategies implemented this year.

Council Plan Strategy 1.3

Quality community facilities that are accessible, safe and well utilised

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Provide and facilitate development of high quality community facilities and spaces that promote shared use, community connectivity, integrated services, access by people of all abilities and provide value for money, including:	Kingston Town Hall continuing upgrade works	●	Community Buildings	Concept design work has commenced for the next phase of work at Kingston City Hall. Work is progressing to schedule on the refurbishment of the Shirley Burke Theatre (due for completion by December 2011).
	Explore the potential development of intergenerational hubs on key strategic sites within Kingston	●	Community Buildings	Building condition audits have been completed and essential safety measure determinations are available for all 209 habitable Council buildings. Data will be used to drive statutory compliance with Council's buildings. User/stakeholder survey will be completed during July 2011. Initial suitability assessment work has been completed for childcare, kindergarten, and community centres.
Develop and maintain occupancy arrangements for 144 sports and recreation clubs to facilitate community access to Council facilities	Deliver winter and summer sportsground allocation process	●	Leisure and Culture	Summer and Winter sportsground allocations completed.
	Review status of all leases for sports and recreation clubs and recommend changes to tenancy where required	●	Leisure and Culture	Ongoing fortnightly meetings held with Property Services officers to progress lease agreements.
Promote occupancy arrangements to assist shared use of community facilities	Utilise principles of asset sharing and co-location in the development of future hub projects for Council	●	Community Buildings	Ongoing building suitability assessments are being conducted to identify potential capacity within existing buildings to consider for shared use arrangements.

Council Plan Strategy 1.4

Traffic, parking and transport

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Review Transport Strategy, including:	Traffic Management report on Clarinda Road and Springs Road/Bourke Road intersection	●	Infrastructure	Truck ban implemented in May 2011 and being monitored by VicRoads and Victoria Police.
	Advocacy for Dingley Bypass	●	Infrastructure	VicRoads have commenced detailed pre-planning for the Dingley arterial link and have provided a briefing to Councillors. Council will continue to work closely with the VicRoads project team and advocate the full commitment of construction funds.
	Advocacy for Mornington Peninsula Freeway (MPF)	●	Infrastructure	The Mornington Peninsula Freeway south of Eastlink has commenced construction. Will continue to advocate for the section through Waterways.
Implement Kingston's Public Transport Strategy	Review advocacy action plan for adoption by Council. Follow up of bus service review for municipality	●	Infrastructure	A bus service review summary is being prepared for distribution. An action plan from the bus service review is still to be developed.
Review and implement Community Road Safety Strategy and realign with State Government initiatives	Adoption of revised Community Roads Safety Strategy and undertake planned programs	●	Infrastructure	The development of the Community Road Safety Strategy has been completed, and it was presented to CLG in February 2011.

Celebrating the launch of the new Kingston Heath Regional Soccer Centre are (from left) Councillors Arthur Athanasopoulos, Paul Peulich, Donna Bauer (now the State Member for Carrum), Ron Brownlees, Steve Staikos (Mayor at the time) and Rosemary West OAM.





Upgrading Bicentennial Park in Chelsea

In 2010/11, Bicentennial Park was re-opened following a two year \$1.3 million project to upgrade the playground, build new public toilet facilities, improve car parking and conduct landscaping works. The Scotch Parade play space has fun elements for all ages and includes a liberty swing for children with a disability, shelters with BBQs and tables, water taps and toilets. The area is surrounded by fences with child proof gates. The popular playground has just been judged the best play space in Victoria and Tasmania. The Victoria/Tasmania Regional Council of Parks and Leisure Australia (PLA) congratulated Kingston and Jeavons Landscape Architects on winning the 2011 Play Space Award.

Council Plan Strategy 1.5

Safe environment and a positive sense of security

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Provide a safe and secure environment for those that live, work and participate in community life through a partnership approach and implementation of the Community Safety Strategy	Implement actions identified in the Community Safety Strategy	●	Community and Aged Services	The Community Safety Reference Group and the Foreshore Behaviour Group have met regularly and identified and implemented a range of actions in alignment with the Strategy. These actions include community safety audits of key areas, the emergency marker initiative, and actions taken to address issues in Gnotuk Avenue, Aspendale.
Develop policy and conduct risk assessments for dealing with enforcement on all outstanding building notices and orders, and other regulatory functions	Ensure policy is operational by end of 2010/11	●	City Strategy	Policy presented to CLG and subsequently signed by the CEO in March 2011. Policy has been operational since 1 April 2011.

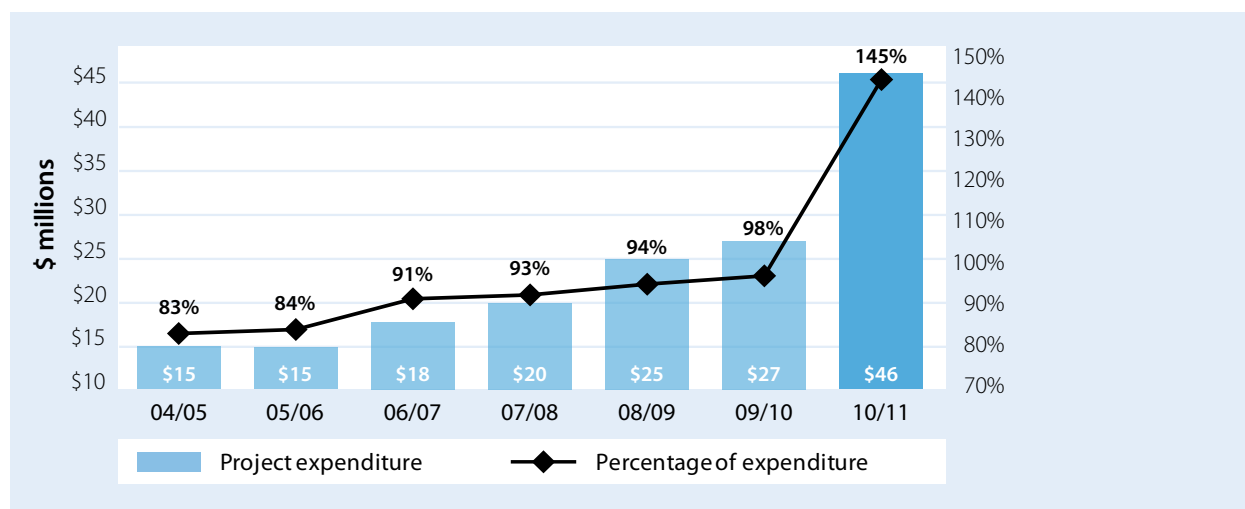
Infrastructure Projects Total Expenditure

Kingston committed a record \$46.2 million on capital works projects in 2010/11. This figure is a 72% increase on the \$26.88 million spent the previous year as it includes the total purchase price of Kingston's headquarters located at 1230 Nepean Highway, Cheltenham. (See page 52). The table below shows how this capital expenditure was divided across the major service areas of Council.

Area	Capital Works Expenditure 2010/11	Capital Works Expenditure 2009/10
Technology Systems (now Information Services)	\$1,154,000	\$1,183,389
Libraries and Education	\$78,000	\$103,092
Leisure and Recreation (includes Cultural Planning)	\$2,697,000	\$6,327,932
Community Services	\$1,197,000	\$545,406
Economic Development	\$2,319,000	\$1,287,155
Parks and Environment (now Urban Design)	\$2,492,000	\$2,490,326
Coastal Reserves	\$1,751,000	\$1,496,479
Community Buildings	\$23,697,000	\$2,682,380
Roads Infrastructure (including footpaths and car parks)	\$9,551,000	\$9,954,458
Drainage Infrastructure	\$755,000	\$605,813
Traffic Management	\$558,000	\$206,044
TOTAL:	\$46,249,000	\$26,882,474

Infrastructure project expenditure comparisons are presented in Figure 6 below.

Figure 6: Capital works expenditure and percentage



Source: Council's Finance Department records.

The 2010/11 capital works expenditure includes an extraordinary one-off expenditure of \$21.1M for the purchase of 1230 Nepean Highway. If this one-off increase was not included, then the 2010/11 capital program would have increased by \$4.7 million (17.2%) over the previous year. This additional level of investment allows larger and more complex projects, requiring an increasing level of consultation, project planning and often more complex authority approvals. The spending of 88% expenditure of the 2010/11 budget is less than in previous years, however it should be noted that at the end of June 2011 there were over \$8 million in signed contractual commitments for capital projects, many of which will be delivered in the first few months of 2011/12.

Triple Bottom Line results for Outcome 1

Triple Bottom Line refers to a range of economic, social and environmental indicators that Council uses to monitor the wellbeing of the community. These indicators are detailed below.

Economic indicator:	Infrastructure/road renewal
Responsibility:	Kingston City Council
Council Plan target:	9% decrease in annual funding gap to achieve sustainable capital renewal for all assets.

For 2009/10, the funding shortfall between sustainable renewal budget requirement and the final expenditure was \$5.15 million. In 2010/11 the shortfall is determined to be \$4.85 million, a 6% reduction. While the end of year result is unfavourable compared to the Council Plan target of 9%, there are over \$2 million of contractually committed carry-over renewal works to be delivered in July/August 2011 that were delayed by weather and other factors. While these works fall outside of the reporting period for 2010/11, they will contribute to a substantial reduction of the funding gap in 2011/12.

Source: Council's Infrastructure Department records.

Economic indicator:	Safe road network
Responsibility:	Not directly monitored, surveyed or controlled by Council. State Government has primary responsibility Source: VicRoads Crash Stats
Council Plan target:	Decreased trend in road, vehicle and pedestrian crashes.

Kingston takes ownership of its headquarters in Cheltenham

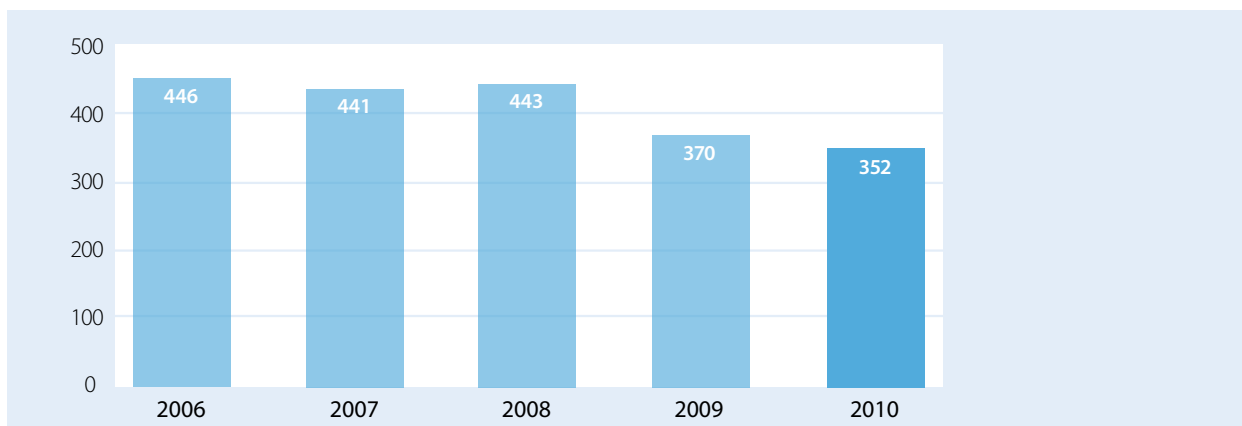
Monday, 8 November 2010 marked a significant day in the history of the City of Kingston as Council officially took ownership of its current headquarters at 1230 Nepean Highway, Cheltenham. The Mayor and Councillors celebrated the occasion by unveiling an official plaque that has been mounted in the foyer of the landmark site. Councillors voted unanimously to purchase the building at a Special Council Meeting held on 13 September 2010. This followed a rigorous assessment process that resolved purchasing the building was a sound financial decision that will ultimately convert rent money into a valuable asset owned by the whole Kingston community without impacting on rates, capital works or service delivery.



The most current available data (for the year 1 January to 31 December 2010) shows that the City of Kingston experienced a decline in the total number of casualty accidents compared to 2009, and the lowest number for the past five years, as shown in Figure 7. The total number of casualty accidents is broken down as follows:

- Fatal accidents: 2 in 2010 compared to 5 in 2009
- Serious injuries: 112 in 2010 compared to 151 in 2009
- Other less serious injuries: 238 in 2010 compared to 214 in 2009

Figure 7: Number of casualty accidents (calendar year ending 31 December)



Source: VicRoads Crash Stats as at 16 August 2011.

A team effort as Kingston weathers the storm together

In response to the torrential rains and widespread flooding in February 2011, Council enacted its Municipal Emergency Management Plan and for the first time set up a Municipal Emergency Coordination Centre at its Collins Street depot. From here officers liaised with the Regional Coordination Centre to work cooperatively with the Police and Emergency Services to respond to local issues. Kingston officers, parks, depot and human services crews, worked around the clock to respond to more than 300 calls for help from residents. Our Infrastructure, Parks and Depot Operations teams cleared blocked drains and other damaged infrastructure; installed and monitored Kingston pumps at critical locations; operated the Municipal Emergency Control Centre in shifts providing a central point for the emergency resources; and provided material and support for the SES volunteers. Our Community Buildings team responded to building requests for help; carried out site inspections on major Council buildings; and helped to establish Kingston's emergency response centre at Shirley Burke Theatre. Many other Council departments responded to the emergency by providing regular updates via our website and Facebook page to residents, providing advice and information to concerned residents regarding flooding and set up relief centres at key locations.





We are adopting a sustainable and balanced approach to our built environment to ensure the protection, enhancement and preservation of Kingston's natural environmental assets

Photograph: Elsie, from the *Friends of Braeside Park*, is one of the many volunteers who are part of the Friends Groups involved in preparing sites for planting and working with Council officers to propagate plants.

A Sustainable Environment

About this Outcome

This outcome encompasses strategic planning, statutory planning, parks and urban design, environment and planning, depot services and building maintenance that all combine to maintain and preserve Kingston's built and natural assets.

This year Council invested \$19.7 million towards achieving sustainable environmental outcomes for Kingston. This is an increase of 10% on the 2009/10 figure of \$17.9 million.

Our major achievements in 2010/11

- Establishing a new foreshore reserve fund which will see Kingston invest more than \$13.2 million to improve and maintain Kingston's foreshore over the next five years.
- Committing to a significant project to harvest stormwater from a new wetland in Namatjira Park which is anticipated to save almost 100 million litres of drinking water each year. (See page 60).
- Bicentennial Park in Chelsea was officially re-opened on 9 December 2010 following a two-year \$1.3 million upgrade.* (See page 50).
- Consulting with the community and advocating the State Government, which resulted in \$1 million being allocated for dredging and improvements to Mordialloc Creek.
- Stage 1 refurbishment for GR Bricker Reserve in Moorabbin was completed at a cost of \$100,000. The project incorporated the replacement of furniture, new tree planting, display gardens and picnic area.
- Adopting the Cheltenham Activity Structure Plan at the Ordinary Council Meeting in July 2010.
- Volunteers were out in force in National Tree Day on 1 August 2010 at Mordialloc Creek and Bonbeach Foreshore and Braeside on 31 July 2010.
- In September 2010, Council invited residents to have their say on increasing and improving public open space and linking spaces via trails and shared paths.
- More than 50 people assisted with the restoration and regeneration of Mordialloc Creek in September 2010.
- Kingston's community participated in a number of successful Clean Up Australia Day events in March 2011. (See page 62).
- The inaugural Garage Sale Trail was held in April 2011 and there were 63 registered garage sales in the City of Kingston. (See page 56).
- Adopting Kingston's Tree Management Policy at the Ordinary Council Meeting in May 2011 which will guide tree species selection for their suitability to the site, biological diversity, performance and potential to contribute to the landscape.

- Establishing Kingston's Climate Change and Biodiversity Reference Group which has been meeting on a bimonthly basis. (See page 61).

* Denotes total project expenditure is spread over more than one financial year

Challenges we experienced

- Finding the right balance and mix of alternative water sources for open space and tree irrigation.
- Working with our community to improve the quality of stormwater runoff for a healthy Bay and waterways.
- Implementing the State Government's Metropolitan Strategies at a local level through planning and development decisions which require a balance between planning for change and maintaining Kingston's liveability.
- The need for on-going repair works to foreshore erosion control fences deemed to be unsafe.
- The size and scope of global warming/climate change and the ability of Council to influence both lifestyle choices and manufacturing business practices.
- Ensuring Council can continue to provide services in a carbon constrained economy, and assisting our community to do the same.
- Assisting our community to get out of their vehicles and explore other forms of transport.
- Delays in the development of the Carrum foreshore car park concept plan due to the need to reconsider future building options within the car park.



Council's Alicia McArdle and Renae Crosthwaite with the fully electric vehicle at the Globe to Globe Festival. The car was on loan to Council as part of a State Government trial to use renewable green power. Kingston was one of 60 organisations participating in the project in 2010/11.

Plans for the next 12 months

- Promoting Kingston's Green Wedge through participation in the State Government Green Wedge Taskforce and investigating strategic land purchases.
- Finalising and implementing the Kingston Water Cycle Strategy and Kingston Greenhouse and Energy Management Strategy.
- Finalising the structure plan for the Mentone activity centre.
- Continuing to monitor Council's former landfill sites.
- Implementing actions identified in Kingston's Biodiversity Strategy.
- Continuing to educate and support the community regarding environmental matters.
- Continuing high quality municipal waste collections, recycling services and education programs.

Fast Facts	2010/11	2009/10	Change	% Change
Tonnes of garbage collected	29,149	28,217	932	3.3%
Tonnes of recyclables collected	17,180	17,103	77	0.5%
Tonnes of green waste collected	16,385	13,453	2,932	21.8%
Tonnes of hard waste collected	3,380	2,967	413	13.9%
Number of mattresses collected	4,794	4,857	-63	-1.3%
Kilometres of streets swept	11,216	11,200	16	0.1%
Planning applications received	1,002	952	50	5.3%
Building applications received	148	243	-95	-39.1%
Tonnes of rubbish collected by volunteers on Clean Up Australia Day	3.8	1.17	2.63	224.8%
Improvements and works along the foreshore	\$684,861	\$1,061,000	-\$376,139	-35.5%
Street trees planted	2,086	1,837	249	13.6%
Street trees pruned	17,000	14,000	3,000	21.4%

Garage Sale Trail

On 10 April 2011, garage sales were held across the nation with the vision being 'What if everyone had a garage sale on the same day?' In Kingston there were 63 registered garage sales which resulted in an estimated 1,590 items being sold on the day. Each seller made approximately \$180. This event provides a great opportunity for Kingston residents to not only reduce waste going to landfill by ensuring people 'reuse' old items, but it also reduces the amount of dumped rubbish by making items valuable, and increases community connectedness by bring people together. Kingston will be proudly supporting the Garage Sale Trail again in 2012.



How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2010/11. Each milestone is linked to the strategies and priorities set in the 2009/13 Council Plan. The progress at the end of the financial year against each milestone has been represented by:

- **Action completed**
- **Progress on track**
- **Progress delayed**
- **Significant issues with progress**



The easing of water restrictions and a Council funding commitment of \$190,000 meant that the majority of the City's sports grounds were able to be properly irrigated and converted to warm season drought resistant grasses.

Council Plan Strategy 2.1

Insightful, intergenerational planning and delivery

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Promote Kingston's Green Wedge, including:	Preparation of a Green Wedge Management Plan	●	City Strategy	It was resolved at Ordinary Council Meeting in September 2010 to commence the Green Wedge Management Plan. A stakeholder group has been established and work has commenced on developing a draft Plan.
	Reviewing the non-urban area in collaboration with the State Government	●	City Strategy	Council has sought representation on the State Government Taskforce. There have been no meetings of the Taskforce.
	Advocate for implementation of the Sand Belt Open Development Plan	●	City Strategy	This project is ongoing. The State Government Taskforce is considered to be the forum for continual advocacy around the implementation of this project.
	Investigate strategic land purchases	●	City Strategy	Further work is required and is reliant on the completion of the Green Wedge Management Plan.
	Advocate and work for establishment of a Chain of Non-urban Parks	●	City Strategy	Advocacy for the establishment of a chain of non-urban parks is ongoing.
Review of local planning and processes	Review of local planning and processes across different projects	●	City Strategy	Council officers have worked on a number of different projects which involve reviews of existing local planning processes. Information will be presented to Councillors in July 2011 and feedback sought.
Implement the Residential Strategy to ensure neighbourhood character is protected and enhanced	Implement the Residential Strategy	●	City Strategy	This project is ongoing and is incorporated within the processes around the consideration of planning permit applications.

Council Plan Strategy 2.1 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Development and implementation of key strategies, including:	Water Cycle Strategy	●	Environmental Planning	The Water Cycle Strategy will be considered at the Ordinary Council Meeting in August 2011.
	Greenhouse and Energy Management Strategy	●	Environmental Planning	The Greenhouse and Energy Management Strategy will be considered at the Ordinary Council Meeting in September 2011.
	Tree Strategy	●	Parks and Depot Operations	A draft Policy and summary of community feedback was considered at the Ordinary Council Meeting in May 2011 and adopted.

Council Plan Strategy 2.2

Striving for a balance between development and amenity

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Continue implementation of structure plans, including:	Carrum	●	City Strategy	No work is planned for the balance of the financial year in relation to delivery outcomes identified in the Carrum Structure Plan for Council.
	Clayton South	●	City Strategy	Review may occur pending decisions on the future of some sizable industrial land parcels in the precinct.
	Mordialloc	●	City Strategy	Work has been advanced on the draft Mordialloc Creek Master Plan. Further work required on the detailed design within the Centreway to finalise the Bay to Rail project.
	Highbett	●	City Strategy	Council has received some planning applications for the 'Increased Density Highway West' precinct.
Develop detailed structure plans for the following activity centres:	Moorabbin	●	City Strategy	The Structure Plan for the Moorabbin Activity Centre was adopted at the Ordinary Council meeting in May 2011. A Planning Scheme Amendment to implement the Structure Plan is expected to commence in 2011/12.
	Cheltenham	●	City Strategy	The Structure Plan for the Cheltenham Activity Centre was adopted at the Ordinary Council meeting in July 2010. A Planning Scheme Amendment to implement the Structure Plan is expected to commence in 2011/12.
	Mentone	●	City Strategy	The Structure Plan for the Mentone Activity Centre was presented at the Ordinary Council meeting in June 2011 and subsequently deferred until the July meeting.
Submit interim control request arising out of PLAN project to the Minister for Planning	Submission to be completed	●	City Strategy	The submission to the Minister for Planning has been completed.

Council Plan Strategy 2.3

Protect and enhance Kingston's natural environment

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Establish a climate change and biodiversity reference group	Establish a climate change and biodiversity reference group		City Strategy	The Climate Change and Biodiversity Reference Group was established and has been meeting on a bi-monthly basis.
Progress implementation of Mordialloc Creek Master Plan, including:	Revegetation and development of Mordialloc Creek from Wells Road Bridge to the mouth of the river		Parks and Depot Operations	The Living Links and Lumo Energy rehabilitation and revegetation project included a planting day in September 2010. In partnership with Melbourne Water, weed removal and planting works have occurred on both the south and north side of Mordialloc Creek.
Review and Reinvigorate Kingston's foreshores through implementation of the Coastal Management Plan, including:	Continue existing erosion control practices (i.e. erosion control fences, revegetation works) to maintain foreshore amenity and protection		Parks and Depot Operations	Foreshore planting season has been altered pending Council's decision on the preferred planting plan. Community consultation for the Carrum Erosion Control Project was completed in March 2011, and Council nominated 'rock' as the preferred material for construction in June 2011. There have been on-going repair works of erosion control fences deemed to be unsafe. All accessways designated for 2010/11 have been completed. The matting has been completed at the Bonbeach lawn encroachment site.
	Balance the recreational, community, environmental and economic benefits of the foreshore		Parks and Depot Operations	Delays in the development of the Carrum car park concept plan due to the need to reconsider future building options within the car park. Six new accessway fences installed to improve foreshore access.
	Provide and maintain coastal infrastructure to a safe standard		Parks and Depot Operations	Completed replacement accessway fences at Bapaume Avenue, Bona Vista Avenue, The Avenue, Chadwell Avenue, Shenfeld Avenue and Gladstone Avenue. The refurbishment of the public boat ramp at Chelsea Yacht Club car park has been completed. Repair works to the Mordialloc Promenade wall have been completed.
	Specific foreshore infrastructure proposals and solutions identified by the Foreshore Committee		Parks and Depot Operations	A report outlining potential projects was presented to the Foreshore Committee for consideration in October 2010. It was decided to carry the funds over into 2011/12.
Maximise the aesthetic values of Kingston's street scapes through establishing and maintaining street and roadside tree planting	Provide street and roadside planting program throughout Kingston		Parks and Depot Operations	This is ongoing as part of Council's street tree cyclic pruning program and the street tree establishment program. The tree cyclic pruning has been completed for 2010/11 and the street tree planting was completed in Autumn 2011.
Continue to manage Council's former landfill sites	Manage former landfill sites		City Strategy	Council is continuing to work with landfill operators and all required monitoring has been undertaken.

Council Plan Strategy 2.3 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Participate in regional Dandenong Living Links Project, including:	Improving public amenity	●	Parks and Depot Operations	Natural Resource Area officers are implementing an ongoing works program that involves weed removal and planting along Mordialloc Creek and the foreshore. Officers have been involved in development of the Living Links Master Plan which will guide priority actions.
	Condition of waterways	●		
	Achieving a sense of green corridors along linear parks, waterways and open spaces	●		
Implement actions identified in Kingston's Biodiversity Strategy, including:	Identify, protect and manage remnant vegetation	●	Parks and Depot Operations	Natural Resource Area officers have collected habitat data for five inland reserves. This information with recommendations has been presented to the Climate Change and Biodiversity Reference Group.
	Increase awareness, appreciation and understanding of biodiversity in the local community and create opportunities for participation in biodiversity management	●	Parks and Depot Operations	The approach taken includes an ongoing community engagement approach through community planting days, Park Friends Group activities, schools participation in nursery and planting activities and regular media articles.
Provide ongoing advice to the community relating to the Significant Tree Register	Continue to provide advice to the community relating to the Significant Tree Register	●	Statutory Planning	No issues reported in 2010/11. Ongoing support offered to the community regarding tree care and pruning requirements. The review of the condition of trees listed on the Significant Tree Register is underway.

Namatjira Park Wetland in Clayton South

In partnership with the Federal Government and Melbourne Water, Council has commenced a \$5 million stormwater harvesting project to benefit Kingston's parks and sportsgrounds. The Clayton South Stormwater Harvesting and Reuse Project will harvest stormwater from a new wetland in Namatjira Park and the adjacent Clayton Retarding Basin. The use of treated stormwater is expected to save the City of Kingston almost 100 million litres of drinking water and remove 1.3 tonnes of nitrogen from our waterways every year. The wetland will be integrated with walking trails and adjacent parklands and open for public use.



Council Plan Strategy 2.3 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Provide information and opportunities for the community to participate and connect with the environment, including:	Education for Our Future program for local primary and secondary schools	●	Parks and Depot Operations	2011 program brochure has been developed and distributed to all schools. Teacher Network meetings were held each Term. Three schools (two teachers and eight students) were supported to attend the 'Kids Teaching Kids Conference' in June 2011.
	Implement a sustainability program with industrial businesses	●	Parks and Depot Operations	A program has been developed. Environmental Planning will continue to work closely with Economic Development and provide expert advice to improve the environmental performance of all Kingston based industry.
	Growing the Foreshore's Future (GFF) program	●	Parks and Depot Operations	Two plant propagation days have been conducted supported by the plants grown at Bonbeach Nursery. Residents and community groups participated in Community Planting Days held at Mordialloc and Gnotuk Car Park.
	Support Clean Up Australia Day	●	Parks and Depot Operations	The event held in March, 2011 involved volunteers collecting litter and recyclables across 33 sites.
	Support Friends Groups	●	Parks and Depot Operations	This work is ongoing and includes support for National Tree Day, a number of Friends Groups activities, preparing sites for planting and working with community members to propagate plants.
	Educating the community on environmental matters and events in Council's newspaper, <i>Kingston Your City</i>	●	Parks and Depot Operations	Stories featured in <i>Kingston Your City</i> during this period included: the 'Give our streets the green light' campaign, Green Christmas tips, the Electric Vehicle Trial, ResourceSmart Schools, Caring for Sea Country and Earth Hour, and World Environment Day. (See page 67).

Climate Change and Biodiversity Reference Group

Representatives from 10 Village Committees and four environmental groups joined Councillors to form the Climate Change and Biodiversity Reference Group to oversee the development of Council's 'Greenhouse and Energy Management Strategy' and the implementation of Council's 'Biodiversity Strategy 2007/12'. Guided by Council officers, the Reference Group provided feedback and input into the creation of the community actions and priorities in relation to the strategies.



Council Plan Strategy 2.4

A leader in sustainable practices

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Review and renew all Council energy efficiency	Review and renew all Council energy efficiency	●	City Strategy	The Greenhouse and Energy Management Strategy is currently under development although some corporate improvements have been implemented.
Implement the Greenhouse and Energy Management Strategy, including:	Continue to track greenhouse gas emissions and programs against adopted targets	●	Parks and Depot Operations	Council is tracking energy use through the analysis of Planet Footprint data which is provided on a quarterly basis. Council has continued its membership of Planet Footprint.
	The viability assessment of Kingston becoming carbon neutral within a set time frame	●	Parks and Depot Operations	The viability assessment is pending the development of the Greenhouse and Energy Management Strategy which is currently in progress.
	Lead the community in reducing greenhouse gas emissions	●	Parks and Depot Operations	A grant has been secured from the South East Councils Climate Change Alliance (SECCCA) for an 'EcoLiving Challenge Program'. The Program is under development and will be delivered in 2011/12.

Clean Up Australia Day

On 6 March 2011, thousands of volunteers assisted at 38 sites across Kingston to pick up rubbish for Clean Up Australia Day. The volunteers collected around 3.8 tonnes of rubbish. In addition to the community event held on 6 March, eight schools within Kingston conducted their own clean up activities on 4 March. Councillors Trevor Shewan and Dan Moloney are assisted by young participants Laura, Sarah and Emma.



Council Plan Strategy 2.4 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Develop strategy to be the first Council to achieve zero waste goals	Continue high quality municipal waste collections, recycling services and education programs	●	Infrastructure	<p>School Waste Education: nine school waste education incursions were presented to five schools. The Waste Education Officer delivered a presentation about the 'Rubbish Free Lunch Challenge' to a Teacher Network meeting.</p> <p>Who's Eating Your Scraps Campaign: eight workshops were conducted and 62 households participated. A total of 22% of participating households responded to the follow up evaluation survey.</p> <p>Grants: Council's submission to the Metropolitan Local Government's Waste and Resource Recovery Fund for 'Who's Eating Your Scraps? campaign – Your empty garbage bin is an environmental win!' progressed to the second round. The outcomes from this submission and the submission to Sustainability Victoria's Roadside Litter and Public Place Recycling Grants have not been announced.</p> <p>Community Waste Education: A letter was sent to community groups within the municipality informing them of the waste education program and offering a presentation. Two articles were submitted to Kingston Your City. The waste section on Council's website has been continually updated in 2010/11.</p> <p>ECO-Buy: Council is awaiting results for 2010/11 from ECO-Buy.</p> <p>Waste Wise Council: Presentations have been made to community groups. Three articles have been published in <i>Kingston Your City</i>.</p> <p>Events: ECO-Buy progress report results were received in May 2011 relating to the 2009/10 financial year. In 2009/10 Council invested \$2,197,372 in products that reduce environmental impacts (0.8% more than 2008/09). As a result, 2.6% of Council's available expenditure has been spent on green products and Kingston was nominated as a finalist in three categories at the 9th annual ECO-Buy awards.</p> <p>Bin inspections: During 2010/11, 4,830 recycling bins were inspected. As a result 512 households were issued with a warning notice. A further 107 bins were rejected for containing three or more contaminants. Recyclables in plastic bags and plastic wrap and bags in general were the most prevalent contaminants.</p>

Council Plan Strategy 2.4 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Respond to challenges associated with climate change and the drought, including:	Implement the Artificial Sporting Surfaces Study	●	Leisure and Culture	Lifecycle costing for synthetic pitches at Kingston Heath Regional Soccer Centre has been developed and incorporated into the draft management model.
	Consolidate strategies to maintain sports ovals	●	Leisure and Culture	Consolidated approach to sportsground irrigation and warm season conversion processes developed. Sportsground Irrigation Plan adopted at the Ordinary Council Meeting in November 2010.
	Implement warm season grass conversion program	●	Parks and Depot Operations	Warm season grass conversion completed at Ben Kavanagh Reserve, Edithvale Soccer Oval 2, Roy Dore Reserve Oval 1, Patterson Lakes Primary and Souter Reserve.
Improve water cycle management, including:	Develop a Kingston Water Cycle Strategy	●	Parks and Depot Operations	The Kingston Water Cycle Strategy has been developed and will be presented to the Ordinary Council Meeting in August 2011.
	Implement Kingston's Sustainable Water Use Plan	●	Parks and Depot Operations	Water efficiency opportunities have been identified through the development of the Water Cycle Strategy which will replace the Water Use Plan.
	Reduce stormwater pollution	●	Parks and Depot Operations	Opportunities for prevention have been identified through the development of the Water Cycle Strategy. Local Laws officers investigate reports of stormwater pollution.
	Continue to monitor water usage across the organisation	●	Parks and Depot Operations	The need for a Water Data Officer has been identified. The Planet Footprint subscription has been continued.
Participate in implementation of projects from the Regional Economic Strategy particularly the Purple Pipe project for recycled water and the Innovation Precinct Project	Commission the Southern Road Reserve Aquifer Storage and Recovery trial	●	Parks and Depot Operations	Testing has been completed. The Southern Road Reserve Aquifer Storage and Recovery System was commissioned in February 2011.
	Complete the Namatjira Park wetland project that includes stormwater harvesting for irrigation purposes	●	Parks and Depot Operations	Construction of the Namatjira Park wetland project has commenced and is anticipated to be completed by November 2011.

Triple Bottom Line results for Outcome 2

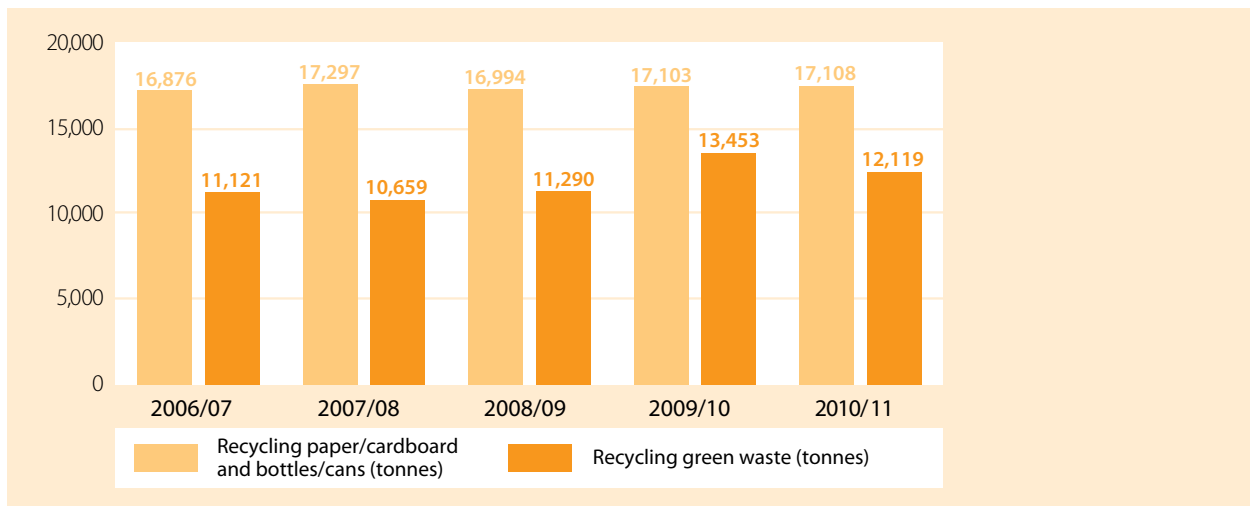
Triple Bottom Line refers to a range of economic, social and environmental indicators that Council uses to monitor the wellbeing of the community. These indicators are detailed below.

Environmental indicator:	Diversion of waste from landfill
Responsibility:	Kingston City Council
Council Plan target:	To achieve 50% or greater diversion of waste from landfill

Kingston is committed to waste reduction for approximately 60,000 residential properties. In 2010/11, Kingston achieved a 47% diversion of waste from landfill. This result is below the Council Plan target of 50% due to an 18% increase of collected green waste. Overall 16,377 tonnes of green waste was collected in 2010/11 however only 12,119 was recycled and 4,258 tonnes was taken to landfill (compared to 13,453 tonnes recycled in 2009/10). A large portion of green waste was diverted to landfill due to the closure of the green waste processing facility by the Environment Protection Authority and no other acceptable sites being available.

As shown in Figure 8, during 2010/11 the rate of recycling of paper, cardboard, bottles and cans was 17,180 tonnes (a 0.5% increase from 17,103 tonnes in 2009/10). This small increase results from the reduction in newspapers and glass in recycling bins. Over 73% of residents use a green waste bin. Overall, Kingston's diversion of waste from landfill rate compares favourably with neighbouring Councils.

Figure 8: Diversion of waste from landfill



Source: Council's Infrastructure Department records.

Environmental indicator:	Greenhouse gas emissions
Responsibility:	Kingston City Council, International Council for Local Environment Initiatives (ICLEI), and Cities for Climate Protection Program
Council Plan target:	Decrease 2000 Greenhouse Gas Emissions levels of 18,700 tonnes of CO ² by 20%

Monitoring of emissions has been complicated due to the demise of the ICLEI Cities for Climate Protection Program. Kingston has been investigating other emission monitoring options and is currently developing a Greenhouse and Energy Management Strategy. Implementation of this Strategy (as released in the draft document) is forecast to meet the target of reducing corporate emissions by 20% on the year 2000 levels within four years. The Climate Change and Biodiversity Reference Group has overseen the development of this strategy.

Source: Council's City Strategy Department records.

Environmental indicator:	Condition of waterways
Responsibility:	State Government (Melbourne Water, Parks Victoria, and Department of Environment and Sustainability) and Kingston City Council
Council Plan target:	Monitor condition of waterways

Kingston was a key contributor to the Environment Protection Authority (EPA) and Melbourne Water's plan entitled 'Better Bays and Waterways: A Water Quality Improvement Plan for Port Phillip Bay and Westernport'. This plan sets out a series of catchment based actions for Councils and other stakeholders, to improve the health of their waterways. These actions include litter reduction, promoting the installation of household rain gardens and designing natural processes into the stormwater system to improve water quality. Kingston also contributes to Melbourne Water's WaterWatch program which trains community groups to monitor water quality.

Source: Council's Environment Department records.

Environmental indicator:	Beach water quality
Responsibility:	State Government (Environment Protection Authority Victoria)
Council Plan target:	Monitor beach water quality

Environment Protection Authority (EPA) Victoria generally found good to fair water quality at Aspendale North, Carrum, Mentone, and Mordialloc beaches over the 2010/11 summer monitoring period (29 November 2010 to 14 March 2011). Four of the weekly readings for Aspendale North indicated enterococci results or bacterial levels exceeded the investigation trigger value (>400 org/100mL) during the summer monitoring period. A similar result was found in two of the weekly readings for Carrum, Mentone, and Mordialloc beaches. The increase in the number of weekly readings exceeding the investigation trigger value can be largely attributed to more stormwater run-off and riverine flows into the bay during January and February, 2011, as record rainfall was recorded in these months. All high bacterial levels at the beaches were short-lived and had returned to low levels by the next weekly reading. As a general precaution, EPA Victoria advises against swimming near stormwater drains, rivers, streams and other outlets into Port Phillip Bay during rainfall and for at least 24 to 48 hours afterwards.

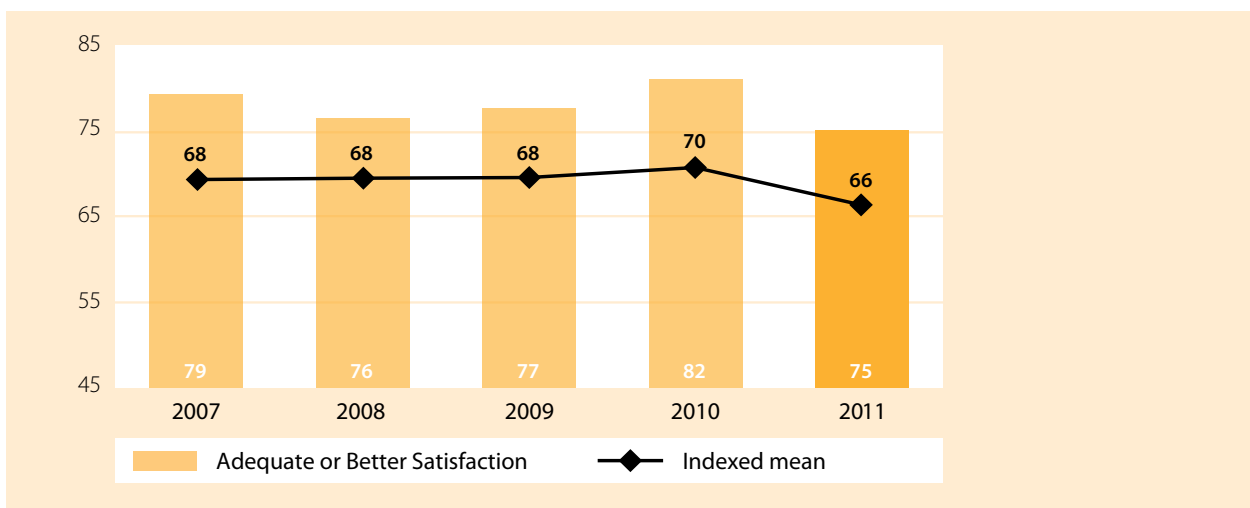
FURTHER READING

The EPA Victoria Beach Report 2010/11 at www.epa.vic.gov.au/beachreport/

Environmental indicator:	Appearance of public places
Responsibility:	Kingston City Council
Council Plan target:	70% resident satisfaction with appearance of public places

The City of Kingston understands that the appearance of public places is very important to the community. Satisfaction with public places is measured through the annual survey run by DPCD. As shown in Figure 9, while the 2011 survey showed resident satisfaction decreased to 75%, down from 82% in 2010, the rating exceeded the Council Plan target. Kingston will continue its endeavours to improve the rating of appearance of public areas.

Figure 9: Satisfaction with appearance of public areas



Source: 2011 DPCD Community Satisfaction Survey.

Environmental indicator:	Status of existing biodiversity
Responsibility:	Kingston City Council
Council Plan target:	Monitor habitat by type and area

The Kingston Biodiversity Strategy 2007/12 was officially launched on World Environment Day on 5 June 2008. This year has seen the implementation of the strategy including identifying existing and potential wildlife corridors, undertaking works to meet five-year vegetation management targets for all of Kingston's Natural Resource Areas, and continuing to support community and school groups working to maintain and enhance biodiversity. Further habitat hectare assessment of Kingston's Natural Resource Area is being conducted as a high priority action to provide a baseline inventory for future monitoring. Ecological Vegetation Class lists have been updated to provide details of the plant species appropriate for Council's Natural Resource Areas.

'Growing the Foreshore's Future' is an annual project that involves local residents and community groups volunteering to grow native foreshore plants in their own homes and at Council's indigenous nursery. The plants are then planted at selected sites along the foreshore over a number of special planting days. In 2010/11, 10 residents and the Central Bayside Adult Community Options participated in the project and have grown over 2,000 seedlings for the foreshore. Since the project's commencement in 2004, volunteers have grown more than 25,000 seedlings which have been planted between Aspendale and Carrum.

In addition to Council biodiversity initiatives, Kingston is a partner in the Dandenong Living Links program coordinated by the Port Phillip and Westernport Catchment Management Authority. The program contributes to major Local, State and Commonwealth programs to improve public amenity, condition of waterways and achieve a series of green corridors along linear parks and waterways.

Source: Council's Park and Depot Operations Department records.

ResourceSmart Schools

Kingston has continued to support schools in their sustainability journey through the work of our Environmental Education Officer. Renae Crosthwaite is an accredited ResourceSmart Facilitator and has worked with a number of schools across Kingston to achieve five star sustainability. Kingston continues to support these schools with regular visits, email newsletters, networking and knowledge sharing events. In addition to this support, Kingston recently sponsored two teachers and eight students from three primary schools to attend the Melbourne Water Kids Teaching Kids Conference. This Conference permits students to share their ideas and teach others how to look after our environment, particularly Melbourne's catchment areas.





We are striving to build stronger and healthier communities by delivering services and programs which strengthen and have a positive impact on the happiness and security of our community

Photograph: In 2010/11 a total of 720 families accessed Kingston's family and long day care services and 1290 accessed school aged care services.

Healthy, Strong and Connected Communities

About this Outcome

Health, happiness and security are central to community wellbeing. Council's ongoing programs include aged care, community engagement, social support, community safety, children, youth and family services, library services, environmental health services, animal management, fire prevention, enforcement of parking and local laws, and sporting, arts and culture.

This year Council invested \$59.2 million in the wellbeing of the community. This is a slight decrease of 1.5% on the 2009/10 figure of \$60.1 million.

Our major achievements in 2010/11

- In partnership with the State Government, Kingston committed \$359,000 to provide new facilities for the Chelsea and District Netball Association and Chelsea Calisthenics Club. (See page 83).
- Waves hosted a 24-hour Mega Swim for MS in July 2010. More than 70 people took to the pool and raised over \$13,000 to support people living with MS.
- Effective 1 September 2010, Kingston has had greater scope to seize and impound aggressive and unidentified dogs found wandering the streets.
- A walk to promote Mental Health Week was held in October 2010, involving many members of the community.
- Hosting the Kingston Seniors Festival for the whole month of October 2010. (See page 70).
- Introducing the cat curfew on 1 November 2010 which applies from sunset to sunrise.
- Celebrating Harmony Day on 23 March 2011 with a free concert and lunch for residents promoting this year's theme 'Everyone Belongs'.
- Kingston hosted a successful Mini Pet Expo and Microchipping and Registration Day in Dingley in April 2011. Around 100 animals were registered and over 50 owners microchipped their pets.
- The inaugural HeART of Kingston Charitable Trust Art Show was held in May 2011.
- Strengthening the Clayton community through the Clayton, Clayton South and Clarinda Change Project has made a valuable contribution to the Clayton region by actively engaging with communities on a range of levels through implementation of projects identified in the Clayton Community Action Plan. (See page 74).
- Focusing on children's behavior by conducting a number of seminars for parents of children aged two to 12 years.

- Kingston participated in the L2P program (provided through TAC) to assist young people aged 16 to 21 years who do not have access to supervised driving instruction.
- Encouraging residents, parents, family members and children's services providers to participate in the consultation process designed to provide direction for all children's services and programs in line with the new Municipal Early Years Program as part of the Kingston Family and Children's Strategy.
- Commencing the trial for Kingston libraries of a new technique for residents to access information online through the adoption of BrowseAloud, a free website service that reads out loud all accessible website content.
- Young people in Kingston were encouraged to participate in a second round of consultation to inform the development of Kingston's new Active Youth Spaces Strategy by providing their feedback on an Issues and Opportunities Paper.

Challenges we experienced

- Complexities in attracting and recruiting suitably qualified staff and volunteers coupled with challenges surrounding staff retention, an ageing workforce and a limited early years professional pool.
- Responding to an evolving community profile, an increasing demand for services and associated cost pressures.
- Dealing with increasing compliance requirements of funding bodies and other levels of Government.
- The Waves Leisure Centre change rooms renovation program experienced numerous unexpected delays which impacted on members, guests and employees.
- Changes in emergency management placed more emphasis on Council to undertake initiatives that are not funded by other levels of Government.
- Changes in Liquor Licensing regulations and the strict interpretation of the new regulations by Responsible Alcohol Victoria has impacted on the delivery of programmed shows at Kingston Arts Centre and in planning for Council's major festivals.
- The Children's Services Regulations were implemented in May 2009. This resulted in Before School Care, After School Care, Vacation Care and Family Day Care being regulated for the first time. Significant work has been undertaken to prepare services for full licensing and for compliance with new qualifications and child to staff ratio requirements. This work will continue in the next financial year, with full compliance to be achieved by 1 January 2012.

- Continuing to have sufficient resources to provide long day and outside school hours care services in the current economic climate.
- Staff turnover across community related services and ensuring consequent vacancies are filled in a timely manner.
- Localised impacts of the global economic downturn.
- Continuing water restrictions and drought conditions due to climatic change.
- Ageing infrastructure and limited opportunities to obtain funding from other levels of government for building upgrades.
- Continue to promote investment in Kingston's Charitable Trust.
- Continue to strengthen the integration between community sport and health promotion.
- Continue to facilitate the provision of local festivals and events to the Kingston community.
- Commence implementation of the Arts and Cultural Strategy.
- Continue to investigate the provision for an on-line animal registration and payment process.
- Continue to implement the Triennial Events Grants program.

Plans for the next 12 months

- Finalise and commence implementation of the Family and Children's Services Strategy (previously known as the Municipal Early Years Plan).
- Finalise the expansion of the Clarinda Library.
- Finalise and commence implementation of the 2011/13 Youth Strategy.

Kingston Seniors Festival

The Seniors Festival was hosted for the whole month of October 2010 with over 5,500 older people attending. Over 150 events and activities across Kingston. A total of 10,000 copies of the program were distributed across the municipality and approximately 800 volunteers were involved in delivering the Festival activities, contributing over 2,000 volunteer hours to the community.



Fast Facts	2010/11	2009/10	Change	% Change
People attracted to Waves and Don Tatnell Leisure Centres	620,094	695,000	-74,906	10.8%
Average number of children enrolled in swimming lessons each term at Waves and Don Tatnell Leisure Centres	2,995	3,100	-105	-3.4%
Community Grants distributed to community groups:				
\$	\$1,131,547	\$1,106,694	\$24,853	2.2%
Number of Groups	343	188	155	82.4%
Number of community events that were facilitated	114	165	-51	-30.9%
Online ticket sales				
\$	\$43,768	\$44,453	-\$685	-1.5%
% of sales	24%	28%	-4	-4.0%
Number of items borrowed by library members	1,298,014	1,414,349	-116,335	-8.2%
Number of visits to libraries	671,116	700,992	-29,876	-4.3%
Number of hits on library website	422,798	409,372	13,426	3.3%
Number of new library members enrolled	6,184	7,567	-1,383	-18.3%
Number of school children involved in library class visits	1,931	2,498	-567	-22.7%
Percentage of Kingston residents who are library members	53%	68%	-15	-15.0%
New babies born in Kingston	2005	1981	24	1.2%
Maternal and Child Health visits	28,700	27,600	1,100	4.0%
Immunisations provided to infant and school aged children and Council staff	17,311	16,120	1,191	7.4%
Number of families who used Council's centre-based childcare	204	237	-33	-13.9%
Attendances at before and after school care programs during the 40 weeks of operation and vacation care that opened over 38 days	56,985	52,132	4,853	9.3%
Number of young people who accessed youth services	7,103	11,189	-4,086	-36.5%
Family day care program				
Hours of care provided	431,235	451,050	-19,815	-4.4%
Number of children	794	856	-62	-7.2%
Family support program				
Hours of support provided	2,065	2,035	30	1.5%
Number of families who received assistance	78	72	6	8.3%
Meals on wheels				
Number of meals provided	114,989	111,469	3,520	3.2%
Number of residents who received meals	939	987	-48	-4.9%
Domestic, personal and respite care services provided				
Hours of services provided	92,658	157,185	-64,527	-41.1%
Number of residents who received assistance	3,904	4,445	-541	-12.2%
Number of premises inspected by Environmental Health Officers	1,480	1,680	-200	-11.9%
Number of Infringement Notices issued by the Parking Contractor	26,461	29,954	-3,493	-11.7%
Number of animals registered with Council				
Dogs	19,393	14,673	4,690	32.0%
Cats	7,647	5,920	1,727	29.2%
Number of animals impounded				
Dogs	653	720	-67	-9.3%
Cats	254	295	-41	-13.9%
Number of dog attacks investigated	223	132	91	68.9%
Number of noise nuisances investigated (including dog barking)	353	426	-73	-17.1%

How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2010/11. Each milestone is linked to the strategies and priorities set in the 2009/13 Council Plan. The progress at the end of the financial year against each milestone has been represented by:

- **Action completed**
- **Progress on track**
- **Progress delayed**
- **Significant issues with progress**



The new Kingston Family and Children's Services Strategy will become Council's key policy document for children such as Axel (left) and Badra, pictured at Council's Mountview Child Care Centre.

Council Plan Strategy 3.1

Promoting family and community wellbeing and participation in community life

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Work in partnership with the community to build supportive and nurturing environments for children and families in the early years of development by implementing the Municipal Early Years Plan	Undertake community consultation and prepare draft report	●	Family, Youth and Children's Services	Community consultation report has been completed for the Municipal Early Years Plan (now titled the Family and Children's Services Strategy). The draft Family and Children's Services Strategy is currently under development. Further consultation is planned following the release of the draft Strategy.
Promote the health, wellbeing and independence of older adults, people with a disability and their carers by implementing the Positive Ageing Strategy and community care services	Implement the positive ageing strategy and community care services	●	Access Care Southern and Community Aged Services	Positive ageing activities have been undertaken as reported to Council and in accordance with the priorities established by the Positive Ageing Reference Group. Community care services are being provided in line with Council's budget and the funding and service agreements.
Promote healthy living and lifestyles for better health by implementing the Municipal Public Health Plan and initiatives including:	Conduct the 'Kind 2 Mind' Mental Health Expo and review the Expo model	●	Community Aged Services	The 'Kind 2 Mind' Mental Health Expo was conducted and 1,300 students attended over the two day period. A review for future events has been undertaken and a new model has been endorsed by Council which involves undertaking smaller and more regular activities. The new model will be implemented in 2011/12.
	Participation in the Kingston-Bayside Primary Care Partnership	●	Community Aged Services	Membership and participation in the Kingston-Bayside Primary Care Partnership is ongoing, with Council officers participating in the Partnership working groups. Input was provided into the development of Medicare locals.

Council Plan Strategy 3.1 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Support people with significant multiple and complex needs through a range of intensive support services:	Undertake a strategic review of Council's residential care facilities to optimise the quality of care and accommodation	●	Access Care Southern and Community Aged Services	A course of action to optimise the quality of care and accommodation facilities was determined at the Ordinary Council Meeting in May 2011. Council's resolutions are being implemented especially in relation to Northcliffe Lodge. Action in this area is ongoing.
Assist young people and their families' access information and support services they need to lead healthy, active and safe lives	Continue to support the needs of young people within our community	●	Family, Youth and Children's Services	Ongoing provision of a range of youth and family services including programs and initiatives tailored and delivered according to need. Weekly information sessions were held at Clarinda and Chelsea. Young people have accessed centre and school based programs.
Monitor the immunisation rate of children living in the municipality to achieve national targets	Continue to monitor immunisation rates	●	Family, Youth and Children's Services	Ongoing and continuing to achieve above National immunisation targets for children aged 0 to 6 years (i.e., 12 to 15 months - 93%; 24 to 27 months - 94%; and 60 to 63 months - 91%).
Promote investment in Kingston's Charitable Trust	Continue to promote Kingston's Charitable Trust	●	Communications and Public Affairs	Council has continued to promote investment in the Kingston Charitable Trust through marketing and supporting key events and programs. The inaugural Heart of Kingston Charitable Trust Art Show generated over \$23,000, the Spring Valley Charity Golf Day raised over \$21,000 and a \$10,000 donation was received from the Commonwealth Golf Club. Council's Executive Officer for the Trust is currently preparing a strategy for the future growth of the Trust.
Consider the need for a community bus service linking major places of interest across Kingston	Consider the need for a community bus	●	Parks and Depot Operations	Community bus routes are reviewed whenever demand declines or increases to ensure all operate at capacity. Additional capacity is created when a run ceases due to the closure of a destination (such as a senior citizens club). Commercial bus lines currently provide services linking places of interest.
Strengthen integration between community sport and health promotion	Liaise with Community Engagement on various actions in the Healthy Ageing Plan, Community Health and Wellbeing Plan and Chelsea Community Renewal outcomes	●	Leisure and Culture	Work has been undertaken via attendance at the Community Health and Wellbeing Plan implementation forum. A funding submission has been developed for a Healthy Communities initiative.

Council Plan Strategy 3.2

Strong, cohesive and engaged communities

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Strengthen the leadership, resourcing, collaboration, and capacity of community organisations and networks:	Support the development of healthy, active and socially connected communities	●	Community Aged Services	The Municipal Health and Wellbeing Plan (Year Two Actions) were endorsed at the Ordinary Council Meeting in September 2010. Implementation is ongoing. Significant progress has been achieved with the 'Strengthening Clayton and Clarinda' project. A Project Manager has been appointed, governance arrangements are in place, and effective community engagement has been undertaken. The Chelsea Community Renewal project has undertaken a range of innovative projects. Positive Ageing has delivered a range of forums through its committee and volunteers. The annual Senior's Festival involved more events and participants than in previous years.
	Develop stronger, more effective and sustainable organisations	●	Community Aged Services	Ongoing support has been provided to Neighbourhood Houses, Community Centres, Service Club Networks and Probus Clubs.
Build strong relationships with community organisations and academic institutions to foster productive partnerships which will develop services, access funding opportunities in response to identified community needs	Continue to build strong relationships with community organisations and academic institutions	●	Family, Youth and Children's Services, and Community Aged Services	Ongoing work with the Primary Care Partnership has continued. The Active Service Model work in Community Care was conducted jointly with Central Bayside Community Health Service. Jobs training partnerships in Chelsea and within the Aged and Disability Service have been achieved. The funding applications submitted for Chelsea and residential care were unsuccessful. Council officers have been involved in a working group with Swinburne University to assess course curriculum needs for students studying early years qualifications.

Strengthening Clayton and Clarinda project

An artistic facelift for Clayton shopping centre and new pictorial way finding signs are just two of the many initiatives soon to be implemented as part of the Strengthening Clayton and Clarinda project aimed at improving the liveability of the area for local residents. Both projects were showcased during 2010/11 at the community celebration held at the Clayton Community Centre. The \$763,000 'Strengthening Clayton and Clarinda' project, funded by Kingston and Monash Councils and the Victorian Government, is set to deliver some wonderful outcomes for the Clayton and Clarinda communities and make the area better for residents to live, work and participate in community activities. Four main themes have been identified which have generated a number of community meetings. One such meeting group is the Recreation and Leisure Theme Group, supported by the local community, service providers and council staff.



Council Plan Strategy 3.2 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Facilitate the provision of local festivals and events that support community involvement and promote creativity and celebration by implementing the community festival and events strategy	Continue to facilitate the provision of local festivals and events to the Kingston community	●	Leisure and Culture	Globe to Globe, Harvest Festival, Australia Day Breakfast and Mordialloc by the Bay Fine Food, Wine and Music Festival delivered. Actions from the Festivals and Events Strategy have been implemented. Research has commenced into the reduction of the carbon footprint of festivals.
Through a partnership approach, reduce inequity and social disadvantage by developing and implementing specific place based programs for disadvantaged groups within the community e.g. Chelsea Community Renewal Project and Clayton South Community Strengthening Project	Continue to develop and implement specific place-based programs for disadvantaged groups; Apply for Healthy Communities Grant	●	Community Aged Services	Chelsea Community Renewal has continued to undertake a range of local initiatives. A manager has been appointed to the Clayton Clarinda Strengthening Project and initiatives have commenced. Community Engagement officers led the development of an application for a Healthy Communities Grant (with Monash and Bayside Councils as secondary partners) and this was unsuccessful.
Ensure access and equity principles are promoted and encouraged throughout the community	Continue to promote access and equity principles	●	Community Aged Services	The Access and Equity Committee has continued to be facilitated. The Committee was reviewed and a process was undertaken to attract new members in early 2011. Metro Access also continues to be delivered. Bicentennial Park playground/toilet accessibility redevelopment has been completed. The Presentation Ball held in November 2010 was very successful.
Assist our community to become more active, confident and resilient through volunteering	Enhance Kingston's volunteering program	●	Community Aged Services	A range of projects have been undertaken to encourage volunteering including working group meetings to progress community initiatives (community arts, seniors activities group, local energy transfer group, train station group and the positive ageing volunteers group). The Kingston Volunteering Manual has been developed. An annual volunteering recognition event was held in November 2010. A draft Volunteer Management Policy has been circulated for comment.
Monitor the status of community strength and wellbeing	Conduct relevant research to monitor community wellbeing	●	Community Aged Services	The results of the Annual Local Government Community Satisfaction Survey conducted by DPCD have been reviewed. A number of community group network meetings have been attended. A presentation was provided to CIS on the Victorian Population Health Survey and the results specific to Kingston. Activities in this area are ongoing.

Council Plan Strategy 3.2 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Facilitate the development and enjoyment of arts and cultural opportunities for artists, community groups and individuals through the implementation of the Arts and Cultural Strategy	Implement the Arts and Cultural Strategy	●	Leisure and Culture	The Arts and Culture Strategy has been developed and will be considered at the Ordinary Council Meeting in July 2011.
Strengthen our arts and cultural facilities to enable vibrant and diverse arts and cultural activities to be performed and displayed	Review Kingston Arts Centre's Theatre and Chamber hire service to attract more theatre usage	●	Leisure and Culture	The theatre and chamber rooms have been reviewed. Leases have been finalised and three studio artists are working from the two former workshop spaces.
	Submit funding application to Arts Victoria for improvements to Shirley Burke Theatre.	●	Leisure and Culture	The application for funding has been submitted and successful. Arts Victoria has allocated \$400,000 towards the development of Shirley Burke Theatre. The theatre has been closed to public since January 2011 and resident community groups have been supported through their relocation. Building works have commenced.
Facilitate co-operative and innovative approaches for businesses and community groups to work together to meet local needs	Seek funding for and launch the Jobs/Training and Accessible Parks program	●	Community Aged Services and Economic Development	Actions from the Community Plans for the Chelsea Community Renewal and the Strengthening Clayton and Clarinda initiatives have been supported. Local businesses have been engaged to sponsor local events. A range of businesses in the horticultural industry were engaged to provide training and employment opportunities for trainees undertaking the Jobs Training and Accessible Parks project (TLCE).
Implement actions listed in Kingston's Domestic Animal Management Plan, including:	Investigate improved provision for on-line registration and payment	●	Local Laws and Health Services	Investigation into the provision of on-line registration and payment options has commenced in June in consultation with Council's Information Technology and Customer Service departments.
	Investigate providing information to prospective and new dog owners through Customer Service Centres and pet shops	●	Local Laws and Health Services	Information and registration forms have been provided to new dog and cat owners.
	Investigate the promotion of initiatives to assist in addressing barking dog issues	●	Local Laws and Health Services	Information has been provided to clients regarding barking dog complaints. Information has also been made available on-line via Council's website. All information has been designed to assist the owners of barking dogs and also residents affected by barking dogs.
Implement the Triennial Events Grant program to support community groups deliver quality festivals that attract over 1,000 people	Implement the Triennial Events Grants program	●	Leisure and Culture	The implementation of the Triennial Events Grants program has commenced. One group has withdrawn from the program.

Council Plan Strategy 3.2 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Promote community and stakeholder engagement, participation in service and policy planning and development; service delivery and evaluation	Continue to promote community engagement through projects such as the Chelsea Community Renewal project	●	Community Aged Services	Community consultation has been sought for all major plans and policies and the results have been presented to Ordinary Council Meetings (i.e., the Health and Wellbeing Plan and Positive Ageing Plan). Service and community networks have discussed event planning (i.e., Kind 2 Mind Expo and Active Service Model). The Indigenous Plan and Multicultural Plan have been developed and the Plans will be presented to Council in 2011/12.
Appropriately protect aboriginal heritage sites, including:	Work with ICACC and the local Indigenous community to identify sites	●	Parks and Depot Operations and Community Aged Services	The identification of heritage sites, preserving cultural heritage sites, and working with ICACC is on-going. A Scar Tree along Mordialloc Creek has been registered. A tour of Council parks and review of their cultural history and plants is under development.
	Provide Cultural Heritage training to identified Council officers	●	Parks and Depot Operations and Community Aged Services	Two cultural training workshops for staff have been conducted.

Council Plan Strategy 3.3

Local communities connected through knowledge and information

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Through local libraries create safe, accessible and enticing spaces and services that:	Facilitates access to sound knowledge and information	●	Library and Education Services	The community engages well with our Council libraries. In 2010/11, 1,290,000 items were borrowed; there were 828,825 enquiries to the library system and hits to the library web page; and 69,045 information enquiries.
	Promotes social connectedness and a place to meet	●	Library and Education Services	The community uses Council library facilities to meet and connect. In 2010/11, visitation rates were 671,116 and 1,370 volunteer hours were contributed by a range of individuals including secondary school students, industry placements, community service and Duke of Edinburgh.
	Provides recreational opportunities	●	Library and Education Services	Our libraries provide ongoing recreation opportunities to our community. In 2010/11 there were 15,762 story time visitors and 1,931 school visits.
	Builds collaborative relationships with local schools and community organisations	●	Library and Education Services	Collaborative relationships have been maintained. Activities undertaken include school visits to library and scheduled visits to schools, visiting community groups. Breakfasts have been planned with primary school and secondary school Principals.

Council Plan Strategy 3.3 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Manage the scope, costs and implementation associated with the expansion of the Clarinda Library	Manage the scope, costs and implementation associated with the expansion of the Clarinda Library	●	Library and Education Services	Plans for the expansion of the Clarinda Library have been approved. The tendering process was completed in May 2011. Works commenced in June 2011.
Continue to support and encourage local youth involvement and participation in the Kingston community by supporting local youth committees and their activities, including:	KYSS Committee – Produce three editions of the youth publication 'KYSS' per year	●	Family, Youth and Children's Services	The 2010/11 editions of the youth publication KYSS have been completed and distributed.
	FReeZA Committee – Plan and present 5 'Battle of the Bands' competitions per year	●	Family, Youth and Children's Services	Five FReeZA events have been held between January and June 2011. Four additional FReeZA events are planned for 2011.
	Educating youth on a range of programs/services available for youth	●	Family, Youth and Children's Services	A range of community and school based programs have been facilitated. Planning has commenced for future programs.
	YCC Committee – Provide opportunities for young people to be consulted on a variety of matters that impact the broader Kingston community	●	Family, Youth and Children's Services	The Committee has met on a monthly basis and assistance has been provided with the recruitment of new 2011/12 committee members.
	Continue to deliver the Family, Youth and Children's Services seminars and workshops for parents and professionals	●	Family, Youth and Children's Services	A number of workshops and seminars were successfully delivered throughout 2010/11. Examples of these services include community education sessions on 'Parenting Secrets' and the 'ABCD Parenting for Young Adolescents Program'.
	Develop a 2011/13 Youth Strategy	●	Family, Youth and Children's Services	Three community consultation forums have been completed. The review of data and social policy has been completed. Progress has been made on the draft Strategy which will include the development of the Action Plan. All 2010/11 action items have been completed.



Kingston Cultural Activities

Highlights for 2010/11 included Artz Blitz which ran from 6 March to 29 April 2011. Artz Blitz is an annual art competition that challenges members of the community to create a work based on a particular theme within 24 hours. This year's competition showcased around 200 works, and saw a rise in popularity among young families, many of whom travelled from various parts of Melbourne and regional Victoria to participate in this unique event. Other highlights were the KAPOW! production (pictured left) where four professional performances were successfully presented to audiences during the April 2011 School Holiday Program and all shows were sold out. Other events held in the venues included the Australia Day breakfast, citizenship ceremonies, a variety of trade shows, school concerts and end of year performances.

Council Plan Strategy 3.4

Monitor and plan for the changing needs and aspirations of the community

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Strengthen the quality and scope of information and data to support strategic social planning and policy development by developing effective planning partnerships/networks and information systems to:	Identify and respond to key issues impacting on the community	●	Community Aged Services	Social strategy emerging issues have been regularly reported upon. For example advice has been provided to Councillors on Medicare Locals.
	Identify emerging health and social issues	●	Community Aged Services	The Municipal Health and Wellbeing Plan was adopted at the Ordinary Council Meeting in September 2010. Ongoing implementation has occurred and the 2010/11 actions have been completed. Details of the Victorian Population Health Survey and the results specific to Kingston were presented to CIS. The ongoing monitoring of policy and social shifts will be continued.
	Support appropriate targeting and allocation of resources through development of Integrated Local Area Social Plans that consider demographic profiles, review the service system and social infrastructure to promote community wellbeing	●	Community Aged Services	Progress has been made according to schedule and the results are expected in 2011/12.
Ensure currency of existing policies, plans and strategies to support our community achieve a strong, healthy and active life:	Develop a new Multicultural Action Plan	●	Community Aged Services	A review of the Plan has been undertaken and consultations have been progressed. The development of new Multicultural Action Plan has commenced. All actions scheduled for 2010/11 have been completed.
	Update Council's Indigenous Policy, develop and implement Action Plan	●	Community Aged Services	A review of the policy has been undertaken and consultations have been progressed. The development of updated Indigenous Policy has commenced. All actions scheduled for 2010/11 have been completed.
	Implement a new Disability Action Plan	●	Community Aged Services	Progress has been made according to schedule. All actions designated for 2010/11 have been completed.
	Implement a new Municipal Public Health Plan	●	Community Aged Services	The new Municipal Health Plan was adopted at the Ordinary Council Meeting in September 2010. The implementation of the Plan is ongoing.
	Develop a new Kingston Arts and Culture Strategy	●	Leisure and Culture	A draft Kingston Arts and Culture Strategy was presented at the Ordinary Council Meeting in April 2011 and was made available for community consultation for four weeks. The finalised Strategy and will be considered at the Ordinary Council Meeting in July 2011.

Council Plan Strategy 3.4 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Maintain awareness of and respond as appropriate to relevant commonwealth and state legislation, policies and strategies	Identify and respond to relevant legislation	●	Family, Youth and Children's Services and Community Aged Services	The Federal Government's National health reforms and aged care changes have been responded to. New emergency management obligations are being addressed. An Emergency Management Co-ordinator has been appointed. The legislative change relating to nursing registration has been reviewed. Funding and Service Agreements have been addressed (MCAS). National Children's Services Legislation has been passed and is pending release in 2012. This legislation may have an impact on the operation of Kingston's kindergarten and long day care services.

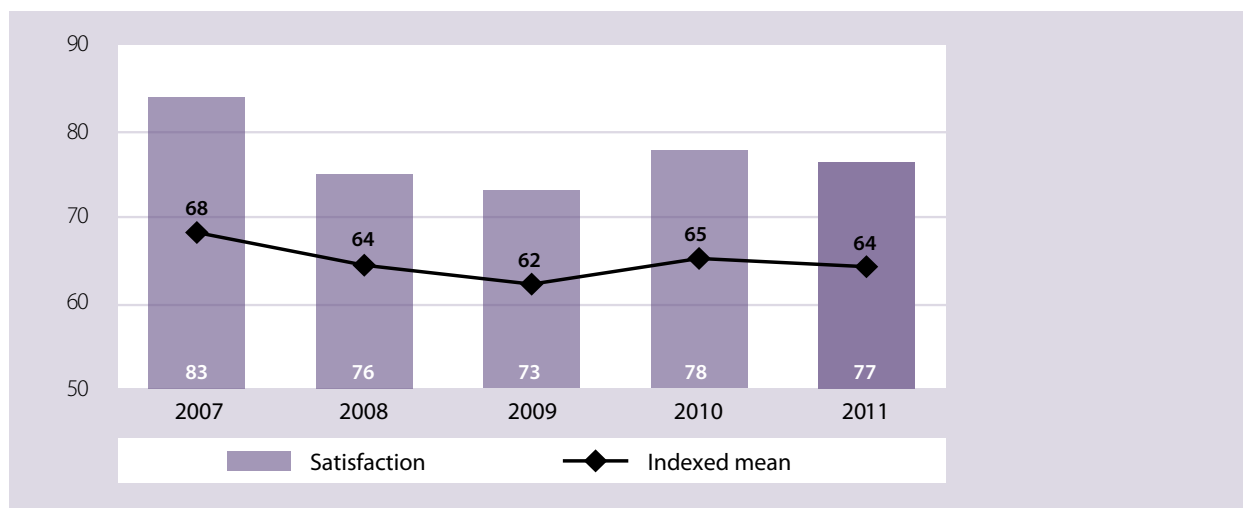
Triple Bottom Line results for Outcome 3

Triple Bottom Line refers to a range of economic, social and environmental indicators that Council uses to monitor the wellbeing of the community. These indicators are detailed below.

Social indicator:	Enforcement of local laws
Responsibility:	Kingston City Council
Council Plan target:	65% resident satisfaction with enforcement of local laws.

As shown in Figure 10, 77% of residents surveyed in the DPCD Community Satisfaction Survey were satisfied with Council's enforcement of local laws in 2011, exceeding the target of 65%. This result is a slight decrease on the 78% achieved in 2010. The most frequently mentioned areas for improvement remain as the need for greater enforcement of animal local laws followed by enforcement of noise local laws which include domestic, industrial and traffic noises.

Figure 10: Satisfaction with enforcement of local laws



Source: 2011 DPCD Community Satisfaction Survey.

Social indicator:	Engagement of volunteers in community programs
Responsibility:	Kingston City Council
Council Plan target:	More than 30,000 donated hours and 400 volunteers participating

More than 500 volunteers donated over 21,000 hours to Kingston community programs including Library, Aged Care Hostels, Meals on Wheels, Transport, Youth and Family Services, Environment, and Arts Centre. Kingston is fortunate to have volunteers assisting in a range of areas supporting its capacity to deliver community programs and services. While it appears Kingston has not met the target of 30,000 donated hours, this result is consistent with the 2009/10 data. The trend data have been used to inform a review of the Council Plan target. (See page 26 for more information about our volunteers).

Source: Council Departmental records.

Social indicator:	Council support for community groups
Responsibility:	Kingston City Council
Council Plan target:	80 community groups supported by Council

Each year Kingston allocates substantial funds to assist the community through groups such as neighbourhood houses, community groups and sporting clubs. Kingston's Village Committees also receive funding to assist the local projects that they consider worthy of assistance. This is a highly successful program that benefits hundreds of deserving community groups. The Community Grants program enables not for profit organisations to deliver services, programs, host special events and other community activities that would otherwise not occur.

Kingston received 366 applications for funding and 343 of these applications were successfully funded in 2010/11. These applications included 46 City Wide Grant applications, 31 Triennial Grant applications, two Triennial Event Grant applications 103 Village Committee applications and 91 Individual Development applications. In addition, 47 Schools Award Grants and 23 Access and Equity Grants were funded. Council's total allocation was \$1,131,547 compared with \$1,106,694 in 2009/10. (See page 130 for more information about our Community Grants).

Source: Council's Community and Aged Services Department records.

Social indicator:	Support the youth and families with children
Responsibility:	Kingston City Council
Council Plan target:	Support more than 6,000 families with children and more than 6,500 youth aged 12 to 25 years

Kingston's systems currently capture data on the level of support provided to youth, families, and babies. In 2010/11, Kingston provided support to 7,103 youth aged 12 to 25 years which exceeded the Council Plan target of 6,500. Kingston facilitates a range of social health and well being, recreation and youth participation programs across the municipality. Youth Services also works with young people in schools, provides psychological counselling services and information and referral services.

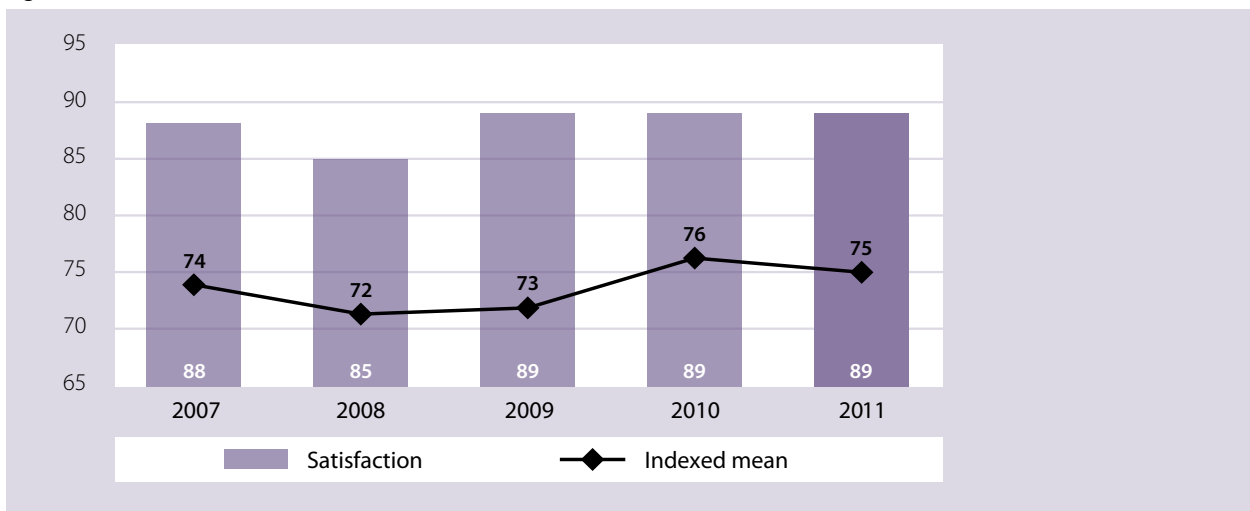
In relation to the support provided by Kingston to families with children, a total of 720 families accessed Kingston's family and long day care services and 1,290 accessed Kingston's school aged care services. For our Maternal and Child Health and Immunisation services, the child is recorded as the client rather than the family unit. Kingston's Maternal and Child Health Nurses supported families with 2,000 new babies, provided 27,000 consultations, and have seen 11,160 children at least once in 2010/11. The variation in the units of data currently captured for this Council Plan target has been recognised and informed a review of the Council Plan target.

Source: Maternal and Child Health and Immunisation, Family Youth and Children's Services Department records.

Social indicator:	Recreation facilities
Responsibility:	Kingston City Council
Council Plan target:	75% resident satisfaction with recreational facilities

Kingston achieved an 89% resident satisfaction with recreational facilities according to the 2011 DPCD survey, the same result as in 2009/10, as shown in Figure 11. Of the 2011 survey respondents who said recreational facilities needed improvement, 26% (15% in 2010) indicated Kingston needed better maintenance of sporting facilities (excluding pools), and 21% (35% in 2010) indicated that Kingston needed more or better sporting complexes (excluding pools). These responses suggest Kingston's work to improve sporting complexes and facilities at Kingston Heath (\$3.3 million project value), Karkarook Park (\$153,000), and Aspendale Tennis Club (\$128,000 project value) for example, is being noticed within the community. The need to maintain Kingston's sporting facilities is part of the larger challenge of maintaining and renewing capital assets.

Figure 11: Satisfaction with recreational facilities



Source: 2010 DPCD Community Satisfaction Survey.

Social indicator:	Community support provided through Council's Aged and Disability Services program
Responsibility:	Kingston City Council
Council Plan target:	145,200 hours of service to 3,500 eligible residents

Kingston's Aged and Disability Services program provides support to frail aged and disabled residents (of any age), to assist them to remain living at home in the community. Assistance with domestic tasks, home maintenance, personal care and delivered meals are provided to these individuals to meet their assessed needs. Carer's needs are also assessed and respite or other services are provided to ensure they can continue in this role. Services are also provided to Kingston residents who are eligible under Department of Veteran's Affairs funding or other Commonwealth aged care programs. In 2010/11 the hours of service provided exceeded the set targets in all areas. In total 157,185 hours were delivered to 5,432 residents.

Source: Community and Aged Services Department records.

Social indicator:	Residential care services provided through Council's Aged Hostels
Responsibility:	Kingston City Council
Council Plan target:	90% of bed days occupied

Of the three aged care services, Nixon Hostel and Corben House are maintaining an occupancy rate of 98% and 99% respectively, which exceeds the indicator target. This high occupancy rate is mainly due to these facilities having reasonably new buildings and large rooms. In comparison, Northcliffe Lodge is an older facility with much smaller rooms and maintained a lower occupancy rate of 84%. Overall, for 2010/11, the average occupancy rate was 94%.

Source: Community and Aged Services Department records.

Social indicator:	Number of residents supported through Council's Aged Care Hostels
Responsibility:	Kingston City Council
Council Plan target:	155 residents supported

The number of residents supported during 2010/11 was 166. There are currently 142 beds within Kingston Hostels. The total average occupancy in 2010/11 was 94%.

Source: Community and Aged Services Department records.

Social indicator:	Library community contact
Responsibility:	Kingston City Council
Council Plan target:	700,000 physical visits to libraries; 400,000 unique visits to website

In 2010/11, there were 422,798 library website visits and 671,116 physical visits to libraries. The number of electronic visits continues to impact on physical visits to libraries as more library interactions can be performed online. There were 1,298,014 loans in 2010/11.

Source: Library and Education Services Department records.

Social indicator:	Kingston cultural activities
Responsibility:	Kingston City Council
Council Plan target:	Total annual attendance of 66,000 from all events at the Kingston Arts Centre and Kingston City Hall

During 2010/11, a total of 80,912 people attended events held at the Kingston Arts Centre and Kingston City Hall which is a significant increase on the 66,559 who attended in 2009/10. This year our performing arts program has included some great Victorian and National touring shows that have been purchased by Kingston for the venues so that the community can enjoy the best entertainment on their doorstep. (See page 78).

Source: Kingston Leisure and Culture Department records.

Chelsea Sportswomen's Centre

In 2010/11, Kingston committed \$359,000 alongside a State Government grant of \$168,000 to provide new facilities for the Chelsea and District Netball Association and Chelsea Calisthenics Club (pictured below with Cr John Ronke). Key features of the redevelopment include an extension to the existing calisthenics hall; a reconfiguration of space to provide a new kiosk, time keeper and first aid rooms; renewed female, male and disabled persons amenities; and environmental improvements such as water tanks, sky lights, power efficient lighting and shading.





We are fostering prosperous and innovative businesses to ensure the municipality is economically robust and attractive to businesses today and into the future

Photograph: Mayor Ron Brownlees congratulates the new franchise owners of Quest Moorabbin, Wendy and Chris Brown at the opening of their new facility this year. Kingston now has a broad range of accommodation offers from hotel style to self contained suites for all types of travellers.

A Prosperous, Innovative Business City

About this Outcome

We are fostering prosperous and innovative businesses for sustainable local economic growth, employment opportunities and wealth generation that are fundamental to a globally competitive community. Our ongoing programs are based on supporting current businesses and actively facilitating new investment. Kingston businesses employ over 66,600 people, with 19,500 people in manufacturing, and contribute an estimated \$24 billion per annum in total output to the Australian economy, with \$13 billion coming from manufacturing.

This year Council invested \$3.0 million in developing economic outcomes for Kingston which is an increase of 50% on the 2009/10 investment of \$2.0 million.

Our major achievements in 2010/11

- Assisting business owners to make a commitment to create an online presence by providing two workshops in August and September 2010 in partnership with Chisholm Institute entitled 'Web Works for Small Business'.
- Sponsored by Madame Flavour tea, a 'Hi Tea' was held for local women in business in October 2010.
- A successful International Women's Day morning tea was held in March 2011.
- Partnering with 'Fitted for Work' to collect and donate clean corporate style clothes to assist unemployed and disadvantaged women attend interviews and return to work. (See page 90).
- Supporting new and emerging business leaders through the Rising Star Roundtable for the next generation of business leaders.
- The Mentors Partners Program continued to perform well with a number of new volunteer mentors recruited to meet the increased demand for assistance from small businesses as a result of the global financial crisis. (See page 87).
- Kingston businesses have committed to reducing their carbon footprint. A breakfast was attended by 50 individuals to discuss ways to improve environmental performance and reduce carbon footprint.

- A workshop was held entitled 'What's the Big Idea – Riding the Rollercoaster' exploring the feasibility of developing an idea, making informed decisions and investing in its success.
- A presentation by Lee Cummings of Clarity Coaching entitled 'The Power of Social Media in Your Business' was also offered.
- Opening a new public toilet at Clarinda Shopping Centre at a cost of \$175,000.

Challenges we experienced

- Local businesses facing a difficult economic climate will impact on all aspects of the local economy and may include a rise in the level of unemployment within the community.
- Transport and road network limitations.
- Balancing the approach to land use, residential amenity, business development and environmental issues.
- Balancing the strategic development of retail and activity centres.
- Traffic and parking management.
- The impact of globalisation, climate change and emerging technologies on local businesses.
- Skills and labour shortages resulting from demographic change.
- The ageing industrial precincts coupled with limited greenfield land supply.

Plans for the next 12 months

- Finalise the development of the Shopping Centre Public Toilet Strategy.
- Continue with the Shopping Centre Signage Strategy for retail centres.
- Finalise the review of Kingston's Footpath Trading Policy and associated benchmarking activities.
- Finalise the development of the Kingston Business Sustainability Framework.
- Finalise and implement the Council-approved Contractor List and Trade Panel.

Fast Facts	2010/11	2009/10	Change	% Change
Number of people attending business development activities and events	689	632	57	9.0%
Number of businesses Kingston's quarterly business newsletter was distributed to	6,500	6,500	0	0.0%
Number of business development and networking sessions for local businesses that were facilitated	26	30	-4	-13.3%
Number of new mentors accredited for the Business Mentor Partners Program	5	3	2	66.6%
Number of Farmers Markets held	11	12	-1	-8.3%
Number of Business Starters Kits distributed	117	75	42	56.0%

How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2010/11. Each milestone is linked to the strategies and priorities set in the 2009/13 Council Plan. The progress at the end of the financial year against each milestone has been represented by:

- **Action completed**
- **Progress on track**
- **Progress delayed**
- **Significant issues with progress**



For the second year running local Kingston business, 2 Brothers Brewery in Moorabbin, has been awarded the Premiers Trophy for Best Victorian Beer at the Australian International Beer Awards.

Council Plan Strategy 4.1

Enhance amenity and viability of retail centres and industrial precincts

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Plan for and undertake capital works improvements at retail shopping precincts, including:	Implement actions arising from the 2009 Precinct Condition Report of all neighbourhood and local strip shopping centres, including footpath condition and safety, general amenity, retail mix, and vacancy rates	●	Economic Development	Footpath works and landscaping completed in Aspendale. Concepts for the upgrade of Westall Shopping Centre have been completed and traders in Rosebank Avenue were consulted with in December 2010. The detailed engineering design has been completed. Works are expected to be tendered and constructed in late 2011.
	Develop Shopping Centre Public Toilet Strategy	●	Economic Development	The initial investigation of shopping centre facilities has commenced. Further work is required.
Identify critical infrastructure and traffic requirements in older industrial precincts to proactively plan and prioritise future capital and amenity improvements	Identification of requirements to be undertaken in 2nd quarter of 2009/10 in conjunction with Infrastructure Department	●	Economic Development	Stage one capital works improvements have been completed in Mordialloc older industrial areas. Stage two is ready for tendering.
Implement new Signage Strategy for retail centres	Develop a Shopping Centre Signage Strategy for budget considerations	●	Economic Development	A Shopping Centre Signage priority list has been developed. Funding for the signage and installation still to be determined. Funding is not currently allocated and proposals will be resubmitted in 2011/12.
Manage Christmas decorations in retail precincts	Manage the installation of bin wrappers into the shopping centres and assess the need for the micro shopping areas to be included in the project.	●	Economic Development	Christmas bin wrappers were installed in shopping centres.

Council Plan Strategy 4.1 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Review Kingston's Footpath Trading Policy	Review policy and undertake research into trends within the broader Metro area. Recommend changes in the policy based on the findings.	●	Economic Development	Policy review has commenced and the benchmarking of activities against other Councils will be completed in 2011/12. Broad consultation will be required.

Council Plan Strategy 4.2

Inform and network our local business community

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Review Kingston's Economic Development Strategy to support local businesses	Develop a Kingston Business Sustainability Framework	●	Economic Development	Key pillars of the Kingston Business Sustainability Framework have been completed. More detailed work has commenced. Framework is expected to be presented to the Ordinary Council Meeting in August 2011.
Facilitate Mentor Partners Program linking small businesses with volunteer mentors	20 Kingston businesses to be matched with mentors this financial year	●	Economic Development	Facilitate Mentor Partners Program articles featured in Kingston Your City, Kingston Business Bulletin and the Leader newspaper. A total of 17 Kingston businesses have been matched in 2010/11; 8 additional businesses have been processed and are awaiting the availability of their allocated mentor; five new mentors recruited. Mentor Resource Kits developed and launched to support the Program mentors. Mentor Partners Website launched in August 2010.

Business Mentor Partners Program








A Business Mentor Partners Program has been established and offers a free, confidential service which matches up eligible local businesses with volunteer business mentors to support business owners to clarify their goals and take considered action in order to develop and grow. Participants have sought guidance from business mentors in areas such as changing the business direction, instilling sustainable design principles and developing a business plan.

FURTHER READING

Visit Kingston's business website
www.kingstonbusiness.com.au



Council Plan Strategy 4.2 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Encourage an 'Export Focus' by maintaining active partnerships with Austrade and other relevant partners	Support Victorian Export Awards with promotional activities and assist with annual judging		Economic Development	Award judging in manufacturing sector completed in August 2010.
	Raise awareness of export support services to businesses and showcase Kingston exporting case studies on website		Economic Development	Export information distributed to businesses in the 2010 Business Resource Kits.
Facilitate CEO Roundtable to provide business owners with peer to peer support	Maintain CEO Roundtable and commence a new group if there is demonstrated demand		Economic Development	The current group has continued to function well. A new 'Rising Stars' group was established in March 2011 to support emerging leaders.
Facilitate the Kingston Business Women's Network, including:	Four bi-monthly networking meetings		Economic Development	Bi-monthly networking meetings were held in July, October, February and April. The Business Women's Network has continued to grow with all small events booked out. A new LinkedIn group has been established as an additional option for members to Network and share information.
	Two major events per annum		Economic Development	The bi-annual Kingston Business Women's luncheons were held in November and May.
Undertake business directory update	Current business listing prior to 2009 to be verified, ABS statistics for Kingston to be integrated by Intuitus, and Marketing campaign featuring benefits of Business Directory to be conducted		Economic Development	Easier access to online registration has been created via Kingston's website. The Directory database has been used for e-letter business event mail outs. The registration process is being reviewed with the service provider. A further upgrade is expected pending the implementation of Kingston's new website.
Establish a Council-approved contractor list and Trade Panel to ensure opportunities for local businesses are maximised	Establish a Council-approved contractor list and Trade Panel		Economic Development	Following significant local advertising, work on the completion of an approved contractor panel and Trades List has been completed and all approvals obtained. This information is available for use across Council via the IproLive intranet link on Council's website. While the majority of panels were established by February 2011, the final trades and engineering consultants panel have been slightly delayed and not become operational until June 2011 due to staff departures.

Council Plan Strategy 4.3

Support informed business decision making

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Participate as an active member in the South East Melbourne Innovation Precinct (SEMIP) project	Ensure Kingston companies have access to events associated with SEMIP initiative	●	Economic Development	Businesses have been invited to three innovation forums held at research institutions. The major innovation showcase was held at the Hemisphere Conference Centre in June 2011.
Support the implementation of the Regional Economic Strategy for Melbourne's South East	Photo library created for marketing of Melbourne's South East region and climate change business readiness to be promoted	●	Economic Development	A photographic session was arranged in July 2010 which captured Kingston's diverse geographical and economic features. Support continued to be provided at Melbourne South East region meetings.
	Channel 31 Project to be scoped for production in 2011 - half hour business TV program featuring businesses in Melbourne's South East	●	Economic Development	The Working Party provided a contribution for the Channel 31 project.

Kingston's Farmer's Market at Sir William Fry Reserve in Highett has been going strong since 2004.



Triple Bottom Line Results for Outcome 4

Triple Bottom Line refers to a range of economic, social and environmental indicators that Council uses to monitor the wellbeing of the community. These indicators are detailed below.

Economic indicator:	Economic support services
Responsibility:	Kingston City Council
Council Plan target:	90% satisfaction with business education initiatives.

Kingston's Economic Development Team supports businesses through a range of strategies and development programs including workshops, seminars, mentoring program and various network groups. Surveys at Council-run workshops revealed 96% of participants rated the workshop as excellent or good.

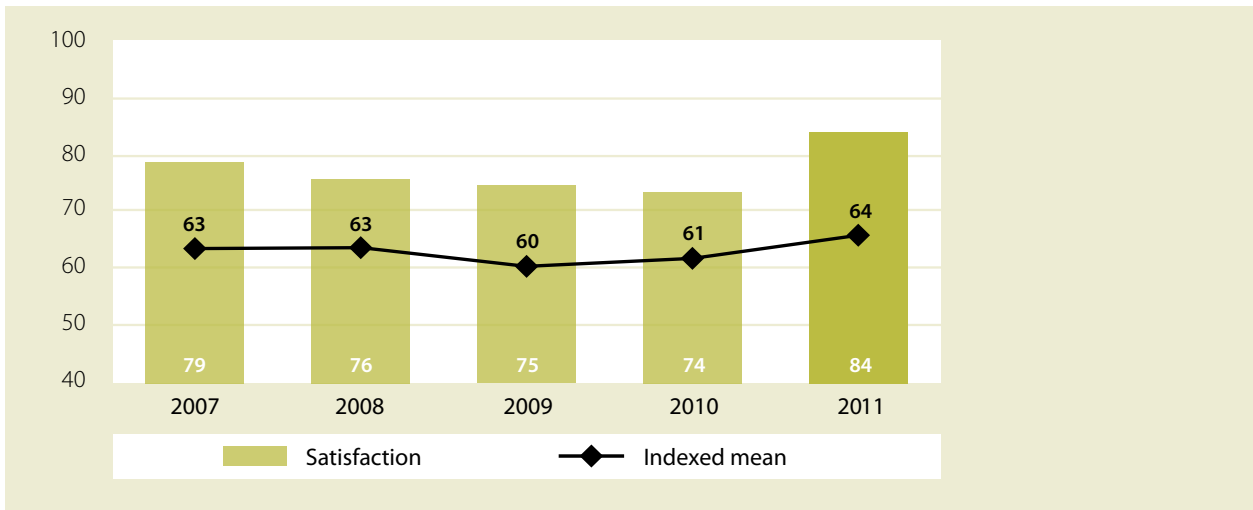
As shown in Figure 12, Kingston achieved a satisfaction rating of 84% in the DPCD survey in 2011 which is a significant increase on our rating of 74% in 2010. The most frequently mentioned reason for improvement in relation to economic development remains as the need for 'more/better job creation programs/employment opportunities', mentioned by 45% of respondents who offered an improvement suggestion. The second most frequently mentioned theme related to 'too little support for local businesses / new business / many closing down' (23%). This result clearly demonstrates community concern with the current economic environment. However, job creation and employment programs are the responsibility of State and Federal Governments and Kingston does not provide these programs as a direct service. Kingston will continue to identify opportunities to support residents and businesses gain access to appropriate programs.

'Fitting out' disadvantaged women for job interviews

Kingston led a local campaign to support a 'Fit for Work' clothing drive initiative to provide disadvantaged women with clean clothing and accessories (handbags and shoes) to wear to job interviews. The call for support was sent out to 300 contacts on Kingston's Businesswomen's Network to donate goods and the response was overwhelming. Kingston officers also supported the worthwhile cause and a clothing bank has been established at Kingston's Customer Service Centre in Cheltenham.



Figure 12: Satisfaction with economic development



Source: Economic Development Department workshop evaluation forms and 2011 DPCD Community Satisfaction Survey.

Economic indicator:	Vacancy rates at major strip shopping centres
Responsibility:	Kingston City Council
Council Plan target:	Less than 5% vacancy

In 2010/11, the combined vacancy rate across Kingston’s four largest shopping centres (Chelsea, Mentone, Cheltenham and Mordialloc) was 5.7%, however, these vacancies were not evenly distributed. Mordialloc shopping centre had a 2.5% vacancy rate amounting to only two vacant premises (excluding the new PACE development where fit outs are still occurring). The vacancy rate in Cheltenham shopping centre was 6.8% and Mentone shopping centre had no vacancies. In contrast, Chelsea shopping centre had a vacancy rate of 14%, with a number of shops in the new arcade not yet leased. The current economic environment has been challenging for retailers and it is reasonable that there is a reluctance to commit to long-term leases.

Source: Economic Development Department records.



Mayor Ron Brownlees made a special presentation on behalf of the City of Kingston to celebrate the Toll Holden Racing Team’s achievements and to celebrate its 21st birthday at the Clayton headquarters. Pictured are the Mayor, James Courtney, Garth Tander and Craig Wilson.



We are engaging with the community to encourage and support its development and strength through exemplary leadership and advocacy

Photograph: Lisa Duvoisin from Library Services, Liz Cook from Customer Service, Michael Eddington from Don Tatnell Leisure Centre and Matt Siemers from Statutory Education and Compliance are committed to providing exceptional care and service to achieve the best possible outcome.

Community Inspired Leaders

About this Outcome

We are exceeding our community's expectations by building and supporting a culture of service delivery. Quality leadership and governance is supported by Executive Services, Communications and Public Affairs, Information Services and Technology, Financial Accounting and Rates Services, Procurement and Contract Management, Customer Services, Governance, Organisational Planning, and People and Culture.

This year Council invested \$24.5 million in this outcome. This is an increase of 1% on the 2009/10 figure of \$24.3 million.

Our major achievements in 2010/11

- Council officially took ownership of its current headquarters at 1230 Nepean Highway, Cheltenham on Monday, 8 November 2010. (See page 52).
- In February 2011, Kingston launched its own Facebook page and has since added Twitter, another social media site, to communicate with the community.
- Kingston made a significant commitment to continuously improving compliance systems particularly in the areas of corporate occupational health and safety (OHS) and risk management. This commitment has included staff training, policy and strategy development. (See page 103).
- Prestigious awards were awarded to Kingston's General Manager of Environmental Sustainability, Tony Rijs for his contribution to the sector (see page 106). Kingston also won a fourth successive Gold Award for the 2009/10 Annual Report in the Australasian Reporting Awards.
- Olivia Guhl from Our Lady of Assumption Primary School was elected Kingston's new Junior Mayor in May 2011.
- Supporting of fair trade and Kingston becoming an accredited 'Fair Trade Community'.

Challenges we experienced

- Connecting community knowledge to Kingston planning and service delivery.
- Balancing diverse opinions in the course of accountable and representative decision making; understanding the various impacts of compromises.
- Ensuring our efforts to connect with the community are well conceived, appropriate and have maximum impact.
- Ensuring the organisation remains financially viable.

- Advocating on behalf of the Kingston community on issues Council does not directly control such as public transport, airport development and management of waterways.
- Managing employee injuries across the organisation.
- Conflicting priorities across departments when implementing new technologies and while maintaining existing corporate systems.
- Ensuring Kingston keeps abreast of advancing technologies.
- Staff turnover and filling of vacancies in a timely manner has increased the pressure on existing employee resources whilst still ensuring timelines are being met.

Plans for the next 12 months

- Continue to revise Kingston policies to reflect changes in Local Government rules and regulations, particularly in relation to conflict of interest, assemblies of Councillors, code of conduct, gifts and hospitality.
- Continue to develop and implement advocacy programs to champion community needs.
- Implement the new customer service strategy and action plan 'from customer service to customer care.'
- Actively engage with the community to develop a new Community Vision.
- Improve the Council meeting process and community access to Council business information by implementing an Agenda Management System.
- Continue to improve health and safety by implementing the 'Take Care Take Control' Strategic Plan.
- Remain focussed on improving Kingston's approach to risk management.
- Finalise the specification and complete the tender evaluation process for a Human Resource Information System.
- Commence work on the new Enterprise Agreement.
- Implement and review employee LINK plans and processes.

Fast Facts	2010/11	2009/10	Change	% Change
Number of Ordinary Council Meetings held	11	13	-2	-15.4%
Number of Special Council Meetings held	8	4	4	100.0%
Total Number of Village Committee Meetings held (10 Committees)	80	80	0	0.0%
Amount distributed by Councillors in ward fund grants	\$36,198	\$57,175	-\$20,977	-36.7%
Citizenship Ceremonies held	5	5	0	0.0%
Telephone calls to Customer Service	140,744	150,598	-9,854	-6.5%
Over the counter contacts with customers at service centres	90,101	85,079	5,022	5.9%
New Resident Kits provided	2,352	2,399	-47	-2.0%
Press briefings with local media	45	45	0	0.0%
Media releases written	334	266	68	25.6%
Visits to Kingston's website	2.6 million	2.4 million	200,000	8.3%
Number of meetings provided for	1,454	1,454	0	0.0%
Number of external mail items processed for collection	260,992	289,359	-28,367	-9.8 %
Top four requests for action:				
Waste	11,025	15,097	-4,072	-27.0%
Tree Pruning	5,554	2,789	2,765	99.1%
Local Laws	4,562	3,811	751	19.7%
Reserve Maintenance	4,669	1,595	3,074	192.7%
Freedom of Information Requests	29	25	4	16.0%
Number of Privacy Requests responded to	326	367	-41	-11.2%
Number of IT Help Desk Calls responded to	7,750	3,623	4,127	113.9%
Number of Documents registered:				
Inwards Documents	84,881	75,616	9,265	12.3%
Internal Documents	63,357	26,442	36,915	139.6%
Outwards Documents	75,887	71,718	4,169	5.8%
Number of staff who attended an Information Services training course	550	416	134	32.2%

Kingston's CEO John Nevins and General Managers hold regular Views and Values forums for all employees across various Council office locations. The purpose of these forums is to communicate important information, receive feedback and answer questions from staff.



How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2010/11. Each milestone is linked to the strategies and priorities set in the 2009/13 Council Plan. The progress at the end of the financial year against each milestone has been represented by:

- **Action completed**
- **Progress on track**
- **Progress delayed**
- **Significant issues with progress**



Mark Rasmussen and Jack Chittenden, from Council's Parks and Depot Operations, continue to manage weed outbreaks along Kingston's foreshore and maintain the planting program.

Council Plan Strategy 5.1

Be community centric

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Develop and implement advocacy programs to champion community needs for:	State and Commonwealth funding for foreshore works and renourishment funding	●	Parks and Depot Operations	Council submitted an application and has been successful in securing \$100,000 funding for erosion control works at Carrum. Consultation has been undertaken to ascertain the community's preferred erosion control wall option. A report was presented to Council and rock was nominated as the preferred material. DSE responded to Council's request that the option of creating an offshore geofabric tubebag reef be considered instead of an erosion control wall. The response stated that more research is required on current offshore reef projects before additional reef projects would be funded.
	State Government funding for maintenance and mowing of roads, railway lines and roundabouts	●	Parks and Depot Operations	Council has accepted additional main road maintenance and this has been included as part of the 2011/12 budget.
	Changes to Local Government rules and regulations	●	Governance and Performance Planning	Information sessions were held with Councillors and employees to raise awareness of amendments to the Local Government Act, particularly in relation to conflict of interest and assemblies of Council. Policy development activities are underway to update Council's code of conduct and gift and hospitality policies to reflect these amendments.
	Increased funding and support for social and affordable housing	●	City Strategy and Community Aged Services	A report has been developed and will be considered at the Ordinary Council Meeting in August 2011.
	Progress the options for improving the amenity and appearance of Mentone beach, including the Mentone Pipes	●	Parks and Depot Operations	Broad community consultation was undertaken during 2010 to confirm treatment options. Various contracts to divert stormwater from Charman Road to Marina Road including improvements to the main drain were completed in June 2011. Melbourne Water is now able to remove the remaining pipes on the beach with all works scheduled to be completed in 2011.

Council Plan Strategy 5.1 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Develop and implement advocacy programs to champion community needs for:	Funding for environmental and amenity improvements along Mordialloc Creek	●	Parks and Depot Operations	Natural Resource Area officers have implemented an ongoing works program as part of the Living Links-Lumo Energy rehabilitation and revegetation project that involves weed removal and planting. The community planting day site was prepared and a very successful community planting day was held with Living Links' newest corporate partner, Lumo Energy, in September 2010. The sponsor was very pleased with the day and is looking to a longer term partnership with Living Links in the coming years. A partnership has also been developed with Melbourne Water. Weed removal and planting works are ongoing on both the south and north side of Mordialloc Creek.
	Guidance and leadership from State and Federal Governments to address and/or mitigate climate change issues for our local environment, society and economy	●	Parks and Depot Operations	Due to the ongoing development of Federal and State Environmental Policy involvement has been limited. Council officers have met with a government Senior Advisor to explore the progression of a number of policies and present Kingston's position.
	State Government agencies for implementation of Kingston's Traffic Studies	●	Infrastructure	VicRoads has made some progress in the detailed pre-planning for the Dingley arterial link and has provided a briefing to Councillors. Council officers have, and will continue to, work closely with the VicRoads project team and advocate for the commitment of construction funds.

Belinda McDaid from Chelsea Community Renewal is with Rob Crispin, Abrie de Wet and Tim Bearup from Council's Community Engagement team at the launch of the My Community Life events website.



Council Plan Strategy 5.1 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Inform the community's overall participation and knowledge by:	Continuing to update internal and external websites to ensure continuous improvements to providing the community with information	●	Communications and Public Affairs	Updates have been made to Kingston's website and intranet site on a daily basis to ensure all major news and information is available online. Intranet improvements have included regular story and photo updates, promoting the organisation calendar (so as to avoid meeting clashes and inform staff about key events), and greater use of photos. Kingston also has a new Facebook page which has recorded more than 780 'likes'.
	Publishing 11 editions of <i>Kingston Your City</i> each year	●	Communications and Public Affairs	A total of 11 editions of <i>Kingston Your City</i> have been published in 2010/11.
	Provide information that enables people to access services, activities and venues for their sporting, recreation, leisure, cultural and community interests	●	Leisure and Culture	All planned information and communication strategies for 2010/11 were implemented.
	Conducting ongoing annual community education to raise awareness and compliance particularly for responsible pet ownership, road safety, health promotion and statutory awareness	●	Local Laws and Health Service	Education programs have been delivered on responsible pet ownership, road safety, health promotion and statutory awareness issues to schools and community groups. Information has also been made available via the Intranet.
Implement the Enhancing Your Experience/ Customer Service project with a community centric focus	Implement the Influencing Our Reputation/ Customer Service project	●	Customer Service	A Customer Service Strategy is under development. An in-depth analysis of the research conducted throughout the <i>Influencing our Reputation</i> project identified five key priorities, namely: services, people, place, process, and monitoring. A major consideration of the Customer Service Strategy has been to review the Customer Service Commitment and the setting of measurable and accountable customer service deliverables to our Community.

Council Plan Strategy 5.1 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Continue to implement the 'one stop' service model for users and occupiers of Council properties for consistency of advice, information and community development opportunities	Continue to implement the one stop service model for users and occupiers	●	Community Buildings	Investigations have been progressed and reports are being developed regarding: customer service opening hours, suitable staffing numbers for information counters, options for the one counter at Cheltenham and future models for Customer Service Centres. The reports are expected to be presented to an Ordinary Council Meeting in September 2011. The implementation of Pathway CRM in May 2011 has allowed Council to move closer to the 'one stop shop' approach through the use of detailed and informative action items in response to most customer service requirements. Further stages of Pathway CRM implementation are planned to ensure the 'one stop shop' is expanded organisational wide.

Council Plan Strategy 5.2

Create a shared vision for the future

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Actively engage with the community to develop a new Community Plan and Vision	Devise and commence community engagement and consultation process for review/ redevelopment of Community Plan; coordinate development and delivery of the Community Plan	●	Governance and Performance Planning	The Community Vision Reference Group was established and meetings were held in April and June 2011. A public campaign was undertaken to attract nominations from community representatives for Reference Panel membership. All nominations have been reviewed and interviews will be conducted in July 2011. Requests for Quotation have been publicly sought seeking consultant assistance with the Community Vision Project. Quotations have been evaluated and no appointment had been made as at 30 June 2011.






Naomi Morris from Stawell Street Child Care in Mentone with Tayla.

Council Plan Strategy 5.3

Sound governance and responsible financial leadership

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Continue to participate in cross-municipal resource sharing forums and negotiations, including:	Across Councils	●	Leisure and Culture	Cross-municipal resource sharing and negotiations have occurred through the ongoing development and implementation of the Regional Soccer Strategy.
	Across Community Groups	●	All Departments	The Family and Children's Strategy has been developed and is due for completion in July 2011. At this time, the purpose of the Family and Children's Services Partnership will be reviewed to consider its role in the implementation of the strategy. Partnerships have been established with a number of Government Departments including the Department of Health and the Department of Planning and Community Development to fund cross-municipal activities which include the Chelsea Community Renewal initiatives, Kingston/Bayside Primary Care Partnership activities, and Strengthening Clayton and Clarinda Project initiatives (MCAS).
Review Kingston's community representatives Committees Governance structures	Implement changes to reporting associated with Assemblies of Council	●	Governance and Performance Planning	The reporting of Assemblies of Council has been recorded in the minutes of Council Meetings. All Assembly forms of advisory committees attended by one or more Councillors are presented to an Ordinary Council Meeting and listed as a standard report on the next possible Council agenda.
Maintain interdepartmental working groups to develop, review and develop asset management plans, in consultation with the community, including:	Prepare response to National Asset Management Framework. Undertake a reassessment of Asset Renewal Funding Model. Participate in the Asset Management System tender evaluation and implementation. Review the Asset Management Policy and Strategy	●	Infrastructure	The National Asset Management Framework submission and renewal modelling review were completed on time in October 2010. The Asset Management Software tender and evaluation was approved at the Ordinary Council Meeting held in March 2011. The Asset Management Software implementation plan is in progress. The review of the Asset Management Policy and Strategy has been delayed due to the primary focus on software implementation. It is intended that the Policy and Strategy documents be reviewed and updated by January 2012.
	Community and Aged Services	●	Community and Aged Services	The review of facilities for seniors has commenced. A more general facility and services review has also commenced and it is expected that the reviews will be completed in 2011/12.
Continue support for the Audit Committee Program	Complete 2010/11 Audit Plan	●	Corporate Services	The Audit Plan is on target to be completed in 2010/11.

Council Plan Strategy 5.3 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Continuously improve compliance systems to ensure robust and dynamic processes, including:	Corporate OHS System		Governance and Performance Planning	During 2010/11 around 400 Council officers have participated in OHS-related training and 61 First Aid attendants were trained in varying levels of First Aid. OHS policies (including four new policies which focus on high risk activities), Risk Assessment Programs, and a strategic plan and action plan have been developed or revised and implemented. Council contractors have been OHS assessed and subsequently certified to work for Kingston. Activities were conducted during Health and Safety Week in October 2010. (See page 103).
	Risk management policy and register		Governance and Performance Planning	The Senior Leadership Group has reviewed Kingston's Strategic Risks and a report was presented to the Corporate Leadership Group to re-rate some risks, consolidate all risks and to include positive outcomes in commentary. A Working Group has been formed to begin the process of developing a plan to identify and document Kingston's operational risks. A Risk Management Workshop was conducted for the Senior Leadership Group which incorporated a full review of all Kingston's strategic risks. It is intended that a framework to deal with Kingston's operational risks and suitable templates will be developed.
	Reducing Kingston's Workcover premium		People and Culture	Kingston's Workcover premium for 2011/12 is expected to be \$1,121,000. People and Culture officers have drafted the scope for an early intervention program with a consultant. An expression of interest process is expected to be undertaken in July 2011 to engage a panel of preferred medical providers. A six month pilot program is expected to commence in September 2011. A post implementation review will be undertaken throughout the pilot program to ascertain the cost benefit analysis and injury prevention/mitigation.

Council Plan Strategy 5.3 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Develop and implement effective reporting systems, including:	Implementation of the new Human Resource Information System (HRIS) which will involve a review and integration of associated policies, procedures, processes and delegations	●	People and Culture	Negotiations have been completed with the contracted provider. Benchmarking analysis and site visits have been conducted to determine HRIS technical specification. The tender is expected to be advertised in September 2011.
	Investigate agenda management system and if appropriate develop business case.	●	Governance and Performance Planning	A preliminary review of systems has been undertaken. A capital works proposal has been submitted for consideration in the 2011/12 budget.
	Incident Reporting System to identify injuries and status	●	Governance and Performance Planning	During the development of a system workflow for an incident reporting system it was discovered that a better solution might be to investigate purchasing a stand-alone online Incident Reporting System which incorporates a Workers Compensation and Return to Work module.
	Strategic Plan and Action Management Reporting System	●	Governance and Performance Planning	The tender evaluation process has been completed and the tender awarded.
Maintain Long-Term Financial Strategy that is integrated with Council's Asset Management Strategy	Prepare LTFS as part of the 2011/12 Budget Planning process.	●	Financial Services	The long-term financial plan has been prepared for 2010/11.
Continue to explore strategic options to develop permanent Council Headquarters in the City		●	Property Services	At a Special Council Meeting in September 2010 Council decided to purchase its headquarters at 1230 Nepean Highway in Cheltenham. Council officially took ownership on 8 November 2010. (See page 52).

Council Plan Strategy 5.4

Inspired, dynamic and accountable people

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Ensure the right people are in the right job at the right time by embedding the Community Inspired Leadership (CIL) culture by:	Review Kingston's Performance Review and Management policy and procedures to ensure wide acceptance and understanding	●	People and Culture	The LINK program has been implemented across Council with all 'start up' performance conversations to establish objectives completed by 30 September 2010. A report containing a series of recommendations to enhance the performance review process was presented to the Corporate Leadership Group in March 2011. Support has been provided to Managers and Team Leaders during April and May 2011 to assist with the 'close out' conversations and overall performance rating which is scheduled to be completed during July 2011 along with the review of position descriptions across the organisation.
	Create a web presence that enhances the place to work' reputation	●	People and Culture	The intranet project has commenced and a project plan has been completed. Implementation of the changes are planned to take place in the next six to nine months which will enhance the web presence and availability of information across the organisation.
	Develop and implement programs and plans that support the growth and development of employees including the Community Inspired Leadership Strategy and specific retention initiatives for employees	●	People and Culture	In 2010/11, leadership development included a Breakthrough Leaders Program; residential program for the Senior Leadership Group; and three Team Leader Leadership Forums with beneficial feedback and outcomes received. The 12 month Learning and Development Program is being implemented and provides a range of technical and behavioural programs to address organisational needs. Recommendations from the LINK organisational review have informed the development of the 2011/12 Learning and Development Program.
	Develop a culture of zero tolerance of discrimination and harassment	●	People and Culture	An EEO awareness training program has been delivered via online learning, with an overall completion rate of 84% across the organisation. This figure excludes Parks, Depots and Aged Care Services officers who will be completing the training off-line. The policy has been reviewed to align with discrimination. A further policy has been developed to address workplace bullying, harassment and workplace violence to ensure adherence with legislative requirements and to ensure there is a culture of zero tolerance to discrimination and harassment.

Council Plan Strategy 5.4 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Continue to reduce Kingston's impact on the environment through the 'Our Place' program, including:	Prepare and distribute quarterly Our Place newsletter to staff	●	Parks and Depot Operations	Kingston's Connect Magazine has incorporated Our Place information in lieu of producing a separate newsletter.
	Regularly report to the Corporate Leadership Group on the outcomes of the EcoRep's meetings	●	Parks and Depot Operations	The EcoRep's decided to suspend meetings. Reports have been provided to the Corporate Leadership Group on an as needs basis.
	Identify one environmental focus per month and focus on changing staff behaviour	●	Parks and Depot Operations	In 2010/11 the environmental focus has been as follows: August (Veggie Gardening), September (Sustainable House Day/Greenhouse Games Challenge), October (Activate October linked to Ride 2 Work Day), December (Green Christmas), January (Electric Vehicles), February (Green Transport), March (Earth Hour), April (Garage Sale Trail), and May (Clothes Swap / Organic FairTrade).

Commitment to improving occupational health, safety and risk management

Kingston has made a commitment to continuously improving compliance systems by aligning its occupational health and safety (OHS) system with Australian Standard 4801 by 2013. In 2010/11, 300 Council officers received OHS training and a further 105 officers received 12 hours of OHS training which related to contractor management. The Kingston OHS policy was revised and published and five additional OHS policies were developed, communicated and implemented. These policies relate to high risk activities namely, confined spaces, working at heights, plant (machinery), hazardous substances and first aid. Approximately 250 contractors were OHS assessed and subsequently certified to work for Kingston. A number of activities were organised during Health and Safety Week in October 2010 and Kingston was selected to survey the OHS Officers of all Victorian Councils on behalf of the MAV's Inter-Council Safety Group in relation to an inter-Council OHS working group. The Exposure to Environmental Extremes Policy means better control of heat, cold and UV related hazards for all our staff. Peter and Darren (below) are wearing the new sun smart work wear to be worn by all Parks and Depot Operations staff.



Council Plan Strategy 5.4 continued

Council Plan priority	2010/11 milestone	Progress against 2010/11 milestones	Responsible Department	Year to date progress and issues/challenges faced during the period including how they were dealt with
Continue the development and implementation of Council's Information Services, including:	Corporate Business Solution in line with contract terms and conditions	●	Information Services	The following actions have been completed in 2010/11: Pathway Statutory Planning System, Pathway Building System, and Pathway Customer Service System. The Pathway Online Service Project Team has been working on the Councillor Portal and HRIS tender is underway. Difficulties have been experienced due the volume of work being undertaken.
	Improve the management and conceptual awareness of information through ongoing training and the implementation of new technology	●	Information Services	A new training program has been established and incorporated into the Corporate Training Calendar. The Policy Portal has been completed and provides greater access to Council policies and procedures. Development of the photographic library has commenced.
	Complete test of Kingston's disaster recovery environment	●	Information Services	The ICT Disaster Recovery Exercise was completed successfully. The security audit of Council websites has been completed and the results reviewed. Meetings have been scheduled with key Managers. The BIS is being established and the building of the new upgraded Disaster Recovery site has been completed.
	Improve the flexibility and responsiveness of the workforce by rolling out mobile solutions across Kingston	●	Information Services	The Blackberry upgrade has been completed. Netbook computers have been reviewed and are appropriate for use by staff. iPads have been implemented for the Chief Executive Officer and General Managers. iPads have been made available for community consultation purposes. A secure iPhone and iPad environment is being implemented and new Windows slate devices for mobile access to Council's applications are being trialed.
	Review and complete new three-year Information Services Strategy	●	Information Services	A work plan has been presented to the Corporate Leadership Group who are determining priority levels. Resourcing has been finalised.

Triple Bottom Line results for Outcome 5

Triple Bottom Line refers to a range of economic, social and environmental indicators that Council uses to monitor the wellbeing of the community. These indicators are detailed below.

Economic indicator:	Financial viability
Responsibility:	Kingston City Council
Council Plan target:	118.92% working capital ratio

Refer to page 12 for the Chief Financial Officer's Report and page 138 in financial statements (key strategic indicators).

Economic indicator:	Insurance risk rating
Responsibility:	Not directly monitored, surveyed or controlled by Council
Council Plan target:	Maintain Risk Liability Assessment

Kingston is committed to effectively managing risk and the cost of insurance. Due to the bi-annual nature of the Civic Mutual Plus Review auditing cycle, Kingston retained its overall Liability Assessment Rating at 84% for 2010/11, which is above the Statewide average figure of 80% for all Victorian Councils. Refer to the section on Risk Management on page 106 for more information.

Source: Civic Mutual Plus Review 2010

Economic indicator:	Organisational capability
Responsibility:	Kingston City Council
Council Plan target:	Increase satisfaction with Kingston as an employer above 70%

As a part of Kingston's commitment to the continuous improvement of the organisation, an Employee Opinion Survey was completed in June 2010 by 43.2% of employees (549 employees). The organisation achieved an overall satisfaction rating of 73.9% an improvement of 3.6% in employee satisfaction levels from the previous survey conducted in 2008. This feedback will now be used as the basis for ongoing discussions and program development over the next 12 months. The next Employee Opinion Survey will be conducted in 2012. (Refer to the Our Employees section on page 21 for more details).

Source: Insync Surveys for Kingston Council 2010

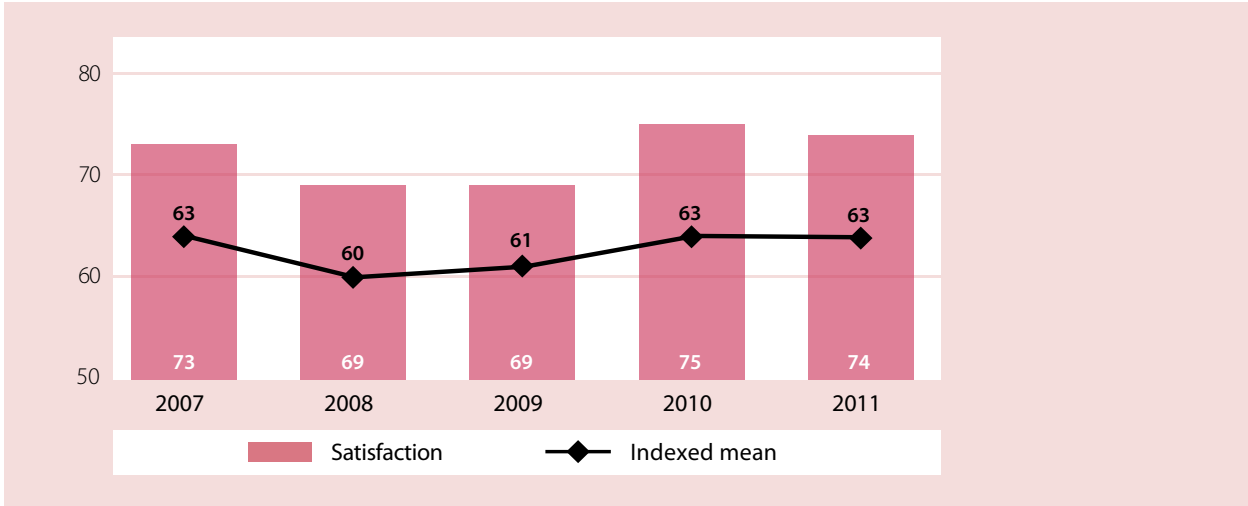
Kingston libraries and staff, such as Jan at the Clarinda library, provided over 1.29 million loans during 2010/11, were visited over 672,000 times, and had 422,798 web visits. Employees answered 69,045 inquiries in person, over the phone and via the internet, and provided 61,516 hours of public computer access



Social indicator:	Satisfaction with community engagement
Responsibility:	Kingston City Council
Council Plan target:	63% resident satisfaction with community engagement

Kingston engages the community in planning for the future and making decisions about their local areas. Community engagement is measured annually through the DPCD survey. In 2011, Kingston's satisfaction rating was 74%, a slight decrease on the 75% reported in 2010 and above the target of 63%, as shown in Figure 13. According to 46% of respondents who see a need for improvement, the reason given was a need to keep the community better informed and communicate more. Kingston will continue to work hard in 2011/12 to improve this area for our residents. One of the major projects being implemented to encourage community engagement and partnership is the Kingston Community Vision.

Figure 13: Satisfaction with community engagement



Source: 2011 DPCD Community Satisfaction Survey.

Engineering Award for Kingston Manager

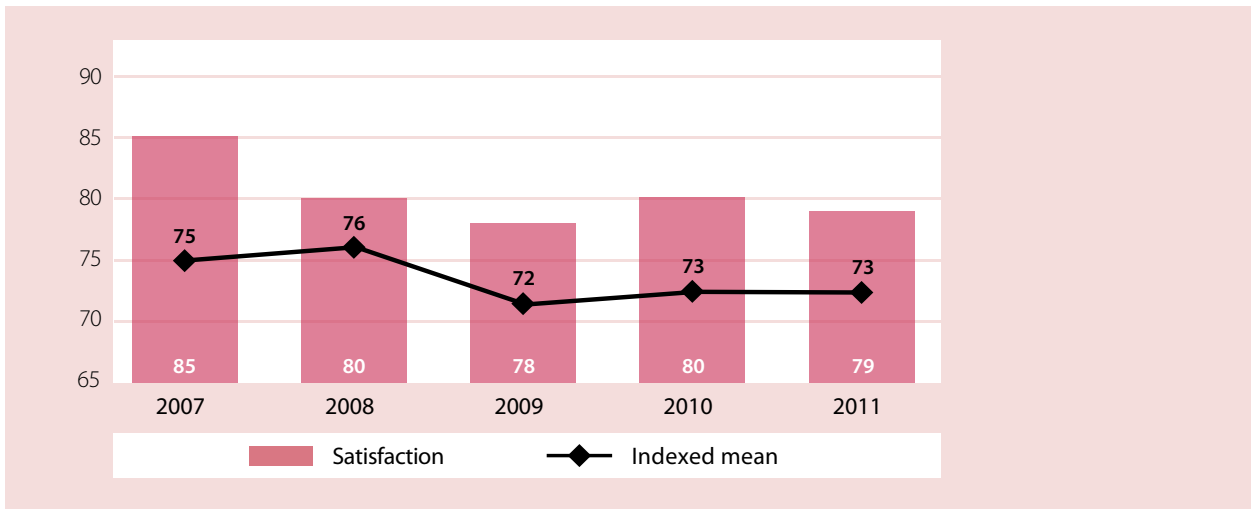
Kingston's General Manager of Environmental Sustainability, Tony Rijs, has been recognised by the Municipal Engineering Foundation for his contribution to the sector, receiving an award for 'Excellence in Engineering' on 11 May 2011. The award recognised the contribution that Tony had made to the engineering sector over his 31 years of service. Presenting the award to Tony is Warren Roberts, Trustee for Victorian Municipal Engineering Foundation.



Social indicator:	Satisfaction with service contact
Responsibility:	Kingston City Council
Council Plan target:	73% resident satisfaction with service contact

Kingston is committed to service and complaint management across all services. 'Customer contact' is a measure sourced from the DPCD survey. The survey benchmarks and gauges residents' expectations and views regarding Kingston's service provision. In 2011, the result of 79% indicates Kingston has exceeded the target of 73%, as shown in Figure 14. This result is a slight decrease on the 80% satisfaction achieved in 2010. According to 41% of respondents who see a need for improvement, the reason reported was a lack of follow up. One of the ways Kingston aims to improve service includes implementing the customer service project 'Enhancing Your Experience' which has a community centric focus.

Figure 14: Satisfaction with customer contact



Source: 2011 DPCD Community Satisfaction Survey.



Council's Community Engagement Team has established a number of walking groups that meet on a regular basis and enjoy the many walking trails throughout Kingston and good company.



Through leadership we are building
the foundations for a connected
community

Photograph: Kingston Mayor Ron Brownlees with the 2011 Junior Mayor, Olivia Guhl from Our Lady of the Assumption Primary School, Cheltenham.

Democracy in Kingston

Local Government is the third tier of Government in Australia after Federal and State, and it is also regarded as the closest level of Government to the community. As such it plays a vital role in providing over 100 services and programs to the community, and also in advocating on behalf of local residents on a wide range of issues.

Kingston is one of 79 Councils in Victoria operating in accordance with the Local Government Act which sets out its authority, powers, duties, functions and the process for Council elections. Victorian Councils spend over \$4 billion annually to provide services, programs and facilities for their communities. Councils work in partnership with Federal and State Governments and other agencies.

Council Wards

The City of Kingston has three Council Wards:

- North Ward covering the suburbs of Clarinda, Clayton South, Dingley Village, Heatherton, Highett, Moorabbin and Oakleigh South.
- Central Ward covering the suburbs of Braeside, Cheltenham, Mentone, Moorabbin Airport, Mordialloc and Parkdale.
- South Ward covering the suburbs of Aspendale, Aspendale Gardens, Bonbeach, Carrum, Chelsea, Chelsea Heights, Edithvale, Patterson Lakes, and Waterways.

Each Ward is represented by three Councillors who were each elected for a four year term through postal voting in November 2008. During 2010, the Victorian State Election was held and Cr Donna Bauer was successful in winning the seat of Carrum. This necessitated her resignation from Council on 1 December, 2010. Cr Dan Moloney was elected Councillor to fill the vacancy on 11 January 2011 after a countback of votes was conducted by the Victorian Electoral Commission.

Councillors work together with the community, the CEO the Council administration to set Kingston's strategic direction. They make important decisions regarding the whole municipality and in doing so, they consider the views of, and consult with, the community. Refer to Our Councillors section on page 14 for more details.

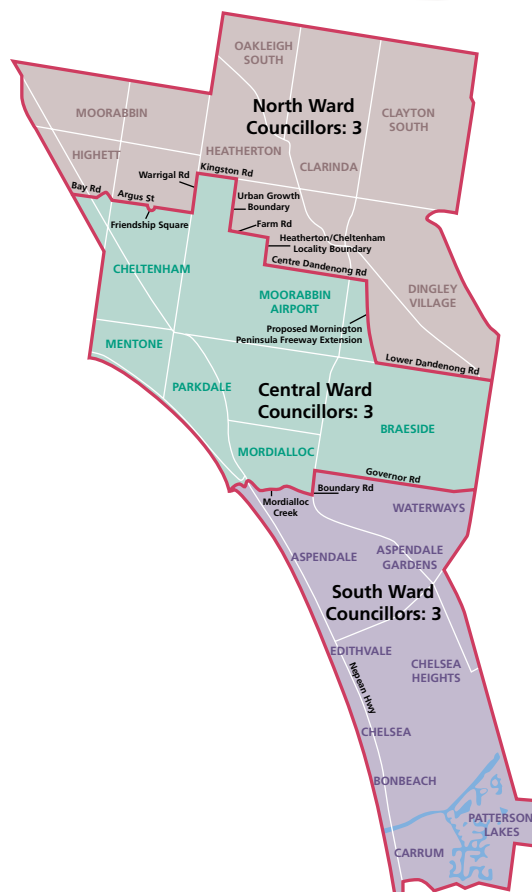
FURTHER READING

To learn more about Councillors' Code of Conduct, Council Ward Boundaries and ensuring unbiased democratic decision making go to www.kingston.vic.gov.au/councillors

FURTHER READING

The roles of Mayor and Councillors visit:

- www.mav.asn.au
- www.vlga.org.au
- www.kingston.vic.gov.au



Mayor's Role

Each December, Council elects a Mayor for a 12 month term who will:

- Lead, inspire and support the team of Councillors
- Chair Council meetings, encourage Councillors to participate and work together, and enhance good governance
- Promote civic pride and goodwill
- Support and engage the community
- Advocate to other levels of government on key issues on behalf of the community
- Work with the CEO to ensure Council achieves its objectives

Cr Steve Staikos served as Mayor until 2 December 2010, upon which time Cr Ron Brownlees was elected Mayor.

Junior Mayor

Each year a Junior Mayor is elected in Kingston. The election process involves local primary schools nominating one pupil who presents a two minute speech and the remaining students vote for the best presentation. The Junior Mayor, who receives junior mayoral robes and chains and \$200 from the Chelsea Rotary Club, is called on to assist the Mayor at a range of official Council events.

Ebony Let, a student at Kingswood Primary School, was Junior Mayor from early May 2010 until April 2011. In April 2011, Olivia Guhl, a student from Our Lady of the Assumption Primary School in Cheltenham, was elected as Junior Mayor.

Our Governance System

Good governance is important as it ensures that Councils operate effectively, efficiently, impartially and with integrity and compassion. Kingston adopts good governance principles by making decisions based on proper processes and systems, and ensuring that Council officers carry out these decisions appropriately.

At Kingston, good governance incorporates the key principles of leadership, integrity, participation, engagement, accountability, transparency (openness) and responsiveness.

Code of conduct, business conduct and conflicts

Kingston's Code of Conduct for Councillors provides advice on appropriate Councillor behaviour, conflicts of interest and procedures for resolving disputes between Councillors. This Code is well supported by the document 'Guide to Business Conduct' which was developed by Council to encourage and help Council officers, contractors, representatives and volunteers undertake their work with honesty and integrity.

The Guide recognises that employees and representatives of Council are individuals and responsible and accountable for their behaviour, actions and the ethical use of public resources. The Guide is designed to reduce the risk of unacceptable or unlawful behaviour, and real or perceived conflicts between private and public interests. It is part of Council's commitment to accountable governance and ensuring that the right systems, processes, skills and behaviours are in place.



Indigenous students across Kingston came together in May at Parkdale Secondary College for the first meeting of the Koori Culture Group. Pictured are Mayor Ron Brownlees, Councillors Rosemary West OAM and Lewis Dundas and staff member Katrina Amon.

FURTHER READING:

- Code of Conduct: www.kingston.vic.gov.au/Files/Councillor_code_conduct.pdf
- Guide to Business Conduct: www.kingston.vic.gov.au/Files/Guide_to_Business_Conduct.pdf

Good governance involves two types of governance:

- Democratic governance (elected Councillors and the authority they have to make decisions); and
- Corporate governance (the way in which the Council is run and the framework in which its systems and processes operate).

Kingston Councillors (Back row L-R): Cr Lewis Dundas, Cr Dan Moloney, Cr Paul Peulich, Cr Steve Staikos. (Front row L-R): Cr John Ronke, Cr Rosemary West OAM, Cr Ron Brownlees (Mayor), Cr Trevor Shewan, Cr Arthur Athanasopoulos.



Democratic Governance

Council Meetings

Kingston's Ordinary Council Meetings are held on the fourth Monday of each month at 1230 Nepean Highway, Cheltenham and commence at 7pm unless otherwise advertised. These meetings are open to the public and agendas are available from Council's website from the prior Friday. There is an opportunity at these meetings for residents to submit written questions to Council for consideration.

Special Council Meetings are called when there is an urgent item requiring a Council resolution which the item cannot wait until the next Ordinary Council Meeting. The dates for these meetings are advertised in The Age newspaper. There were eight Special Council Meetings held in 2010/11.

Closed sessions occur during a Council Meeting when the information to be discussed is of a sensitive or confidential nature as defined in the Local Government Act 1989. Some, or all of the reports considered during closed sessions are not accessible to the general public.

Council Meetings held in 2010/11

Ordinary Council Meetings	Special Council Meetings
Monday, 26 July 2010	Monday, 12 July 2010
Monday, 23 August 2010	Monday, 16 August 2010
Monday, 27 September 2010	Monday, 13 September 2010
Monday, 25 October 2010	Monday, 11 October 2010
Monday, 22 November 2010	Wednesday, 3 November 2010
Monday, 13 December 2010	Monday, 8 November 2010
Monday, 8 February 2011	Thursday, 2 December 2010 (Special Statutory Meeting – Election of Mayor)
Monday, 28 February 2011	Thursday, 3 February 2011
Monday, 28 March 2011	
Tuesday, 27 April 2011 (substitute for Easter Monday)	
Monday, 23 May 2011	
Monday, 27 June 2011	

Councillor attendance at Council Meetings in 2010/11

Councillor	Ordinary Council Meetings attended	Special Council Meetings attended
Cr Arthur Athanasopoulos (North Ward)	10/11	7/8
Cr Donna Bauer (South Ward – resigned 1 December 2010)	4/11	5/8
Cr Ron Brownlees (Central Ward) – current Mayor	11/11	8/8
Cr Lewis Dundas (Central Ward)	11/11	8/8
Cr Dan Moloney (South Ward – elected 11 January 2011)	5/11	3/8
Cr Paul Peulich (North Ward)	11/11	8/8
Cr John Ronke (South Ward)	9/11	8/8
Cr Trevor Shewan (South Ward)	11/11	8/8
Cr Steve Staikos (North Ward) – Mayor until 2 December 2010	11/11	8/8
Cr Rosemary West OAM (Central Ward)	10/11	8/8

Councillor Committees

Councillors participate in a number of internal and external committees throughout the year. These committee meetings provide a valuable opportunity for communicating with residents, other Councils and agencies, and other levels of Government. See page 114 for more details on Councillor representation on Committees.

Councillor Remuneration

The Minister for Local Government approved an annual adjustment of 3% on 11 August 2010 to take effect 1 December 2010. The annual allowance for the Mayor is \$76,610.71 and Councillors are remunerated \$25,536.90 per annum. In addition to their allowances, Councillors receive a mobile phone, laptop computer and a phone/fax for Council use. They can also claim expenses incurred while performing their duty as Councillors and utilise office administration and support. The Mayor receives a vehicle for the duration of his/her term, a dedicated office and support from an Executive Assistant.

Councillor Ward Funds

'Ward Fund' donations are discretionary funds that Councillors can allocate to individuals, community groups or local initiatives. To be eligible for a Ward Fund donation, individuals or community groups must meet the criteria as outlined in Council's Ward Fund Policy which is available on Council's website. In some cases, it may be more appropriate for community groups to apply for funding through Council's Community Grants Program (refer to page 117 for more details). The annual allocation of Ward Funds is \$7,000 per Councillor. In 2010/11 all Councillors had unexpended monies from previous years and these amounts were carried forward. Upon the resignation of Cr Donna Bauer, unexpended monies were transferred to the new Ward Councillor, Cr Dan Moloney. In total, \$36,198 was allocated by Councillors in Ward Fund donations during 2010/11 (compared to \$57,175 in 2009/10). The Ward Fund donations made in 2010/11 by Councillors are shown in the table below.

Ward Fund donations by Councillor	Amount (\$)
Cr Steve Staikos	
Eisteddfod on the Bay	200.00
VIEW Club Mentoring Program	50.00
Ivirua Community of Victoria	500.00
Nga Hosking	117.00
Joyful Strains	320.00
Friends of Moorabbin Reserve	250.00
Lantern	200.00
Jackson Ja	100.00
Margaret Hunter	100.00
Stroke Foundation	100.00
Philipino Cultural Group	215.00
Cheltenham Secondary College	180.00
Circulo Pensionati Italiani Club	300.00
Greek Orthodox Senior Citizens Club of Clayton Parish of the Three Hierarchies	500.00
Mentone Girls Secondary College	375.00
Greek Elderly Citizens of Clayton & District	400.00
Cosenza Senior Italian Group	600.00
Bruthen Street Kindergarten	200.00
Dingley Village Community Association	300.00
Heatherton RAID Inc	250.00
Mentone Community Gardens	100.00
Lighthouse Foundation	200.00
Clayton Rotary Club	445.00

Ward Fund donations by Councillor	Amount (\$)
U3A Moorleigh Moorabbin	162.00
Karl Vilips	100.00
Cr Arthur Athanasopoulos	
Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	50.00
Friends of Moorabbin Reserve	250.00
Stroke Foundation	100.00
Cheltenham Secondary College	180.00
Greek Orthodox Senior Citizens Club of Clayton Parish of the Three Hierarchies	500.00
Greek Elderly Citizens of Clayton & District	400.00
Bruthen Street Kindergarten	200.00
Heatherton RAID Inc	250.00
Mentone Community Gardens	75.00
Lighthouse Foundation	200.00
Friends of Manatuto	100.00
Karl Vilips	100.00
Cr Paul Peulich	
Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	50.00
Moorabbin Obedience Dog Club Inc	167.93
Stroke Foundation	100.00
Cheltenham Secondary College	180.00
Bruthen Street Kindergarten	200.00

Ward Fund donations by Councillor	Amount (\$)
NYP Youth Seminar	500.00
Lighthouse Foundation	200.00
Friends of Manatuto	200.00
Karl Vilips	100.00

Cr Ron Brownlees

Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	50.00
Lantern	200.00
Southern United Hockey Club	250.00
Stroke Foundation	100.00
Mentone Public Library	150.00
Mentone Girls Secondary College	375.00
Parkdale Senior Citizens Group	250.00
Moorabbin Hellenic Community Association	500.00
Mentone Community Gardens	100.00
Cheltenham Community Centre	250.00
Lighthouse Foundation	250.00
Kingston Historical Societies Network	200.00
St Louis de Montfort Primary School	200.00
Fun over 50's Expo	182.00
Karl Vilips	250.00

Cr Rosemary West OAM

Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	200.00
Lantern	200.00
Southern United Hockey Club	250.00
Stroke Foundation	100.00
Mentone Girls Secondary College	375.00
Mentone Community Gardens	75.00
Lighthouse Foundation	200.00
Cheltenham Community Centre	250.00
Friends of Manatuto	350.00
Cheltenham RSL	500.00
Mentone Public Library	100.00
Mordialloc Beaumaris Conservation League	500.00
Kingston Conservation & Environmental Coalition	500.00
Defenders of the South East Green Wedge	500.00
Carrum Indigenous Nursery	250.00
Greenlink Sandbelt Nursery	250.00
Kingston Arts Network	500.00

Ward Fund donations by Councillor	Amount (\$)
Union of Australian Women	500.00
Moorabbin Airport Residents' Association	200.00
Friends of Bradshaw Park	150.00
Friends of Braeside Park	150.00

Cr Lewis Dundas

Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	50.00
Stroke Foundation	100.00
Mentone Girls Secondary College	375.00
Mentone Community Gardens	100.00
Lighthouse Foundation	200.00
Friends of Manatuto	100.00
Karl Vilips	200.00

Cr Donna Bauer

Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	200.00
Chelsea & Districts Basketball Association	200.00
Chelsea Branch of the Red Cross	200.00
Aspendale Gardens Community Centre	100.00
Church of Christ	200.00
Stroke Foundation	100.00
Patterson Lakes Kindergarten	500.00
Chelsea Heights Community Centre	1,000.00
Chelsea Longbeach Surf Lifesaving Club	500.00
Chelsea Community Support Services Inc	200.00
Patterson Lakes Community Centre	300.00
Patterson Lakes Motor Boat Club	500.00
Chelsea Heights Cricket Club	700.00
Aspendale Rotary Club	500.00

Cr John Ronke

Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	50.00
Chelsea & Districts Basketball Association	200.00
Margaret Hunter	100.00
Stroke Foundation	100.00
Chelsea Heights Cricket Club	1,500.00
Steven White	500.00
Cameron Turner	500.00

Ward Fund donations by Councillor	Amount (\$)
Mentone Community Gardens	75.00
Lighthouse Foundation	200.00
Edithvale Netball Club	1,000.00
Karl Vilips	100.00

Cr Trevor Shewan

Eisteddfod on the Bay	100.00
VIEW Club Mentoring Program	50.00
Chelsea & Districts Basketball	200.00
Stroke Foundation	100.00
Aspendale Gardens Community Centre	500.00
Mentone Community Gardens	100.00
Lighthouse Foundation	200.00
Kingston Historical Societies Network	200.00

Ward Fund donations by Councillor	Amount (\$)
Defenders of South East Green Wedge	500.00
Kingston Conservation & Environmental Coalition Inc	500.00
Aspendale Gardens Residents Association	400.00
Friends of Manatuto	100.00
Patterson Lakes Primary School	375.00
Chelsea Care Works	500.00
Friends of Edithvale/Seaford Wetlands	500.00

Cr Dan Moloney

Mentone Community Gardens	75.00
Lighthouse Foundation	200.00
Friends of Manatuto	100.00
Patterson Lakes Primary School	375.00

Reimbursement of Expenses of Councillors

Council is required to reimburse a Councillor for expenses incurred in the performance of his/her duties (Section 75 of the Local Government Act). Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The Councillor Support and Expenditure Policy serves to provide clear expectations in relation to out of pocket expenses and support for Councillors. It aims to ensure accountability and transparency in relation to expenses claimable by Councillors.

The Policy requires the reimbursement of Councillor expenses be published in the Annual Report, on a quarterly basis on Kingston's website and broken down into specific categories as follows: Councillor and Mayoral Allowance; Training, Conferences and Education; Travel Intrastate; Overseas and Interstate Travel; Communications; and Other Expenditure.

The reimbursement of Councillor allowances and expenses for the 2010/11 financial year is shown in the table below:

Details of Councillors	Councillor Allowance*	Communications mobile phones / wireless**	Travel Intrastate	Travel Interstate	Travel Overseas	Training, Conferences and Education	Other Expenditure
Cr Arthur Athanasopoulos	\$27,497.41	\$2,059.89					\$192.00
Cr Donna Bauer (Resigned 1/12/10)	\$11,260.19	\$1,683.24				\$177.00	\$328.00
Cr Ron Brownlees (Mayor 2/12/10 – 30/06/11)	\$59,666.78	\$2,006.83					
Cr Lewis Dundas	\$27,497.42	\$2,038.49					
Cr Dan Moloney	\$11,184.93	\$1,064.83					
Cr Paul Peulich	\$27,497.42	\$3,565.23					\$110.00
Cr John Ronke	\$27,497.42	\$1,298.16		\$402.00		\$1,100.00	\$90.00
Cr Trevor Shewan	\$27,497.42	\$2,697.66	\$319.08			\$1,009.00	
Cr Steve Staikos (Mayor 1/07/10 – 2/12/10)	\$50,322.89	\$3,654.07	\$14.00	\$443.70		\$1,550.00	
Cr Rosemary West OAM	\$27,497.42	\$1,298.16				\$177.00	

Note:

* **Councillor Allowance** - Kingston is a Category Three Council and must set allowances in line with the Local Government Act 1989. An annual adjustment under section 73 B of the Local Government Act 1989 is made annually and is gazetted by the Minister.

** **Communications mobile phones/wireless** - Communications expenses include standard Blackberry costs (~\$89 per month), and standard wireless internet costs (~\$108 per month). Cr West and Cr Ronke do not have a Council provided Blackberry. Cr Dundas has an ADSL connection (~\$140 per month).

Corporate Governance

Chief Executive Officer (CEO) and delegations

Kingston's CEO, John Nevins, is the only member of staff directly appointed by, and responsible to, Council. The CEO is responsible for implementing Council decisions, ensuring Council achieves its Council Plan objectives, and managing the day-to-day operations of the organisation. The CEO has delegated powers which include the awarding of contracts to the value of \$750,000. The CEO's performance is reviewed annually by the Council.

Senior executive performance and remuneration

Senior executives' performance plans are reviewed annually by the CEO. The established aims, objectives and targets in these performance plans flow on to annual service delivery and performance plans for all employees.

In accordance with Section 11 of the Local Government (General) Regulations 2004, remuneration of all Senior Officers is available for public inspection. As at 30 June, 2011 the City of Kingston had 23 Senior Officers. The total remuneration for Senior Officers during the 2010/11 financial year was \$3,876,000. A Senior Officer is an officer of Council who has management responsibilities, reports directly to the CEO and total annual remuneration exceeds \$124,000.



The Pompeii's boat sculpture was officially unveiled in November amid a sea of origami boats all designed by the local primary school children. The sculpture is the third in a series of public art sculptures designed by artist Julie Squires, pictured with then Mayor, Cr Steve Staikos.

Assessing, planning and reporting

Delivering appropriate and 'value for money' services to the community is a priority for Kingston. To enable this to occur an emphasis is placed on:

Assessment

Assessing the needs of the community through research, community consultation and engagement, and benchmarking with other Councils and community services. Council's tender process ensures Council secures the best value for outsourced services. Auditing (by an independent auditor) ensure services, programs and processes are effective and transparent.

Planning

Planning for services at both the strategic and operational level is undertaken through the Council Plan, Council's six Best Value Principles (see page 121), the Capital Works Program (see page 28), Departmental Business Plans, Departmental Budgets (which combine for the overall Council Budget), Personal Performance Plans (for each member of staff), and Community Plan priorities.

Reporting

Reporting enables Council to monitor its progress against the Council Plan objectives and review strategy where necessary. Reporting also communicates this progress to the community and interested stakeholders. Kingston's methods of reporting include:

- Quarterly Reports which monitor the achievement of strategic priorities in the Council Plan.
- Management Quarterly Reports which monitor achievement of Departmental Business Plans, management indicators, risks, issues and resource management.
- A half yearly budget review which examines expenditure and adjusts financial resources to meet the end of year budget expectations.
- The Annual Report which reports on Council's performance against the Council Plan.

Citizenship ceremonies

During 2010/11, 953 people received Australian Citizenship in five separate ceremonies organised by Kingston and held at Kingston City Hall.

Kingston's Mayor of the day attended all five ceremonies (including a special Australia Day ceremony on 26 January 2011) to confer citizenship on the new citizens. Local members of State and Federal Government and Kingston's Junior Mayor assisted with the ceremonies. Families and friends of the new citizens were invited to the ceremonies to join in the celebrations.

Kingston would like to thank the following rotary clubs, community bands and singers for their assistance during Citizenship Ceremonies in 2010/11:

- Rotary Club of Moorleigh – Moorabbin
- Chelsea Concert Band
- Southern Area Concert Band
- Scott Harrison
- Robert Dryden
- Leana Papaelia
- Suzette Herft

Citizenship Ceremonies are co-ordinated by Kingston's Customer Service Department on behalf of the Department of Immigration and Citizenship and in liaison with the Australian Electoral Commission which co-ordinates the electoral enrolment process for new citizens.

FURTHER READING

Department of Immigration and Citizenship:
www.immi.gov.au



Cr Dan Moloney became Kingston's newest Councillor following the departure of former Councillor Donna Bauer to the Victorian Parliament after winning the seat of Carrum. Dan is pictured with his children Sam, Emily and Matt.

Statutory Information

Charter of Human Rights

Effective 1 January, 2008, as a result of the Charter of Human Rights and Responsibilities Act 2006, all Councils must consider relevant human rights when making a decision and must act in a manner that is compatible with human rights.

The Charter applies to all people in Victoria (but not corporations). It protects 20 Basic Human Rights (e.g. cultural rights, recognition and equality before the law, freedom of expression), and these rights are aimed at assisting people to live with freedom, respect, equality and dignity. Laws and policies can place reasonable restrictions on human rights, but the limitations should be capable of being reasonably justified. Some Kingston initiatives in relation to the Charter of Human Rights implemented in 2010/11 include:

- Continued facilitation of the Access and Equity Committee. This Committee meets regularly to provide advice to Council in relation to addressing equity issues so that people with disabilities, multicultural communities and indigenous residents can effectively participate in the life of the community
- Providing an on-line learning module to train all Council staff in regards to Equal Employment Opportunity
- Using White Ribbon campaign activities to raise awareness and promote a clear message that violence against women is not acceptable
- Continued support for the 'Kingston for Human Rights' organisation which undertakes activities to raise public awareness of the Universal Declaration of Human Rights. See website: www.kfhr.com.au
- Promoting Fair Trade purchasing within Council and progressing Council's commitment to obtain Fair Trade registration

As at the end of June 2011, no Charter related complaints had been made to Kingston. If a complaint is lodged, the divisional representatives on the Charter Working Group are available to assist employees with the resolution of the matter.

FURTHER READING

www.kingston.vic.gov.au/charterhumanrights
www.justice.vic.gov.au
www.humanrightscommission.vic.gov.au

Documents available for public inspection

Kingston is committed to open and transparent governance and in accordance with the Local Government Act 1989 and Section 11 of the Local Government (General) Regulations 2004, the following documents are available for public inspection:

- Mayor and Councillors' allowance
- Senior officers' remuneration
- Overseas or interstate travel in an official capacity by Councillors or Council officers (excluding interstate travel by land for less than three days)
- Names of Councillors and Council officers required to submit a return of interest during 2010/11 and the dates submitted
- Agendas and minutes for 2010/11 Ordinary and Special Council meetings (excluding closed sessions)
- Special Committees established by Council (under Section 86 of the Act) and minutes for meetings (excluding closed sessions). Also Special Committees that ceased to function during 2010/11
- Register of Delegations kept under Sections 87, 88 and 98 of the Act
- Submissions received in accordance with Section 223 of the Act during the previous 12 months.
- Agreements to establish regional libraries under Section 196 of the Act
- Details of property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles Council entered into
- Register of authorised officers appointed under Section 224 of the Act
- Donations and grants made by the Council during 2010/11
- Names of the organisations which Council was a member during 2010/11 and details of fees and services provided to Council
- Contracts valued at \$100,000 or more that Kingston entered into during 2010/11 without first engaging in a competitive process and that are not contracts referred to in Section 186(5) of the Act

In accordance with Section 222 of the Local Government Act 1989 inspection of these documents can be arranged by contacting the Governance Department on 1300 653 356 or visiting Kingston's headquarters at 1230 Nepean Highway in Cheltenham during business hours.

Information management

Information privacy

Council's Information Privacy Policy is based on principles outlined in the Information Privacy Act 2000 and the Health Records Act 2001, and governs Council's approach to managing personal information. It states that personal information is only used and disclosed for Council purposes or where required or allowed by other laws. The information is held securely and is protected

from inappropriate disclosure. Enquiries about access to personal information should be addressed to: Privacy Officer, City of Kingston, PO Box 1000, Mentone VIC 3194.

In 2010/11 Council received 326 requests for personal information compared to 367 received in 2009/10 and 428 in 2008/09.

The Information Privacy Policy is reviewed annually by the Privacy Committee. This Committee approves Council's privacy statements, oversees privacy-related complaints (one was received in 2010/11 and three were received in 2009/10) and provides input into the format and content of privacy training. Kingston offers quarterly introductory privacy training sessions and bi-annual training on the Health Records Act to all Council officers.

Information systems

Council continually aims to improve its internal information systems. There are more than 675 Personal Computers and Notebooks across 40 Council sites and the hardware and software applications supported are required to operate in a 24 hour environment.

Some key information system achievements in 2010/11:

- Completed the implementation of the Infor Pathway Building Module
- Completed the implementation of the Infor Pathway Customer Service Module
- Awarded the tender for Council's Asset Management System and commenced the implementation
- Completed the implementation of the Policy Portal
- Implementation of the Annual Archival Program/Calendar
- Upgraded the Council Server and Disaster Recovery environment
- Implemented a bulk SMS portal
- Completed the Mobile Security review to enable the secure use of iPhones and iPads
- Continued to meet the delivery and response rates for the distribution of mail and the answering of Help Desk calls.

Freedom of Information

The following section contains information that is required to be published annually under Part II of the Freedom of Information Act 1982 (the FOI Act). Certain documents or parts of documents kept by Council are exempt from disclosure under Part IV of the FOI Act when they fit into one of the following exemption categories:

- Some internal working documents
- Law enforcement documents
- Documents considered by the Council at a closed meeting including any deliberations or decisions (Section 38a)

- Documents covered by legal professional privilege, such as legal advice
- Documents containing personal information about other people
- Documents containing information provided to an agency in confidence
- Documents containing information provided to an agency by a business where disclosure would cause unreasonable disadvantage
- Documents covered by secrecy provisions in other legislation

Categories of documents

Kingston holds information relating to the management and delivery of a wide range of services to the community including:

- Strategic planning and monitoring performance targets
- Investigations, correspondence, complaints and consultations with communities or groups, businesses and other government agencies
- Adherence to policy, legislation and industry standards
- Internal administrative and operational documents
- Internal policy and procedural documents
- Financial records
- Personnel documents

Certain documents, depending on their content, are regularly destroyed or transferred to the Public Records Office of Victoria in accordance with the Public Records Act 1973.

Documents available for inspection

A range of documents and publications may be downloaded from Kingston's website, www.kingston.vic.gov.au. These documents include newsletters, policies, plans and projects. If there are other documents currently not available via Kingston's website that members of the public would like to inspect, they should contact 1300 653 356.

Accessing records

Council's FOI Officer responds to requests for access to documents held by Kingston. Applicants seeking access to documents are required under the Act to:

- Submit their requests in writing and indicate it is being made under the FOI Act 1982
- Specify which document/s they seek and in what form they are required (e.g. copy or inspection)
- Include name, address and contact number(s)

Alternatively, a request can be made using Council's FOI Request Form. The request form and other information relating to fees and charges, timeframes, appeals, relevant legislation and useful sources are available via Kingston's website.

Amendments

A request for correction or amendment of personal information contained in a document held by Kingston must be made in writing.

Fees and charges

When making an FOI request, an application fee of \$24.40 (effective from July 1, 2011) is required under the Act unless evidence of hardship is provided. Other charges (search time, photocopying, inspection time) may be made in accordance with the FOI (Access Charges) Regulations 2004. Fees increase annually effective 1 July.

Submitting applications

Requests should be addressed to the: Freedom of Information Officer, City of Kingston, PO Box 1000, Mentone VIC 3194. The FOI Officer is available by telephoning 1300 653 356 for enquiries and to provide assistance on making a valid application.

Appeals

Applicants should consult Part IV of the FOI Act for information about appeal rights.

Freedom of Information requests

The FOI Act provides the opportunity for public access to Council documents. The below table lists requests received during 2010/11 as well as trend data:

FOI requests to Council	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Total number of requests	30	20	20	25	25	29
Requests where access was granted in full	6	2	1	5	7	2
Requests where access was granted in part	14	12	15	13	11	13
Other*	8	3	3	6	2	10
Requests refused in full	2	1	1	1	0	1
Requests still under consideration	4	2	0	3	5	3
Number of internal reviews	1	0	2	0	2	4
Number of appeals lodged at VCAT	0	0	0	0	0	1
Total fees and charges collected	\$980	\$1,400	\$1,068	\$774	\$1,082	\$1,276

* The category 'Other' refers to requests that were withdrawn, not proceeded with, where the Act does not apply, not processed, where no documents were found, were outside the Act or not finalised yet.

Whistleblowers Protection

An avenue exists for residents and employees to report alleged corrupt conduct by Council Officers through a protected disclosure under the Whistleblowers Protection Act 2001. The procedures for handling a Whistleblowers disclosure can be found on Kingston's website, www.kingston.vic.gov.au. Any concerned member of the public should contact Kingston's Protected Disclosure Coordinator on 1300 653 356 or the Victorian Ombudsman.

The Whistleblowers Protection Act 2001 requires Kingston to report against nine criteria, which is presented in the table below:

Whistleblowers Protection Act 2001 Reporting Criteria	Number	Type
Disclosures made to the public body during the year	1	
Disclosures referred during the year by the public body to the Ombudsman for determination as to whether they are public interest disclosures	0	n/a
Disclosed matters referred to the public body during the year by the Ombudsman	0	n/a
Disclosed matters referred during the year by the public body to the Ombudsman to investigate	0	n/a
Investigations of disclosed matters taken over by the Ombudsman from the public body during the year	0	n/a
Requests made under Section 74 during the year to the Ombudsman to investigate disclosed matters	0	n/a
Disclosed matters that the public body has declined to investigate during the year	0	n/a
Disclosed matters that were substantiated on investigation and the action taken on completion of the investigation	0	n/a
Any recommendations of the Ombudsman under this Act that relate to the public body	0	n/a

Risk management

During 2010/11 the ongoing treatment of Kingston's risk profile made further progress, as outlined in the following sections.

Review and consolidation of Kingston's strategic risks

In 2010/11 Kingston conducted a workshop which included the CEO, General Managers and Senior Managers. The aim of the workshop was to thoroughly review Kingston's previously identified strategic risks. The results of the workshop included:

- The consolidation of Kingston's strategic risks from 14 to eight
- The re-rating of several risks from high to medium to reflect the work done in successfully treating those risks
- The identification and risk rating of new or emerging risks particularly in the area of environment and asset management.

Senior Managers – Risk Management Working Group

A Senior Managers Risk Management Working Group was established with the aim of developing a Kingston wide framework for treating all identified operational risks. The Working Group sought the expertise of an external consultant to assist Kingston with development of the framework. In addition, a number of tools were developed that will assist managers in identifying, assessing and treating Kingston's operational risks.

Risk Management Policy

Kingston's Risk Management Policy was adopted by the CEO in December 2009. The Policy is based upon Australian Standard/NZS 4360:2004 and is guided by the following four principles:

- Add value by maximising the organisation's ability to achieve objectives and deliver efficient and effective services to the community
- Be an intrinsic part of our organisational culture and integrated with our day-to-day activities
- Build increased awareness and a shared responsibility for risk management at all levels of the organisation
- Not stand alone; but rather underpin a number of processes that work together to effectively manage risks faced by Council.

Challenges and plans for the next 12 months

- In late 2011 Kingston will begin the process of developing an integrated treatment plan for the highest ranked health and safety risks. Each Department will evaluate their current risk profile and submit a list of the five highest ranked health and safety risks. A final Kingston wide list of eight will be documented. Each of the eight risks will then have a specific treatment plan developed which will then be built into each Department's Business Plan as a priority for control
- A two year rolling program which will implement risk treatment plans for all identified operational risks
- The implementation of a software solution for monitoring risks and actions.

Best value and continuous improvement

The Local Government Act 1989 requires Councils to comply with six Best Value principles and to report to the community at least once a year on how they have achieved this.

These principles are based on:

- Quality and cost standards
- Responsiveness to community needs
- Accessibility
- Continuous improvement
- Community consultation
- Reporting to the community

Rather than treat Best Value as a separate compliance obligation, Kingston has adopted a 'whole of organisation' approach to embedding the six Best Value principles into all Council operations. These principles are also linked strongly to our Community Inspired Leadership approach and Strategic Planning Process.

This Annual Report contains many examples which demonstrate Council has responded to the Best Value Principles. For example (but not limited to):

- Quality and cost standards are reported on and demonstrated within the Financial Report.
- An example of 'responsiveness to community needs' would be Council's advocacy projects (refer to page 38 for details).
- Accessibility is demonstrated in the work of Kingston's MetroAccess Officer and through the delivery of actions in the Access and Equity Strategy.

- Continuous improvement is demonstrated throughout the report where comparisons are made to previous years and commented upon.
- Community consultation examples are presented in the 'Consulting with our Community' section on page 38 and include inviting feedback on the Council Budget and Council Plan, placing documents on public display (also see page 117), and our Village Committees.
- Reporting to the community examples are presented in the 'Connecting with our Community' section on page 32 and include our monthly newspaper entitled 'Kingston Your City', local media, Kingston's website, Council and community meetings.

In addition to this 'whole of Council' approach, Council has undertaken specific continuous improvement reviews for:

- The integration of new corporate systems with all policies, procedures, processes and delegations.
- Health Safety and Wellbeing systems review, development and training to ensure a strong focus on Occupational Health and Safety culture, employee wellbeing, reduction in injuries, increasing opportunities for injured staff to return to work and working towards a reduction in insurance premiums

To ensure ongoing value for money, tendering for major services and works is undertaken in line with Council Policy to ensure that the community receives the Best Value for the services provided by Council.

Cr Steve Staikos had some fun with Cook Island dancers at a Being Active Eating Well celebration at the Clarinda Community Centre in October.



The Audit Committee

Kingston has in place a strong Audit Committee that has undertaken a thorough and comprehensive review of many of Council's higher risk profile systems and processes in 2010/11. It has also continued to oversee the activities of Council's contracted Internal Auditor and External Auditor who is appointed by the Auditor-General. The activities during 2010/11 were guided by the Strategic Internal Audit Plan which over a rolling three year period continues to examine higher risk areas of Council's operations to provide a level of assurance that Council's stewardship of the Kingston community's assets is maintained at the highest level.

The Audit Committee met on five occasions throughout 2010/11: 19 August 2010, 15 September 2010, 15 December 2010, 16 March 2011 and 15 June 2011. Minutes of meetings are available to Councillors. The Audit Committee comprises the following members:

Name	Qualifications	Role	Period	Attendance
Mr Geoff Harry	BEcon, FCA, FCPA, GAICD	Independent Member	July 2010 to March 2011	3/4
Mr Ray Liggett	BSc, MBA	Independent Member and Chair	July 2010 to June 2011	5/5
Mr Hugh Parkes	BA, MBA, FCA, CISA	Independent Member	July 2010 to June 2011	5/5
Mr Bruce Potgieter	FCA – Australia, ICA – South Africa	Independent Member	May 2011 to June 2011	1/1
Cr Ron Brownlees	Mayor, Councillor	Internal Member	December 2010 to June 2011	3/3
Cr Paul Peulich	Councillor	Internal Member	July 2010 to June 2011	4/5
Cr Steve Staikos	Mayor, Councillor	Internal Member	July 2010 to November 2010	2/2

To achieve the outcomes stated in its Charter, the Audit Committee considered and commented on the following reports during 2010/11:

Outcome 1: The enhancement of the credibility and objectivity of internal and external financial reporting

- Consideration of the 2009/10 Annual Statements
- Final Internal Audit Report – Execution of CAATs
- Annual Accounts Progress
- 2009/10 Year-End Management Letter
- Advice from DPCD – Reporting of Financial Results
- Reconciliations Review Update for June to October 2010
- VAGO Audit Engagement Letter
- 2010/11 External Audit Strategy
- Reconciliations Review Internal Audit Report for November 2010 to February 2011
- 2010/11 Annual Accounts Timetable

Outcome 2: Effective management of financial and other risks and the protection of Council assets

- Revised Information Architecture Diagram
- Briefing Proposed Acquisition of 1230 Nepean Highway, Cheltenham
- Draft Terms of Reference – Payroll Audit
- Draft Fraud Policy and Guide to Fraud Risk Assessment
- Internal Audit Register – Status Update to Audit Committee
- Update on Procurement and Contracts Department
- Final Payroll Review Internal Audit Report
- Updated Information Hardware Architecture Diagram
- Information Hardware Architecture Diagram and Update on Business Continuity Plan
- Final Internal Audit Report on Continuity of Service
- Draft Internal Audit Terms of Reference
- OHS Review - Internal Audit Report
- Fixed Asset Review – Internal Audit Report
- Procurement and Contract Management Follow Up – Internal Audit Report
- Council's Risk Register
- Draft Audit Committee Annual Report to Council
- Draft 2011/12 Annual Budget and 2009/13 Council Plan

Outcome 3: Compliance with laws and regulations as well as use of best practice guidelines

- Auditor General's Interim Report on Local Government Performance
- Ombudsman's Report on the St Kilda Triangle and Kew Cottages
- Auditor General's report on Local Government Performance in 2009/10 Audits
- Audit Committees: A Guide to Good Practice for Local Government – February 2011
- Review of Audit Committee Charter

Outcome 4: The effectiveness of the internal audit function

Council's current Internal Auditor is Deloitte who has extensive experience in the Local Government sector as Internal Auditors at other municipalities. Deloitte commenced its contract in August 2008 for a three year period. On commencement of this contract, in consultation with the Corporate Management Group (CLG) at Council, an organisational risk assessment was undertaken. This formed the basis of the Internal Audit Strategic Plan, which is reviewed by Internal Audit and Management and then adopted by the Audit Committee annually. The Internal Audit program that the Committee has overseen is in place to assist both Council and Management to achieve sound control over all Council activities. Internal Audit is not involved in the day to day internal transaction checking but provides an independent and objective assurance that the appropriate processes are in place. The Audit Committee also formally reviews the performance of the Internal Auditor each year.

Prior to accepting each report submitted by the Internal Auditor, the Committee examines the recommendations made in each report and management's comments therein. To enable the Committee to closely monitor the implementation of Management's agreed actions to address the recommendations contained in the Internal Auditor's reports, a progress report from Management is provided to each meeting. It is particularly pleasing that during the year a large number of actions, including some very long standing ones of high or significant importance have been completed by management. Management's focus on these priorities is acknowledged and appreciated.

Outcome 5: The provision of an effective means of communication between the external auditor, internal audit, management and the Council

Council's current External Auditor is the Victorian Auditor-General. The Auditor-General has elected to contract this activity for 2010/11 to Mr Mark Peters of HLB Mann Judd. Mr Peters is responsible for providing a recommendation to the Auditor-General that the Annual Financial Statements of Council present fairly and in accordance with applicable Accounting Standards. Representatives of HLB Mann Judd met with the Audit Committee during March 2011 to brief the Committee as to how they would be conducting the annual audit. It is usual practice to meet again with Mr Peters in August to allow him to report on the findings of his examination of Council's financial records. It is usual practice for the External Auditor to review the Internal Audit program to better understand the internal control framework that exists within Kingston.

Victorian Local Government Indicators

The Minister for Local Government under the authority of the Local Government Act 1989 requires every Council to present a report on the following indicators:

Category	Measure	Annual business plan target 2010/11	Actual result 2010/11	Annual business plan target 2009/10	Actual result 2009/10	Actual result 2008/09
Overall performance	Community satisfaction rating for overall performance generally of the Council (indexed mean)	67%	68%	69%	67%	66%
Advocacy	Community satisfaction rating for Council's advocacy and community representation on key local issues (indexed mean)	64%	63%	62%	64%	63%
Engagement	Community satisfaction rating for Council's engagement in decision making on key local issues (indexed mean)	63%	63%	60%	63%	61%
All rates	Average rates and charges per assessment	\$1,373.54	\$1,365.55	\$1,271.94	\$1,261.77	\$1,185.34
Residential rates	Average rates and charges median residential assessment	\$1,224.66	\$1,223.79	\$1,130.04	\$1,123.74	\$1,063.53
Operating costs	Average operating expenditure per assessment	\$2,054.00	\$2,092.66	\$2,029.67	\$1,988.31	\$1,875.55
Capital expenditure	Average capital expenditure per assessment	\$471.47	\$677.26	\$409.65	\$332.27	\$322.72
Infrastructure	Renewal	1.11	0.82	0.92	0.70	0.63
	Renewal and maintenance	1.63	1.75	1.45	1.24	1.27
Debts	Average liabilities per assessment	\$320.48	\$632.00	\$334.62	\$345.32	\$408.00
Operating result	Operating result prior to capital funding (deficit) per assessment	\$91.84	\$132.45	\$6.69	\$354.04	\$183.88

Asset Management

Asset Management Strategy

Council's Asset Management Policy and Asset Management Strategy provides direction for the management of Kingston's diverse asset portfolio, which has a total renewal value approaching \$1.1 billion. A 10-year financial plan was first developed in 2006/07 and aimed to eliminate the asset management funding gap and works backlog, which at that time was \$27.5 million.

The Asset Management Policy outlines the importance of asset management and establishes organisational responsibilities and objectives for managing Council's built assets. Asset Management Plans are developed to consider issues that may affect the cost and delivery of services associated with asset management, including maintenance renewal, statutory compliance, strategy development plans, life cycle, disposal, service standards, risk management, and Occupational Health and Safety (OHS).

A significant component of the plans, which were endorsed by Council in March 2008, is the long-term cash flow projections for activities which take account of operational, renewal and development costs. These plans focus on data quality, asset condition, responsibility, maintenance costs and renewal expenditure requirements over a 10 year period. The next generation of asset management plans will incorporate a greater emphasis on service and strategic requirements that influence the long development of assets.

All Council's significant built assets are incorporated within the Asset Management Strategy. The first asset groups reviewed under the strategy are those with high value and high risk, and which align to the State Government's reporting requirements. These asset groups are:

- Transport and drainage - road based infrastructure including roads, pavements, footpaths, kerbs, bridges and drains.
- Community facilities - Council buildings and community infrastructure.
- Recreational facilities - open space assets such as playgrounds and sports ground infrastructure including irrigation and fencing.

National Asset Management Sustainability Framework (NAMSF)

The National Asset Management Sustainability Framework (NAMSF) was established in 2010 and consists of 143 questions designed to determine and benchmark maturity ratings for financial management, reporting and asset management across the Australian Local Government sector. The MAV continues to support Victorian Council's Asset Management development through coordination of the State's response to NAMSF.

Kingston's asset management policy, strategy and asset management plans are consistent with the objectives of NAMSF. A detailed review of documentation is planned for 2011/12 to tighten procedural linkages between corporate financial management, reporting and asset management to further satisfy NAMSF requirements.

Asset Management System

Kingston confirmed the purchase of Asset Management Software in February 2011. An implementation strategy is being rolled out over a two year period to enable key asset managers to use the system to efficiently manage works and inspections as well as integrations with other corporate applications. The first module to assist with the management of tenders and contracts is expected to go live in July 2011. It is anticipated that leases and licences will go live in November 2011 and building assets will go live in April 2012. The establishment of centralised corporate asset management software systems will provide significant operational and administrative benefits to Council and will also assist with the improvement of Kingston's NAMSF maturity rating.



As part of Kingston's Capital Works program, Bricker Reserve athletics track in Moorabbin underwent an upgrade at a total cost of \$271,000.

National Competition Policy Compliance

A key objective of National Competition Policy (NCP) is the promotion of more efficient public resource allocation decisions by all levels of Government. When the NCP was introduced in 1995, the Federal Government developed principles requiring reform of government monopolies, separation of a government's regulatory and business functions, removal of legislative restrictions on competition and the adoption of pricing reforms to recognise and offset the public ownership advantages enjoyed by government businesses.

NCP requires Kingston to be compliant in three areas:

- Trade Practices (Competition Code, *Competition Policy Reform Act 1995*)
- Local Laws
- Competitive Neutrality

Kingston continues to recognise its obligations to comply with the *Trade Practices Act Part IV* (Competition Code in Victoria). During 2010/11, there were no complaints to Kingston or any referrals or investigations by the Australian Competition and Consumer Commission related to Trade Practices matters.

Kingston is also required to review its local laws to ensure they do not restrict competition. The primary purpose of a review is to determine whether a restriction exists and if so, ascertain if the benefits to the community of any restriction identified outweigh the costs and that the objective of the local law can only be achieved through such a restriction. All Local Laws were reviewed during 2010/11, and the following changes occurred:

- **Local Law 5.10A** *Control of the sale of aerosol spray paint containers* was re-introduced
- **Local Laws 6.20(1) and 6.20(2)** *Dog and Animal Litter* were amended

As at 30 June 2011, the following Local Laws apply within Kingston:

- Local Law No. 1 Public Health
- Local Law No. 2 Roads and Traffic
- Local Law No. 3 Management of Council Property
- Local Law No. 4 Foreshore Reserves
- Local Law No. 5 Environment and Amenities
- Local Law No. 6 Birds, Animals, Poultry, Rodents and Bees
- Local Law No. 7 Meeting Procedures

Kingston recognises its obligations towards competitive neutrality in accordance with the requirements of the statement of Victorian Government Policy, *National Competition Policy and Local Government (Revised 2011)*. Kingston's compliance involves public interest considerations being taken into account in deciding whether competitive neutrality should apply. Kingston believes that all principles of competitive neutrality have been correctly applied and no complaints were received during the year ended 30 June 2011. (See signed certification).

National Competition Policy Compliance – 2010/11

Certification by Chief Executive Officer

Kingston City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2010 to 30 June 2011, in accordance with the requirements outlined in *National Competition Policy and Local Government (Revised 2011)*, as set out below:

A. Trade Practices Compliance <small>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to address.</small>	Compliant
B. Local Laws Compliance <small>State whether the Council is compliant or non-compliant. List any local laws made or amended during 2010/11 which impose a restriction on competition.</small>	Compliant
C. Competitive Neutrality Compliance <small>State whether the Council is compliant or non-compliant for all significant businesses. If non-compliant, justify or cite actions to address.</small>	Compliant

I certify that:

- this statement has been prepared in accordance with the 2010/11 National Competition Policy reporting guidelines; and
- this statement presents fairly the Council's implementation of the National Competition Policy.

Signed: _____

John Nevins - Chief Executive Officer

Date: 9.8.11

Community consultation and representation

Kingston has a comprehensive program of consultation that occurs through a variety of mechanisms, including Councillor representation on a range of committees.

Councillor representation on Committees

Each December at a Statutory meeting Councillors are usually appointed as Council representatives on a range of special interest committees and networks. Councillors also regularly attend Village Committee meetings. In 2010/11, these appointments were deferred until the Ordinary Council Meeting in February 2011 pending the election of the new Councillor for South Ward (Cr Dan Moloney).

Councillor Committee appointments for 2010/11 were as follows:

Section 86 or Special Committees *	2010/11 Appointee/s
Audit Committee	Mayor and Cr Peulich
Planning Committee	All Councillors

* Formal notification of meetings and minutes is required to be kept in accordance with the Local Government Act.

Councillor Only Advisory Committees **	2010/11 Appointee/s
Foreshore Sub-Committee	All Councillors
Kingston Council Green Wedge Plan Steering Committee	Crs Athanasopoulos, Brownlees, Staikos and West

** If one or more Councillors is present (irrespective of officers) then an Assembly of Councillors Record is required and will be attached to the next practicable Council Meeting and included in the minutes.

Advisory Committees with Officer and/or community representatives

Advisory Committees *	2010/11 Appointee/s
Fine Food, Wine and Music by the Bay Festival	Crs Brownlees, Moloney and Ronke
Access and Equity Committee	Cr Staikos (Sub Cr Athanasopoulos)
World Globe to Globe Festival Committee	Cr Peulich (Sub Cr Staikos)
Kingston Harvest Festival Committee	Crs Moloney, Ronke and Shewan
Australia Day Committee	Crs Brownlees and Staikos
Municipal Emergency Planning Committee	Cr Ronke
Kingston Youth Festival	Crs Peulich and Staikos
Kingston Youth Advisory Committee	Crs Peulich and Staikos
Arts and Culture Reference Group	Crs Peulich and Staikos
L F Payne Hall Usage Committee	Crs Moloney, Ronke and Shewan
Positive Ageing Steering Group	Cr Brownlees (Sub Cr Dundas)
Chelsea Community Renewal Project	Crs Moloney, Ronke and Shewan
Kingston Charitable Trust Community Grants Panel	Mayor and Cr Staikos (Sub Cr Ronke)
Climate and Biodiversity Reference Group	All Councillors
Historical Societies Network	Crs Dundas and West (Sub Cr Brownlees)
Clayton Community Strengthening Project	Cr Staikos
Kingston Interfaith Committee	Cr Staikos
Community Vision Steering Group	Crs Brownlees, Staikos and Ronke

* Formal notification of meetings and minutes is required to be kept in accordance with the Local Government Act

External or Other Agencies Committees with Councillor Representation

Committees with Councillor Representation	2010/11 Appointee/s
Australian Mayoral Aviation Council	Mayor (Sub Cr West)
Moorabbin Airport Consultative Committee	Crs Brownlees and West (Sub Cr Dundas)
Association of Bayside Municipalities (ABM)	Cr Dundas (Sub Cr West)
Local Government Waste Management Forum	Cr Athanasopoulos (Sub Cr Peulich)
Municipal Association of Victoria (MAV)	Mayor appointed at Special (Statutory) Meeting on 2 December 2010 (Sub Cr West)
MAV Strategic Environment Advisory Group	Cr Shewan (Sub Cr West)
MAV Planning Committee	Cr West (Sub Cr Peulich)
Patterson Lakes Advisory (Melbourne Water) Committee	Cr Shewan
Victorian Local Governance Association (VLGA)	Cr Staikos (Sub Cr Shewan)
Metropolitan Transport Forum	Cr Shewan (Subs Crs Peulich and West)
Inter Council Aboriginal Consultative Committee	Cr West
Melbourne Water Eastern Treatment Plant Community Liaison Committee	Cr Moloney (Sub Cr West)
State Government Kingston Green Wedge Task Force	Crs Athanasopoulos and West
Friends of Manatuto Committee	Cr West (Subs Crs Moloney and Staikos)

Ask the Mayor

Residents are welcome to ask a question of the Mayor to make a suggestion on improving a Council service through an online form available via Kingston's website. This process assists Council to receive important feedback from the community. Requests made through 'Ask the Mayor' are responded to by the Mayor or by a relevant staff member, as appropriate. This service is intended only for broad suggestions and comments to the Mayor. Specific customer service enquiries should be directed to our Customer Service Action Line on 1300 653 356 for resolution.

Village Committees

Village Committees comprise residents, property owners and representatives of sporting, educational, business and other community organisations. They provide Kingston with feedback on major Council projects and goals and bring to Council's attention issues of local interest related to minor maintenance and service delivery. Village Committees also make recommendations to Council regarding Village Committee grants to local groups, organisations and capital projects.

Council's 10 Village Committees represent the following areas:

- Aspendale / Edithvale / Aspendale Gardens*
- Chelsea / Chelsea Heights / Bonbeach*
- Cheltenham*
- Clarinda / Oakleigh South**
- Clayton South**
- Dingley / Heatherton**
- Mentone / Parkdale*

- Moorabbin / Highett**
- Mordialloc*
- Patterson Lakes / Carrum*

* Meets monthly ** Meets bi-monthly

In 2010/11, 80 Village Committee meetings were held. There were no meetings held in December and January.

Highlights of Village Committee meetings and feedback are included in Ordinary Council Meeting agendas during the year. Members have a fixed term membership and Council invites members of the community to join Village Committees in September each year. To be eligible applicants must work, live or own property in Kingston, or be associated with an educational, sporting or cultural community organisation in Kingston.

Village Committees are governed by Council's Village Committee Policy, a copy of which can be accessed via Kingston's website or requested from Kingston's Governance Department.

Village Committee Chairpersons

Chairpersons are elected at the start of each calendar year by the other members of the Village Committee.

The Chairpersons for 2010 and 2011 are:

- Aspendale/Edithvale/Aspendale Gardens - Ken Carney, Ken Carney*
- Chelsea/Chelsea Heights - Nigel McGillivray, Vicki Jans*
- Cheltenham - Joseph Astbury, Vic Russo OAM JP*
- Clarinda/Oakleigh South - David Oakley, Veeda Oakley*
- Clayton South - Chris Frangopoulos, Chris Frangopoulos*

- Dingley/Heatherton - Allan Harris, Anne Caprackas*
- Mentone/Parkdale - Claire Houston, Claire Houston*
- Moorabbin/Highett - Daniel Leipnik, Les Heimann*
- Mordialloc - Allan Locke, David Van Pelt*
- Patterson Lakes/Carrum/Bonbeach - Patrick King, Don Reed*

*Current Chairperson

Network Groups

Council has established and/or supports a range of community networks. These networks help to build strong communities and contribute to advocacy, policy development, local community projects and service improvements. These networks include the Access and Equity Committee, Faith Network, Senior Citizens Network, Community House Network, Service Club Network, Historical Society Networks, Kingston Conservation and Environment Coalition, life saving clubs, golf and bowling clubs, neighbourhood houses, municipal bands and schools.

Corben House residents got into the spirit of the royal wedding event in April by holding their own 'royal reception'.



Community Grants

Kingston invites not-for-profit community groups that are based in Kingston, or who service the area, to apply annually for financial assistance through Community Grants to deliver services, programs, events and other activities of community benefit.

In 2010/11, Kingston received 366 applications for funding through the program, and of these 343 applications were successfully funded. The successful Community Grant applicants included 103 Village Committee applications, 31 Triennial grant applications, 2 Triennial Event grant applications, 46 City Wide grant applications, 91 individual applications, 47 schools awards and 23 Access and Equity Grants. Requests for community support were strong and from a cross-section of the community including lifesaving clubs asking for funding to purchase rescue equipment, community service groups requesting support for underprivileged community members, kindergartens for equipment, sporting clubs for provision of equipment upgrades and minor capital works and seniors groups applying for funding towards celebrating culturally specific activities. In 2010/11, a total of \$1,131,547 was distributed in Community Grants to assist not-for-profit organisations to deliver services.

Triennial Grants

In 2010/11, \$722,351 was distributed in Triennial Grants to support Kingston organisations that provide key services to the Kingston Community. These groups included Community Centres, Neighbourhood Houses, Community Advice Bureaus and Emergency Services.

Triennial Event Grants

In 2010/11, \$23,500 was distributed in Triennial Event Grants to support the Production of the Big Band Sunset Festival and the Hellenic Festival for the wider Kingston Community to enjoy.

Village Committee Grants

The Village Committee Grants are offered to groups and organisations to support initiatives that provide local outcomes in Kingston's 10 Village Committee areas. In 2010/2011, Village Committee Grants totalling \$182,197 were distributed to the community.

City Wide Grants

The City Wide Grants are offered to groups and organisations to support initiatives that primarily have a Kingston-wide focus. In 2010/11, Council distributed a total of \$130,996 through the City Wide Grants program.

Individual Development Grants

Development Grants are offered to assist Kingston residents to achieve their full potential in a particular pursuit through arts and culture, sports and recreation, environmental or humanitarian initiatives and academic achievement. Of the 91 individual applications received in the 2010/11 funding period, 89 individuals shared a total of \$23,976.

Access and Equity Grants

In 2010/11, \$20,909 was allocated in Access and Equity Grants by the Access and Equity Advisory Committee. These grants are designed to assist community groups and organisations deliver services and programs to people with disabilities and people from multicultural and indigenous backgrounds. They aim to:

- Celebrate and support the diversity of Kingston through financial support to community groups and social clubs.
- Provide support for new groups starting up with members who are residents of Kingston.
- Facilitate the participation of multicultural, disability and indigenous communities in the social and economic life of Kingston.

FURTHER READING

Community Grants www.kingston.vic.gov.au/communitygrants



Members of the Apsendale/Edithvale/Apsendale Gardens Village Committee meet every month to discuss local issues, provide feedback to Council and make recommendations regarding the provision of grants to local groups.

Customer Service Management

Council places a strong focus on customer service and responding to the needs of the community in a timely, efficient and courteous manner. In 2010, Kingston launched an organisation-wide project to review processes and procedures to ensure residents continue to receive excellent customer service. This project was completed in 2011 and resulted in 52 recommendations for service improvements that are currently being implemented across the organisation.

Customer Service Centres

Kingston's Customer Service Centres are located as follows:

Cheltenham: 1230 Nepean Highway, Cheltenham. Melways Ref: 86 J2. Open Monday to Friday, 8.30am to 5.30pm.

Mentone: 34 Brindisi Street, Mentone. Melways Ref: 86 K6. Open Monday to Friday, 9am to 5pm.

Chelsea: 1 Chelsea Road, Chelsea (co-located with library). Melways Ref: 97 B1. Open Monday to Friday, 10am to 4.30pm.

Council's Customer Service team assists with:

- All first contact telephone calls and counter enquiries
- All payments
- Rate enquiries (including Pension Rebate application forms)
- Animal control and registrations
- Beach resident parking passes
- Garbage details and bookings for tree pruning collections
- Vehicle crossover permits
- Road opening permits
- Health and immunisation information
- Bookings for school holiday program and kindergarten enrolments
- Bookings for street stalls and halls
- Arrangements of Council services such as Meals on Wheels, Home Help and Handyman
- Permit applications for Local Laws, Building, and Planning

Residents are welcome to visit the Customer Service Centres during opening hours. If a resident wishes to speak to a particular Council officer it is advisable to telephone in advance and make an appointment.



Liz is one of Kingston's many dedicated Customer Service staff who have received over 230,000 customer contacts and 140,744 telephone calls in 2010/11.

Customer Contacts

In 2010/11 Council's Customer Service team received over 230,000 customer contacts over the counters and via telephone. This included:

- 140,744 telephone calls actioned
 - 90,101 counter customer queries actioned
 - 2,352 New Residents Kits provided
 - 206 changes to entries in the Community Directory
 - 1,454 meetings provided for
 - 260,992 external mail items processed for collection
- Customer contacts resulted in approximately 36,000 requests for action. Some examples of the types of requests logged are:
- 11,025 waste requests
 - 4,562 local laws requests
 - 5,544 tree pruning requests
 - 4,669 reserve maintenance requests
 - 1,042 traffic engineering requests

Five Citizenship ceremonies were conducted throughout the year resulting in 953 Kingston residents becoming Australian citizens.

Our Customer Service Charter

Kingston has a Service Charter that outlines how residents can contact us, the service standards they can expect, how they can help us and who to contact if things go wrong.

Contacting Council

Kingston's Customer Service Action Line can be contacted on weekdays between 8.30am and 5.30pm on 1300 653 356, except for public holidays. For emergency situations, simply call our Customer Service Action Line on 1300 653 356 and you will be transferred to a duty officer.

We provide up-to-date customer information sheets, which are written in plain language on our most popular services. This information is available in all Customer Service Centres, and via Kingston's website, www.kingston.vic.gov.au

Our service guarantees

- We will answer all general telephone enquiries within seven rings.
- We will return your telephone messages at a mutually agreed time, but not later than one day.
- All Kingston staff will take responsibility for putting telephone and personal enquiries in direct contact with the appropriate staff member.
- All Kingston staff will identify themselves and their service teams to customers.
- We will provide a substantive response to all written enquiries either in writing or by phone within 10 working days from receipt. We will provide either a resolution to your inquiry or a progress report.

Working Together

Residents can help us to help them by:

- Letting us know if they cannot keep an appointment.
- Having relevant information ready when making an inquiry (such as details of invoice, date of service required).
- Providing suggestions to improve Kingston services and facilities.



Linda Yeo is one of Council's 1,381 Council employees who are committed to Council's Customer Service Charter.

Complaints Management

Complaints management is an integral part of monitoring service excellence. Residents wishing to make a complaint should ring 1300 653 356 in the first instance, speak or write to the officer concerned, or visit one of our Council offices. If a resident is not satisfied with the response provided by the officer concerned, a further complaint can be made to Council's Complaints Manager who will investigate whether due process has been followed in handling the matter. If the matter is unable to be resolved to the resident's satisfaction, they may contact the Ombudsman Victoria on (03) 9613 6222 or ombudvic@ombudsman.vic.gov.au. This is a free service. For further information, refer to Kingston's website, www.kingston.vic.gov.au/contactus

As at 30 June 2011, a total of 22 complaints actionable by the Complaints Manager had been responded. These complaints related to a variety of issues and services including adherence to process and quality of response from the service areas. A number of issues were not able to be resolved to the customer's satisfaction and led to informal follow up from the Ombudsman's office. No adverse reports on the handling of complaints were received following these informal reviews. Refer to page 89 for more details on resident satisfaction with service and customer contact.

Statutory Education and Compliance

Kingston's Statutory Education and Compliance Department is responsible for education and enforcement of State Acts, Regulations and Codes of Practices related to Animal Management, Fire Prevention, Environment Protection, Public Health, Food Production and Sale, Council's Local Laws, Prosecutions, Parking Enforcement, Children's Crossing and complaint investigation and resolution.

Local Laws

There are seven Local Laws available for viewing at all Customer Service Centres and via Kingston's website:

- Local Law No. 1 Public Health
- Local Law No. 2 Roads and Traffic
- Local Law No. 3 Management of Council Property
- Local Law No. 4 Foreshore Reserves
- Local Law No. 5 Environment and Amenities
- Local Law No. 6 Birds, Animals, Poultry, Rodents and Bees
- Local Law No. 7 Meeting Procedures

The Statutory Education and Compliance Department comprises three teams who cover Local Laws, Environmental Health Services and Parking and Prosecutions. The major achievements in Local Laws were:

- Conducting extensive education programs (62 sessions) throughout the municipality aimed at improved child safety. Major themes were Responsible Pet Ownership and Road Safety for Children.

- The Kingston Enforcement Protocols Policy being formally adopted by Council. This document is a statement and commitment of enforcement services within Kingston.
- The introduction of new customer request system required all request types to be reviewed including allocated priority and level of urgency. Moving across to this system required new training and procedures to be developed and implemented.
- A trial of extended winter dog off-leash hours along the foreshore. The trial resulted in the off-leash hours being amended and formally adopted by Council.

The Department continued to implement staged changes of the Food Act 1984, including reporting and registration requirements.

Victoria Police, in conjunction with Council's Local Laws team, Bendigo Bank and Rotary International, launched Operation Beachsafe on Kingston's beaches last summer. This program ensured the safety of people visiting local beaches and helped to build a good community relationship between the Police, Local Laws officers and the public. Pictured are Council's Local Laws staff, members of Mordialloc Police, Rotary and Bendigo Bank with the new Quad bike used to patrol the beaches.



Our Health, Safety and Wellbeing

The health, safety and wellbeing of our employees is a key focus for Kingston. During 2010/11 the development of Kingston's '2010/13 Health, Safety and Wellbeing Strategic Plan' commenced.

Framework

Kingston is currently governed by the Occupational Health and Safety Act 2004 although new Workplace Health and Safety legislation is proposed for 2012. Kingston is conducting an internal audit of its OHS Management System to ensure compliance with the proposed legislation.

Under the banner 'Take Care, Take Control', in November 2010 Kingston commenced a three year program to progressively align our OHS Management System with *Australian Standard 4801 Occupational health and safety management systems*. Once completed, the alignment process will place Kingston at the forefront of Local Government in relation to health and safety.

Structure

A total of 71 Kingston employees are members of the six location based OHS Committees. The coordination and management of safety strategies and initiatives is through the Organisational Development and Governance Division. Kingston's OHS Committee structure is depicted in the table below, and shows the designated work groups for each OHS Committee.

Kingston's OHS Committee structure

1	2	3	4	5	6
Designated Work Group <ul style="list-style-type: none"> • Local Laws & Health Services <ul style="list-style-type: none"> - School Crossing - Supervisors - Environmental Health - Parking (Tenix) 	Designated Work Groups <ul style="list-style-type: none"> • Aquatic & Leisure Centres <ul style="list-style-type: none"> - Waves - Don Tatnell • Arts Centre 	Designated Work Groups <ul style="list-style-type: none"> • Aged & Disability • Home care, social support • Meals on Wheels • MCH & Immunisation • Mountview Child Care Centre • Lochiel Child Care Centre • Carrum Child Care • Stawell Street Child Care Centre • Family Day Care • Hostels <ul style="list-style-type: none"> - Corben, Northcliffe, Nixon • Family Youth and Childrens Services • School Aged Child Care • Youth Services <ul style="list-style-type: none"> - Youth Services, Family Support • Community Engagement <ul style="list-style-type: none"> - Community Building - Health & Social Planning - Community Renewal • Access Care Southern 	Designated Work Groups <ul style="list-style-type: none"> • Cheltenham Office 1230 Nepean Hwy <ul style="list-style-type: none"> - Communications & Public Affairs - OD & Governance - Economic Development - Property Services - Customer Services - Executive Services - Strategic Planning - Finance - Statutory Planning & Building - Engineering Design - Environment & Planning - Infrastructure Works - Roads & Drains - Maintenance Contracts - Information Services 	Designated Work Groups <ul style="list-style-type: none"> • Libraries & Education Services • Library Operations <ul style="list-style-type: none"> - Chelsea - Cheltenham - Clarinda - Dingley - Highett - Moorabbin - Parkdale - Patterson Lakes 	Designated Work Groups <ul style="list-style-type: none"> • Parks <ul style="list-style-type: none"> - Braeside - Bonbeach - Administration Areas - Tree Services • Depot Services <ul style="list-style-type: none"> - Community Bus - Home Maintenance - Building Maintenance

Training

During 2010/11 the Health, Safety and Wellbeing training program was fully integrated at the department level and OHS training was provided to 175 Aged Care Direct Care Workers. In addition, 120 middle managers received high level OHS training over four days. An important OHS training focus was the up-skilling of 125 of Kingston's Contract Managers. At the completion of their 12 hours of intensive training our Contract Managers have the skill set required to assess the OHS systems of all current and prospective contractors.

Kingston's strong focus on actively promoting the reporting and thorough investigation of all incidents, no matter how minor, continued in 2010/11. This pro-active approach is starting to see the beginnings of what will be a sustained reduction in Lost Time Injuries with a reduction in 2010/11 of 2%.

Trend data for reported incidents is presented in the following table.

Details	2007/08	2008/09	2009/10	2010/11
Reported Incidents	75	124	200	213

In addition to OHS training, two OHS forums were attended by 200 staff in October and November 2010. The subject of the forums was 'Lessons from Longford' where staff heard a harrowing account of the gas explosion at the Esso plant in Gippsland in the late 1990's as told by Mr Jim Ward, a survivor of the disaster.

Rehabilitation and WorkCover

Kingston provides assistance to all injured employees through the active management of their recovery plans. As at 30 June 2011, 12 people had return-to-work plans resulting from work-based injuries. In 2011/12 Kingston will be developing an early intervention program that aims to deal with minor musculoskeletal injuries prior to them become a lost time injury.

WorkCover premium

Kingston's WorkCover Insurance premium for 2010/11 was \$851,268 which was an increase of \$1,665.49 compared to the amount \$849,602 paid in 2009/10.

Source: People and Culture Department records.

Major achievements in 2010/11

- Five new OHS policies were developed, communicated and implemented in relation to identified high risk activities. Including:
 - Confined Spaces
 - Working at Heights
 - Plant (Machinery)
 - Hazardous Substances
 - First Aid Policy
- Deloitte audited elements of Kingston's OHS System
- Kingston was selected to survey all OHS Officers of all Victorian councils on behalf of the MAV's Inter Council Safety Group in relation to an inter-council OHS working group
- A Plant (machinery) Risk Assessment Program commenced that will assess the risks of every item of plant used or operated in Kingston
- A new First Aid Policy was developed which resulted in every Kingston workplace (28 in total) being risk assessed in relation to First Aid requirements and 61 First Aid Attendants being trained in varying levels of First Aid
- A Health, Safety and Wellbeing Strategy was developed for Aged Care.

Future challenges include continuing the efforts to ensure there is a sustained reduction in Lost Time Injuries and striving to reduce Kingston's WorkCover premium by 20% at the completion of the next three year rating period. In 2011/12 it is proposed to develop a strategy to identify and risk assess Kingston's eight key OHS risks and integrate and unify Kingston's internal emergency preparedness.



We are building a financially sustainable City

Photograph: Nick Arzanovski, Site Foreman, at the Tom Johnston Pavilion redevelopment.

Introduction to the Performance Statement

Kingston City Council for the year ended 30 June 2011

Section 132 of the *Local Government Act 1989* requires local government authorities to develop a performance accountability mechanism which allows for a consistent approach in the collection and reporting of information regarding financial performance, operating costs and community satisfaction.

The use of performance indicators by local government provides:

- an improved capacity to objectively measure council performance leading to a better set of relationships between state and local government; and
- better informed local communities.

A summary of the results are outlined in the table and commentary in the following pages.

Overview of 2010/11 Results

The published performance standards identified areas of customer satisfaction or financial goals by which Council sought to measure its performance. The following commentary explains major variations in actual results to the targets set by Council in the annual Council Plan.

The Operating Surplus is \$9.8 million, that is, \$2.4 million favourable to the budgeted surplus of \$7.4 million. This positive result is influenced by the following:

- Cash Developer Contributions of \$2.0 million.
- Developer Asset donations from new land estates totalled \$0.6 million, \$0.4 million below budget.
- Grants and Subsidies received in advance amounting to \$1.3 million for 2011/12 financial year. Accounting Standards require this revenue to be taken into account in the 2010/11 financial year.

- Found Assets of \$1.5 million are being recognised as Other Income in 2010/11 and include buildings (\$0.9 million), land (\$0.2 million), and drainage (\$0.4 million). Other Income also includes income of \$0.1 million as an adjustment for previous fair value revaluations of investment property which were recorded in the asset revaluation reserve rather than profit.
- Write-down of Hostel Bed Licences to zero; impairment loss \$1.5 million. The Australian Securities and Investment Commission (ASIC) has determined that there is no active market and must be valued at cost. Council did not pay for the Bed Licences.
- Unbudgeted Vision Super Defined Benefit call of \$2.0 million.
- Council's total Capital program expenditure was \$46.2 million of which \$0.7 million remains in work in progress (WIP) and \$41.8 million was capitalised. A total of \$4.0 million was expensed to the Income Statement (including \$0.3 million from last year's WIP) which was \$0.8 million unfavourable to the budget of \$3.2 million.

Adjusting for these items would indicate an "underlying" Operating Surplus of \$9.6 million and this result yields an underlying favourable variance of \$2.2 million. This variance includes the following items:

Interest Income on Investments and Rates	\$0.7m F
User Fees	\$0.4m U
Savings in Salaries	\$0.7m F
Net movement in other Operating Accounts	\$1.2m F
Total Underlying Variance v Budget	\$2.2m F

Performance Statement

Kingston City Council for the year ended 30 June 2011

Statutory Business Plan

Actual performance compared to Annual Business Plan (ABP)

Indicators	Actual Result 2010/11	ABP Target 2010/11	Difference	F/U ¹	Actual Result 2009/10	ABP Target 2009/10	Difference
Key Strategic Activity 1: Safe Accessible and appropriate infrastructure assets that meet community needs now and in the future							
Average capital expenditure per assessment	\$677.26	\$471.47	\$205.79	F	\$332.27	\$409.65	(\$77.38)
Renewal and maintenance gap ratio	1.75	1.63	0.12	F	1.24	1.45	(0.21)
Safe Road & Pedestrian Travel #	352	<364	12	F	364	<503	139
Key Strategic Activity 2: A sustainable environment that enhances the appeal and quality of life in Kingston							
Community satisfaction index rating for Appearance of Public Places	75%	70%	5%	F	82%	68%	14%
Key Strategic Activity 3: Healthy and Secure Community							
Community satisfaction index rating for Enforcement of Local Laws	77%	65%	12%	F	78%	64%	14%
Community satisfaction index rating for Recreation Facilities	89%	75%	14%	F	89%	72%	17%
Key Strategic Activity 4: A Prosperous Community							
Community satisfaction index rating for Economic Support Services	84%	90%	(6%)	U	74%	90%	(16%)
Key Strategic Activity 5: Quality Leadership and Governance							
Average rates and charges Median Residential Assessment	\$1,223.79	\$1,224.66	(\$0.87)	F	\$1,123.74	\$1,130.04	(\$6.30)
Average Liabilities per assessment	\$632.00	\$320.48	\$311.52	U	\$393.49	\$334.62	\$58.87
Operating results prior to capital funding (deficit) per assessment	\$132.45	\$91.84	\$40.61	F	\$301.11	\$6.69	\$294.42
Average operating expenditure per assessment	\$2,092.66	\$2,054.00	\$38.66	U	\$1,989.74	\$2,029.67	(\$39.93)
Current assets to current liabilities (Working Capital) ratio	147.37%	118.92%	28.45%	F	131.64%	138.52%	6.88%
Debt servicing costs to total revenue ratio	0.51%	0.06%	(0.45%)	U	0.16%	0.16%	(0.00%)
Community satisfaction index rating for overall performance generally of the Council over the last twelve month (Indexed Mean)	68%	67%	1%	F	67%	69%	(2%)
Community satisfaction index rating with the Council for its advocacy and community representation on key local issues (Indexed Mean)	63%	64%	(1%)	U	64%	62%	2%
Community satisfaction index rating for Council's engagement in decision making on key local issues (Indexed Mean)	63%	63%	-	F	63%	60%	3%
Community satisfaction index rating for Council's interaction and responsiveness in dealing with the public. (Indexed Mean)	73%	73%	-	F	73%	80%	(7%)

Source VicRoads ¹ F = Favourable U = Unfavourable

Summary of the Performance Statement Results

Kingston City Council for the year ended 30 June 2011

Key Strategic Activity 1

Average Capital Expenditure per Assessment

Average capital expenditure per assessment of \$677.26 is \$205.79 better than the target of \$471.47 due to a higher than planned level of capital expenditure as a result of the purchase of 1230 Nepean Highway and consistent with the revised budget adopted by Council in November 2010. The renewal and maintenance gap ratio of 1.75 is 0.12 favourable to budget due to higher than planned expenditure on renewal and maintenance for infrastructure and buildings.

Key Strategic Activity 2

A Sustainable Environment that enhances the appeal and quality of life in Kingston

The community satisfaction index rating for Appearance of Public Places of 75% has exceeded expectations by 5% but is 7% lower than 2009/10. This better than budget result is in line with other councils and demonstrates an appreciation for Council's commitment to excellent standards in the maintenance of parks and gardens, care of street trees, maintenance of amenities in parks and maintenance of beaches, lakes, rivers and surrounding areas.

Key Strategic Activity 3

Healthy and Secure Community

The community satisfaction index rating for Enforcement of Local Laws of 77% is 12% ahead of target and has declined by 1% on 2009/10 although is still comparable with 77% for all Victorian Councils in 2011. This result reinforces the importance the Community places on enforcement of animal and noise local laws and parking restrictions. The community satisfaction index rating for Recreation Facilities is 89% this year, which is 14% ahead of expectations and on a par with the excellent result achieved in 2009/10. This result exceeds the 81% achieved for all Victorian councils and reflects the high standard of Council's recreational activities, sporting facilities, playgrounds and libraries.

Key Strategic Activity 4

A Prosperous Community

The community satisfaction index rating for Economic Support Services is 84% which is 6% below the ambitious target of 90% and is up 10% on 2009/10. This result significantly exceeds the 69% result for all Victorian Councils and strongly demonstrates Council's commitment to the promotion of and consultation with local businesses across the municipality.

Key Strategic Activity 5

Quality Leadership and Governance

The average rates and charges Median Residential Assessment indicator is \$1,223.79 which is \$0.87 favourable to budget of \$1224.66. Average Liabilities per assessment of \$632.00 are \$311.52 unfavourable to budget and higher than 2009/10 levels reflecting the higher debt levels arising out of the purchase of 1230 Nepean Highway and consistent with the revised budget adopted by Council in November 2010.

Operating results prior to capital funding (deficit) per assessment of \$132.45 is \$40.61 favourable to budget due to the much higher actual operating surplus achieved.

Average operating expenditure per assessment of \$2,092.66 is \$38.66 unfavourable to the target driven by slightly higher than planned levels of operating expenditure.

Working Capital Ratio of 147.37% is 28.45% favourable to budget due to higher levels of cash held as at 30 June 2011.

Debt servicing costs to total revenue ratio of 0.51% is 0.45% unfavourable to budget reflecting the higher debt levels arising out of the purchase of Council offices at 1230 Nepean Highway and consistent with the revised budget adopted by Council in November 2010.

The community satisfaction index rating for overall performance generally of 68% is 1% ahead of target and 1% higher than 2009/10. This result is higher than other councils and reflects well on the continued quality of service provided by Council in the aftermath of the Global Financial Crisis.

The community satisfaction index rating with Council for its advocacy and community representation on key local issues of 63% is 1% behind target and 1% behind 2009/10 levels. This result is in line with other Councils and reflects the view that Council actively represents the interests of and communicates with the local community.

The community satisfaction index rating for Council's engagement in decision making on key local issues is 63% which is on target and the same as 2009/10. This result reflects the level of satisfaction in the municipality on Council's consultation and communication strategies.

The community satisfaction index rating for Council's interaction and responsiveness in dealing with the public is 73% which is on target and the same as 2009/10. This result which is similar to other councils reflects the level of satisfaction within the community on Council's communications and customer service areas.

Performance Statement

Kingston City Council for the year ended 30 June 2011

Common Terms

The majority of the terms used in the performance statement are the same as those used in the financial statements, however some of the terms are different.

Short explanations of the “different” terms used are listed below:

- a) **Assessments** - or rate notices.
- b) **Budget** - refers to the originally published budget of the council.
- c) **Capital expenditure** - is the amount of expenditure on new assets and non recurrent projects which enhances an existing asset to provide a higher level of service or which increases the life of the asset beyond that which it had originally.
- d) **Customer Satisfaction Ratings** - Data includes Indexed mean and Performance of an Acceptable Standard results from 350 respondents' answers in a survey. The survey was conducted by the independent research group, Wallis Consulting asking them to rate council's performance.

Many of the survey questions ask respondents to rate their Council's performance on a five-point scale from “Excellent” to “Needs a lot of Improvement”. To facilitate comparisons over time, and between different measures, or between Councils, the scales are shown as

an ‘indexed mean’. The “Indexed Mean” is calculated by taking the mean value for all respondents on the five point scale and multiplying by twenty to convert this mean to an index of up to 100, as per the table below:

Scale Results	Score	Indexed Score
Excellent – outstanding performance	5	100
Good – a high standard	4	80
Adequate – an acceptable standard	3	60
Needs some improvement	2	40
Needs a lot of improvement	1	20

Where the indexed mean has been used it has been notated in the indicator description. The Performance of an Acceptable Standard is the percentage of all scores ranking 60 - adequate / acceptable and above this ranking.

- e) **Rates and charges** - declared - are those declared as being receivable, in the calculations for the adopted rates, at the beginning of the year.
- f) **Capital Funding** - is Non-recurrent Grants and Subsidies.
- g) **Operating Result** - Total Operating Income less Total Operating Expenditure.

Graduates, staff and Mayor Brownlees celebrate the achievements of 20 senior residents who participated in the AccessIT Seniors Project. The Project aims to address the 'digital divide' for seniors who are socially isolated and have little or no knowledge of technology.



Certification of the Performance Statement

Kingston City Council for the year ended 30 June 2011

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement of Kingston City Council in respect of 2010/11 financial year is presented fairly in accordance with *the Local Government Act 1989*.

Principal Accounting Officer



P. Franklin

Dated:

29/8/2011

In our opinion, the accompanying performance statement of Kingston City Council in respect of 2010/11 financial year is presented fairly in accordance with *the Local Government Act 1989*.

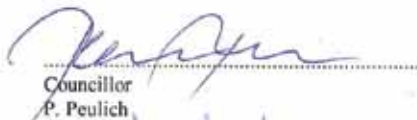
The statement outlines the performance targets and measures set out in relation to the achievement of the business plan in respect of that year described in Council's Corporate Plan and describes the extent to which the business plan was met in that year having regard to those targets and measures.

As at the time of signing, we are not aware of any circumstance which would render any particular in the statement to be misleading or inaccurate. We were authorised by the Council on 22 August 2011 to certify the Performance Statement in its final form on behalf of the Council.



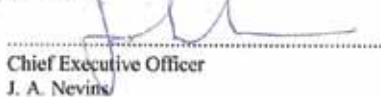
Mayor
R. Brownlees

Dated 29/8/11



Councillor
P. Peulich

Dated 29/8/11



Chief Executive Officer
J. A. Nevins

Dated 29.8.11

Independent Audit Report – Performance Statement

Kingston City Council for the year ended 30 June 2011

VAGO

Victorian Auditor-General's Office

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Kingston City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2011 of the Kingston City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Kingston City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

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Auditing in the Public Interest

Independent Audit Report – Performance Statement

Kingston City Council for the year ended 30 June 2011

VAGO

Victorian Auditor-General's Office

Independent Auditor's Report (continued)

Auditor's Opinion

In my opinion, the performance statement of the Kingston City Council in respect of the 30 June 2011 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the Kingston City Council for the year ended 30 June 2011 included both in the Kingston City Council's annual report and on the website. The Councillors of the Kingston City Council are responsible for the integrity of the Kingston City Council's website. I have not been engaged to report on the integrity of the Kingston City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
5 September 2011


J D R Pearson
Auditor-General

2

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Auditing in the Public Interest

Standard Statements

Kingston City Council for the year ended 30 June 2011

Notes to the Standard Statements

Basis of Preparation of Standard Statements

Kingston City Council is required to prepare and include audited Standard Statements within its Annual Report. The Standard Statements include the Income Statement, Cash Flow Statement, Balance Sheet and a Statement of Capital Works, together with explanatory notes.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the Local Government Act 1989 and Local Government (Finance and Reporting) Regulations 2004.

The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Statements and the Budget. The results reported in these statements are consistent with those reported in the General Purpose Financial Statements.

The Standard Statements are not a substitute for the General Purpose Financial Statements. They have not been prepared in accordance with all Australian Accounting Standards or other authoritative professional pronouncements.

The Standard Statements compare council's financial plan, expressed through its budget, with actual performance. The Local Government Act 1989 requires explanation of any material variances. One-off variances and all differences to budget by more than 10% are explained.

The budget figures included in the Statements are those adopted by Council on 23 August 2010. The budget was based on assumptions that were relevant at the time of adoption of the budget. The Council set guidelines and parameters for revenue and expense targets in this budget in order to meet council's business plan 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.

Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The detailed budget can be obtained by contacting council or through the council's website. The Standard Statements must be read with reference to these documents.

Income Statement

The Income Statement shows what has happened during the year in terms of revenue, expenses and other adjustments from all activities. The 'Surplus/(Deficit)' or 'bottom line' reflects the net contribution towards the financial position for the reporting period.

The Income Statement requires revenues to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

Standard Statements

Kingston City Council for the year ended 30 June 2011

Income Statement

	2010/11 Actual \$('000)	2010/11 Budget \$('000)	2010/11 Favourable/ (Unfav) Variance \$('000)	2010/11 Favourable/ (Unfav) Variance %	Ref
REVENUE from ordinary operations:					
Rates and Charges	93,251	93,217	34	-	
User Charges	22,754	23,150	(396)	(1.7%)	
Contributions, Reimbursements and Donations	3,141	1,234	1,907	154.5%	1
Grants and Subsidies – Operating	27,685	25,418	2,267	8.9%	
Grants – Capital	798	1,126	(328)	(29.1%)	2
Interest	2,622	1,886	736	39.0%	3
Other Revenue	2,628	725	1,903	262.5%	4
TOTAL REVENUE	152,879	146,756	6,123	4.2%	
EXPENSES from ordinary activities					
Employee Benefits	59,931	58,668	(1,263)	(2.2%)	
Materials and Services	62,241	62,719	478	0.8%	
Bad and Doubtful Debts	17	20	3	15%	
Depreciation and Amortisation	18,397	17,900	(497)	(2.8%)	
Finance Costs	784	90	(694)	(771.1%)	5
TOTAL EXPENSES	141,370	139,397	(1,973)	(1.4%)	
Net (Loss) on Disposal of Infrastructure, Property, Plant and Equipment	(132)	-	(132)	-	6
Impairment Loss on Bed Licences	(1,534)	-	(1,534)	-	7
SURPLUS FOR THE PERIOD	9,843	7,359	2,484	33.8%	

Variance Explanation Report

Ref	Item	Explanation
1	Contributions, Reimbursements & Donations	Contributions are \$1.9 million favourable to budget due to the receipt of \$2.0 million in Developer cash contributions not budgeted for.
2	Grants - Capital	Capital grants are unfavourable by \$0.3 million predominately due to the re-classification of the Roads to Recovery grant (\$569k) to operating grants. This was included in the 2010/11 capital grants budget.
3	Interest	Interest income is \$0.7 million favourable due to higher than anticipated cash holdings and the upward trend in official interest rates.
4	Other Revenue	Other Revenue has a favourable variance of \$1.9 million due to unbudgeted found land, building and transport assets which were not previously recognised worth \$1.5 million. Other revenue also includes \$0.1 million fair value adjustment for investment property.
5	Finance Costs	Finance Costs are unfavourable by \$0.7 million due to increased borrowings of \$21.5 million in December 2010 for the purchase of Council's main offices at 1230 Nepean Highway Cheltenham. This is consistent with the revised budget adopted by Council in November 2010.
6	Net Gain (Loss) on disposal of infrastructure, property, plant and equipment	The net loss on disposal of infrastructure, property plant and equipment of \$0.1 million is due to the demolition of 6 Council owned buildings including toilet blocks at Bricker Reserve and Bicentennial Park, as well as small shelters/clubrooms on Council reserves. The total loss of \$0.2 million is offset by a profit on sale of 15 vehicles (\$0.1 million).
7	Impairment Loss on Bed Licences	The loss on Bed Licences of \$1.5 million is due to the Australian Securities and Investment Commission (ASIC) determining that there is no active market and must be valued at cost. Council did not pay for the Bed Licences. The \$1.5 million represents the portion of Council's bed license value not held as surplus in the revaluation reserve. The total value of Bed Licences written down was \$7.0 million.

Standard Statements

Kingston City Council for the year ended 30 June 2011

Cash Flow Statement

The Cash Flow Statement shows what has happened during the year in terms of cash. It explains what cash movements have resulted in the difference in the cash balance at the beginning and the end of the year.

The net cash flows from operating activities, shows how much cash remains, after paying for providing services to the community, which may be invested in things such as capital works.

The information in the Cash Flow Statement assists users in the assessment of the ability to generate cash flows, meet financial commitments as they fall due including the servicing of borrowings, fund changes in the scope or nature of activities and obtain external finance.

	2010/11 Inflows/ (Outflows) Actual \$('000)	2010/11 Inflows/ (Outflows) Budget \$('000)	2010/11 Favourable/ (Unfav) Variance \$('000)	2010/11 Favourable/ (Unfav) Variance %	Ref
Cash Flows from Operating Activities					
Receipts					
Rates and Charges	92,597	93,506	(909)	(1.0%)	
Grants and Subsidies	28,483	26,544	1,939	7.3%	
Contributions, Reimbursements & Donations	2,581	234	2,347	1003%	1
Interest	2,438	1,886	552	29.3%	2
User Charges	23,943	23,150	793	3.4%	
Other Receipts	1,035	725	310	42.8%	3
	151,077	146,045	5,032	3.5%	
Payments					
Employee Benefits	(59,506)	(58,668)	(838)	(1.4%)	
Materials and Services	(62,326)	(62,964)	638	1.0%	
	(121,832)	(121,632)	(200)	(0.2%)	
Net Cash Provided by Operating Activities	29,245	24,413	4,832	19.8%	
Cash Flows from Investing Activities					
Proceeds from Asset Sales	129	150	(21)	(14.0%)	4
Payments for Property, Infrastructure, Plant and Equipment	(43,350)	(26,655)	(16,695)	(62.6%)	5
Net Cash Used In Investing Activities	(43,221)	(26,505)	(16,716)	(63.1%)	
Cash Flows from Financing Activities					
Finance Costs	(784)	(90)	(694)	(771.1%)	6
Increase (Repayment) of Borrowings	18,917	(2,267)	21,184	934.5%	7
Increase/(Repayment) of Trust Funds and Deposits	(455)	100	(555)	(555.0%)	8
Net Cash used in Financing Activities	17,678	(2,257)	19,935	883.3%	
Net Increase (Decrease) in Cash and Cash Equivalents	3,702	(4,349)	8,051	185.1%	
Cash and Cash Equivalents at the Beginning of the Financial Year	35,741	33,688	2,053	6.1%	
Cash and Cash Equivalents at the End of the Financial Year	39,443	29,339	10,104	34.4%	

Standard Statements

Kingston City Council for the year ended 30 June 2011

Cash Flow Statement

Variance Explanation Report

Ref	Item	Explanation
1	Contributions, Reimbursements & Donations	Contributions, Reimbursements & Donations are favourable to budget by \$2.3 million primarily due to unbudgeted cash contributions from developers (\$2.0 million).
2	Interest	Interest is \$0.5 million favourable cash variance due to higher than anticipated cash holdings along with the upward trend in official interest rates.
3	Other Receipts	Other Receipts have a \$0.3 million favourable cash variance predominately due to an extra \$0.1k for the sale of supplementary rate information and \$0.1k for unbudgeted receipts from sign writing income.
4	Proceeds from Asset Sales	Proceeds from the sale of Infrastructure, Property, Plant & Equipment are unfavourable by \$21k due to less than budgeted receipts from the sale of council owned vehicles.
5	Payments for Property, Infrastructure, Plant & Equipment	Payments for Infrastructure, Property, Plant & Equipment has an unfavourable variance of \$17.0 million which is largely due to the purchase of Council's head office at 1230 Nepean Highway Cheltenham in December 2010 for \$21.5 million. This is consistent with the revised budget adopted by Council in November 2010.
6	Finance Costs	Borrowing Costs are unfavourable by \$0.7 million predominantly due to unbudgeted borrowings of \$21.5 million in December 2010 from the purchase of Council's main offices at 1230 Nepean Highway Cheltenham. This is consistent with the revised budget adopted by Council in November 2010.
7	Increase (Repayment) of Borrowings	The increase of interest bearing loans and borrowings are unfavourable to budget by \$21.2 million due to increased borrowings in December 2010 (\$21.5 million) for the purchase of Council's main office at 1230 Nepean Highway. This is consistent with the revised budget adopted by Council in November 2010.
8	Increase (Repayment) of Trust Funds & Deposits	Trust Funds and Deposits have an unfavourable cash variance of \$0.6 million due to higher than expected hostel resident turnover resulting in higher than anticipated bond balance refunds.

Standard Statements

Kingston City Council for the year ended 30 June 2011

Balance Sheet

A Balance Sheet Statement shows a summary of the financial position as at the end of the financial year. It shows what Council owns as assets and what it owes as liabilities.

Net assets identify Council's net worth, which has been built up over many years.

Equity shows the accumulated surpluses built up over the years, the revaluation of fixed assets and the value of reserves.

The information in the Balance Sheet assists users in the assessment of the ability of assets to meet financial obligations.

	2010/11 Actual \$('000)	2010/11 Budget \$('000)	2010/11 Favourable/ (Unfav) Variance \$('000)	2010/11 Favourable/ (Unfav) Variance %	Ref
CURRENT ASSETS					
Cash and Cash Equivalents	39,443	29,339	10,104	34.4%	1
Trade and Other Receivables	6,447	4,649	1,798	38.7%	2
Other Assets	1,012	-	1,012	-	3
Total Current Assets	46,902	33,988	12,914	38.0%	
NON CURRENT ASSETS					
Trade and Other Receivables	59	59	-	-	
Property, Infrastructure, Plant and Equipment	2,321,365	2,066,677	254,688	12.3%	4
Investment Property	1,990	-	1,990	-	
Intangible Assets	1,025	-	1,025	-	
Total Non Current Assets	2,324,439	2,066,736	257,703	12.5%	
TOTAL ASSETS	2,371,341	2,100,724	270,617	12.9%	
CURRENT LIABILITIES					
Trade and Other Payables	10,293	8,153	(2,140)	(26.3%)	5
Provisions	9,188	8,086	(1,102)	(13.6%)	6
Interest Bearing Loans and Borrowings	641	199	(442)	(222.1%)	7
Trust Funds and Deposits	11,705	12,142	437	3.6%	
Total Current Liabilities	31,827	28,580	(3,247)	(11.4%)	
NON CURRENT LIABILITIES					
Provisions	2,270	2,111	(159)	(7.5%)	6
Interest Bearing Loans and Borrowings	20,766	5	(20,761)	(415,220%)	7
Lease Incentive Liability	-	533	533	-	
Total Non Current Liabilities	23,036	2,649	(20,387)	(769.6%)	
TOTAL LIABILITIES	54,863	31,229	(23,634)	(75.7%)	
NET ASSETS	2,316,478	2,069,495	246,983	11.9%	
EQUITY					
Accumulated Surplus	1,194,679	1,177,738	16,941	1.4%	
Asset Revaluation Reserve	1,110,973	885,879	225,094	25.4%	8
Other Reserves	10,826	5,878	4,948	84.2%	9
TOTAL EQUITY	2,316,478	2,069,495	246,983	11.9%	

Standard Statements

Kingston City Council for the year ended 30 June 2011

Balance Sheet

Variance Explanation Report

Ref	Item	Explanation
1	Cash & Cash Equivalents	Cash and cash equivalents are favourable to budget by \$10.1m. This is primarily due to higher than budgeted grants received (\$1.9 million), unbudgeted cash contributions from Developers (\$2.0 million), higher interest income (\$0.7 million) and the Capital budget not fully spent (\$4.0 million).
2	Trade & Other Receivables	Trade and Other Receivables are favourable to budget by \$1.8 million due to a higher than anticipated level of debtors. \$4.2 million of the receivables balance relates to rate debtors. Total receivables balance is consistent with the previous year and is expected to be recovered in the coming year.
3	Other Assets	Other Assets includes \$0.5 million in accrued income plus \$0.5 million in prepayments not budgeted for.
4	Property, Infrastructure, Plant and Equipment	Infrastructure, property, plant and equipment has a favourable variance of \$255 million which largely relates to the unbudgeted movement from asset revaluations. This year's budget was set before the 2010 asset values were finalised which resulted in a net increase of \$154 million. Total asset values in 2011 also increased by \$78.2 million which largely relates to the market movement of land and building values (\$57 million) and revaluation of transport and drainage (\$21 million increment).
5	Trade & Other Payables	The Trade and Other Payables unfavourable variance of \$2.1 million is primarily due to unbudgeted year end payables and accruals for Materials and Services expenditure.
6	Provisions	Provisions are unfavourable to budget by \$1.3 million due to an increase in the Annual leave provision by \$0.7 million and in Long Service Leave provision by \$0.5 million.
7	Interest Bearing Loans & Borrowings	Interest Bearing Loans & Borrowings are unfavourable by \$21.2 million due to the borrowings of \$21.5 million in December 2010 for the purchase of Council offices at 1230 Nepean Highway Cheltenham. This is consistent with the revised budget adopted by Council in November 2010.
8	Asset Revaluation Reserve	The asset revaluation reserve is favourable to budget by \$225 million. This is largely due to the market movement of Council's land and building assets and revaluation of drainage and transport assets resulting in a higher increase in value than anticipated (\$78 million). The 2010 revaluation increase was also not taken into account when setting this budget which resulted in a revaluation increment of \$154 million.
9	Other Reserves	Other Reserves are \$4.9 million favourable primarily due to unbudgeted cash contributions from developers (\$2.0 million) and \$0.5 million in hostel retention and interest which was largely unspent in 2010/11. In addition, a new foreshore infrastructure reserve (\$1.0 million) and Green Wedge Reserve (\$0.8 million) were established in 2010/11 for renewal and improvement of Council's foreshore and non urban areas.

Standard Statements

Kingston City Council for the year ended 30 June 2011

Capital Works Standard Statement

The Capital Works Statement lists the different categories of capital projects compared to budget and highlights the percentage that was completed in the financial year.

These capital projects are also categorised by the nature of the expenditure as to whether it is related to expansion, renewal, upgrade, non-recurring expenditure or road infrastructure renewal.

	2010/11 Actual \$('000)	2010/11 Budget \$('000)	2010/11 Completed %	Ref
Building Infrastructure	23,062	2,058	1,121%	1
Economic Development	2,319	4,245	55%	2
Community Services	1,197	1,170	102%	
Library & Education	78	250	31%	
Leisure & Cultural Planning	2,323	2,523	92%	
Leisure Centres	374	1,338	28%	
Art & Major Halls	635	208	305%	3
Coastal Reserves	1,751	3,912	45%	4
Parks & Urban Design	2,492	2,425	103%	
Information Services	1,154	2,259	51%	5
Road Resurfacing	958	2,000	48%	6
Road Renewal	6,462	3,879	167%	6
Drainage	755	2,800	27%	6
Footpaths	2,094	2,000	105%	6
Car Parks	37	400	9%	6
Traffic Management	558	530	105%	6
Total Capital Program	46,249	31,997		
Projects Represented by:				
Capital Expansion	25,546	6,790	376%	
Capital Renewal	7,737	12,375	63%	
Capital Upgrade	4,435	6,543	68%	
Road Infrastructure Renewal	7,420	4,438	167%	
Non Recurring Project Expenditure	1,111	1,851	60%	
Total Capital Program	46,249	31,997	145%	

Standard Statements

Kingston City Council for the year ended 30 June 2011

Capital Works

Variance Explanation Report

Ref	Item	Explanation
1	Building Infrastructure	The over-spend in Building Infrastructure by \$21 million is due to the purchase of 1230 Nepean Hwy Council Building (\$21.5 million). This is reflected in the revised budget adopted by Council in November 2010.
2	Economic Development	The under-spend in Economic development is due to delays in the Green Wedge Project (\$850k) and the Main Street Mordialloc shopping centre amenity project (\$590k).
3	Arts & Major Halls	The overspend on Arts & Major Halls capital works of \$0.4 million is due to major renovations carried out at Shirley Burke Hall which were brought forward in the mid-year budget review. These works were originally planned for 2011/12.
4	Coastal Reserves	The under-spend in Coastal Reserves Capital expenditure is predominately due to delays with the Mordialloc Creek Dredging (\$552k), Victory Park Chelsea public amenities renewal (\$279k), and foreshore infrastructure projects (\$1.0 million).
5	Information Services	The Information Services budget was 51% under-spent predominately due to delays in the implementation of the new phone project (\$262k), the VOIP Implementation (\$250k), Corporate Reporting Software (\$102k) and Information Services Strategy Implementation (\$113k). The budget for these items is expected to be spent in the next financial year.
6	Road Resurfacing, Road Renewal, Drainage, Footpath, Car Park and Traffic Management	Works were prioritised and reallocated throughout the year for all road, drainage, footpath and traffic capital works. Total budget under-spend on all drainage and transport works was a total of 6%.

Human Resources Standard Statement

This Human Resources Statement identifies the total employee related expenditure and the number of total equivalent full time (EFT) staff numbers for the financial year.

	Actual YTD to Jun 11	Budget YTD to Jun 11	Increase/ (Decrease) %
Employee Costs \$000	59,931	58,668	2.2%
Employee Numbers (EFT)	802	806	(0.5%)

Certification of the Standard Statements

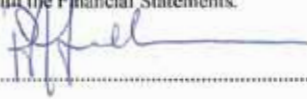
Kingston City Council for the year ended 30 June 2011

CERTIFICATION OF THE STANDARD STATEMENTS

In my opinion, the accompanying standard statements of Kingston City Council in respect of 2010/11 financial year are presented fairly in accordance with *the Local Government Act 1989 and the Local Government (Finance & Reporting) Regulations 2004*.

The of Income Statement, Cash Flow Statement, Balance Sheet and Capital Works Standard Statements, are consistent with the Budget and are prepared on bases consistent with the Financial Statements.

Principal Accounting Officer



P.A. Franklin

Dated:

29/8/2011

In our opinion, the accompanying standard statements of Kingston City Council in respect of 2010/11 financial year are presented fairly in accordance with *the Local Government Act 1989 and the Local Government (Finance & Reporting) Regulations 2004*.

As at the time of signing, we are not aware of any circumstance which would render any particular in the statements to be misleading or inaccurate. We were authorised by the Council on 22 August 2011 to certify the Standard Statements in their final form on behalf of Council.



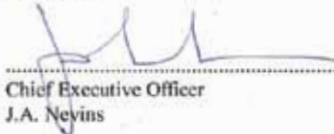
Mayor
R. Brownlees

Dated 29/8/11



Councillor
P. Peulich

Dated 29/8/11



Chief Executive Officer
J.A. Nevins

Dated 29-8-11