

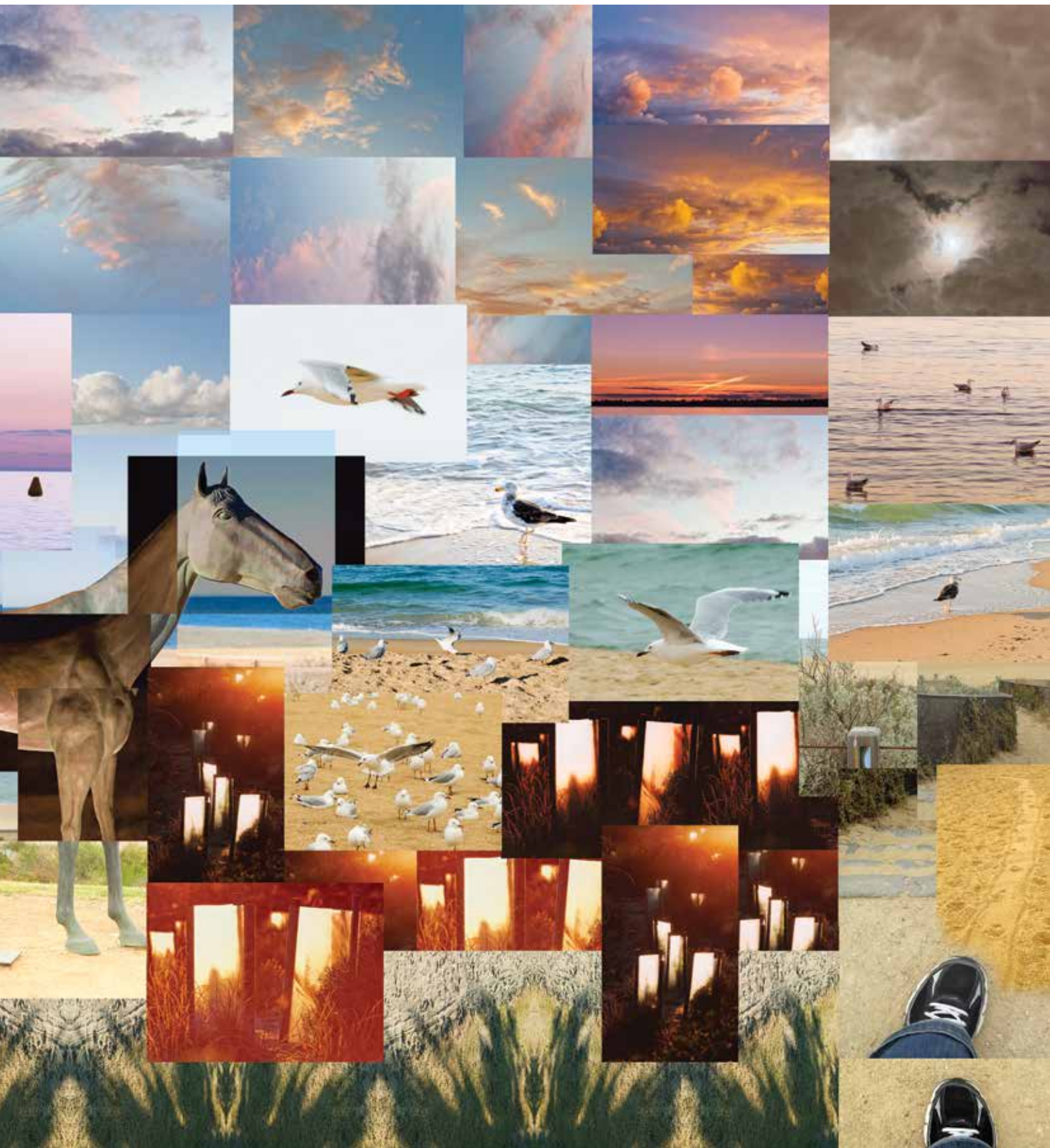
ANNUAL REPORT

2012-13

Understanding, Deciding, Acting
Your Council, Your Kingston



City of
KINGSTON



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

OUTCOMES	GOAL 1	GOAL 2
		
The Council Plan contains Goals to be delivered over a five-year period.	We’re building infrastructure for a safe and active community (refer to pages 46–65)	We’re building a sustainable environment (refer to pages 66–81)
OUR MAJOR ACHIEVEMENTS IN 2012/13	<ul style="list-style-type: none">Delivered the \$40.7 million capital works program which was 93% of the adopted budgetCarrum Foreshore Precinct WorksImplemented the playground renewal programImplemented the playground renewal programImplemented actions identified in the Open Space Strategy, Regional Soccer Strategy and Litter and Graffiti StrategyAligned the Capital Forward Plan to Kingston’s new 2013-17 Council Plan	<ul style="list-style-type: none">Implemented strategies and plans including Green Wedge Management Plan, Coastal Management Plan, Integrated Water Cycle Strategy, Energy Efficiency Strategy, and Tree StrategyConstructed the Moorabbin Arts LinkModelled 14 local catchments to confirm the extent of flooding during extreme storm eventsEngaged with the community and schools through various environmental programs
Results	<ul style="list-style-type: none">Council invested \$44.8 million on Goal 1Satisfaction with local streets and footpaths: 65	<ul style="list-style-type: none">Council invested \$32.9 million on Goal 2Satisfaction with appearance of public places: 73
OUR CHALLENGES AND DISAPPOINTMENTS IN 2012/13	<ul style="list-style-type: none">Drainage improvements require complex construction techniques to manage environmental challengesManaged open space/reserves with increased flooding during peak rain eventsContinued to work with stakeholders to create more opportunities to share existing facilities	<ul style="list-style-type: none">Delays in development of projects beyond Council’s authorityDelays to the implementation of the Biodiversity StrategyAn increasing trend for higher density and more complex planning applicationsCompeting goals and priorities in the community such as coastal vegetation versus bay views

enjoys and expects from their local Council. Listed in the Council Plan and referred to throughout this Annual Report are five key Goals (end results) that are used to measure Council's performance over a five year period. The table below summarises Council's performance in 2012/13 against these five Goals. A more detailed report of the Goals starts on page 46.

GOAL 3	GOAL 4	GOAL 5
		
We're building healthy, strong and connected communities (refer to pages 82–103)	We're building a prosperous, innovative business city (refer to pages 104–113)	We're building community inspired leaders (refer to pages 114–129)
<ul style="list-style-type: none"> • Secured \$4.2 million for early years facilities • The 'Circle of Life' Playgroup won the 2013 Local Government Professional Association Award for Excellence in a Service Delivery Initiative • Continued to implement the Strengthening Clayton and Clarinda Projects • The Public and Health Wellbeing Plan was reviewed and redeveloped • The Family and Children's Strategy was adopted 	<ul style="list-style-type: none"> • Advocated for the industrial precincts to be prioritised in the roll-out of the National Broadband Network • Supported over 16,000 businesses by facilitating networking opportunities including the Business Sustainability Network, CEO Roundtable and Kingston Business Women's Network • Consulted the community on the review of the Footpath Activities Policy 	<ul style="list-style-type: none"> • Delivered the Council Plan 2013-17 and One Vision document • The 2011/12 Annual Report won the Report of the Year at the Australasian Reporting Awards • Implemented the customer commitments and new call centre • Council's new website was launched along with more social media tools for customer communication • Undertook General Council Election and Commencement Program
<ul style="list-style-type: none"> • Council invested \$63.1 million on Goal 3 • Satisfaction with recreational facilities: 74 	<ul style="list-style-type: none"> • Council invested \$3.3 million on Goal 4 • Satisfaction with business and community development: 60 	<ul style="list-style-type: none"> • Council invested \$30.6 million on Goal 5 • Satisfaction with customer contact with Council: 73
<ul style="list-style-type: none"> • Ongoing significant sector reform with Aged and Disability Services and Residential Aged Care • Managing increased challenges faced by young people with mental health issues • Poor weather during the Mordialloc Festival significantly reduced attendance and user fees 	<ul style="list-style-type: none"> • Upgrade of shopping strip on the corner of Lower Dandenong Road and Warren Road was not completed to plan following works required on an electricity power pole • Increased focus on social procurement initiative – Local Buy, Local Employment, Good Corporate Citizenship 	<ul style="list-style-type: none"> • Council was formally informed of its \$10.4 million share relating to the Local Authorities Superannuation Fund • Changes to the Councillor commencement timetable reduced timeframes • The Enterprise Agreement was submitted and then subsequently withdrawn from the Fair Work Commission due to procedural errors

Introduction

Our theme – ‘Understanding, Deciding, Acting – Your Council, Your Kingston’

The Council’s continuing theme, ‘Understanding, Deciding, Acting – Your Council, Your Kingston’ shows our commitment to:

- Understanding the many challenges and opportunities faced now and in the future for the City of Kingston.
- Deciding the best way forward to help us achieve the vision of making Kingston a ‘diverse, dynamic community where we all share a sustainable, safe, attractive environment and thriving economy’.
- Acting on the recommendations from the community, stakeholders, Councillors and officers who are committed to responding to the demands of our growing population.

This theme is demonstrated in the decisions made during 2012/13, particularly in relation to understanding the importance of community consultation through Living Kingston 2035; securing the future of Kingston’s Green Wedge (non-urban land); deciding how to restore our ageing infrastructure; revitalising the historically-significant Mordialloc Creek and its surrounds; understanding how our community buildings are managed to reflect our changing lifestyles; acting on the requests from our community by providing exceptional service and enhancing our responsiveness; and deciding how to embed a culture of Community Inspired Leadership that will be reflected in the way we serve our community.

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 goals:

1. We are planning, building, and maintaining safe and accessible infrastructure for our community which will provide long term value.
2. We are adopting a sustainable and balanced approach to our built environment to provide protection, enhancement and preservation of Kingston’s natural environmental assets.
3. We are striving to build stronger and healthier communities by delivering services and programs which strengthen and have a positive impact on the wellbeing and security of our community.
4. We are supporting all businesses for sustainable local economic growth, employment opportunities and wealth generation that are fundamental to a globally competitive community.
5. We are engaging with the community to encourage and support its development and strength through leadership and advocacy.

Welcome



GARDEN PLOTS

The City of Kingston proudly presents the 2012/13 Annual Report to our community. Our Annual Report describes Council's 2012/13 operations, and the diverse achievements and challenges throughout the year. Our performance is measured in line with the standards that you, our community, expect in the delivery of more than 100 vital services and programs.

This report illustrates our performance against the strategic objectives set in the 2009–13 Council Plan and our long-term financial strategy. Our Annual Report is integral to our governance processes in which we are open and accountable to our community.

Kingston will continue to seek feedback on its performance reporting through external bodies including the Municipal Association of Victoria, Australasian Reporting Awards, and of course the community. Over the past six years, Kingston has been recognised for its reporting through its Annual Report having achieved a gold award at the Australasian Reporting Awards. The 2011/12 Annual Report was awarded the Report of the Year for Public/ Not for Profit Organisations. We hope our Report helps you better understand Kingston City Council's performance and we value any feedback to help us continually improve our reporting to the community.

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Front cover: The cover was entered into the Lens Mist Kingston Arts annual seascape photography award and exhibition by Mordialloc resident Wendy Roe. The entry features the Horse Paddock section of the Bay Trail. Each year, photographers of all ages and abilities are invited to submit photographs of Port Phillip Bay for their chance to win the highly sought-after Best Photograph prize worth \$5000.

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ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Council acknowledges the Kulin Nation as the Traditional Owners of the land of which the municipality is a part and pays its respects to their Elders, past and present. Council is a member of the Inter Council Aboriginal Consultative Committee (ICACC).

Our Organisation

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.
- Effective communication and engagement.

Our organisation's culture

Community Inspired Leadership describes the essence of our organisational culture. The diagram below 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.



Kingston employees Emily Boucher, Rosa Zouzoulas and Renae Walton enjoy a Kingston Council Employee Recognition Event.

Our Services – Rates at Work

Services we deliver to our residents

The City of Kingston is a major organisation comprising 19 departments with 79 teams that together provide more than 100 different services and programs to the community.

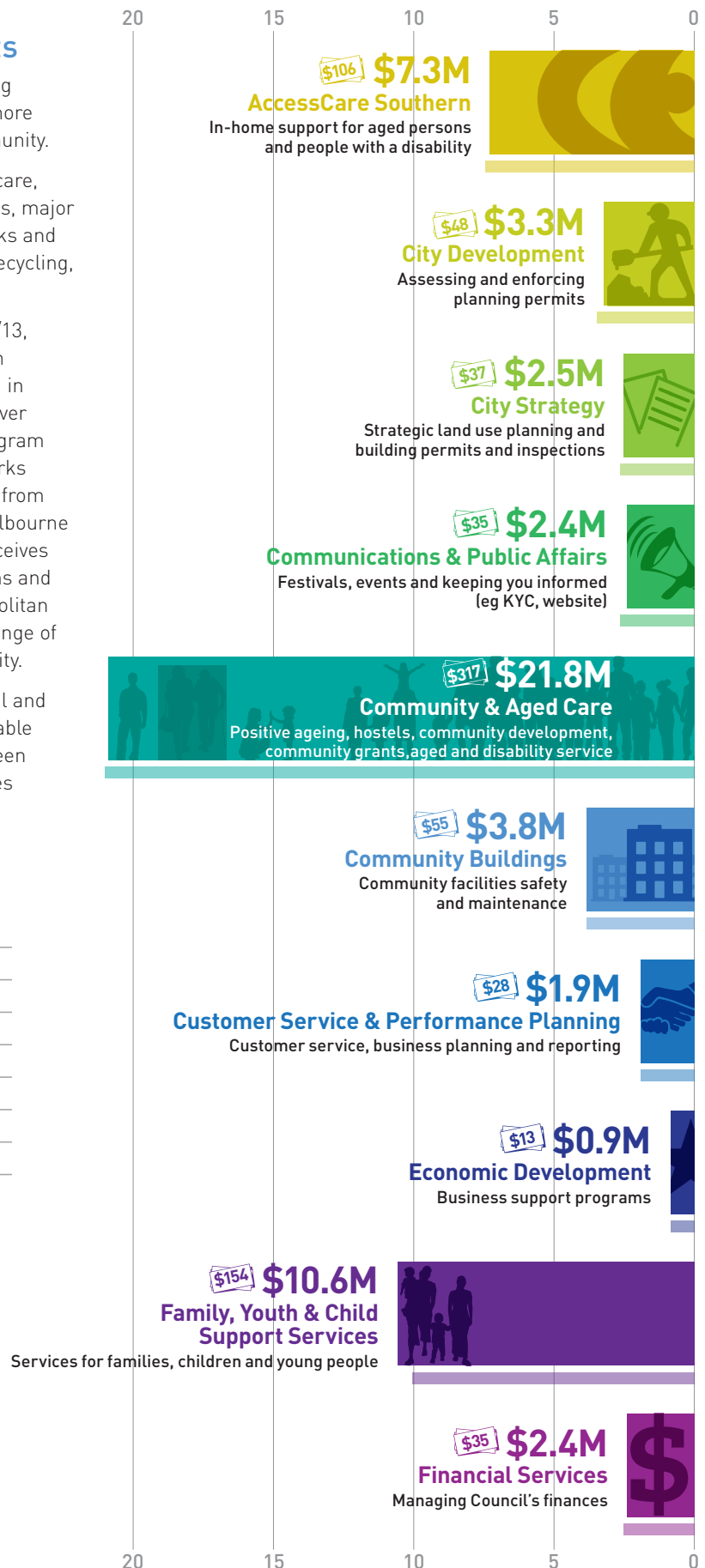
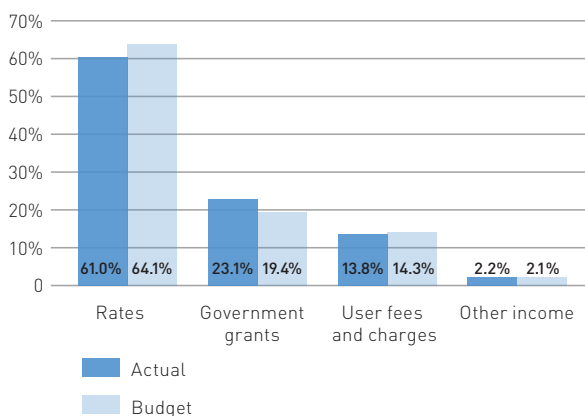
Services cover a broad range of areas including aged care, leisure and culture, children, family and youth, libraries, major festivals and community events, communications, parks and open space, planning, roads, governance, waste and recycling, drains and footpaths.

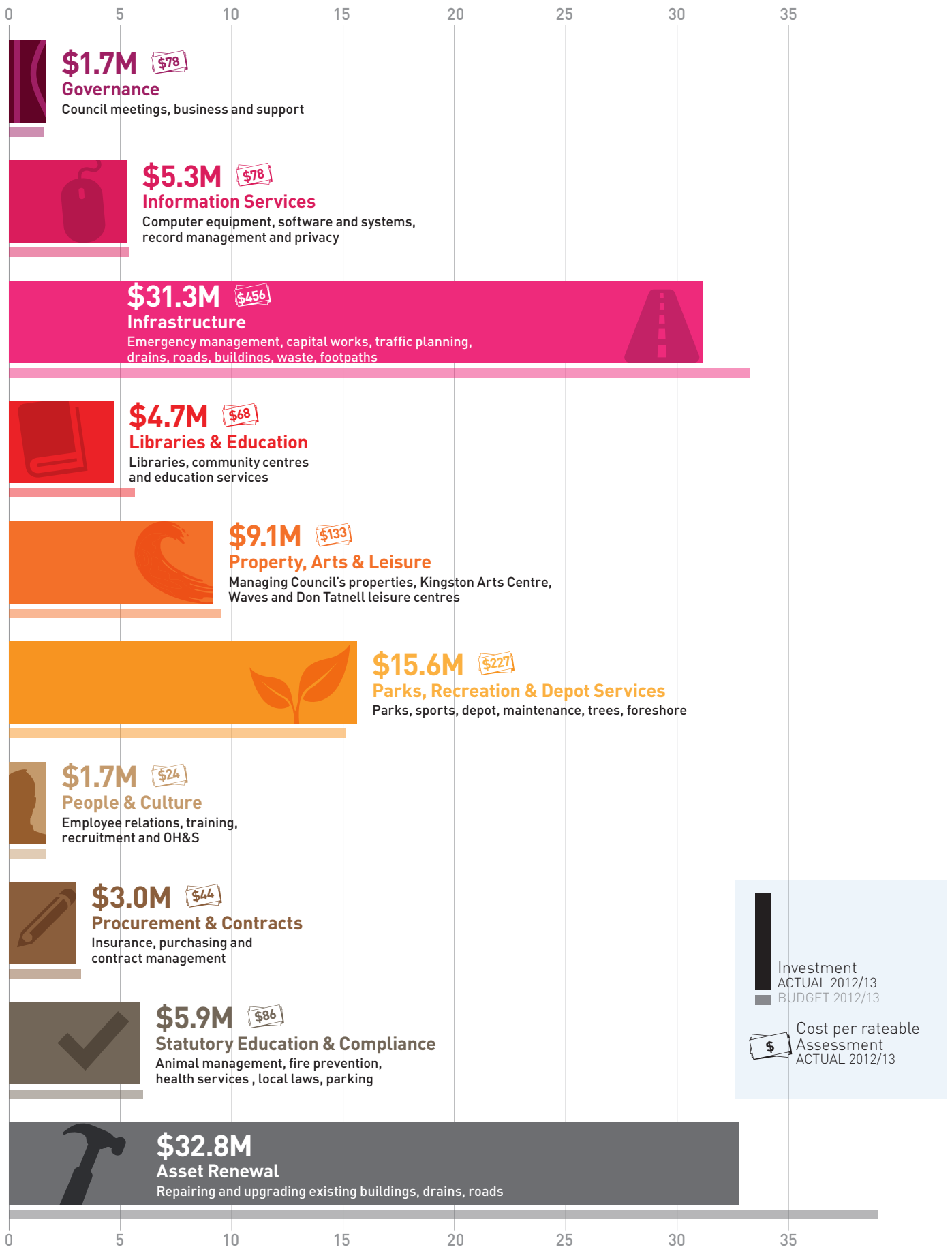
It cost \$176 million to run the City of Kingston in 2012/13, comprising \$107 million in rate revenue, \$36 million in State and Federal Government grants, and \$33 million in other revenue (see Figure 1). The surplus of revenue over expenditure contributes to Council's capital works program (see pages 6 and 59 for details on Council's capital works program). The average Kingston rate bill is \$1,546 (up from \$1,459 or 6% from 2011/12) compared to the Inner Melbourne Metropolitan Councils' average of \$1,591. Kingston receives more Government grant funding both in absolute terms and as a percentage of total revenue than all inner metropolitan Councils, enabling an extensive and comprehensive range of services to be delivered in partnership to the community.

A snapshot of some of the services provided by Council and a breakdown of the cost for each department per rateable assessment to show how this money was spent has been depicted graphically on the following pages. The figures include overheads but exclude depreciation.

Revenue Sources

Figure 1: Total Revenue 2012/13 \$176 million





Kingston's Major Projects

Council has been committed to delivering real outcomes from our capital works program throughout 2012/13. Effective delivery of capital projects is essential for achieving Council's objectives of providing safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community. See page 59 for a more detailed breakdown of capital works expenditure by program area and budget. A summary of projects and some more detailed examples are shown in the table and text below.

Table 1: 2012/13 \$40.7 million Capital Works Highlights and Examples of Projects within Program Areas

Roads, footpaths and traffic management	\$6.9 million
Footpath renewal projects (79 locations)	\$1,552,000
Road Resurfacing Program	\$1,341,000
Drainage upgrades and flood mitigation	\$3.1 million
Springs Rd, Clayton South – upgrade	\$1,256,000
Balcombe Rd, Mentone – upgrade	\$388,000
Parks, sports and recreation (inc Pavilions and Toilets)	\$7.1 million
Bert Thomas Pavilion, Edithvale Recreation Reserve	\$1,372,000 (\$3.2 million contract in progress)
Kingston Heath synthetic hockey pitch renewal	\$579,000
Community building renewal	\$9.0 million
Parkdale Hub	\$1,770,000 (\$7.8 million project in progress)
Chelsea Activity Hub	\$1,111,000
Building renewal program work – various locations	\$934,000
Mordialloc Masonic Lodge Hall preservation works	\$363,000
Mordialloc Historical Society	\$245,000
Coastal reserve and Mordialloc creek	\$10.4 million
Mordialloc Creek Dredging (completion of stage 2 of project)	\$4,890,000
Carrum Life Saving Club reconstruction	\$1,741,000
Carrum Foreshore Precinct development	\$990,000 (\$1.3 million project in progress)
Corporate Systems	\$1.7 million
Phone system and communications replacement	\$576,000
HRIS Employee management software	\$414,000
Activity Precincts	\$2.5 million
Mordialloc precinct – Main St renewal and upgrade	\$824,000

Dredging to enhance amenity of Mordialloc Creek

Mordialloc Creek dredging works were initiated to improve the environmental health of this important natural asset. The project was carried out in two stages over the 2011/12 and 2012/13 financial years. A grant from State Government covered \$6 million of the \$7.8 million project, with the shortfall being funded by Council. Overall the project has been delivered both on time and on budget. During 2012/13, the project cost was \$4,889,901 compared to the budget of \$4,857,400. In 2011/12, a further \$2,894,327 was spent, which included the replacement of the mooring poles. During the dredging works, a number of the poles were displaced

and it was timely to renew them. The pole replacement was considered to be an essential part of the dredging project as dredging could not proceed without disturbing the poles.

The dredging contractor began by removing sediment which was transferred by barge to a purpose-built unloading, treatment and load out area. In order to protect the existing retaining wall and also to accommodate safe working practices for the contractor, the unloading area required the removal of some vegetation at Attenborough Park. All disturbed areas of vegetation were reinstated to their original or better conditions when works were completed. Council engaged with residents, users, local clubs, and businesses directly affected by the large scale project to minimise disruption.

Committed to improving play in Kingston

As part of Council's Playground Renewal Program, Heatherton Park in Clayton now has an exciting new landscape and playground. Construction of the space began in September 2012 and was completed in November 2012 at a cost of \$150,000. The works follow a landscape concept plan developed in close consultation with the Friends of Heatherton Park and the local community.

Key elements of the new park include:

- A unique new playground with equipment for all ages.
- A new picnic area.
- New park lights.
- Improved paths and park furniture.

The development has revitalised the former playground and facilities at the Ireland Road entrance of the park which were old and underutilised. Council's Playground Strategy suggested that the Ireland Road playground was the most suitable location for a revitalised playground at Heatherton Park. It is closer to local houses and has existing infrastructure. Elements of Monster Park at the Heatherton Road entrance to the park were also used to create a special play space at the Ireland Road entrance. The revitalised playground and surrounding areas are now being enjoyed by our community across all ages.



Heatherton Park's revitalised playground.

Carrum beach transformation

Carrum foreshore was transformed through a series of works that will protect the beach against erosion and provide more recreational spaces for the community at a total cost of \$1.3 million. The project also incorporates works to the car park, footpaths, new lighting, public toilets and beach play space. These works will complement the recently completed Carrum beach boardwalk. More information on this project is available on Council's website. Public consultation for the Carrum Foreshore Precinct Master Plan concluded in August 2012. Construction of the new Carrum Surf Lifesaving Club has also been completed (see page 48 for more detail on this project). Construction of Stage 1 and 2 of the precinct master plan elements including the new Carrum Erosion Control Wall, the wall-top boardwalk, hand railing, lighting, new playground, replacement of overhead power lines with new lights and dune planting has been completed.

Parkdale and Edithvale Family and Children's Centres

As part of its commitment to deliver excellent early years services, Council has recently contractually committed to the construction of two new integrated Family and Children's Centres in the municipality at a cost of over \$12.5 million, funded in part with grants from the Victorian Government totalling \$3 million.

The new centres, which are located in Parkdale on the site of Parkdale Secondary College and at the Edithvale Recreational Reserve, will provide best practice integrated early years and family services for current and future generations in Kingston and provides a contemporary early years education and care environment.

Collectively, these exciting developments provide the opportunity for Council to:

- Transfer three of its existing Long Day Care Services, currently housed in ageing buildings, in to new purpose built facilities which meet modern legislative requirements and cater for growing community demand.
- Provide additional 3 and 4 year old kindergarten spaces in these areas of the City which are facing current and increasing community demand for this service.
- Relocate a number of existing Maternal and Child Health services from ageing buildings at Parkdale, Aspendale and Aspendale Gardens.
- Provide greater flexibility in MCH appointment times in order to better meet families' appointment requirements.

Construction at both Centres will commence in 2012/13 and are expected to be fully operational in early 2015.

A Message from the Mayor by Cr Ron Brownlees OAM

On behalf of my fellow Councillors, I am pleased to present Kingston Council's Annual Report 2012/13.

This year was one of considerable achievements and also considerable change. The outgoing Council completed its term in October 2012 and has left Kingston with a legacy of achievements that include the adoption of the Green Wedge Management Plan, the completion of the Mordialloc Creek dredging and Namatjira Park wetlands in partnership with the State and Federal Governments.



Mordialloc Creek.

The newly elected Council, including four first time Councillors, is well positioned to build on the strong strategic, financial, and policy foundation of its predecessors.

Informed by the robust community consultation data collected as part of the Living Kingston 2035 project, we developed our comprehensive Council Plan that sets our strategic direction for the next four years and beyond. The inclusion of a new goal to be an 'effective voice' reflects the community's desire for us to strengthen our advocacy, consultation, communication and partnerships to achieve benefits for the Kingston community.

This is more important than ever in the face of some major ongoing challenges, such as the rollout of the National Broadband Network which is critical to Kingston's significant industrial and business sector that is struggling to compete using the inadequate and outdated infrastructure currently in place.

Council has recently been successful in its advocacy on behalf of the community to restrict the development of non-aviation related activity on the federally-owned and managed Moorabbin airport land, and looks forward to working with the operators to support the many businesses and workers who depend on the future of the Moorabbin airport.

Council's efforts also continued on behalf of residents in the north of Kingston to combat offensive odours coming from local tips and illegal rubbish dumping which costs us almost \$150,000 every year.

This new Council has been quick to get on with business and has made significant decisions to deliver generational change to vital services. This decisive action included offering Council-owned land for sale to help secure a new modern facility for residential aged-care services in Kingston, and announcing plans to develop two new family and children's hub facilities for Parkdale and Edithvale. With generous State Government support, these hubs will substantially increase places for local families within care and education programs.

Such key decisions help work towards our shared vision for the future – Living Kingston 2035 – which was informed by more than 13,500 ideas from the community and finalised in August 2013. This vision is an important component of community engagement and partnership, and provides an exciting perspective on the Kingston of the future.

Maintaining Council support for our business community is vital for us to achieve our vision. In 2012/13, our efforts focussed on stimulating business growth by introducing programs to foster innovation and secure local jobs.

Some of our key retail activity centres were enhanced through the delivery of a \$40.7 million capital works program, which also included renewing facilities that help to sustain more than 100 quality services and programs that Council provides on an ongoing basis. We have also continued advocacy and support for small business following the introduction of the State Government's new commercial zones.

Council continued to support local organisations to deliver additional services that enrich the community through \$1.19 million in community grants, supported by an additional \$40,000 in grants dispersed through the Kingston Charitable Fund.

The Fund itself was recognised for its valuable contribution to the Kingston community through a \$100,000 injection from the State Government, with the promise that this would be doubled if we could match it with an additional \$100,000 ourselves. I am proud that with the support of the local business community, that target was reached months early and will benefit the Kingston community for decades to come.

On the festive front, we enjoyed another year of stand-out community celebrations as part of Kingston's extensive program of festivals and events. We created connections between key events and Council programs, such as positive ageing and funding grants for important cultural celebrations like NAIDOC, Children's Week and Seniors Festival. You will have read about them in your monthly Kingston Your City newsletter.

With an eye on the future, Council is ready and equipped to make critical decisions on key issues, such as the implementation of new residential zones, delivering on part of the Green Wedge Management Plan, establishing a new Council depot and delivering on funding agreements to implement CCTV as a component of our community safety initiatives.



Adam Awty (Chief Operating Officer, CPA) and Tim Sheehy (Chairman, Australasian Reporting Awards) present the Mayor and Louise Barren (Program Leader Organisational Planning and Performance) with the Australasian Report of the Year for Public and Not-For-Profit Organisations.



Students from Chelsea Heights, Mentone Park, Bentleigh West and Kingston Heath primary schools celebrate their wildlife garden and their 2013 UN Environment Award with the Mayor.

We look forward to another year of strong support from the many community members, sports clubs, businesses, families and volunteers whom I have thoroughly appreciated working with during 2012/13. To you, I extend my heartfelt thanks during my fifth term as Mayor.

I would also like to thank my fellow Councillors, past and present, the Chief Executive Officer, General Managers and all other Council staff for their support and the contribution they make to Kingston. We are lucky to have so many committed individuals serving our community for the benefit of the entire municipality.

Finally, I urge you to read the Annual Report as this is one of the main ways we highlight the accomplishments and challenges ahead for our community. We strive to deliver a comprehensive and transparent account of what we have achieved and what we are planning and addressing. We are proud that these efforts were recognised at the 2013 Australasian Reporting Awards, when our 2011/12 Annual Report was named "Report of the Year" in the Public and Not-For-Profit Organisations category. We will continue to place a high priority on providing the best possible report to our community.

A handwritten signature in black ink, reading 'Ron Brownlees'.

Cr Ron Brownlees OAM
Mayor, City of Kingston



Chief Executive Officer's Report by John Nevins

A message from the Chief Executive Officer

A newly elected Council, continued budgetary constraints and the most comprehensive community planning process ever conducted by Council presented opportunities and challenges for the organisation and Kingston community in 2012/13. This Annual Report provides an open and transparent account of our performance against the key outcomes of the Council Plan within this context.

Reflecting on October 2012, the organisation provided a significant amount of support throughout the Council election period to ensure compliance with all caretaker requirements and the induction of the new Council. This included applying these provisions to the new space of social media, and delivering a comprehensive Councillor Commencement Program to ensure the new Council received all the support and information necessary to begin their task as efficiently as possible.

It also meant saying farewell to some Councillors and fostering strong working relationships with new Councillors – fundamental to our ability to deliver on the evolving needs of the Kingston community.

Typically community needs and expectations of Local Government increase simultaneously with economic uncertainty and a rise in living costs, and this year was no exception. Funding from other levels of government has not kept pace with the increased demand and higher expectations for our services, facilities and assets, creating further pressure on us to make ends meet.

This pressure was felt right across the organisation as we strived to do more with less whilst also meeting an unbudgeted \$10 million defined benefit super expense. Through the implementation of a number of cost containment initiatives, the strong shared commitment of employees, and some tough decisions at times, the organisation rose to the challenge by allocating resources where they were most needed in the community, while meeting this unexpected obligation.

This was demonstrated by our delivery of \$40.7 million in capital works, a comprehensive program which incorporated \$3.1 million drainage and flood mitigation, \$6.9 million for roads, footpaths and traffic management and continued our strong investment in our portfolio of ageing assets, to ensure they are enhanced and maintained to respond to the future needs of the community.

Living Kingston 2035 was a rigorous process designed and overseen in partnership with the community through the Community Vision Reference Panel. Informed by more than 13,500 of your ideas, it is a vision that we all share, and a vision that together we can achieve. In addition to creating a vision for the future, the input gathered from more than 5,800 community participants has been compiled into research reports and used to inform the four-year strategic plan of this Council, and will continue to do so for future Councils.

Pleasingly this work continues to be well received by our residents as reflected in this year's excellent community satisfaction survey results. Benchmarked against our other Victorian counterparts we scored higher than average on overall performance, advocacy, community consultation, customer service and Council direction, and significantly higher than average on traffic management, parking facilities, condition of local streets and footpaths, recreational facilities, arts centres and libraries and environmental sustainability.

This survey also highlighted areas for improvement, including planning for population growth, community consultation and engagement and Council's general town planning policy. That said, in each of these areas Kingston was still above the state average.

An area of focussed improvement has been customer service – our community indicated that we needed to do better so this year we instigated a concerted program of behavioural change, transforming our approach from 'customer service to customer care'.

We worked towards a 'first point of resolution' outcome, reallocating some traditional counter staff to the phones to reflect community trends, installed a new telephone system and enhanced our response to an increasing number of social media enquiries. We rolled out a new service commitment across the organisation reinforced through staff training, and improved process for issue resolution.

The results speak for themselves, with the completion of more than 94 per cent of customer requests on time and answering 80 per cent of all calls within 20 seconds. These metrics were reflected with the community satisfaction survey results, rating us two points higher than the average for Victorian councils and on par with the inner Melbourne metropolitan average. Customer service interactions via social media was rated highest (78) followed strongly by 'in person' and 'by telephone' (both 75).



Inspirational speaker Steve Monaggetti with (from left) CEO of Youth Connect Danny Schwarz and Kingston CEO John Nevins at the launch of the 100 Jobs in 22 Days campaign.



Drainage works at Springs Road.

These results are driven by our culture of 'Community Inspired Leadership' and commitment to excellence, and these values were acknowledged through numerous awards for innovation and capability in 2012/13 that you will read about further in this report – all motivated by our aim to achieve the absolute best for our community.

At the heart of this commitment was our sustained focus on safety at work. Our 'take care, take control' internal safety strategy implemented training initiatives, identified and removed hazards and shifted the organisation towards early intervention. The outcome of the strategy was a 29 per cent reduction in lost time injuries compared to 2011/12 and the lowest on record for Kingston.

I take pride in commending the organisation for the outstanding work during 2012/13 and acknowledge the leadership and support of our Mayor Cr Ron Brownlees OAM and Councillors, former and present.

The strong working relationship between Council and the dedicated staff of the City of Kingston has enabled us to put a range of essential services and projects in place, and develop new strategic plans that will be essential to the bright future of everyone in the community.

John Nevins
Chief Executive Officer



Chief Financial Officer's Report by Paul Franklin, General Manager Corporate Services

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 objectives 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 2012/13 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 \$2.5 billion of community assets under the control of Council.
- Progressively eliminating Council's inherited asset renewal gap assessed by the MAV "Maloney Model" in 2008 to be approximately \$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.

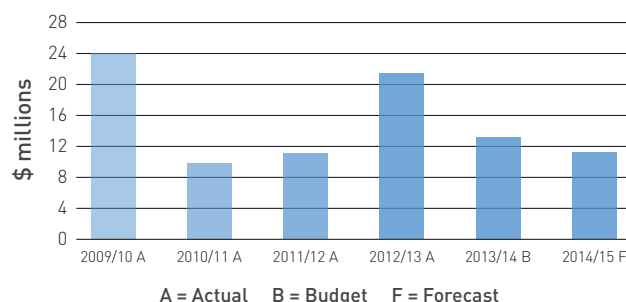
Summary

- \$176 million operating budget.
- Council's total capital works expenditure was \$40.7 million.
- Rates and charges comprised \$107.4 million (61%) of the total operating budget.
- Operating surplus of \$21.4 million, \$14.2 million favourable to the budgeted surplus of \$7.2 million. This is influenced by \$2.9 million in cash contributions from developers, \$2.2 million early grant payment from the Victorian Grants Commission for 2013/14 funding and \$3.0 million of unbudgeted grants for the Parkdale Hub and Edithvale Children's Centre.
- Cash holdings increased by \$2.6 million to \$43.3 million.

Net operating result

The operating surplus in 2012/13 was \$21.4 million, an increase from \$11.1 million in 2011/12. This result is influenced by \$2.2 million received in advance for early grant payment from the Victorian Grants Commission for 2013/14 funding. In addition, during the prior year, Council recorded the Local Authorities Superannuation Fund Defined Benefit unfunded liability call of \$10.4 million as an expense. No further expense was required in 2012/13. This result continues the trend of a surplus which will be maintained in the future as shown in Figure 2.

Figure 2: Net Operating Result



The Comprehensive Result (Table 2) (i.e. Operating surplus adjusted by the net asset revaluation increase/(decrease) was \$112.9 million after adjusting for the Net asset revaluation of \$91.5 million.

Table 2: Operating Surplus Adjusted by the Net Asset Revaluation

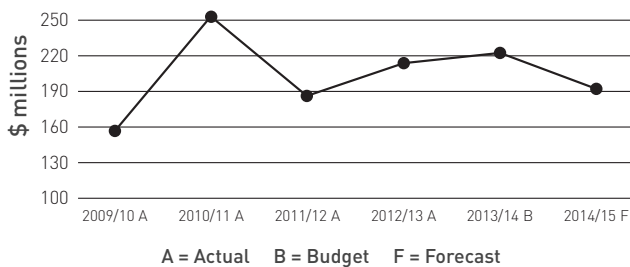
	2013	2012
Comprehensive Surplus	112,889	59,746
Less Net asset revaluation movement	(91,456)	(48,650)
Surplus	21,433	11,096
Less One-off/Non-recurring adjustments:		
Non-Cash Developer Contributions	(40)	(5,190)
Found Assets	(22)	(2,186)
Non-recurrent grants	(6,599)	(3,455)
Underlying Surplus	14,772	265

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. Normally, 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. The Underlying Result for 2012/13 is \$14.5 million favourable compared to 2011/12 which is largely influenced by two items. During 2011/12 the surplus included a \$10.4 million expense for the Local Authorities Superannuation Fund Defined Benefit unfunded liability call. This expense was not incurred in 2012/13 and there was an increase of \$3.1 million in Non-recurrent grants received in 2012/13 which includes unbudgeted grants for the Parkdale Hub and Edithvale Children's Centre.

Sustainable capital expenditure

The level of capital expenditure in 2012/13 continues to deliver on the challenge of renewing community assets. The Capital Expenditure to Depreciation ratio of 209% (2011/12 185%) 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 (See Figure 3).

Figure 3: Ratio of Capital Expenditure of Depreciation

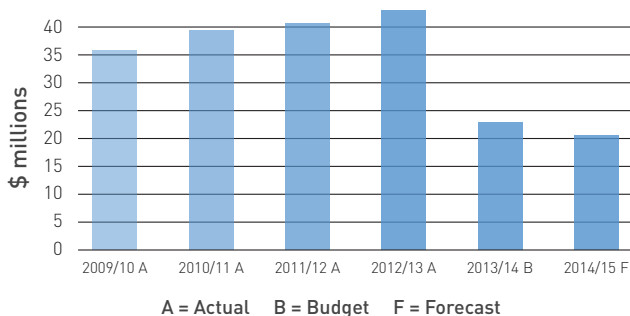


Cash reserves

In total, Council's cash holdings have increased by \$2.6 million during 2012/13 to \$43.3 million. \$9.2 million of this will be utilised to pay for capital works carried forward from 2012/13 to 2013/14 and Grants received in advance of \$2.2 million related to the Victorian Grants Commission early payment for 2013/14 funding.

Figure 4 indicates that Council is achieving its objective of a balanced cash position in the long term. Note 2012/13 cash reserves are high due to Capital Works carried forward to 2013/14 of \$9.2 million and non recurrent and operating grants received in advance totalling \$5.3 million offsetting the \$9.5 million expense for the Local Authorities Superannuation Fund Defined Benefit unfunded liability call paid in 2012/13. 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.

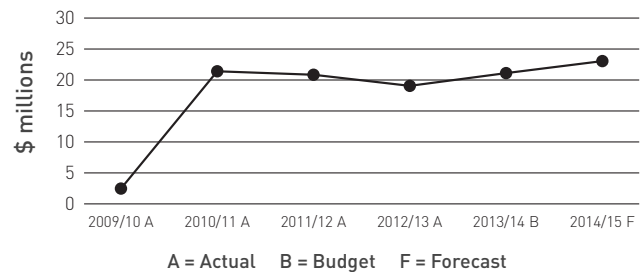
Figure 4: Cash Reserves



Debt levels

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 budgeted \$2.5 million extra borrowings for the 1230 Nepean Highway asset renewal works was not drawn, saving Council interest expense into the future. The long term financial strategy anticipates borrowing \$3.0 million in 2013/14 as Council's contribution to the new Community Hub at Parkdale. (See Figure 5)

Figure 5: Debt Outstanding



See page 186 for the full Financial Report.

Paul Franklin
General Manager
Corporate Services



Year in Review



JULY

WEDNESDAY 25 JULY

Respite Holiday Program Launch, Yarrabah School, Aspendale

JULY COUNCIL MEETING

Council adopts 12/13 budget

JULY

Naidoc Week

JULY

Opening of Melaluca Activity Hub (new facility), Melaluca Activity Hub



TUESDAY 23 JULY

Council approved \$1.89mill in community grants

AUGUST

FRIDAY 3 AUGUST

Tom Johnston Pavillion Launch, Chelsea

THURSDAY 30 AUGUST

Mayoral Appreciation Function

FRIDAY 31 AUGUST

Pushstart Battle of the Bands Freeza Event

SATURDAY 18 AUGUST

The Ball for people with disabilities in partnership with Greater Dandenong City Council Springvale Town Hall



AUGUST COUNCIL MEETING

Council adopts Green Wedge Plan

SEPTEMBER

WEDNESDAY 12 SEPTEMBER

Kingston Charity Fund Grant Giving Ceremony, Shirley Burke Theatre

THURSDAY 13 SEPTEMBER

150th Celebrations – Clocktower time capsule, Arts Centre

WEDNESDAY 12 SEPTEMBER

One of five, Kingston Business Womens Network meetings, Moorabbin

MONDAY 10 SEPTEMBER

Annual Hard Waste Collection commenced – 3,293 tonnes of mixed waste material was collected



SEPTEMBER COUNCIL MEETING

Adopt the Kingston Family and Children's Strategy 2013–2017

OCTOBER

WEDNESDAY 3 OCTOBER

State Wide launch of Community Safety Month, Aspendale Gardens Community Centre

SATURDAY 13 OCTOBER

Harmony Cup, Kingston Heath Reserve



SATURDAY 27 OCTOBER

Local Government Elections

OCTOBER

Kingston Seniors Festival

NOVEMBER

FRIDAY 30 NOVEMBER

Two Acre Village' Mural in Cheltenham launched, Charman Road

SATURDAY 17 NOVEMBER

Living Kingston Area Based Forums commence

SUNDAY 25 NOVEMBER

Waves Family Fun Day



MONDAY 5 NOVEMBER

New Mayor Cr Ron Brownlee OAM elected

DECEMBER

SATURDAY 1 DECEMBER

Kingston Night Art Market, Arts Centre Car Park

SUNDAY 16 DECEMBER

Carols by the Bay, Peter Scullin Reserve



Kingston Charitable Fund receives \$100,000 State Government Grant

Lil' Flicks Youth Short Film Festival



JANUARY

SATURDAY 26 JANUARY

Australia Day Breakfast
Kingston Town Hall

SATURDAY 26 JANUARY

Globe to Globe World
Music Festival,
Namatjira Park



SATURDAY 26 JANUARY

Namatjira Park Wetlands
Official Opening,
Namatjira Park

FEBRUARY

THURSDAY 14 FEBRUARY

Kingston City Hall Clock
Tower Launch, Kingston
City Hall



MARCH

SAT 16 & SUN 17 MARCH

Mordialloc by the Bay –
Fine Food, Wine & Music
Festival, Peter Scullin
Reserve

SUNDAY 3 MARCH

Clean Up Australia Day

FRIDAY 8 MARCH

Council launches Pop-up
Bar, Kingston City Hall



THURSDAY 14 MARCH

Council launches Family
and Children's Strategy
2013–17

APRIL

SATURDAY 13 APRIL

Kingston Heath Hockey
Pitch Opening, Kingston
Heath Reserve

WEDNESDAY 24 APRIL

The 'Art Pass' and
Chelsea Activity Hub
Opening, Chelsea Activity
Hub



Council announces
Parkdale and Edithvale
Family and Childrens
Hubs

FRIDAY 19 APRIL

Daniel Passante elected
Junior Mayor for 2013–14

MAY

SATURDAY 11 MAY

Harvest Festival
Roy Dore Reserve
Carrum



FRIDAY 17 MAY

Mordialloc Historical
Trail Launch, St Bridgets
Mordialloc

FRIDAY 10 MAY

Big Green Schools
Project

Kingston launches new
website

Council approves to start
recording/live streaming
council meetings

JUNE

FRIDAY 14 JUNE

Charitable Fund Annual
Dinner, Woodlands GC

Information seminars
about changes to
Residential Planning
Zones in Kingston

Community Satisfaction
Survey Results
released

COUNCIL MEETING

Adopt the Multicultural
Action Plan 2013–2017

Adoption of the
One Vision Council
Plan 2013–17 and
LivingKingston2035



Snapshot of Kingston

Open space at Kingston Heath, Heatherton, is popular with families.

The City

The City of Kingston is approximately 20km south of the Melbourne CBD, and borders the cities of Bayside, Monash, Glen Eira, Greater Dandenong and Frankston. The City boasts beautiful beaches, world-class golf courses, bushy reserves, tranquil wetlands, safe bicycle and walking paths, and top retail outlets that attract locals and visitors alike.

Each suburb offers something different, from diverse businesses, housing, shops and restaurants to beaches, bushland, parks and playgrounds.

The City of Kingston is one of Victoria's major employment centres and has one of the largest and most concentrated industrial sectors in the state. Kingston has about 15,500 businesses, many of which are small to medium enterprises. Active community and business networks play an important role in linking and supporting local businesses.

Businesses within Kingston employ just over 70,000 people, with almost 30 per cent of residents working locally, enjoying shorter travel times and improved work-life balance. In the last 10 years there has been a clear shift in the industries in which our residents work. In 2001, 18 per cent of Kingston's resident labour force worked in manufacturing, but this reduced to 13 per cent by 2011.

Our community is well served by retailers. The City has one of Melbourne's largest shopping centres, Southland, several major activity centres including Moorabbin, Cheltenham, Mentone, Mordialloc and Chelsea, and numerous smaller local and neighbourhood shopping precincts.

Population

Kingston is a diverse community, with an estimated residential population of 148,000 across a wide range of ages, household types and cultures. Our community is growing. The population is expected to reach more than 167,000 by 2031, making up an anticipated 68,000 households.

Consistent with national trends, Kingston's oldest residents comprise the fastest growing population group in the municipality. Future planning will explore how services will cope with the greater demand caused by this increase.

Table 3: A Changing Population

Age Group	2011	2031	Change
Under 12	20,500	22,500	9%
35-49	32,500	35,000	7%
70+	17,000	23,000	37%

Kingston is home to residents from more than 150 countries who speak over 120 languages, creating a culturally-diverse city.

About 30 per cent of Kingston residents were born overseas, with 22 per cent from non-English speaking backgrounds including Indian, Greek, Chinese, Italian, Vietnamese and Sri Lankan communities.

Our diverse cultural heritage is regularly celebrated in festivals and events and is always a priority in planning culturally-appropriate services.



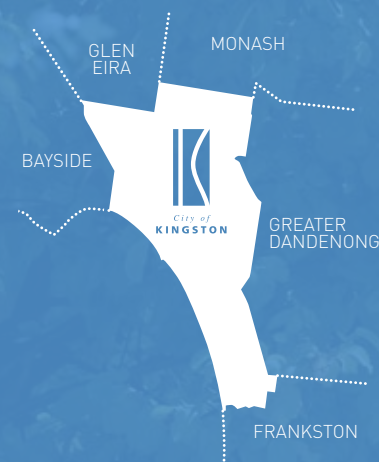
Our history

Formed in December 1994, the City of Kingston combines the former cities of Moorabbin, Mordialloc, Chelsea, Springvale and Oakleigh. The complex amalgamation was a consequence of the State Government's major restructure of Victorian Local Government and brought together diverse communities to form a new unified city. In the intervening years, Kingston rose to the challenge to build a vibrant and dynamic municipality that residents and ratepayers can feel proud to call home.

Kingston's rich Aboriginal history dates back thousands of years, with the Kulin nation as the Traditional Owners. Since European settlement, the area has evolved with varying land uses like farming, fishing, market gardens, quarrying, manufacturing, retailing and transport (including Moorabbin Airport).

The origin of the name 'Kingston' may come from the King brothers, a local pioneering family with thousands of acres that were referred to as 'Kings Land' or 'Kingstown'. A more recent derivation comes 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>



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

Waterways

Council Wards

On 27 October 2012, a new Council was elected to serve the interests of residents in the City of Kingston. A number of councillors were either not re-elected or did not stand. They were Arthur Athanasopoulos (North Ward – served on Council from 2000–2012), Lewis Dundas (Central Ward – served on Council from 2008–2012), Dan Moloney (South Ward – served on Council from 2011–2012) and Trevor Shewan (South Ward

– served on Council from 2001–2003 and 2008–2012). These dedicated and able councillors served the community for the first four months of 2012/13. We acknowledge and thank them for their commitment during this time. The newly elected councillors were Geoff Gledhill, Tamsin Bearsley, Tamara Barth and David Eden whom Kingston welcomes to office.

NORTH WARD

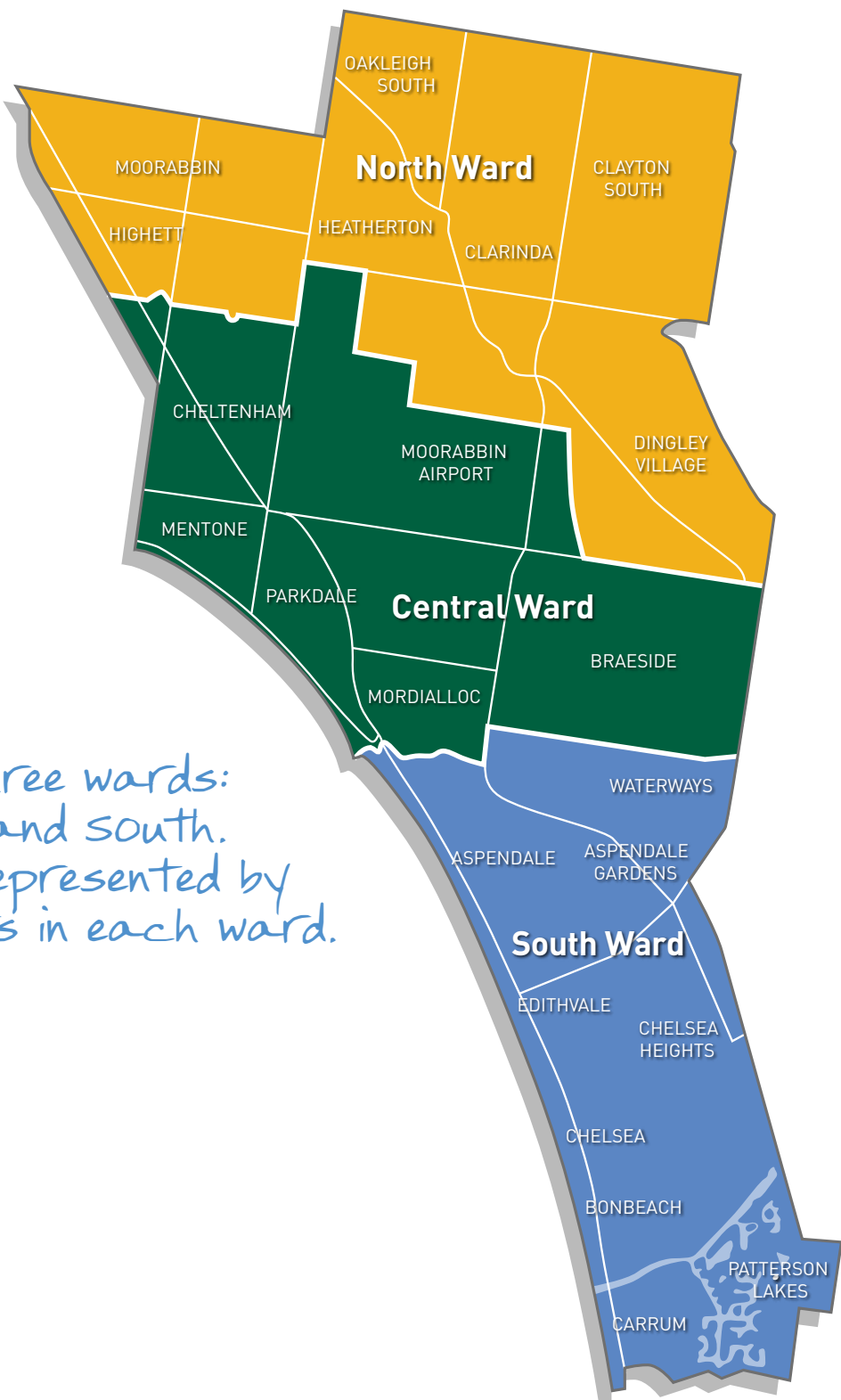
Cr Tamara Barth
Cr Paul Peulich
Cr Steve Staikos

CENTRAL WARD

Mayor, Cr Ron Brownlees OAM
Cr Geoff Gledhill
Cr Rosemary West OAM

SOUTH WARD

Cr Tamsin Bearsley
Cr David Eden
Cr John Ronke



Kingston has three wards:
North, Central and South.
Residents are represented by
three Councillors in each ward.

Our Councillors

North Ward



Cr Tamara Barth

E: tamara.barth@kingston.vic.gov.au
Mobile: 0417 870 350

Cr Barth was elected to Council in November 2012, and lives in Kingston with her young family. She has worked for many years in the Higher Education sector, and is committed to ensuring residents, particularly children, youth and seniors, have access to the health, wellbeing and educational support and services they need to achieve the best possible outcomes. Cr Barth is honoured to represent and advocate on behalf of all North Ward residents.

Highlights for 2012/13

- Working proactively with some larger industrial landholders in Clayton South for the rezoning of the Sigma Pharmaceutical Site to provide for an exciting opportunity to create new housing on this former industrial land.
- Taking a proactive approach to ensuring that development at Moorabbin Airport is consistent with our local planning policies, which aim to ensure that important community shopping precincts such as Dingley are not undermined. I am proud that on significant issues, such as the planning of Commonwealth airport land, the Council can be an effective voice for its community.
- The significant efforts of Council to engage with community on how together we can best implement the State Government zoning reforms.



Cr Paul Peulich

E: paul.peulich@kingston.vic.gov.au
Mobile: 0427 354 795

Cr 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 2012/13

- Community use of the \$620,000 refurbishment of Clarinda Library.
- Completion of the magnificent wetlands and open space project at Namatjira Park.
- The \$1.3 million drainage improvements along Springs Road and some side streets in Clayton South.



Cr Steve Staikos

Email: steve.staikos@kingston.vic.gov.au
Phone: (03) 9544 2745
Mobile: 0447 896 643

Cr Staikos was elected to Council in November 2008. A Clarinda resident, he is passionate about social justice and the environment. He served as Mayor of Kingston in 2010-2011. Cr Staikos is a university graduate with a Bachelor of Arts, from La Trobe University, and a Graduate Diploma of Education from the University of Melbourne. He works as the Policy and Public Affairs Officer for the Community Housing Federation of Victoria and is a Board Member of the Victorian Local Governance Association.

Highlights for 2012/13

- The iconic Moorabbin Town Hall clock tower's refurbishment. When reconstructing the clock tower, Council also restored the clock face to its original 1964 design, which has been complemented by backlighting the clock face at night with light colour changes and sequences.
- Community enjoyment of Clarinda Library, following Council's \$620,000 refurbishment which expanded and improved the Library's facilities. The Library is a well-used resource called on by the large multicultural population in the surrounding areas. Residents also enjoy being able to use the free internet access there.
- Completion of the \$7.36 million construction of the Namatjira Park Wetland. The fabulous lakes have attracted many bird species and the new walking tracks and exercise equipment are enjoyed by many.

Central Ward



Cr Ron Brownlees OAM

E: ron.brownlees@kingston.vic.gov.au

Phone: (03) 9581 4706

Mobile: 0418 172 725

Cr Brownlees was elected as Mayor soon after his re-election to Council in October 2012. He was a Kingston Councillor from 1992–2003 and, after retiring in 2005, was re-elected in 2008. He also served as Mayor in 1998–99 and 2010–11. He is married with three children and has been a Cheltenham resident for the past 40 years. Before retiring two years ago, he was the Chief Radiographer at Sandringham Hospital for 38 years. Cr Brownlees is also a past Councillor and Mayor of the former City of Moorabbin, a former Village Committee member, is active in Rotary, and was awarded the Centenary Medal by the Australian Government in 2001. In 2012 he received the Order of Australia Medal for distinguished service to the community and the health care industry.

Highlights for 2012/13

- Working with the community to resolve outstanding issues related to the Mentone Structure Plan.
- Completion of the dredging of Mordialloc Creek to improve boating access.
- Commencement of works on new community hubs and the completion of the Chelsea Activity Centre.
- Completion of public park upgrades at Bicentennial Park, Racecourse Reserve, Beeson Reserve and Namatjira Park.



Cr Geoff Gledhill

E: geoff.gledhill@kingston.vic.gov.au

Phone: (03) 9588 1524

Mobile: 0427 102 926

Cr Gledhill was elected to Council in November 2012 and lives in the municipality with his wife and three children. Up until 2012, he owned a Kingston retail business. He currently operates a retail consultancy service in the area and is also a volunteer lifesaver across Kingston's beaches. Cr Gledhill is particularly committed to ensuring that Kingston continues to invest in the necessary infrastructure that supports the community's activities and expectations, not just for today, but into the future.

Highlights for 2012/13

- Deciding the route for the Kingston Bay Trail, which will be a back-of-kerb alignment for the section between Charman Road, Mentone, and the Mentone Life Saving Club car park.
- Working on initial arrangement which resulted in CCTV camera funding being granted by the State Government in July 2013.
- Setting the scene for the construction of the Parkdale Family and Children's Centre which will bring together services for babies, children and their families including long day care, sessional kindergarten and playgroups.



Cr Rosemary West OAM

E: rosemary.west@kingston.vic.gov.au

Phone: (03) 9776 2819

Mobile: 0418 554 799

Cr West OAM, a resident of Kingston for over 30 years, has served on Council since 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 editor of the 'Accent' section. Cr West received the Order of Australia Medal for services to disadvantaged groups in the community and to journalism.

Highlights for 2012/13

- Working with residents for our environment, Green Wedge and parkland. Achievements include the Kingston Green Wedge Plan and chairing the Kingston Climate Change and Biodiversity Reference Group.
- Working through the Moorabbin Airport Community Consultative Group and Training Circuits committee to improve airport planning, aviation safety and airport noise reduction. This has improved Council and community input on inappropriate non-aviation development including refusal of the proposed retail development on the airport.
- Representing Kingston on the Municipal Association of Victoria Planning and Environment Advisory Committees and the Association of Bayside Municipalities.
- Working with residents for responsible budget management, good governance and development within limits acceptable to surrounding communities, with mixed success.

South Ward



Cr Tamsin Bearsley

E: tamsin.bearsley@kingston.vic.gov.au
Mobile: 0430 170 210

Cr Bearsley was elected to Council in October 2012 and lives in Aspendale Gardens with her husband and two children. She works as a teacher in a state primary school, and specialises in computing. She was motivated to join Council to improve community consultation. Cr Bearsley has particular interest in supporting community groups and residents associations, improving local amenity and strengthening budget controls.

Highlights for 2012/13

- Decision to build the \$6.5 million Edithvale Children's Hub. This important facility will provide services including long day care, sessional kindergarten, Maternal and Child Health services and programs, other community-based programs and flexible space for playgroups, parent groups and other activities.
- Working with residents and community groups to solve problems and support great ideas.
- Completion of the Carrum foreshore precinct, including a boardwalk and a playground designed to encourage children to use their imaginations.



Cr David Eden

E: david.eden@kingston.vic.gov.au
Mobile: 0422 557 917

davideden.org
facebook.com/davideden2012
twitter.com/DEden2012

Cr Eden was elected to Council in November 2012, and completed his schooling at Mentone Grammar at the end of 2012. Cr Eden is committed to encouraging community participation in all areas of Council decision making, and improving the accountability and accessibility of Council, through adopting modern approaches to good Governance. Cr Eden is studying Law at Deakin University, along with managing his local, boutique artificial plant business. Cr Eden was a member of the local Village and Youth committee.

Highlights for 2012/13

- Improving the transparency of Council by working on the introduction of live streaming of Council meetings in July 2013.
- Working closely with local residents to be a strong voice against inappropriate development.
- Working with local residents to protect and enhance our local environment.



Cr John Ronke

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

Mobile: 0410 558 862

Cr Ronke is Kingston's longest serving Councillor having been elected following Council amalgamations in 1997, and then returning in the 2000, 2003, 2005, 2008 and 2012 elections. He has been a Kingston resident since the age of two, and currently lives in Aspendale Gardens with his wife and two children. Cr Ronke recently retired as a Station Officer at Clayton Fire Station after more than 30 years of service.

Highlights for 2012/13

- Finalising plans for the construction of the Edithvale Reserve Pavilion, which is now underway and will offer more space and modern facilities to sports clubs and residents when completed.
- Redevelopment of the Carrum boardwalk, making it a great spot to relax and enjoy the scenic views.
- Completion of the \$1 million master plan for the Roy Dore Reserve in Carrum.

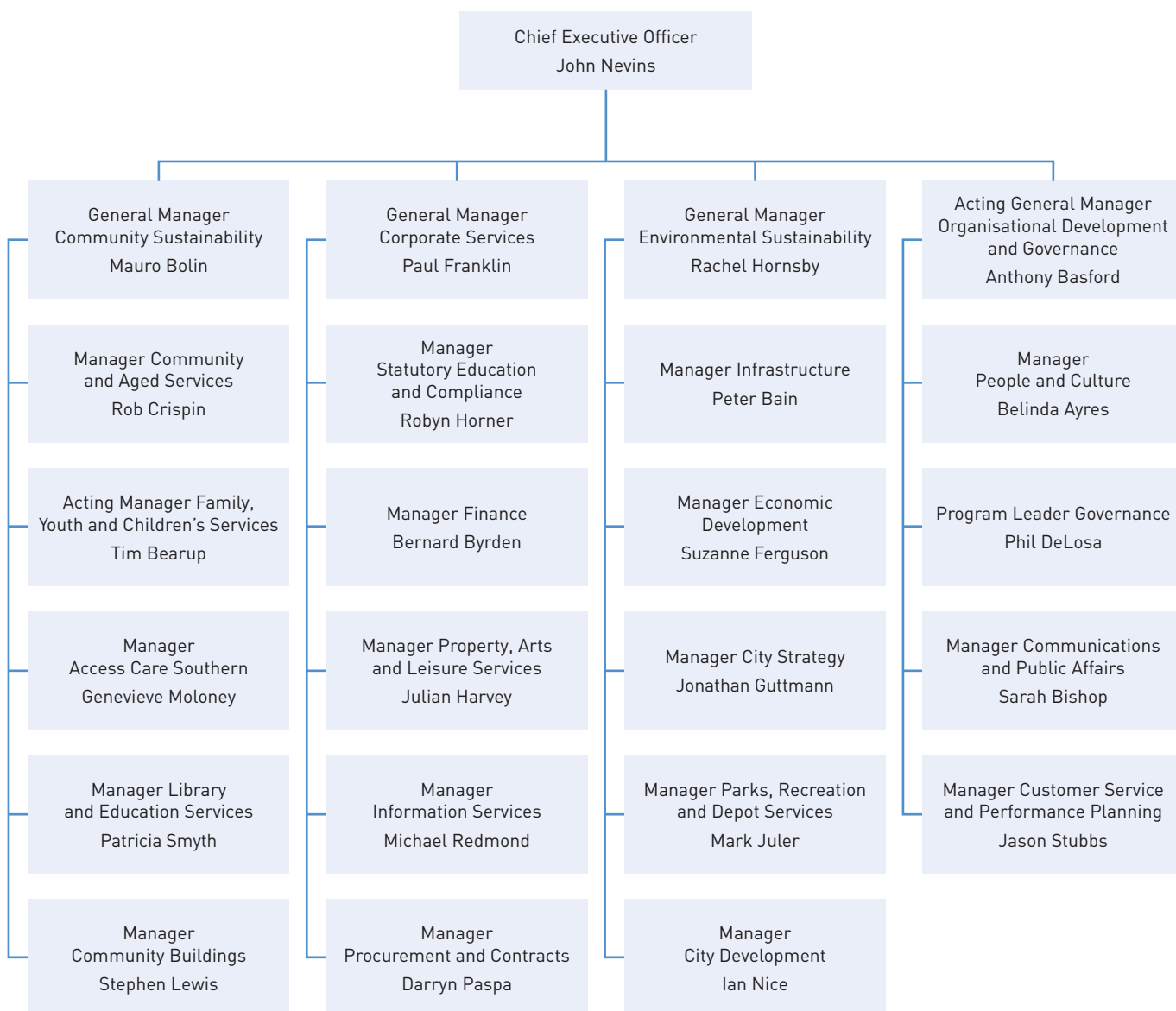
Our Organisation

Our divisions

The City of Kingston's organisational structure is made up of 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 Council elected by Kingston residents.

Organisation Chart as at 30 June 2013



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.

Paul Franklin

General Manager, Corporate Services

Bachelor of Business (Accounting); CPA; AAI CD; Fellow LGPro



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.

Mauro Bolin

General Manager, Community Sustainability

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



Mauro has over 25 years experience in 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 and prior to this Manager of Health and Aged Services where he was responsible for planning, developing and delivering a

range of services in response to community needs and government policies.

Rachel Hornsby

General Manager, Environmental Sustainability

Bachelor Arts, Bachelor Science (Hons)



Rachel joined the City of Kingston in 2011. Prior to that Rachel had nine years working in local and central government in New Zealand with roles ranging from planning, to issue resolution, to change management. Rachel started her career as a coastal planner in Victoria and is enjoying working in a municipality that includes 13km of foreshore.

Anthony Basford

Acting General Manager, Organisational Development and Governance (from January 2013)

Bachelor of Education (Secondary); Graduate Certificate of Business, Master of Social Science (Policy and Human Services), AAI CD



Anthony joined Kingston in 2011 as Manager, Family, Youth and Children's Services. Anthony moved to the role of Acting Manager People and Culture in 2012 to cover parental leave before becoming Acting General Manager, Organisational Development and Governance. Anthony has more than 15 years experience in local government

having worked for five Councils as well as roles in the education and not for profit sectors.

Elaine Sowerby

General Manager, Organisational Development and Governance (until January 2013)



Elaine retired from her position on 31 January 2013. During her tenure at Kingston, Elaine implemented Kingston's organisational culture, 'Community Inspired Leadership' and helped instill excellence into our Annual Report which resulted in our 2011/12 Report winning Report of the Year. She introduced leadership development programs for

employees at all levels and managed Council's important shift in approach from customer service to customer care.

Elaine was the key architect of the Living Kingston 2035 Community Vision and New Governance framework. She appreciated the importance of effective communication with our residents and expanded the City of Kingston's Communication and Public Affairs department accordingly. Elaine's great leadership capacity and enthusiasm for consistently improving the way Council operates will be greatly missed. We wish her all the best in future.

Our People

Community Inspired Leadership describes the essence of what working at Kingston means. The six key values which underpin 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 Council defines and determines our organisational reputation.

Major achievements in 2012/13

- Implementation of Occupational Health and Safety (OHS) and WorkCover reporting and monitoring system 'Safety Max' in October 2012.
- Ongoing management of the third party brokerage system for engagement and use of temporary agency staff.
- Launch of new suite of online compliance training programs including Ethics and Conduct, Privacy – The Victorian Health Records Act, Bullying Prevention and Workplace Health and Safety.
- Commenced negotiations for a four year enterprise agreement and are currently in consultation with bargaining representatives.

Our people profile

Our employees represent our community, with over half of our employees (52 per cent) both living in and choosing to work for the City of Kingston. 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 2013, Kingston employed 1,433 people in a diverse range of positions including engineering, customer service, administration, finance, community and aged services, family, youth and children services, sport and recreation, health, parks and gardens, planning, arts and management.

Table 4 shows the total number of Kingston employees is made up of 374 full time, 501 part time, 423 casual and 135 temporary employees.

Table 4: Number of Kingston Employees 2010–2013

Position Breakdown	2012/13	2011/12	2010/11
Full-Time Positions	374	371	379
Part-Time Positions	501	500	507
Casual Positions	423	424	406
Temporary Part-Time Positions	57	50	29
Temporary Full-Time Positions	78	74	60
TOTAL	1,433	1,419	1,381

The average age of our workforce was 43.8 years (compared with 43.7 years in 2011/12), 45 per cent of our employees are aged between 45 and 65 years, and 70 per cent of employees are older than 35 years.

The gender profile of our workforce is 73 per cent female and 27 per cent male. The majority of our employees are positioned at the officer level (98.3 per cent) with senior management representing just 1.7 per cent of the total workforce.

As reflected in Table 5, our employee retention rate for 2012/13 was 88.3 per cent, which is an increase from the retention rate for 2011/12 (87.1 per cent).

Table 5: Workforce Profile 2010–2013

Workforce Profile	2012/13	2011/12	2010/11
Retention Rate**	88.3%	87.1%	85.7%
Average Age (years)	43.8	43.7	44.8
Percentage of Females	73%	71%	71%
Percentage of Males	27%	29%	29%
Officer Level	98.3%	98.4%	98.4%
Senior Officers*	1.7%	1.6%	1.6%
Total Separations/ Exits**	118	179	154

*comprises CEO, general managers and managers

**excludes casuals

Council commenced entry and exit surveys in 2009 with the provider Insync Surveys. Over the last four years, Kingston has made great strides in our journey to be an employer of choice. By committing to obtaining feedback from our employees who have recently commenced with Council or are separating from the organisation has enabled an ability to monitor staff feedback to identify any improvement efforts and to highlight changing areas of concern. The 2012/13 survey results are presented in Table 6.

Table 6: Survey Responses from 01 July 2012 to 30 June 2013

Survey	Invitations	Responses	Percentage
Entry Survey	44	14	32%
Exit Survey	64	35	55%

The main reasons provided for employees leaving the organisation:

1. Personal reasons, including family, health, retirement, travel and study (12 per cent).
2. Employee job satisfaction in the role (9 per cent).
3. A better job offer (9 per cent).

Importantly, separating employees also felt that Kingston provided a safe work environment, they had the necessary resources to do their job well and their manager actively listened and valued their opinion.

Kingston employees celebrate at a Council Employee Recognition Event. Back Row – Pam Husband, Carol Maddocks, Denise Tyne, Georgia Hills, Irene Jones. Front row – Elaine Bowie, Joy Collington, Pat Macklin .



Table 7: Employee Costs and Numbers

Details	Actual 2012/13	Budget 2012/13	2012/13 Increase / (Decrease)	Actual 2011/12	Budget 2011/12	2011/12 Increase / (Decrease)
Employee Costs (\$'000)	65,386	65,433	(47)	74,441	61,403	13,038
Employees Numbers (EFT)	852	822	30	833	811	22

As shown in Table 7, our actual employee costs for 2012/13 were managed within budget. Kingston has been successful in receiving a number of grants to fully fund temporary staff to undertake new projects. This is also reflected in the increase in actual employees numbers compared to (equivalent full-time) budgeted employees.

Conditions of employment

Employees at Kingston are currently covered by the Kingston City Council Enterprise Agreement No. 6 2009 which expired on 23 February 2013. The agreement covers the terms and conditions of employment. Negotiations have commenced with the bargaining representatives for a four year agreement and are expected to be finalised in 2013/14.

The proposed agreement provides for a 3.7 per cent wage increase over four years and improved conditions for staff. Kingston contributes 9 per cent of each employee's salary to a complying superannuation fund of their choice. This will increase on 1 July 2013 to 9.25 per cent with the changes to employer contributions to superannuation. Employees have an option to further salary-sacrifice contributions to their superannuation fund.

Kingston also offers a range of benefits to employees including:

- Employee Assistance Program (for employees experiencing personal or work related difficulties who require confidential, independent support).
- 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.

Flexible working arrangements

Kingston recognises that flexible working arrangements benefit both employees and the organisation, in helping people balance work responsibilities with family and lifestyle needs. Flexible work options in Kingston may include a 19 day month, part-time work arrangements, purchased leave and leave without pay.

Celebrating achievements

Kingston recognises and celebrates the milestones and achievements of our employees through a twice-yearly Employee Recognition Event and also on an informal basis in the local work area.

The Employee Recognition Event brings together employees and their families with the Chief Executive Officer, the Mayor and General Managers to acknowledge the contribution made by employees to the organisation and community. In 2012/13, an event held on 18 April 2013 recognised career milestones for 400 employees who provided service to Council for 25, 20, 15, 10, 5 and 1 years of service. This event is an important opportunity to recognise staff and celebrate the collaboration, innovation and commitment across the organisation.

This event also recognised significant achievements by employees through the two major awards, the Kingston Excellence Award for Outstanding Service and the Kingston Excellence Award for Innovation. Recipients of these acclaimed awards receive a professional development grant.

The **Kingston Excellence Award for Outstanding Service** recognises outstanding employee performance and significant examples of service delivery to Council and the community. The winner of this award was Rob Savoia,

acknowledged for his outstanding service and professional contribution to capital works projects under his control. These projects were excellently executed, widely recognised by clients and colleagues and provided transformational community benefits.

The **Kingston Excellence Award for Innovation** recognises new and innovative ideas from Kingston staff, which may relate to quality, products, administrative processes or innovative improvements. The **Innovator of the Year** was awarded to Alan West for his industry leadership, collaboration and innovative design related to storm water harvesting and water sensitive urban design which has become the benchmark for Councils at State and National levels.

All nominees demonstrated outstanding achievement and the highest standards of professionalism and expression of Kingston's values. There were eight nominations received for the Outstanding Service category and seven nominations received for the Innovation category.

A **Commendation Award** was also made to Robyn Jenkins from Access Care Southern for her sustained and exceptional work in this field and as a leading provider of aged care services in Kingston.



CEO John Nevins (left) and Mayor Ron Brownlee (right) with 2013 Excellence Awards winners Alan West (Innovation Award), Robyn Jenkins (Outstanding Service Commendation) and Rob Savoia (Outstanding Service Award).

Keeping employees informed

Council continued to embrace social media channels as well as traditional forms of communication with employees by using a number of different platforms:

- **Social media** – Kingston utilised a range of social media formats to keep residents (and employees) connected including Facebook, Twitter, and Wiki, plus a regular blog from the CEO.
- **Yammer** – over the last 12 months this social media platform for all staff has grown in popularity, with over 300 employees now engaged with this internal online tool.
- **Connect** – six hardcopy editions of Kingston's official employee newsletter were published in 2012/13 with the continued key focus being on inspiring, celebrating, connecting and communicating with each other, and online 12 editions of eConnect provided operational information and reminders.
- **View and Values Forums** – three forums were held during 2012/13 to bring together employees from various locations to hear and discuss updated information on key organisation issues and 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 employee-related events and news.
- **Staff Consultative Committee** – Kingston's Consultative Committee met six times in 2012/13 to provide input into draft policy documents, raise issues and discuss areas of common interest.

Learning and development

Kingston is committed to providing access to ongoing learning and development opportunities to build the capacity of our employees as shown in Table 8. These opportunities are offered via on-the-job internal and external workshops, conferences and programs, and delivered by our internal People and Culture team or external specialists.

In 2012/13, \$661,742 was invested in development opportunities, which equates to \$462 per employee (or \$756 per permanent employee). See Table 8 for current and previous years' data. Compared to the other nine very large metropolitan Councils (including Kingston), Councils spend between 0.23% and 2.12% of expenditure on learning and development as a ratio of employee costs with the average ratio of 0.94%. Kingston invests slightly more on their employees in this area with a ratio of 1.01%.

Table 8: Expenditure on Employee Learning and Development

2012/13	2011/12	2010/11
\$661,742	\$678,177	\$567,379

In 2012/13, Kingston's learning and development opportunities for employees included:

- 81 training programs (compared to 49 offered in 2011/12).
- 2,146 employees attended a program (compared to 633 attendances in 2011/12).
- 389 training hours provided by these programs (compared to 385 in 2011/12).
- 5 organisation induction programs facilitated (compared to 6 in 2011/12).
- 97 new employees attended Kingston's induction program (compared to 81 in 2011/12).

Online learning

Online learning continued to be a preferred method of program delivery for employee development during 2012/13, as shown in Table 9. There were 2,518 compliance and non-compliance courses completed by online learning.

Table 9: Online Learning

Compliance Course List	Numbers
Workplace Health and Safety (2012)	535
Ethics and Conduct (V2)	587
Privacy – The Victorian Health Records Act (V2)	345
Bullying Prevention (2012)	537
Equal Employment Opportunity (2012)	67 (New Starters Only)
Manual Handling (OHS) (V2)	81 (New Starters Only)

Employee development

The Employee Development Assistance Program provides Kingston employees with up to \$1,500 a semester for tuition, books and other study related expenses, and up to four hours a week study leave (if classes/lectures are not available after hours) and exam leave. In 2012/13, 21 employees accessed the Employee Development Assistance Program and \$27,857 was reimbursed for employee development.

Induction offers an inclusive welcome

"This was the most inclusive and genuine induction that I have had, and I have worked at a number of different organisations from government to private industry to not for profit. I think it creates a positive impression and a sense of pride in the organisation and makes you feel part of the team.

The induction program provided a complete picture of the organisation. I was able to see how the Mayor and executive describe the organisation and their roles from a holistic perspective. Having speakers from the key areas of the business discussing issues that are important to all employees, such as strategic plans and policies, again provides a good context for how the organisation operates and where to find additional information if required. The Mayor, CEO and the executive team make the time to come and be a part of the induction. This sends a very powerful message of commitment to new employees.

The bus tour was a really nice way to see the municipality. Even though I was already familiar with it, the person taking the tour provided some really interesting historical information and pointed out things of interest that I did not know. It was done in a light-hearted way and with humour so it was fun."

Bridget Draper – Program Leader, Performance Improvement



Kingston welcomed 12 new staff members at June's Induction Program.

Leadership development

Kingston offers two leadership programs:

Breakthrough Leadership Program

Kingston's Breakthrough Leadership Program is designed to develop and inspire our next generation of leaders. Two programs were facilitated during 2012/13. These were held in October 2012 and June 2013 where 17 and 18 employees graduated respectively with a Diploma of Management from RMIT University. After the program is delivered over nine months through facilitated workshops, self-reflection and learning on the job. For Kingston, this program has recognised 78 graduates and it continues to provide significant opportunities for eligible employees.

Kingston Leadership Program

In 2012/13, 14 Kingston managers and team leaders completed the third Kingston Leadership Program concluding in June 2013. The program is delivered through both a residential coursework component together with specific project work. The program develops current and future leaders within Council by facilitating personal leadership styles and encouraging participants on how best to meet organisational objectives and community expectations. Three projects were undertaken; Reward and Recognition, Innovation, and Engaging with Team/Program Leaders and Emerging Leaders.



Breakthrough Leadership graduates from June 2013.

Our Volunteers

Volunteers make a wonderful contribution to our community. Council recognises how their help enriches the lives of individuals and groups throughout Kingston.

Council thoroughly appreciates the volunteers who support the delivery of a range of services and programs. In 2012/13, the City strengthened its community connections and increased volunteer participation, with more than 1,460 volunteers providing almost 30,000 hours to the Kingston community. This was an increase from the 1,200 volunteers contributing 28,000 hours as reported in 2011/12. In addition, a further eight volunteers contributed a further 168 hours through the Living Kingston 2035 community vision project. Given this project is a once-off, these figures have not been added to the total volunteer figures reported above.

The following are key areas where volunteers provided assistance to enhance our community:

Environmental management

Kingston's Natural Resource Areas (NRA) team has a large number of volunteers including individuals, community groups and schools helping with the ongoing management of foreshore reserves and bushland. In 2012/13, about 80 volunteers contributed 1,900 hours (a similar contribution as received in 2011/12) to help Council's parks staff maintain parks, reserves, open space areas and natural resource areas.

Many community and friends groups in Kingston actively protect the local environment. This year these groups included Mordialloc/ Mentone Lions Club, 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 Brotherhood of St Laurence. The groups work on a variety of activities and projects including propagation of indigenous species, seed collection, weed control and removal, erosion prevention and remediation and water quality monitoring.

Council also supported a number of sites and activities for Clean Up Australia Day in March 2013 and National Tree Day in July 2012. Kingston Clean Up sites had 115 registered participants, and there were many more who signed up on the day. A total of 37 sites were cleaned up across the City of Kingston, including foreshore schools and community groups. Approximately 444 bags of rubbish and 222 bags of recyclables, plus a few shopping trolleys and other larger items were collected on the day. A further 12 employees participated at our own Clean Up event at Doug Denyer Reserve. There were 48 registered volunteers on National Tree Day.

Environment-related community events

In excess of 100 environment-related community events were held during 2012/13 that were enhanced through the participation of volunteers:

- Kilbreda College, 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.
- Greening Our Place, Greening Kingston workshops continued in 2012/13. 526 people attended 19 sessions ranging from raising backyard chickens, to how to grow herbs and how to create natural outdoor play spaces. The workshops will continue in 2013/14.
- The 2013 Kingston Harvest festival included the inaugural 'Green Hub' where more than 500 people listened to speakers and learnt about sustainable products or ideas. There are plans for the Green Hub to be back at the 2014 Harvest Festival.
- Kingston supported the Dolphin Research Institute to deliver the 'i Sea, i Care' program to ten Kingston primary schools. Each school identifies four 'ambassadors' to attend specialised training in catchment education who are then responsible for spreading the message amongst the school community. Council has now supported 20 schools to be involved and a further ten schools will have the opportunity to be involved in 2013/14.
- 'Growing the Foreshore's Future' is an annual project that involves local residents and community groups volunteering to grow native foreshore plants at Council's Indigenous nursery. The plants are then planted at selected sites along the foreshore over a number of special planting days.



Volunteers at Clean Up Australia Day.

MORE THAN 1,460 VOLUNTEERS
CONTRIBUTED 30,000 HOURS TO
OUR COMMUNITY



- The Big Green Schools Conference was held in May 2013 with over 120 students from 14 schools involved in the event. Students followed the 'kids teaching kids' methodology where students themselves ran workshops for other student participants.
- In 2012/13, members of the Mentone/Mordialloc Lions Club, Wesley Mission Group and the Brotherhood of St. Laurence participated in the project and have grown over 6,500 seedlings for the foreshore. Since the project's commencement in 2004, volunteers have grown more than 34,000 seedlings which have been planted along Kingston's foreshore.

Community engagement

Working with and understanding the community is essential for Council's effective identification of changing needs and priorities. These priorities were then developed into appropriate strategies, plans and programs by directly engaging the community. During 2012/13, the Community Engagement Team spent more than 2,750 hours directly supporting residents and community groups, and facilitated the contribution of over 10,400 volunteer hours (an increase from the 8,000 hours reported in 2011/12) from 576 local residents working on various committees and events. Community volunteers also developed and implemented important local initiatives like interfaith breakfasts and seniors' festival events.

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

- Positive Ageing Committee
- Positive Ageing Volunteers Working group
- Access and Equity Committee and subgroups (including the Fairtrade Sub-Committee)
- Interfaith Network Committee
- Chelsea Community Renewal Committee and subgroups
- Strengthening Clayton and Clarinda Committee and subgroups
- Probus and Service Club Network Committees
- Village Committees

Aged and disability

More than 400 volunteers spent approximately 11,800 hours helping out in the social support programs that Council provides to residents who are frail aged or who have a disability. Services provided include delivered meals, social support services, and the community transport service which takes eligible residents to medical appointments and specialist visits. Volunteer numbers remain similar to those contributed in 2011/12, while the amount of hours increased by 1,200 hours.

A volunteer reflects on delivering meals in our community

"As a volunteer for the Delivered Meals Program run by the City of Kingston, I'm humbled by the opportunity to be actively involved in such a rewarding form of community service. Our clients are an invaluable part of our community, and to serve them in this capacity is truly an honour.

I first came to know of the Delivered Meals Program through my high school, Parkdale Secondary College, in 1993. A few of my friends and I volunteered as jockeys for the Mordialloc Kitchen, and it was an experience that's still vivid today. I met some real wonderful older Australians who were just so grateful to receive their meals at home and stay almost independent. It opened my eyes to the value of serving our elderly. After that I made a point as a young teenager to get to know my elderly neighbours and to keep in touch. I was surprised to learn that often, the volunteers are the only people clients see and speak to throughout their day. I never forgot that.

Earlier this year, the memories of those experiences resurfaced and I made a few enquiries about joining as a volunteer. Those same clients aren't around anymore, but the ones who we do get to serve today are just as sweet, kind and gracious. Many a time they have forgotten my name, even though I've visited them on more than a few occasions! One gentlemen served in WW2 and is four years shy of turning 100. He has a permanent smile on his face and a twinkle in his eye. Another elderly couple used to be volunteers themselves almost 40 years ago.

As a younger person, compared to many of the other volunteers, I wish that there were more young Australians who could give their time towards this service. The Delivered Meals Program is unique, in that it allows us to re-connect with the elderly and disadvantaged in our community on a regular basis. It's not just the packages of food we deliver that counts; it's our time, that cannot be quantified, and it's absolutely worth giving."

Shane Rao – Delivered Meals Volunteer.



Volunteer Shane Rao with local resident Ernestine Froehlich.

Kingston Arts Centre

A total of 29 volunteers contributed 2,052 hours in 2012/13 (compared to 45 volunteers contributing 2,651 hours in 2011/12) to assist with programs at the Kingston Arts Centre, Kingston City Hall and Shirley Burke Theatre. During the year, considerable efforts were made to reduce the amount of printed flyers produced and mailed by Kingston's arts centres which previously occupied a lot of our volunteers' time resulting in a reduction in volunteer contributions compared to 2011/12. Volunteers continued to provide front of house services for theatre performances and gallery openings (bar service and ushering), gallery sitting and considerable administrative support. They also helped with the weekly Moviehouse program which required significant contact with members and the technical expertise to project 16mm film on an older-style projector.

Libraries and community hubs

In 2012/13, 85 regular volunteers spent 2,105 hours helping to make Kingston's library services accessible to everyone in the community. 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. These volunteers are included in regular training sessions covering areas such as on-line cataloguing, library resources and computer games. Community service students and work experience students provided a further 537 hours of service to our libraries. Overall, there was a slight increase in the number of volunteer hours provided in 2011/12, up from 2,518 while the number of volunteers remained constant.

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. About 59 volunteers contributed over 836 volunteer hours to Youth Services programs this year (compared to 30 volunteers contributing 1,000 hours in 2011/12), 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 gains practical, hands-on skills in the event management fields by coordinating all ages live music and cultural events.
- The Youth Consultative Committee (YCC) provides 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 is an annual festival held during National Youth Week.
- Community Education – educational parenting sessions.
- Once a year volunteers are recruited and participate in a six 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 and alcohol free events and workshops at schools.

Honouring Kingston's volunteers

On Thursday 8 November 2012, Council recognised the efforts of community volunteers who assist in the Aged and Disability Services program and library services at a special luncheon at the Dingley International Hotel. About 220 volunteers attended with the Mayor, Councillors and Council staff.

Mayor Ron Brownlees OAM presented Certificates of Appreciation to volunteers who assisted with the Delivered Meals, Volunteer Transport programs and Home Library Service.

Volunteers recognised for their long-standing service included Beverley Smith (45 years of service), Margaret Cain (40 years), Anne Travers and Margaret Henry (35 years), Barbara Bateman (30 years), the Naranga School and Brian Smith (25 years) and Lucy Beilby and Veronica Wernert for 20 years of service.

Mayor Brownlees thanked all the volunteers for their tireless work and dedication to the many members of our community that rely on them regularly.



Volunteers Bev Smith and Marg Cain are recognised for their long-standing service to the community.

Other areas where volunteers have contributed:

- Sport and Recreation Reference Group and Kingston Heath Reserve Advisory Group.
- Municipal Emergency Management Planning Committee.
- Living Kingston 2035 (see section 5.1.1, page 119 for more information).

For more information on volunteering within Kingston, visit our website <http://www.kingston.vic.gov.au/Get-Involved/Volunteering-for-Kingston> or call 1300 653 356.

Awards and Recognition

In 2012/13, a number of prestigious awards were presented to the City of Kingston. We acknowledge the importance of this recognition because it celebrates the positive work Council did throughout the year to ensure a bright and dynamic future for all our residents. These awards also demonstrate that Kingston continues to be a leader in Local Government.

- Council was recognised as both the State and National winner in 2012 by the Stormwater Industry Association for Excellence in Strategic Planning or Master Planning, for the City of Kingston Water Cycle Strategy. Council also won the Institute of Public Works Engineering Australia Excellence Award for Asset Management. The award, for 'Turning a Water Strategy into a Practical Capital Works Program', highlights Council's innovative work in taking an environmentally friendly approach to storm water management. This project helps to retain Kingston's reputation as an industry leader on the journey to becoming a 'Water Sensitive City'.
- The City of Kingston Annual Report won the top reporting award at the 2013 Australasian Reporting Awards, with its 2011/12 Annual Report awarded 'Report of the Year' in the Public and Not-For-Profit Organisations category. This is the sixth consecutive year that Council's Annual Report has been recognised as having attained the Australasian Reporting Awards' Gold Standard. Winning the report of the year is a significant achievement and an outstanding outcome. The judges said that Council's report was "a comprehensive and well-structured report that focuses on reporting outcomes against Council's strategies using well developed performance indicators. It is exceptionally transparent. There is frank, open discussion about budget variations and performance targets that have not been met. The detailed governance section reflects the Council accountability to the people of Kingston. Throughout the report there is a strong sense of pride in the City of Kingston." This follows Kingston winning the 'Best reporting on Performance' award in May 2013 in the MAV Annual Report Awards 2013. This category judges how councils report on their actual performance compared to their Council Plans. The MAV Awards encourage best practice in annual reporting in Victorian local government. These prestigious awards demonstrate Council's commitment to open and transparent reporting to the community.
- Waves Learn to Swim has been awarded "Swim School of the Year" at the Aquatics and Recreation Victoria Awards held in June 2013. This Award recognises innovative and effective management practices to achieve excellence in swim school operations. The Award focuses on programming, human resources, customer service, risk management, community involvement and partnerships. A number of staff from both Waves and Don Tatnell were also finalists for a number of awards, including "Most Valuable employee to the industry" and "Lifeguard of the Year."
- Both Waves and Don Tatnell Leisure Centres were accredited as "Platinum Pools" during 2012/13 which indicates these facilities run at the highest quality in the state. This Platinum Pools Program was introduced by Life Saving Victoria to highlight aquatic facilities that have achieved the highest standards in the provision of aquatic safety and risk management.
- The Keep Australia Beautiful Awards recognise and celebrate everyday actions taken to improve, maintain and sustain their local environments. In 2012, Kingston was awarded the Clean Beaches Friendly Beach Award for Victory Park, Chelsea and the Pam Keating Environmental Sustainability Award – Victory Park, Chelsea for lighting, foreshore improvements and accessibility.
- Kingston was recognised for excellence and innovation in the provision of safe, creative playspaces Australia wide at the Kidsafe 2012 National Playspace Design Awards in the category Public Play spaces up to \$500,000 for Bald Hill Park, Clarinda.
- Every week a group of local parents and their children visit the Corben House aged care facility for playtime, stories and a song with residents and staff through Council's residential aged care Hostels' program, 'Circle of Life' Playgroup. The key element in implementing this innovative activity was the involvement of the community and a strong focus on intergenerational awareness. It began in March 2011 and continues to show positive outcomes. In 2013 the program won the 2013 Local Government Professional Association Award for Excellence in a Service Delivery Initiative. However, the program's best achievements are local. It has provided each and every resident who attends with an opportunity to reconnect and enjoy a part of their life when they were important as parents, and now grandparents/great, reducing depression and social isolation.



Circle of Life playgroup award winners: LGPro representatives with (from back row) Maternal Child Health Team Leader Helen Watson, Manager of Corben House Leanne Davis, (from front row) Early Years Parenting Worker Sandra McGowan and Corben House Lifestyle Coordinator Helen Shaw.

Community Group of the Year: Mordialloc Jazz Orchestra.



Citizen of the year James Evans with Mayor Ron Brownlees OAM and former Junior Mayor Matthew Bergin.



Young Citizen of the Year Laura John.

- Kingston City Council has led the way encouraging their staff to embed 'social media into everything we do'. Kingston is successfully using social media to improve and strengthen the relationship it has with its community. It has developed and promoted new tools which allow residents to use apps to tell Council what they want for the City and what their wishes are for the future. Residents can report or find a lost pet on the Facebook page, Council can hear what the community thinks in real-time and respond faster than ever before, employees across departments can collaborate and share ideas, and the organisation can listen to, inform, and update the community in real time during emergencies. In 2013, Kingston was recognised as a finalist at the Local Government Professional Association Award for Excellence in Innovative Management Initiative "Social Media in everything we do."

Australia Day Awards

Over 400 guests celebrated Australia Day in 2013 at Council's annual Australia Day breakfast which included the Kingston Australia Day Awards. In 2012/13, the Citizen of the Year was awarded to James Evans who volunteers much of his time for surf life saving and swimming. James won the 2012 Life Saving Victoria Coach of the Year award and in the 2011/12 season alone he volunteered more than 150 hours of patrol time to the Mordialloc Life Saving Club.

The 2013 Young Citizen of the Year went to Laura John who, at 22, has a long list of achievements across many fields. She was a member of the Kingston Youth Services Youth Consultative Committee and co-captain at Kilbreda College where she hosted a dinner dance that raised \$2,600 to build schools in East Timor.

The 2013 Community Group of the Year was awarded to the Mordialloc Jazz Orchestra, a volunteer organisation that provides more than 26 free musical events to the community every year, including Anzac ceremonies, regattas and senior citizen events. Winning the award was especially significant for the group which marks 100 years of community service in 2013.

Connecting with our Community

The City of Kingston appreciates the importance of maintaining and growing strong connections with our community through consultation, engagement and celebration. Fundamental to this is clear communication about programs, services and major issues, and advocating on behalf of our community to secure support from other levels of government.

Communication

The community receives regular and open communication through various channels including our monthly journal Kingston Your City (KYC), Council's website www.kingston.vic.gov.au, publications, advertising, online newsletters, monthly community radio broadcasts, community events and social media platforms such as Facebook, Twitter and YouTube.

Maintaining positive relationships with local and metropolitan media is also key to keeping the community informed and this year the 137 media releases issued led to 435 media stories or briefs. The Chief Executive and Mayor meet weekly with local journalists to discuss Council news and address issues of community importance.

Kingston Your City an even better read

KYC is Council's monthly newsletter and is delivered to homes, businesses and community venues throughout the municipality. The 16 page journal provides information to the community on Council news, programs, services and activities, important updates on major projects and strategies, and opportunities for the community to get involved in consultations and events.



Over 65,000 properties receive Kingston Your City, Council's monthly residents' newsletter

In 2012/13 we made significant improvements to make KYC even more informative including:

- Introducing 'Spotlight' feature where each month we profile a suburb of Kingston including interesting historical information, features of the area, demographics and priority works for the upcoming year.
- Dedicating page three to explanation of complex issues or advocacy information.
- Adding lift-out supplements or programs to promote special events like festival programs.
- Improving readability by changing the font, increasing the font size and spacing, and utilising graphics to explain complex concepts.
- Making it easier for community organisations to submit entries for the community calendar.

Council also produces a wide range of other publications like the Council Plan, Annual Report, a Community Directory with contact information for local organisations, as well as regular business newsletters and an Artscape magazine, which promotes events at Council's Kingston Arts Centre.

Brand new website

Website visits jumped from 784,000 in 2011/12 to 803,000 in 2012/13 – an increase of more than 1,000 a month.

Council launched its brand new website this year with a range of innovative functions to make it easier for our community to find information and interact with us. Some of these include:

- Latest news feed.
- Social media live twitter feed.
- Multiple search options such as 'I Want To...', A-Z, search button, and easy to navigate drop down menus.
- In My Area which displays detailed information about activities and information relevant to your suburb and street.
- What's on listings for council and community events.
- Online consultation functions where you can join discussions and submit comments.

Social and digital tools

One of the drivers for the new website was the need to better integrate with social media. Our community's utilisation of social media to contact and engage with Council is steadily increasing, with almost than 1,500 'likes' on our corporate Council Facebook page, and over 4,300 'likes' across all our Facebook pages.

This is complemented by a Kingston Council Twitter account which has grown to 1,179 followers in 2012/13, plus LinkedIn forums with Kingston businesses, videos on YouTube and online surveys. Social media remains a strong focus for Council as we seek to engage more closely with our community in ways and at times that suit them best.

There has been a 50% increase in followers on Kingston's Facebook and Twitter accounts over the last year.

Video content is one way we present complex information clearly and concisely to the community. Council embraced YouTube in 2012/13, using the service to promote the Living Kingston 2035 project and to inform the community of recent changes to housing rules. The library virtual story times utilising YouTube have had over 6,000 views and have extended the library's services to children into the virtual space.

Council also hosts a monthly hour-long radio show on 88.3 Southern FM as a forum to discuss and disseminate important Council programs and issues. Previous episodes of the show are available to download as podcasts from our website.

Customer service

Council places a strong focus on customer service and responding to the needs of the community in a timely, efficient and courteous manner. Our Customer Service Team operates a call centre at Cheltenham and three Customer Service Centres located in the municipality. We also have number of other specialised service points at our libraries, leisure centres and arts centre. (See page 159 for more information).

Customer Service has been a significant area of focus over the past year, as we seek to move from customer service to customer care, reflecting a whole-of-organisation approach to achieve excellent support for our community. Several improvements have been implemented this year to support this change:

- Implementation of a new telephone system supported by the introduction of new service commitments covering all areas of Council operations, both of which are designed to enhance our customers overall contact experience.
- Adopting new key performance indicators within the Customer Service Team.
- Developing and introducing a new complaints management system.
- Restructuring the Customer Service Team and the establishment of a new Call Centre to better respond to current and future needs of the community.
- Establishing a 'customer service to customer care' training and development program.

In 2012/13, our Customer Service Team answered 108,574 telephone calls (compared to 134,704 in 2011/12), responded to 71,538 counter enquiries (compared to 82,599 in 2011/12) and provided 2,439 New Residents Kits (compared to 2,330 in 2011/12).

Business support

Council supports Kingston's more than 10,000 strong business community by facilitating networking opportunities, such as Meet Your Mates and the Kingston Business Women's Network, and providing access to a range of business development opportunities, such as training sessions on marketing, start-up-business, finance and changes in legislation.

Key activities in 2012/13 included:

- Facilitating the monthly CEO Roundtable and Rising Stars Roundtable where business leaders meet to provide peer-to-peer support and learn from each other. Establishing the Business Sustainability Network to provide a forum for businesses to explore innovative sustainability initiatives.
- A focus on reducing business costs associated with resource efficiency and waste management has attracted interest and engaged a broad cross section of the business community.

- Matching 21 small businesses with volunteer mentors under the Mentor Partners Program.
- Partnering with the Chelsea Rotary Club and a variety of other community groups to deliver the monthly Kingston Farmers' Market.
- Consulting with traders and the community to inform a review of the Footpath Activities Policy.

A significant focus for the year was advocating for Kingston's industrial precincts to be prioritised in the roll-out of the National Broadband Network which you can read further about on page 39.



Kingston Farmers' Market.

Community education and compliance

Council believes it is important to help the community understand and comply with local laws and regulations, and every year delivers a range of community education programs. In 2012/13 this included visits to schools and community groups across Kingston where the Education Officer supports children, parents and the general public to learn about local laws issues such as road safety, responsible pet ownership and the role of local laws in the community.

This year the new 'Ranger Talks' program was introduced to connect local residents and promote responsible pet ownership. Residents were invited to their local reserve to receive information on animal related legislation, responsible pet ownership, and ask rangers for advice. The programs were interactive, social and enabled information and ideas to be shared between Council and the community.

In addition to local regulations, Officers also administer a range of State legislation such as environmental, noise and food safety. This year our Environmental Health Officers also delivered a series of basic food handling information sessions for community groups, schools and volunteers.

In 2012/13 Council Officers conducted 29 road safety programs, 32 responsible pet ownership programs, 10 local laws programs and four School Crossing Victoria programs.

Engaging our diverse community

Like every municipality, Kingston is home to a variety of different communities and Council seeks to ensure they are supported and involved in community life, particularly those who may have difficulty accessing support or services.

Council's specialist Community Engagement Team worked with the community throughout 2012/13 to build strong, safe and engaged communities, and encouraging residents to build connections with their local community.

The **Chelsea Community Renewal Project** concluded on 30 June 2013 having contributed over \$6 million to the local area since 2007 through the establishment of innovative community-led programs some of which include: the Access IT computer program for seniors, Skate of Mind Youth Festival, The Art Pass project and the Victory Park playground and Chelsea Community Hub redevelopments.

Council, in partnership with Bayside City Council, established the **Good Living Project**, with funding of \$566,000 from the Commonwealth Government. The project promotes physical activity and healthy eating to reduce the risk of chronic disease among people who are culturally and linguistically diverse, unemployed or underemployed, older adults and those at risk of chronic disease. Activities included:

- Establishing Heart Foundation walking groups in Bonbeach, Hampton East and Highett.
- Establishing a Community Garden at Council's Melaleuca community activity centre overseen by a committee of management.



Cooking up a storm at Clarinda Community Kitchen.

- Community Kitchens established in Clayton South, Clarinda and Chelsea.
- Six unemployed community members have been recruited as volunteers at the Chelsea and Moorabbin SES Units and enrolled in a training program incorporating physical activity.

The **Strengthening Clayton and Clarinda Project** worked with local community members to become more engaged in community activities and address local priorities. Two successful activities include:

- A "Come and Try" Sports Day at Keeley Park in April 2013 to encourage newly arrived community groups and multicultural groups to try new sports, access sporting clubs and learn how to volunteer.
- The Westall Book Swap Story Time where many local families share stories, sing songs and swap books whilst building their social network. Volunteer participants were trained with the aim of volunteers leading the project in the future.

A **Westall Residents' Group** was established with the support of a \$16,000 grant from the Department of Justice which aims to improve the aesthetics of the Westall area, promote social inclusion and engagement, promote feelings of safety by local residents, and raise awareness of activities and services in the Westall area. The group has held several successful clean up days.

Council was a strong supporter of the **100 Job Opportunities for Youth in 22 Days** campaign, a major youth employment campaign that successfully connected young people with local support services and potential job opportunities. The first of its kind in Kingston, the campaign encouraged 113 young people to register as job seekers and local businesses to lodge 79 vacancies which were in industries including retail, hospitality, engineering, administration and trades.

By the end of the campaign, nine young people had begun working in new jobs and more than 49 were screened and referred to appropriate vacancies with the intention of securing employment. Council also continued providing important employment and training support to young people aged from 16 to 25 years in Kingston through the free and confidential assistance offered by Council's Youth Services team.

New Citizens

Welcoming new citizens is one of the highlights on the calendar for the Mayor who attended all five ceremonies (including a special Australia Day ceremony on 26 January 2013) to confer citizenship on the new citizens. The Mayor was joined by Local members of State and Federal Government and Kingston's Junior Mayor to officially welcome the new citizens in front of their families and friends. See page 140 for more information.

Kingston Charitable Fund

Council continued to support the operation of the Kingston Charitable Fund, in partnership with the Lord Mayors' Charitable Foundation and the Fund's volunteer event committee and grants assessment panel. The Fund raises proceeds from local business and philanthropic communities in the municipality, which is then invested and the annual income earned is distributed back to the community in the form of grants.

Since it was established the Fund has raised more than \$700,000 and assisted more than 45 organisations with grants. In November 2012 the Fund successfully attracted a \$100,000 State Government grant which, if a further \$100,000 is raised in 12 months, will be matched with an additional \$100,000 from the State Government. In 2012/13 the Fund:

- Raised over \$30,000 at the seventh annual Kingston Charitable Fund Dinner and Charity Auction on 14 June.
- Continued to receive fantastic support from local business and community groups, such as Lowe Constructions, Rotary and a \$20,000 donation from both the Bendigo Bank Parkdale/Mentone East and Bendigo Bank Dingley Village Community branches.
- Dispersed another round of grants to bring the total to \$271,000 in grants to support the operation of 42 organisations that provide vital services to the Kingston community since 2007.
- Was re-branded from the 'Trust' to the 'Fund' and a new visual identity launched to improve recognition in the community and complements the Lord Mayors Charitable Foundation re-brand.



Kingston Charitable Fund Dinner.

Consultation

Council consults closely with our community to inform our long term plans and strategies and ensure our programs and services are responsive to the diverse needs of our community. Each year we seek feedback on Council's Budget, key strategies, policies and other master plans through a range of channels including community forums, surveys, online discussions, focus groups and written submissions.

Our 10 Village Committees also provide important feedback and advice on key local issues. These committees represent a broad cross-section of our community. See page 154 for more information on our Village Committees.

The '**One Vision: Council Plan 2013–17 and Living Kingston 2035**' strategic document was adopted in June 2013, outlining the community's long-term vision for the future and Council's goals and strategies for its four-year term to work towards this vision.

More than 5,800 community members participated in the consultation to inform the **Living Kingston 2035** vision, which collected over 13,500 ideas over 12 months of consultation which involved:

- 1,538 completed surveys.
- 399 online submissions via the Living Kingston 2035 website.
- Information from over 300 forum attendees.
- 4,101 votes, 41 comments and 16 new ideas from 115 participants via an online voting platform.
- 2,642 visitors to the Living Kingston website.
- 700 City of Kingston smartphone app' downloads.

This data was used by the new Council to inform the development of the goals, strategies and priority projects in its **Council Plan 2013–17**. The data was also used to develop the Living Kingston 2035 vision, which outlines the community's shared hopes for how Kingston will be in the future.

This was the most thorough and extensive consultation undertaken by Council to date, and both the vision and the research reports released are a resource to be used by Council and the community to inform their future plans and strategies, and are available on www.livingkingston.com.au.

Council held community information sessions in June 2013 to seek community feedback about how best to apply the **new residential planning zones** being introduced by the State Government to provide greater clarity about the type of development that can be expected in different residential areas across the State. This means that all current planning zones in Kingston will have to be changed to the new zones and Council appreciates that the people who know their streets and suburbs best, play a critical role in shaping how the new housing rules are applied.

Consultation was undertaken on a range of other important topics in 2013/13 including public health and wellbeing, community safety, gambling, support for multicultural and indigenous communities, and a range of local planning and traffic matters. Please see page 142 for a full list of Council documents placed on public exhibition in 2012/13.

Awareness campaigns

Early in 2012/13, Kingston hosted 'how to' session for election hopefuls as part of the **Stand for Council Campaign** to outline the roles and responsibilities of a Councillor, describe the election process and provide useful advice for getting elected. These initiatives aimed to encourage community participation in local government and provided information about the municipality, advice on who can nominate, how to nominate, and what is required of a councillor.

Council continued its annual **Heatwave Awareness Campaign** to remind the community to prepare for forthcoming heatwaves and plan ahead as part of Council's Heatwave Plan which outlines how Council will prepare and take action during a heatwave, and respond in an emergency. Council's campaign focusses intensely on those groups most vulnerable such as older persons, children under five, pregnant women and even pets, using established networks, Kingston Your City, the website, media and staff to get the message out.

This year Council hosted the state-wide launch of **Community Safety Month** on 3 October 2012 at the Aspendale Gardens Community Centre. The annual initiative, organised through the Victorian Safe Communities Network, promotes awareness about a broad range of issues including crime prevention, safe work practices and staying safe in an emergency. It is also a timely reminder for people to check their smoke alarms, clean gutters, ensure play areas and pools are safe and secure, and keep an eye on elderly neighbours who may need help. Council encourages safe road travel through a range of safety awareness sessions for older drivers, cyclists and new drivers.

Council communicated extensively about the introduction of the State Government's **Fire Services Levy** in 2013/14 to be collected by Council's through the rates notice. A series of articles were run in KYC to inform residents about the changes to their insurance premiums, rates notice and how to calculate what their levy would be.

Advocacy

Council has an important role to effectively represent the community's views and needs on issues that we are unable to directly control. Each year Council holds an MP's breakfast, inviting all local State and Federal members of parliament to come to Kingston so that we can ensure Kingston's issues are well known. In 2012/13 a number of advocacy campaigns were implemented at the state and national level to bring address local community issues.

Council continued to advocate for businesses and residents on the importance of rolling out the **National Broadband Network (NBN)**. In particular, current internet infrastructure was identified as inadequate and limited in municipality, such as the area serviced by the Mordialloc exchange which works with severe internet restrictions that affects businesses in Braeside, Mordialloc, Epsom Estate and Aspendale Gardens.

Council surveyed local businesses to determine the extent of the internet issues in major industry precincts, including the Woodlands Industrial Estate and the Cheltenham/Moorabbin area. Initial survey results showed 66 per cent of respondents rated their current internet capabilities as 'average' to 'poor'.

The survey also highlighted that some business owners in Kingston are now looking to relocate their business premises due to the out of date broadband infrastructure. The prosperity of the Kingston community and neighbouring municipalities is tied to the ability of local companies to prosper and generate sustainable employment. Council will continue to advocate in this respect on their behalf.

In 2012/13, Council continued to fight on behalf of residents for an end of offensive **Landfill Odour**. We worked with the EPA (the only agency with the power to issue and enforce licenses to landfill operators) to assist in recording and compiling evidence of operators that breach pollution regulations.

Our planning department undertook site inspections and audits to ensure issues and notices are being followed up on, and Council took its fight against Victorian Civil and Administrative Tribunal's (VCAT) approval of an extension to a landfill operating licence to the Supreme Court and is eagerly awaiting the outcome.

Residents were kept informed through regular articles in KYC, announcements on Council's monthly radio hour on Southern FM, community bulletins, website updates and media releases to local newspapers.



Illegally dumped rubbish with Council officers Jon Hamilton and Neil Sheppard.

Illegal rubbish dumping costs Kingston almost \$150,000 annually and Council collects about 100 tonnes of rubbish per month from streets and parks. This year we continued our trial of hidden cameras and public signage to deter and catch people illegally dumping rubbish. In addition, a full-time Litter Prevention Officer, funded by the EPA Local Government Litter Prevention Officers Program, worked with businesses, residents, and schools, and liaised with the EPA and other community groups to develop an industry best practice litter prevention strategy and education program.

Council maintained its advocacy efforts on behalf of residents for practical solutions to lessen the amenity issues at

Moorabbin Airport. Located on Commonwealth Government land, Council has limited ability to influence activity on the site but believes that more needs to be done to lessen noise issues for residents, especially in relation to the flight path and operational hours of pilot training.

This year, Council advocated strongly on behalf of traders for an independent assessment process to be undertaken in response to an application for a major retail development at the airport that threatens the viability of local shopping precincts like Dingley Village. We have worked hard to ensure that our position on this issue has been presented to all key decision makers and cited concern about the independence of the process, and inconsistencies with national, state and local planning schemes.



Moorabbin Airport.

Council also spent time in a planning panel process examining a proposed rezoning of industrial land to residential adjacent in Southern Road and the Airport. The panel heard from all three levels of Government in relation to this matter and its report is due in early 2013/14. This report may introduce a series of recommendations relevant to the ongoing management of the planning regime associated with the Moorabbin Airport.

Climate adaptation is another key issue that Council is seeking State and Federal support to help address. Even with current climate patterns, large areas of Kingston mainly to the South are subject to localised flooding from relatively frequent storm events. Large sections of our coastline and the infrastructure on and near the beach are vulnerable to storm surges, flooding and erosion. The current climate models predict higher risks which, because of the position of some of our suburbs, greatly magnify the current issues.

Throughout the year there has also been a number of **Traffic management issues** raised with the State Government in particular including changes required to manage the expected increase in traffic on South Road, particularly at the Nepean Highway intersection, as a result of the Dingley Arterial expected to be completed in two years; and traffic congestion and the poor crash rate due to the many at-grade rail crossings on the Frankston train line.

Community festivals and events

Council supports the community to come together and celebrate what is special about Kingston through a range of free community festivals and events. This annual program which attracts more than 100,000 people includes a diverse mix of events that aim to inform, connect, engage and empower the local community.

Major festivals

Kingston Seniors Festival held in October 2012 celebrated its 30th anniversary and was recognised by the Department of Health as one of the top 10 in the state. The festival program featured more than 200 events delivered to over 6,000 attendees including an afternoon tea dance, walking tours, Victoria Police Show band performances, 'come and try' days at lawn bowls clubs, authors' talks, music concerts, social lunches and entertainment.

Carols by the Bay, held on 16 December 2012 attracted more than 7,000 people and was headlined by renowned Australian performer, Jay Laga'aia. The free family event featured children's and carols performances at Peter Scullin Reserve in Mordialloc.

Globe to Globe World Music Festival, held over two days in January 2013 at Namatjira Park in Clayton South is a family friendly community celebration that celebrates Kingston's cultural diversity as well as promoting peace, harmony and goodwill. More than 10,000 people were entertained by the best in world music, dance, art and cuisine.

Australia Day celebrations in Kingston in 2013 included the traditional Australia Day breakfast attended by more than 400 people. Winners of Kingston's 2013 Australia Day Awards were announced at the breakfast which included a citizenship ceremony (see page 140 for more details).

Mordialloc by the Bay Food, Wine and Music Festival was held in March 2013. Unfortunately the event had to be closed half way through the first day due to wet and blustery conditions causing safety concerns, however crowds of people still braved the weather to enjoy the fabulous performers, chefs and food and wine on offer on the remainder of the two day festival. The event included demonstrations at the Master Chef Marquee by local chefs and Moorabbin-based 2 Brothers Brewery.

Kingston Harvest Festival held at Roy Dore Reserve in Carrum on 12 May 2013 attracted record crowds of more than 8,000 people who enjoyed headline act, Adam Brand, along with some of Australia's top country, bluegrass and rockabilly artists including Carter & Carter and Lloyd Spiegel Duo for a day of non-stop music, fresh food demonstrations and amusement rides.

Kingston Youth Festival was a great success with approximately 900 young people attending four significant events, held during the month long festival in April and May 2013. Events included Junior Mayor, Bradshaw Park Mural, BMX South East Skate League event in Chelsea and Cheltenham.



Openings and launches

Chelsea's refurbished Victory Park was opened on 22 August 2012 with unique play spaces, new foreshore showers and accessible toilets, accessible boardwalk networks and a sustainable park design. Completed over several years, the final \$500,000 stage of work was completed earlier in 2012 with an \$82,000 grant from the State Government and assistance from the Chelsea Community Renewal Project. Victory Park received the Pam Keating Environmental Sustainability Award for its water and energy efficient design, as well as the Friendly Beach Award for the two major upgrades carried out over the past few years (see page 33 for more information).



The State-wide launch of Community Safety Month took place at the Aspendale Gardens Community Centre on Wednesday 3 October (see page 39 for more information).

'Two Acre Village' mural in Cheltenham was launched on 30 November 2012. The artwork, which is an impressive 40 metres long and 3.6 metres high, includes a section of abstract shapes and patterns that merge into trails of colour when viewed on a passing train; and detailed images that reflect Cheltenham's history, from the bush and the local Indigenous tribe through to early shopfronts and buildings, and iconic local residents when viewed by pedestrians. Local artists mentored two young people while working on the piece.

Namatjira Park wetlands was officially opened on Australia Day, Saturday 26 January 2013, following a \$7.36 million investment by Melbourne Water, the Australian Government and Kingston Council. The project allows Council to harvest up to 90 million litres of water each year to irrigate the park's oval and up to 4,000 new trees across the municipality. It provides greater flood protection for more than 110 properties by capturing excess water during flash flooding and heavy rains. New adult exercise equipment has also been installed, including seven different exercise stations, through Council's Good Living Project, and over 10,000 new aquatic and land plants have begun to mature around the wetland improving the amenity of the area and enhancing the habitat for wildlife.

Kingston's restored clock tower was officially opened on 14 February 2013 following the reconstruction of the clock tower and restoration of the clock face to its original 1964 design, complemented by backlighting so the clock face is not only visible at night but goes through different light colour changes and sequences. Two time capsules are now stored in the base of the new clock tower; one from the City of Moorabbin that was sealed for 50 years in 1985 and another from the City of Kingston, which was sealed last year.

The Mordialloc Historical Walking Trail, launched in April, features 25 sites of local and historical interest. An information guide was produced to accompany the Trail and the existing Mentone Historical Walking Trail Guide was re-printed for distribution alongside the new guide. Both Walking Trails will raise awareness and provide an interesting opportunity for community, school groups and visitors to interact with the history of the area.

Chelsea's new Activity Hub was officially opened in April 2013 following \$1.2 million investment through the Chelsea Community Renewal Project, with \$180,000 assistance from the State Government. Since opening, the Hub has already seen an increase in the number of people attending community events, activities and programs held at the facility. The project facilitated the formation of the Chelsea Activity Hub Working Group – a group of 10 volunteers which implement sustainable programs at the facility, particularly for older adults.





Chelsea Art Pass

In April 2013, the **'Art Pass' Mural** at the Chelsea Train Station underpass was launched. The project led by the Chelsea Bonbeach Train Station group and Council, with assistance from Arts Victoria, the Department of Transport and the Department of Human Services, created a beautiful mural that aim to improve safety and civic pride in and around the Station. The project was the culmination of extensive community consultation to inform the design and help paint the mural.

Kingston Heath's refurbished Hockey field was officially 'hit off' in April 2013 following the installation of a world-class sand-filled hybrid pitch. The new synthetic surface means the field does not need to be watered, resulting in a safer and more environmentally-friendly ground, and incorporates a new underlying asphalt base and rubber shock-pad providing a superior quality.

Heatherton Park's refurbished playground and park was launched on 9 April 2013 with free children's entertainment and a sausage sizzle. (See page 7 for more information).

The **Laura and Charles Ferguson Museum**, Old Bakery Lane, Mentone was reopened in June 2013 after several months and \$245,000 of refurbishment works. Specialist work was undertaken to bring this building to a modern standard. The building refurbishment was entirely funded by Council, as part of Council's commitment to heritage and history. The building is now a wonderful display and museum space and has enhanced opportunities for the Mordialloc society and the historical community.

Arts and music events

Council's Arts and Cultural Services presented theatre, music, film, children / education and professional development experiences for the Kingston and wider community throughout 2012/13.

This year saw a new initiative to bring live music back to the Kingston City Hall. As an initial step and to test the interest, a 'Pop Up Bar' with live music was produced at the front of the venue during March 2013. Strong positive feedback means the Pop Up Bar is planned again for summer 2013/14.

With over 30,000 people through the doors within its first year of re-opening; Parkdale's much loved and re-vamped Shirley Burke Theatre and G3 Artspace has quickly found its place as one of Victoria's premier performing and visual arts hubs. Shirley Burke Theatre has had an exciting first year playing host to a diverse range of high quality professional touring shows, a brand new cult film program and innovative new media exhibitions. The venue has also provided an accessible platform for many independent and community theatre and dance companies to showcase their works and engage in the arts.

Other arts and music events run during 2012/13 include:

- Kingston Youth Services and Fuse productions presented the Push Start Battle of the Bands on 31 August, 2012, which saw young local performers showcasing their talents.
- Delivered five Schmooze artists networking and professional development events.
- Kingston's Night Art market was held on 1 December 2012 at the Kingston Arts Centre with over 50 stalls, children's activities, workshops and demonstrations provided all evening.

National and state events

Each year, Council facilitates a range of local activities to celebrate national and state events. In 2012/13:

- Kingston Libraries participated in the annual National Children's Book Week held from 18 – 24 August 2012 including National Simultaneous Story time for children in Kingston and all across Australia.
- Over 250 community members participated in the Celebrate Mental Health Walk in October 2012 during Mental Health Week which brought the community together to increase awareness for those whose lives are affected by mental health issues.
- 115 people participated in Clean Up Australia Day activities across 37 sites in Kingston on 3 March 2013.
- A free community morning tea recognised the achievements of women in Kingston on International Women's Day 8 March 2013.
- 80 people celebrated Harmony Week at Melaleuca Activity Hub by sharing an evening of cultural dance, food and a screening of a short film on stories from around the world.
- Many Kingston schools got involved in National Ride to School Day on 22 March 2013, helping children get a healthier start to the day.
- Council and the community switched off non-essential lighting in the City over the weekend of 23 and 24 March 2013 in support of Earth Hour.
- The City of Kingston hosted part of the Ironman Asia Pacific Championship Melbourne event on 24 March 2013. A 'live site' at Peter Scullin Reserve saw spectators gathered throughout the day to cheer on the competitors.
- 60 sites were registered in Kingston as part of the national Garage Sale Trail on 5 May 2013.
- Refugee Week in June was celebrated with an art exhibition and the sharing of cultural foods and performances at Clarinda Community Centre.

Community events

Council also supported a number of local events throughout 2012/13 to celebrate local community groups and recognise local achievements, these include:

- 170 volunteers in the community were recognised for their significant contributions to the community as part of Kingston's annual Mayoral Appreciation function in August 2012.
- The 12th annual Mayoral Charity Golf Day, held in September 2012 at Woodlands Golf Club in Mordialloc.
- Recognising more than 260 volunteers from Kingston's Aged and Disability Services and Library Services areas were at a special luncheon in November 2012.
- A Christmas Party was held in December 2012 for families who receive assistance from Council's Family Support Service.
- As an initiative of the Kingston Sport and Recreation Reference Group, 65 volunteers from Kingston sport and recreation clubs were recognised for their efforts at a Volunteer Appreciation Evening held during National Volunteer Week in May 2013.
- Eight community volunteers from a range of Chelsea based volunteer groups participated in a Vital Volunteer Appreciation Night held during National Volunteer week in May 2013.
- Six community events promoting responsible pet ownership including a Mini Pet Expo, Microchipping Day and Registration Day.
- A series of environmental education events and workshops delivered throughout the municipality to help Kingston's residents become more sustainable (see page 29 for further information).

Strategic planning and reporting framework

Every Council is required to prepare and adopt a Council Plan by 30 June in the year following a general election, which is now conducted in October on a four year cycle.

Kingston's Council Plan 2009–13 (2012 update) establishes Council's planning framework to the community for the next four years and is reviewed annually. Our plan goes beyond the legislative framework of the Local Government Act 1989 to ensure emerging issues and community priorities are strategically addressed.

The Plan underpins and guides our work and actions. It establishes the direction and priorities for the organisation. We align our lower level plans and strategies to the Council Plan. Progress against the Plan is measured quarterly and annually, in Quarterly Performance Reports and the Annual Report. The more detailed Quarterly Performance Reports can be viewed on the Kingston website as soon as they have been received at the relevant Council meeting. See <http://www.kingston.vic.gov.au/Your-Council>.

In this way we can achieve accountability and transparency. The community can measure and note our achievements, our successes and any difficulties we might experience. Together, we celebrate and continue to pursue community strength, health, sustainability, diversity and prosperity.



What this Annual Report contains

The 2012/13 Annual Report describes Council's operations for the financial year from 1 July 2012 to 30 June 2013. It also presents our plans for the forthcoming financial year of 2013/14.

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.

The value of reporting

As well as meeting the statutory requirement set out in the Victorian Local Government Act 1989, Council considers the Annual Report a vital tool to keep residents, businesses, employees and potential employees, state and federal politicians, peak bodies, community groups and organisations informed about our performance and future direction.

How to read this report

The following section of the report contains a series of goals, outcomes and strategies that relate to Council's operations during 2012/13. Each outcome presents the achievements and challenges we experienced in delivering our objectives. It sets out Council's plans for 2013/14 and provides a series of 'fast facts' relating to that outcome.

How this Annual Report is used

The performance of each outcome presented in the report is benchmarked against the Council Plan and the triple bottom line* results for the outcome. This provides a measure of how effective we are in achieving our goals, budgeting efficiently and highlights where there is room for improvement. This strategic approach is designed to ensure Council continues to provide the best possible service for everyone in the municipality in future years.

* Triple bottom line refers to the economic, social and environmental indicators that Council uses to monitor the wellbeing of the community.

How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2012/13. 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:



Completed



On track



Slightly delayed



Delayed



Kingston contributed \$890,000 towards the Carrum Life Saving Club re-build as well as funding a major rejuvenation of the Carrum Foreshore Precinct.

Goal 1: Infrastructure for a Safe and Active Community

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

This goal 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 \$44.8 million in safe, accessible and appropriate infrastructure compared to the budgeted \$46.6 million. This represents a 2.2 per cent decrease on the \$45.8 million invested in 2011/12.





Our major achievements

We continued to maintain Kingston's infrastructure programs which help transform our municipality, and build and preserve safe, accessible and appropriate infrastructure for our active community. Contributions through a rolling program of priority works to Council buildings, and a review and update of the Open Space Strategy have positively impacted the Kingston community. Highlights of our progress during 2012/13 included:

- Aligning the Capital Forward Plan to Kingston's new 2013–17 Council Plan, the Long Term Financial Strategy, and budget targets.
- Ongoing implementation of Master Plan works at Bonbeach Sports Reserve (cost of \$177,000) and completion of Master Plan works at Carrum Roy Dore Reserve (cost of \$170,000).
- A range of Carrum Foreshore Precinct works, including an erosion control wall, new foreshore play space, accessible boardwalks, new public lighting (cost of \$729,000), and Carrum Lifesaving Club redevelopment (cost of \$1,741,000).
- Continuing our implementation of Edithvale Recreation Reserve Master Plan (cost of \$71,000; works still in progress) including commencement of the new Bert Thomas Sports Pavilion (cost of \$1,372,000; works still in progress).
- Implementing actions identified in the Open Space Strategy, Regional Soccer Strategy, Kingston Tennis Strategy, and Litter and Graffiti Strategy.
- Reviewing Emergency Recovery Plans and implementing the Municipal Emergency Coordination Centre System.
- Completing the sports field lighting project at Keys Road Reserve, Moorabbin (cost of \$164,000) and Kingston Heath Reserve Hockey facility surface redevelopment (cost of \$579,000 with 50% contribution from the club).
- Significant open space improvements to Sir William Fry Reserve including paths, play space renovations, public lighting and park trees (cost of \$98,000; works in progress).
- Installing boardwalks over dual drain/access ways along the foreshore south of Mordialloc Creek (cost of \$105,000).
- Continuing to develop Asset Management Software, adding drainage infrastructure to the land and building registers and establishing integrations with other corporate systems.
- Constructing major flood mitigation measures along Manoon Road and Springs Road in Clayton South (cost of \$1,256,000).
- Resurfacing of 18 kilometres of local roads and renewing 10 kilometres of footpaths.

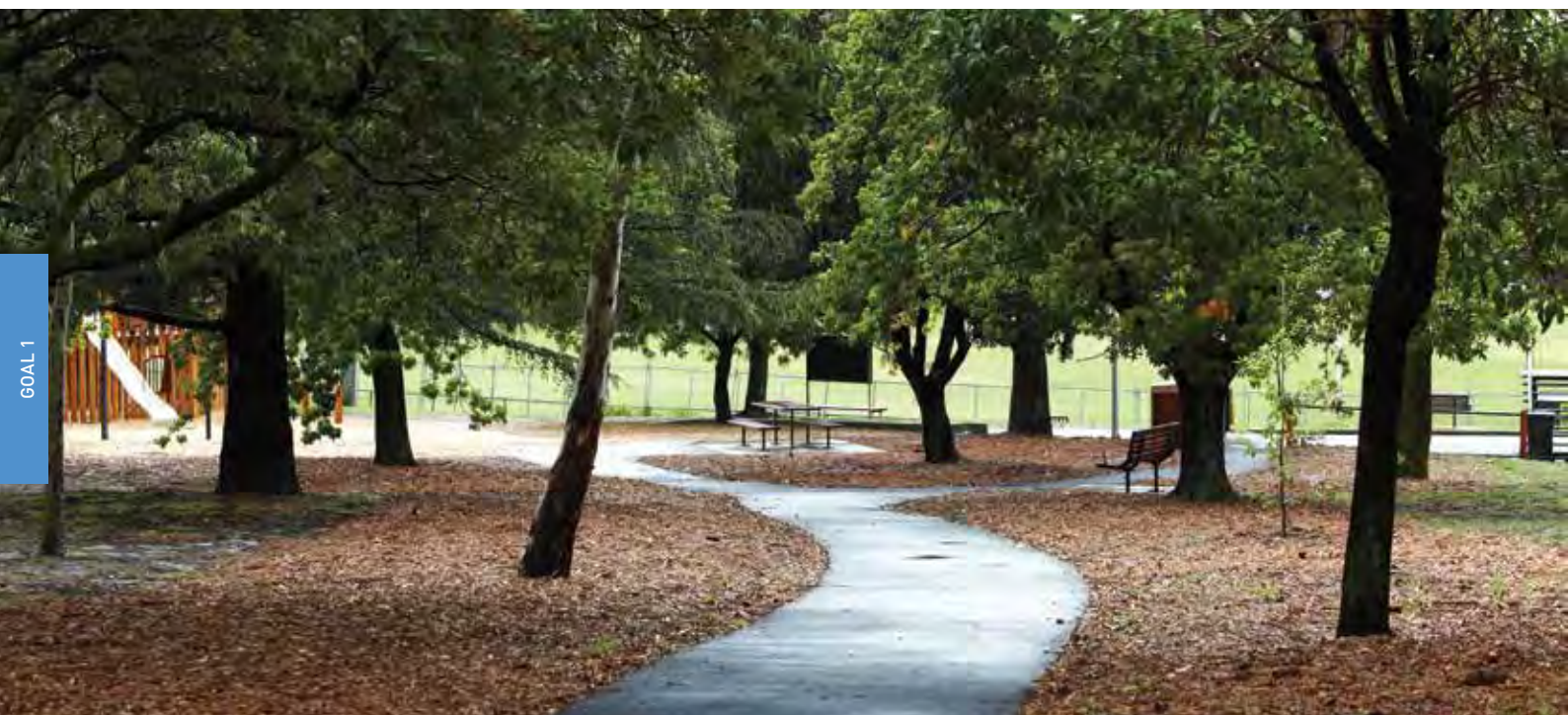


Lighting complements the stunning new Carrum Foreshore boardwalk.

Our challenges

- Planning for various playgrounds and reserves is progressing, although there have been delays to projects at Dales Park, Dolomore Reserve, Gerry Green Reserve and The Grange. All projects are expected to be completed in 2013/14.
- The feasibility of proposed major drainage improvements along the corridor between Aspendale and Bonbeach involves the construction of a large pipe below sea level. These projects require the investigation of complex construction techniques to appropriately manage environmental challenges including the treatment of acid sulphate soils. The additional costs will result in some projects being delayed by one or more years due to budgetary constraints.
- Maintaining sports grounds to meet increasing sports clubs and community expectations.
- Managing open space/reserves with an increase in flooding due to peak rain events.
- Continuing to work with stakeholders to create more opportunities to share existing facilities and make better use of Council's building assets.
- Implementing major changes to municipal emergency management arrangements post Bushfires Royal Commission report.
- Continuing to advocate for the State Government to raise the low lying section of Edithvale Road to prevent regular flooding.

More detail on the progress of these and other 2012/13 achievements and challenges can be found on pages 51 to 58.



Our plans for the next 12 months

In 2013/14, priority projects identified for this Goal include:

- Decide on the future Kingston Council depot site.
- Develop integrated service model and community service hubs in Parkdale and Edithvale.
- Prepare Master Plans for Moorabbin Reserve oval and open space to provide increased community use.
- Confirm community use for the Mordialloc Masonic Hall.
- Review the sportsground lighting policy.
- Maximise multiple usage opportunities of our community assets.
- Review of Asset Management Policy, Strategy and Asset Management Plans.
- Development of Asset Management System to a functional go-live, enabling works management and inspections to be programmed and managed using the AMS.

- Release of the Public Lighting Strategy.
- Implement the Kingston Playground Strategy, including a new play spaces and facilities at Dolomore Reserve, Gerry Green Reserve and The Grange.

With a budget of \$48 million, Kingston's capital works program for 2013/14 will continue to improve the amenity and quality of community assets in the municipality including:

- Capital Expansion – \$8.5 million
e.g. Green Wedge Development Reserve Fund \$2,372,443.
- Capital Renewal – \$25.2 million
e.g. Roads Reconstruction Program \$3,200,000.
- Capital Upgrade – \$8.5 million
e.g. Drainage Flood Mitigation Project \$3,040,000.
- Non Recurring Project Expenditure – \$1.6 million
e.g. Rehabilitation of Council Lands \$300,000.

Fast Facts










	2012/13	2011/12	Change	% Change
Value of Council buildings	\$202.2 million	\$196.6 million	0.6 million	2.8%
Value of Council land	\$1.12 billion	\$1.13 billion	-\$10 million	-0.9%
Kilometres of local roads resurfaced	18.0	25.3	-7.3	-28.9%
Requests responded to for traffic enquiries	725	1,378	-653	-47.4%
Requests actioned for roads, drains, footpaths and signs	3,737	4,119	-382	-9.3%
Kilometres of footpath renewed	9.8	7.7	2.1	27.3%
Drainage pits cleaned	9,200	9,150	50	0.5%
Improvements to Kingston playgrounds	\$485,000	\$482,426	\$2,574	0.5%
Number of organised sporting teams allocated to Council facilities	460	470	-10	-2.1%
Requests responded to for building maintenance	4,416	4,253	163	3.8%
Projects investigated or designed by the Engineering team	98	95	3	3.2%
Number of boatshed permits issued	190	190	0	0
Enforcement matters from Statutory Planning	981	880	101	11.5%





How we performed against the Council Plan – Our scorecard





The tables below reflect the progress of our key work during 2012/13.

Council Plan Strategy 1.1

Sustainable assets that balance investment and community expectations to provide a high level of community benefit today and into the future

2012/13 Milestone	Progress
1.1.1 Implement Kingston's Asset Management Strategy	
<i>Implement the Asset Management System (AMS)</i>	 95%
The AMS implementation is progressing close to schedule and was integrated with other corporate systems. Minor delays were the result of receiving the 'Works Management Module' behind schedule (now expected to be rolled out in September 2013) and the bringing forward of a major AMS version upgrade.	
<i>Implement the National Asset Management Framework</i>	 100%
The MAV is encouraging Councils to achieve "Core Maturity" for their National Asset Management Framework. Kingston is expected to achieve 90% or higher by December 2013.	
<i>Work to ensure statutory compliance for Council's habitable buildings</i>	 100%
Emergency management plans were installed at all relevant buildings during February 2013 and training for fire wardens is progressing to schedule.	
<i>Deliver an annual building cyclical maintenance program for Council buildings</i>	 100%
All annual building cyclical maintenance programs progressed as planned. Projects completed included the Mordialloc Nursing Home Heating upgrade, Masonic Lodge asset protection works and heating ventilation and air conditioning upgrade works at the Cheltenham and Mentone offices.	
<i>Provide reactive maintenance on Council managed buildings</i>	 100%
Building maintenance works continued throughout the year and completed as per Department's time frames.	
1.1.2 Implement Kingston's capital works program	
<i>Deliver an annual capital building program for Council buildings</i>	 100%
<div> <div>Projects delivered include Carrum Life Saving Club, Edithvale Sports Pavilion, Evesham Road Kinder refurbishment (see pages 6 and 7 for more details).</div>  </div>	
<i>Develop, review and maintain a five year Capital Works program</i>	 100%
The Draft Capital Forward Plan has been aligned to Kingston's new 2013–17 Council Plan, the Long Term Financial Plan, and budget targets and was considered by Council in March 2013. Year one of the Plan was advertised for public comment with formal adoption in early 2013/14.	
<i>Develop standardised specifications and procedures for new facilities/projects that improve functionality and long term maintenance of Council's buildings</i>	 100%
Developing standardised specifications continued, including on emergency services management, facilities maintenance plan, emergency plans and procedures for all buildings where Council has paid staff, building security at Cheltenham and Mentone offices, and tender documentation.	

2012/13 Milestone		Progress
1.1.2 Implement Kingston's capital works program (continued)		
<i>Provide infrastructure planning services</i>		100%
Condition rating inspections of road infrastructure continue as planned and on schedule.		
<i>Provide asset management services</i>		100%
The analysis of 2011/12 capital and asset maintenance expenditures was finalised and associated annual reporting completed. The outcomes of asset renewal modelling have been incorporated into the Capital Works Forward Plan to ensure Kingston has a sustainable plan for funding its renewal obligations.		
1.1.3 Develop and implement Reserve Master Plans		
<i>Implement Edithvale Recreation Reserve Master Plan</i>		35%
Council adopted the amended Master Plan in June 2013 to allow for the introduction of the Edithvale Family and Children's Hub onto the Reserve. Sportsground drainage works were completed in March 2013. A tender for the new car park and associated paving has been prepared for advertising in July 2013, with construction expected to commence in October 2013 (see page 56 1.3.2 for more information).		
<i>Implement Bonbeach Sports Reserve Master Plan</i>		100%
The new turf cricket wicket was installed on oval number 1 and started being used by the tenant cricket club in February 2013.		
<i>Implement Carrum Foreshore Master Plan</i>		100%
Public consultation for the Master Plan concluded in August 2012. Construction of the new Carrum Surf Lifesaving Club was completed in May 2013. Construction works in the precinct included the new Carrum Erosion Control Wall, the wall-top boardwalk, hand railing, lighting, new playground, replacement of overhead power lines with new lights and dune planting (see page 7 for more information).	 <p>Carrum foreshore playground.</p>	
<i>Implement Chelsea Recreation Reserve Master Plan</i>		35%
This project suffered delays due to the difficulties in finding suitable alternate accommodation for the 3rd Chelsea Air Scouts who have now been relocated. Demolition of the old Scout building on Chelsea Recreation Reserve is planned for August 2013. A landscape plan is also being prepared to guide reinstatement of the site with works expected to commence in December 2013.		
<i>Develop Dales Park Facility Master Plan</i>		95%
Concept plans including draft recommendations and feedback were presented to Council in June 2013. However, it has been deferred until September 2013 to allow further work to be undertaken on car-parking options and traffic management alternatives before being reconsidered by Council.		
<i>Implement the Carrum Roy Dore Reserve Master Plan (toilet block replacement)</i>		100%
The public toilet block tender process at Carrum Roy Dore has concluded. Public consultation was completed in October 2012 and the new public toilet facility was installed next to the playground in December 2012.		





2012/13 Milestone	Progress
1.1.4 Implement Property Strategy	
<i>Manage all Council's leasehold properties</i>	 100%
In addition to ongoing portfolio leasing work, highlights included agreements with Jemena, Port Phillip Housing, Patterson River Motor Boat Club, Parkdale Secondary College, and café business plans at Carrum Life Saving Club. Ongoing moorings management issues arising from dredging increased the number of issues with boatshed licensees requiring a review of policy. Potential depot sites were also reviewed.	
1.1.5 Provide ongoing management of existing assets	
<i>Manage Council's property portfolio, acquisition and disposal of assets; provide strategic property guidance and support the organisation with property related agreements</i>	 100%
Assessment of outcomes from the community buildings facilities review include the Centreway demolition and adjoining owner negotiations, Masonic Hall works and reference panel, and assessment of landfill/contamination at the depot site. New open space was purchased adjoining Reg Marlow Reserve. The Kinross easement drain compensation assessment is currently underway and will continue into 2013/14.	
	
<i>Provide road and drainage maintenance services</i>	 100%
Road infrastructure maintenance works were completed on schedule and 95% were completed within Council's nominated time frames. In July and August 2012, there was an increase in requests for pothole repairs due the wet weather, although relatively dry conditions for the remainder of the year took pressure off drainage maintenance works. Drainage activities focused on programmed pit cleaning on low point street pits, and repairing and maintaining drainage pump stations.	



Council Plan Strategy 1.2

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

2012/13 Milestone	Progress
1.2.1 Implement the Open Space Strategy	
<i>Advocate to improve the quantity and quality of Open Space in Kingston</i>	 100%
<p>The Sport and Recreation Team continued working with the City Strategy Department to improve the open space developer contributions policy for inclusion in the Planning Scheme review. Advice on development applications for strategic sites within areas of open space shortfall within Kingston continued. Advocacy for open space acquisition by Council of house blocks in Area 4D / 6B was endorsed by Council in March 2013.</p>	
1.2.2 Maintain Leisure Service delivery:	
<i>Provide recreation, fitness and aquatic education programs and services to the community via the Don Tatnell Leisure Centre</i>	 100%
<p>Don Tatnell's learn to swim program achieved record enrolments with over 900 participants weekly. Don Tatnell continued to provide new and innovative programs to service our community. Discussions commenced with the community centre to explore opportunities for collaboration.</p>	
<i>Provide recreation, fitness and aquatic education programs and services to the community via Waves Leisure Centre</i>	 100%
<p>Despite increased competition from the new Glen Eira Sports and Aquatic Centre, Waves' programs, membership numbers and services remain on budget. However, recreational swimming and group fitness classes declined, particularly during summer and school holiday periods. Waves Leisure Centre was awarded Aquatic and Recreations Swim School of the Year in June 2013 (see page 33 for more information). Meetings were held internally to investigate reducing energy consumption at Waves. A fully sustainability plan is being developed.</p>	
1.2.3 Implement Regional Soccer Strategy	
<i>Continue implementation of actions from the adopted Regional Soccer Strategy</i>	 100%
<p>Soccer pitch usage at Kingston Heath Regional Soccer Centre was managed for pre-season training and practice matches. Kingston is continuing to liaise with Football Federation Victoria on the impact of proposed changes to the competition structure. Final legal documents for licence and lease agreements at Kingston Heath were prepared for sign-off by Council and Bentleigh Greens Soccer Club. Kingston will receive a Sport and Recreation Victoria grant to provide sportsground lighting at Parkdale Secondary College to benefit Aspendale Junior Soccer Club. This project will be implemented in 2013/14.</p>	
1.2.4 Implement Kingston Tennis Strategy	
<i>Continue implementation of the adopted actions from Kingston Tennis Strategy</i>	 100%
<p>Court re-build projects were completed at Le Page Tennis Club and Mentone Tennis Club during 2012/13. Consultation continued with Kingston tennis clubs about new occupancy agreement templates. The final template was endorsed by Council in June 2013. Bi-annual tennis court condition audits were also completed.</p>	

2012/13 Milestone	Progress
1.2.5 Implement Kingston Playground Strategy	
<i>Playground Renewal Program – Dolomore Reserve</i>	 20%
Unsafe adult exercise equipment was removed and landscape concept plans prepared for a new play space and picnic area. Construction was postponed until 2013/14 to undertake priority works at The Grange Reserve in Clayton South. Public consultation and construction will commence early in 2013/14.	
<i>Playground Renewal Program – Friendship Square</i>	 100%
Public consultation for the new playground and park improvements started in August 2012. Revised landscape concept plans were distributed in November 2012 and construction was completed in February 2013.	
<i>Playground Renewal Program – Gerry Green Reserve</i>	 15%
A draft landscape concept plan was prepared to illustrate preliminary concepts for a new play space. Public consultation was rescheduled from October 2012 to November 2013 with a revised plan to be prepared and construction anticipated to start in May 2014.	
<i>Playground Renewal Program – Heatherton Park</i>	 100%
Public consultation for the new play space and picnic facilities concluded in July 2012. The new facility was opened to the public in November 2012 (see page 7 for more information).	
<i>Playground Renewal Program – The Grange</i>	 65%
Public consultation for the new play space and picnic facilities concluded in November 2012 with the final, revised landscape concept plan distributed in December 2012. Construction commenced in June 2013 and the new unified play space with a native Australian animal theme is set to open in August 2013.	
1.2.6 Maintain Sport and Recreation Service Delivery	
<i>Provide direction and support in the planning, development, coordination and delivery of services to sport and recreation organisations for the benefit of the Kingston community</i>	
During 2012/13, the summer season facility allocations were delivered and final requests were managed from Kingston clubs. Four meetings of the Sport and Recreation Reference Group were held. The Teaming Up Sports Club Development Program continued. Eight workshops and information sessions were run to up-skill and build the capacity of local sport club committee members. There were 207 people, from 69 different clubs who attended at least one session.	
 <p>Kingston Heath hockey pitch.</p>	







Council Plan Strategy 1.3

High quality community facilities that are accessible, safe and well utilised

2012/13 Milestone	Progress
1.3.1 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	
<i>Plan and develop building facilities that meet community needs</i>	 100%
Due to the election of the new Council, the draft Strategic Review Report (originally presented to Councillors in 2011/12) was updated with new Census data and will be reported during 2013/14.	
<i>Maintain and develop Kingston's parks and open space</i>	 100%
Parks and reserves maintenance focused on revegetation, while weed control and mulching of garden beds continued.	
<i>Manage major corporate facility upgrades, maintenance and environmental performance</i>	 100%
Corporate facility upgrades were completed on time and budget, including installing new lifts at the Cheltenham offices, mail room upgrade, and fire protection works in the server room.	
	
<i>Actively ensure that Library buildings and Community Centres are maintained and in good repair and support the ongoing development of facilities</i>	 100%
Completed the refurbishment of Cheltenham Library toilets and Seniors upgrade. Clarinda kitchen floor occupational health and safety compliance work included installation of new goose-necked tap and the removal of some shelving to improve workflow. Library and Education Services project managed the return of the Mordialloc Historical Society to the Old Bakery Museum which opened in June 2013.	
<i>Identify and secure external funding to support the renewal and replacement of out-dated community facilities</i>	 100%
In December 2012, Kingston was awarded \$2.4 million towards priority children services projects at Edithvale, Clayton South and Patterson Lakes. A \$600,000 Federal grant was secured in May 2013 for lighting upgrades at 1230 Nepean Highway with Council required to match funding for the \$1.1 million project.	
1.3.2 Implement Pavilion Development Strategy	
<i>Oversee construction of Bert Thomas Pavilion (Edithvale Recreation Reserve)</i>	 100%
Construction works commenced in March 2013 with completion expected in November 2013 (within the forecast timeframe). Discussions on the best governance model for managing the Bert Thomas Pavilion continued with user groups with expected sign-off by October 2013. Temporary accommodation and storage options are in place for affected user groups. The Pavilion development forms part of the larger Edithvale Recreation Reserve Master Plan (see section 1.1.3 page 52 for more information).	
	
South Ward Councillors Tamsin Bearstley, David Eden and John Ronke at the Edithvale Recreation Reserve.	

Council Plan Strategy 1.4

A community with an appropriate traffic, parking and transport network

2012/13 milestone	Progress
1.4.1 Develop an Integrated Transport Strategy	
<i>Advocacy for Dingley Bypass and Mornington Peninsula Freeway</i>	 100%
The Dingley Bypass project commenced and advocacy is complete. In 2012 VicRoads commenced a 12 month feasibility study of the Mornington Peninsula extension. Council continued to assist VicRoads and findings are expected early in 2013/14.	
<i>Develop and consult on the Draft Kingston Public Transport Strategy</i>	 100%
Preliminary work on the Transport Strategy commenced relating to information gathering, the structure, community engagement, timeframe and resourcing. Initial discussions were held with VicRoads. Resourcing to complete the Strategy is within the budget for 2013/14.	
<i>Traffic management report on Clarinda Road and Springs/Bourke intersection</i>	 100%
Council is waiting on VicRoads to hand over Old Dandenong Road, so additional local traffic management works can be undertaken. VicRoads latest advice was that Council needs to change the name of Old Dandenong Road, to the north of the South Road extension, before VicRoads transfers this road to Council responsibility. Further advice was sought to clarify this position.	
1.4.2 Implement Kingston's Road Safety Strategy and realign with State Government initiatives	
<i>Review Community Road Safety Strategy objectives</i>	 100%
A review of planned actions as undertaken, with some actions meeting or exceeding goals. The next annual review of actions will occur when the 2012 crash data is available, which is likely in the first quarter of 2013/14. (See page 62 for more information relating to 2012 Crashstats results.)	
1.4.3 Implement Cycling and Walking Plan	
<i>Continue implementation of the adopted actions from Cycling and Walking Plan</i>	 100%
<p>Concept design work was completed for the Mentone – Mordialloc shared path link. Internal discussions on alignment options are continuing and will be presented to Council for endorsement in 2013/14. A final report on Wayfinding treatments and the Boundary Rd shared path alignment options was received and provided to Council. Kingston signed up to participate in the National Bike Participation Survey 2013 and receive the results.</p>	 <p>Attenborough Park, Mordialloc, where a shared cycling and walking path connects to the Kingston Foreshore.</p>
<i>Facilitate Cycling and Walking Management Group</i>	 100%
The Cycling and Walking Management Group met in February 2013 as planned.	

Council Plan Strategy 1.5

An urban environment that is safe and promotes a positive sense of security

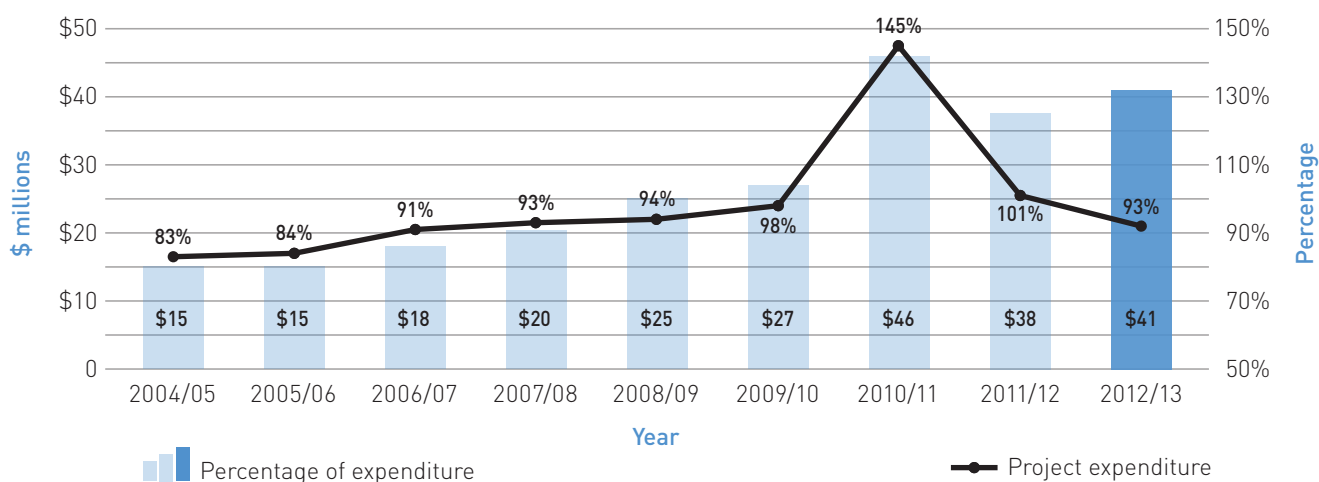
2012/13 milestone		Progress
1.5.1 Maintain and facilitate implementation of the Community Safety Strategy through a partnership approach		
<i>Commence consultations and process for the development of the community safety plan and community safety action plan</i>		 100%
<p>An updated draft Community Safety Strategy was developed based on community consultation. The draft strategy was presented to Council in June 2013. The draft was endorsed for a four week period of community consultation before a final draft which is expected to be presented to Council in the first quarter of 2013/14.</p>		
1.5.2 Maintain Council's emergency response and recovery services		
<i>Implement Municipal Emergency Coordination Centre System</i>		 100%
<p>The Municipal Emergency Coordination Centre System was installed and operational with core data loaded including all map data. The remaining works include loading additional data and establishing final operating procedures. Relief centre exercises were conducted in October 2012.</p>		
<i>Review Emergency Recovery Plans and maintain capacity for recovery efforts</i>		 100%
<p>Heatwave and Pandemic sub-committees met and reviewed the various Plans in November/ December 2012. An external audit was conducted in April 2013 and the outcomes are being addressed for a further audit in 2013/14. The Emergency Management Coordinator is coordinating all responses, relief and recovery activities with the City of Greater Dandenong and/ or Kingston as appropriate and has developed an exercise schedule for 2013/14.</p>		
1.5.3 Implement Litter and Graffiti Strategy		
<i>Implement graffiti response actions</i>		 100%
<p>The graffiti response action plan continued, including the provision of graffiti kits and removal of graffiti in public places within specified time frames. The newly formed Westall Residents' Group held a Community Clean-up Day in June 2013. The group was established to improve the aesthetics of the Westall area, promote social inclusion and engagement, promote feelings of safety by local residents, and raise awareness of activities and services.</p>		

Infrastructure projects total expenditure

The adopted 2012/13 Capital Program of \$43.7 million represents a 16.8% increase on the 2011/12 budget of \$37.4 million. Final expenditure for the 2012/13 Capital Works Program was \$40.7 million – 93.1% of the adopted budget. This figure represents a 7.9 per cent increase on the previous year's commitment.

Infrastructure project expenditure and adopted budget comparisons are presented in Figure 6 below.

Figure 6: Capital works expenditure and percentage



Source: Council's Finance Department records.



Table 10 shows how this capital expenditure was divided across the major service areas of Council.

Table 10: Capital Works Expenditure by Service Area

Area	2012/13	2011/12	2010/11
Information Services	\$1,718,000	\$800,300	\$1,154,000
Libraries and Education	\$288,000	\$746,300	\$78,000
Sport and Recreation (formerly Leisure and Recreation)	\$3,243,000	\$4,318,000	\$2,323,000
Leisure Centres, Arts and Halls	\$1,167,000	\$2,837,600	\$1,009,000
Community Services and Hubs	\$2,953,000	\$290,400	\$1,197,000
Economic Development and Activity Precincts	\$2,541,000	\$3,649,600	\$2,319,000
Parks	\$3,820,000	\$2,492,000	\$2,492,000
Coastal Reserves	\$10,404,000	\$5,730,500	\$1,751,000
Community Buildings	\$4,552,000	\$5,153,300	\$23,062,000
Roads Infrastructure (including footpaths and car parks)	\$6,436,000	\$9,750,200	\$9,551,000
Drainage Infrastructure	\$3,128,000	\$1,574,400	\$755,000
Traffic Management	\$427,000	\$223,300	\$558,000
TOTAL	\$40,677,000	\$37,718,300	\$46,249,000

The June 2012/13 adopted capital budget of \$43.7 million was revised to \$46.3 million in the mid-year budget review. This included supplementary carry overs of \$3.8 million from 2011/12, \$4.2 million of unbudgeted new grant incomes, a reduction of \$1 million to contribute to a defined benefits obligation and \$5.2 million of recognised carry over to 2013/14. This mid-year carry over was largely grant incomes received in advance of projects scheduled for delivery in 2013/14. The rates budget component was \$2.3 million.

The capital delivery program has a performance target of managing rates budget carry over within 5% of the adopted budget. For 2013/14, the full year rates budget carry over is \$4.4 million or 10.1% of the original adopted budget. While the 5% target was not achieved for 2013/14 it is not considered a reflection on performance as over half of this carry over is contractually committed for in-progress projects, with payments being aligned to works delivery scheduling. The main contributors to the unfavourable difference include:

- \$824,000 Waves and Don Tatnell renewal works in progress July/ August 2013 maintenance shutdown.
- \$1.2 million Information System programs rescheduled and reprioritised following program review.
- \$900,000 Activity Precinct Works rescheduled to enable completion of consultation and approval.
- \$485,000 Child Care Projects in progress. Contractual commitments into 2013/14.
- \$366,000 Kingston Hall in progress. Contractual commitments into 2013/14.
- \$288,000 Asset Management Software in progress. Contractual commitments into 2013/14.
- \$295,000 Bike network projects rescheduled to enable completion of consultation and approvals.

Indicators of Success for Goal 1

Our indicators of success comprise measures or means of monitoring achievement in relation to set goals. The indicators refer to a range of economic, social and environmental indicators used by Council to monitor the wellbeing of the community. These indicators are detailed below.

Economic indicator	Sustainable capital renewal for all assets
Responsibility	Kingston City Council
Council Plan target	Decrease in annual funding gap to achieve sustainable capital renewal for all assets

Capital expenditure on asset renewal in 2012/13 was \$21.5 million. When compared to required expenditure of \$25.7 million (Moloney Asset Renewal Modelling), a shortfall of \$4.2 million is determined. Previously in 2011/12, the funding shortfall was determined to be \$4.9 million. 2012/13 expenditure represents a 14 per cent decrease to the annual funding gap. Annual renewal funding shortfalls are predicted to continue until 2022 based on Council's financial capacity to fully fund asset renewal requirements, however this reduces when successful applications for grants and other incomes are received that contribute to renewal expenditure.

Source: Council's Infrastructure Department records.

Economic indicator	Asset renewal and maintenance ratio
Responsibility	Kingston City Council
Council Plan target	Increase asset renewal/maintenance ratio over time: Target 1.9

Kingston continues to work towards reducing its asset renewal gap as planned. Council is spending an additional \$6 million per annum on asset renewal to ensure that we are adequately maintaining our assets and we expect to continue at the current levels of expenditure to eliminate the asset renewal gap by 2022/23. The asset renewal and maintenance ratio is calculated as renewal and maintenance expenditure divided by the depreciation on infrastructure (buildings plus transport plus drainage). For 2012/13, this calculation was \$30,720,306/ \$15,778,000. In 2012/13 the gap ratio was 1.95 and exceeds our target of 1.9. This figure compares to a ratio of 2.11 in 2011/12 and a budgeted ratio of 1.94 for 2013/14.

Clarinda Library.



Social indicator	Safe road and pedestrian 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

The most current available data (for the year 1 January to 31 December 2012) shows that the City of Kingston experienced a significant increase in the total number of casualty accidents compared to 2011, and the highest number of incidents since 2008, as shown in Figure 7. The total number of casualty accidents is broken down as follows:

- Fatal accidents: 9 in 2012, which is an increase of 200.0 per cent compared to 3 in 2011 (and 2 in 2010).
- Serious injuries: 97 in 2012, which is a decrease of 12.6 per cent compared to 111 in 2011 (and 112 in 2010).
- Other less serious injuries: 310 in 2012, which is an increase of 33.0 per cent compared to 233 in 2011 (and 240 in 2010).

While it is positive that the rate of serious injuries has decreased, unfortunately both the number of fatal and less serious injuries have both experienced dramatic increases in 2012 compared to 2011, as shown in Table 11. When these results are broken down further on the basis of Council versus State-based roads, most incidents are occurring on the State network, which Council does not have any direct control over. Also, the Police have recently advised us that, in Kingston, the over 70 year old age group are now the most common age group involved in injury road crashes. Traditionally it was the 18-25 year olds (i.e. the inexperienced drivers) now it is the very experienced. We are working more closely with the Police on collaborative local projects including specifically targeting this older demographic.

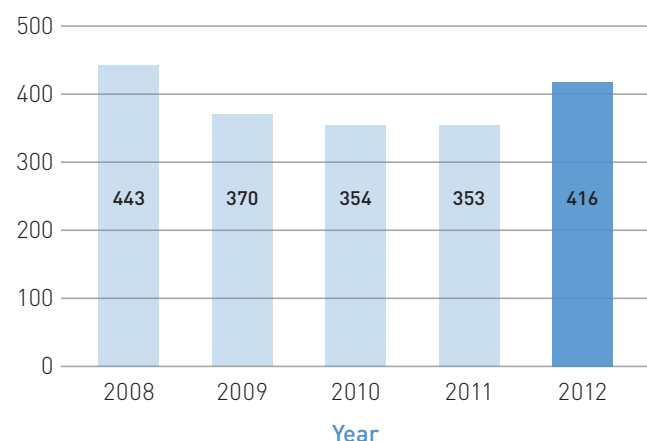
In terms of fatal incidents, these are nearly all on the State road network; only one occurred on a Kingston road. That one incident, on the local road network, involved a train, and extensive works have already been undertaken which will, in the future, prevent a similar incident occurring in that location.

We are currently in the process of assessing the injury and fatal crashes over the past five years by location – for the local road network only. There are some specific locations that have higher than desirable crashes and these are the ones that need to be further investigated. Some of these roads we already have plans for while others will require further investigation.

Table 11: Casualty Accidents – State versus Council Roads

	2012		2011		% change	
	Council	State	Council	State	Council	State
Fatal	1	8	1	2	0.0%	300.0%
Serious	25	72	32	85	-21.9%	-15.3%
Less serious	61	249	46	187	32.6%	33.2%
Total	87	329	79	274		

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



Source: VicRoads Crash Stats as at 30 July 2013

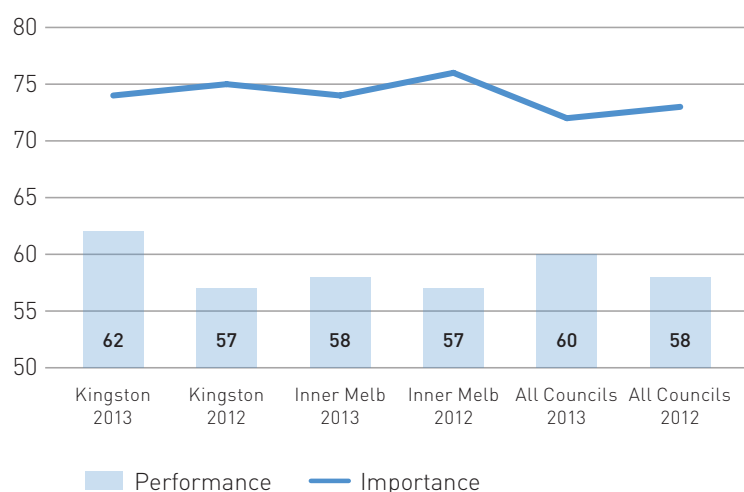


Traffic undertook a road safety session for children at the Chelsea Library. The engineers read traffic safety stories to the children and 'played' with the children on the specially designed road map. The 'play' was around where to walk, where to ride your bike, what do cyclists need to wear, to be safe, and how to cross the road safely.

Social indicator	Traffic management
Responsibility	Kingston City Council
Council Plan target	Maintain or improve resident perception of performance

As shown in Figure 8, resident satisfaction with traffic management increased significantly at Kingston in 2013 compared to 2012. Kingston's index score of 62 in 2013 was also significantly higher than resident satisfaction at Inner Melbourne Councils. Although performance increased in 2013, the importance rating decreased from 75 to 74. This significant increase in performance is a very pleasing result for Kingston. During 2012/13, Kingston invested over \$426,000 on traffic management projects, with a further \$750,000 budgeted to be spent in 2013/14. Some of the specific projects to be undertaken include Park Street/ Charman Road, Cheltenham and Bourke Road, Clayton South. Once the Dingley Bypass has been completed this will also change the network and help reduce traffic volumes.

Figure 8: Traffic management



Source: DPCD Community Satisfaction Survey 2013



School children from Cheltenham Primary School on their way to school.

Social indicator	Number of reported crimes per capita
Responsibility	Not directly monitored, surveyed or controlled by Council. State Government has primary responsibility Source: Police Crime Statistics
Council Plan target	Reduced incidence of crime

During 2012/13, there was a 7.4 per cent increase in total crimes reported in Kingston. The rate of increase in crimes recorded in Kingston during 2012/13 was higher than the state average, but the city's overall crime rate remains slightly lower than the Victorian average. Based on the rate per 100,000 population, there was an increase in crimes against property and crimes against the person, while there was a slight decrease in 'other crime' as shown in Table 12. In comparison, there was a large increase of 34.3 per cent in relation to drug offences, which includes drug cultivation, manufacturing and trafficking, as well as drug possession and use. Kingston is working closely with the State Government in 2013/14 to receive funding to implement CCTV cameras across sites in Kingston designated by police as potential hot spots. Council will be responsible for the management and maintenance of the CCTVs. If the estimated cost is exceeded after more detailed examination of the sites, the locations ranked as the highest priority by police will be implemented. The installation of the CCTVs are aligned to Council's Community Safety Strategy. While the CCTVs are not a guaranteed anti-crime measure, there is overwhelmingly support in the community for their installation and it is expected the cameras will act as an additional crime prevention tool for police.

Table 12: Summary of offences recorded in Kingston – 2011/12 to 2012/13

Offences recorded (Rate per 100,000 population)	2012/13	2011/12	% Change
Crime against the person (e.g. homicide, robbery, assault)	811.9	797.8	1.8%
Crime against property(e.g. burglary, deception, theft)	4,267.7	3,890.7	9.7%
Drug offences (e.g. drug trafficking, drug use)	332.4	247.4	34.3%
Other crime (e.g. weapons, behaviour in public)	904.2	943.1	-4.1%
Total	6,316.3	5,879.1	7.4%

Source: State Government Police Crime Statistics

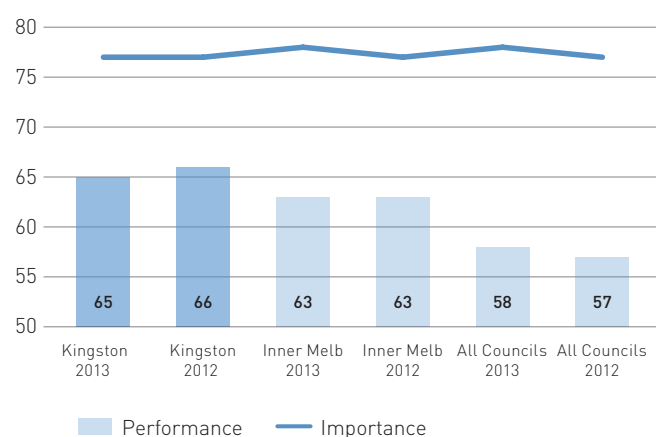


Local police officers working with Kingston at the Harmony Soccer Cup.

Social indicator	Appropriate local streets and footpaths
Responsibility	Kingston City Council
Council Plan target	Maintain or improve resident perception of performance condition of local streets and footpaths in your area

Kingston achieved an index score of 65 resident satisfaction with the condition of local streets and footpaths in their area according to the 2013 DPCD survey. This was slightly higher than found across Inner Metropolitan Melbourne Councils and significantly higher than resident satisfaction recorded across All Councils where the index score was 58 as shown in Figure 9. There was little variation between the 2012 and 2013 results in terms of performance for all Council groupings. The importance of this service continues to rate higher than performance with little variation by Council group where the index score for 2012 and 2013 is either 77 or 78.

Figure 9: Appropriate local streets and footpaths



Source: DPCD Community Satisfaction Survey 2013



Streetscape works at Westall Road Shops, Westall.

Kingston continues to invest heavily in roads and traffic management, spending \$6.9 million in 2012/13 (see Table 13). This included \$1.6 million in footpath renewal projects across 79 locations and \$1.3 million through the road resurfacing program. Below are a number of specific project completed during the financial year.

Table 13: Examples of Roads and Traffic Management Projects 2012/13

Roads footpaths and traffic management	\$6.9 million
Gainsborough Rd, Mentone – reconstruction	\$163,685 (completion of \$900,000 project)
Alleyne Av, Bonbeach – reconstruction (in progress)	\$297,632 (\$598,000 contract in progress)
Yalambee Av, Aspendale – reconstruction	\$555,381
Lucerne St, Mentone – reconstruction	\$476,801
Rennison St, Parkdale – reconstruction	\$473,583
Randall Av, Edithvale – reconstruction	\$205,901
Traffic Management projects	\$426,709

Goal 2: A Sustainable Environment

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

GOAL 2



Friday afternoon fishing on the lake at Karkarook Park. The site was mined for sand for the construction industry between 1997-2000, it was then rehabilitated and opened as a park in 2002. The site's history as providing resources to Kingston and the wider region continues with the provision of open space and recreation opportunities for the neighbouring community.

This goal 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 \$32.9 million to achieve sustainable environment outcomes for Kingston, compared to the budgeted amount of \$31.5 million. This is an increase of 34.6 per cent on the \$24.5 million spent in 2011/12. In 2012/13 much of this increase can be attributed to increased capital spending including \$10.4 million on coastal reserves (compared to \$4.7 million in 2011/12), the completion of the Mordialloc Creek dredging project \$4.9 million (\$2 million more than 2011/12), and \$1.7 million on Carrum Life Saving Club development.





Our major achievements

We continued to ensure the long-term sustainability of our city and the need to make sure development does not adversely affect Kingston's liveability. Kingston achieved this by continuing to invest heavily in projects and programs which contribute to the safety and liveability of the city by enhancing its social and environmental sustainability. Highlights of our progress during 2012/13 include:

- Implemented strategies and plans including Green Wedge Management Plan, Coastal Management Plan, Integrated Water Cycle Strategy, Energy Efficiency Strategy, and the Tree Strategy.
- Implementing Activity Centre Structure Plans and continuing development at Mentone.
- The Moorabbin Arts Link was constructed with new footpaths, lighting, planting and bus stop upgrade (design costs were \$2,558 with \$300,000 allocated in the 2013/14 budget. Further works were completed on footpaths and landscaping in the Moorabbin Precinct (cost of \$192,000).
- A Planning Appeals Advocate position was created to co-ordinate the planning appeals process for Council. Previously many appeals were undertaken by external planning consultants.
- Implemented process improvements in Planning, Building and Infrastructure Planning to simplify and explain steps to customers.
- Environmentally Sustainable Development outcomes were promoted and identified throughout all stages of the planning application process.
- Successfully tendered out Open Space Mowing contract with significant cost savings.
- Completed modelling 14 local catchments to confirm the extent of flooding during extreme storm events.
- Engaged with the community and schools through various environmental programs, including rain garden projects and the Big Green Schools Conference.





Our challenges

- The review of the Biodiversity Strategy was placed on hold until early in 2014, to allow for the completion of the Coastal Management Plan in 2013.
- Competing goals and priorities within the community, such as coastal vegetation versus bay views.
- Preparation for the New Planning Zones due to commence operation in July 2013 and other legislative changes.
- Delays in development of projects beyond Council's authority, including the development of the Structure Plan at Southland and the Moorabbin Activity Centre Zone Amendment.
- 2012/13 showed a trend for higher density and more complex applications. The greater complexity impacts on workload for the department and time frames for processing applications.
- The size and scope of climate change and the ability of Council to influence both lifestyle choices and manufacturing business practices.

More detail on the progress of these and other 2012/13 achievements and challenges can be found on pages 71 to 81.

Our plans for the next 12 months

In 2013/14, priority projects identified for this Goal include:

- Identify priorities from the Kingston Green Wedge Plan and implement.
- Prepare Planning Scheme amendments to implement the findings of the review of the Municipal Strategic Statement.
- Continue to improve statutory planning and building processes, including reducing application numbers per planner with process improvements, the successful introduction for the Planning Appeals Advocate position, and the electronic lodgement of planning applications to be achieved through our website.
- Complete the review of the City of Kingston Coastal Management Plan.
- Changeover to energy efficient street lighting.
- Complete the Carrum Foreshore Precinct works.
- Prepare the Mentone Coastal Precinct Plan and present it to the community for comment.

Fast Facts

	2012/13	2011/12	Change	% Change
Tonnes of garbage collected	29,320	29,489	-169	-0.6%
Tonnes of recyclables collected	15,207	16,304	-1,097	-6.7%
Tonnes of green waste collected	14,053	14,592	-539	-3.7%
Tonnes of hard waste collected	3,539	3,905	-366	-9.4%
Number of mattresses collected	5,560	4,889	671	13.7%
Kilometres of streets swept	11,253	11,253	0	0.0%
Planning applications received	941	1,077	-136	-12.6%
Building applications received	114	157	-43	-27.4%
Improvements and works along the foreshore	\$619,000	\$734,716	-\$115,716	-15.7%
Street (and park) trees planted	2,212	2,447	-235	-9.6%
Street trees pruned	25,000	20,000	5,000	25.0%



Community gardens are a great way for children to learn about nutrition.

How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2012/13.

Council Plan Strategy 2.1

Insightful, intergenerational planning and delivery

2012/13 Milestone	Progress
2.1.1 Implement Kingston's Green Wedge Management Plan	
<p><i>Conduct a planning scheme amendment to implement findings of the Kingston Green Wedge Plan and based on direction from new Council</i></p> <p>In December 2012, Council resolved to adopt the Kingston Green Wedge Plan with a follow-up briefing planned for the fourth quarter. Council Officers commenced actioning the resolutions of the December Council Meeting by re-engaging with landowners in the Kingston Green Wedge. However, in May 2013, Council determined they required further analysis by Officers early in 2013/14 with direction on the form of a future Planning Scheme Amendment.</p>	 100%
 <p>North Ward Councillors Steve Staikos, Tamara Barth and Paul Peulich inspect the plan at Keeley Park</p>	
2.1.2 Development of additional Activity Centre Structure Plans	
<p><i>Investigate the development of a Southland Structure Plan</i></p> <p>The development of this Plan has been delayed pending direction from the State Government in relation to the Project Control Group. The Project Control Group is suggested as the appropriate methodology for scoping up the governance structure for a future Southland Structure Plan. A briefing for Council will occur once direction from the State Government is known.</p>	 50%
2.1.3 Maintain an effective Kingston Planning Scheme	
<p><i>Implement changes to the Local Planning Policy Framework and Planning Zones and particular provisions as appropriate</i></p> <p>The new residential zones will be introduced into Planning Schemes by the State Government on 1 July 2013. Council officers have commenced consultation on the new zones and have commenced work on the implementation of the Kingston Planning Scheme Review. With the adoption of the Green Wedge Plan in 2012, officers are now preparing a Planning Scheme Amendment to implement the recommendations of the Plan. Council is continuing to process Planning Scheme Amendment requests with a particular focus on implementing the Mentone Activity Centre Structure Plan, the Clayton South industrial area, and finalising other Planning Scheme Amendments initiated last year.</p>	 100%
<p><i>Progress the implementation of the Activity Centre Zone for Cheltenham, Moorabbin, Mentone and Mordialloc major activity centres</i></p> <p>The Cheltenham Activity Centre Zone Amendment was approved by the Minister for Planning during the fourth quarter. Officers undertook a review of the submissions received for the Mentone Activity Centre Zone and briefed Councillors on the submissions to consider options for progressing the amendment in May-June 2013. The Moorabbin Activity Centre Zone Amendment is still awaiting approval by the Minister for Planning. Officers have been advocating to the Minister and the Department for approval of this Amendment.</p>	 70%





2012/13 Milestone	Progress
2.1.3 Maintain an effective Kingston Planning Scheme (continued)	
<i>Implement process improvement for statutory planning services</i>	 100%
<p>The 13 STEPS process improvements were implemented during 2012/13. Planning, Building and Infrastructure Planning continue to identify and develop check lists, fact sheets, website information, standard letters and consultation documents in a cohesive manner for both format and language used. This project will be further developed during 2013/14. Following a review of the Planning website, information gaps have been rectified with the addition of pages that discuss the differences between planning and building, subdivision, advertising signage, planning compliance, and other key areas.</p>	
<i>Provide efficient and responsive statutory planning and compliance services</i>	 100%
<p>The number of planning applications received for the 2012/13 year was slightly down compared to previous years (see page 80 for more information).</p>	
<i>Administer Kingston Planning Scheme Amendment proposals submitted to Council for its consideration</i>	 100%
<p>Council has undertaken a Panel hearing process for the Clayton South precinct (including former Sigma site) and Southern Road. The Panel's report for the amendment for 44 First Avenue, Chelsea Heights was received, reviewed and this was adopted by Council. In May 2013, Council began a new amendment to rezone part of the Patterson Lakes Golf Club to a residential zone to allow a five lot subdivision on underutilised land.</p>	
<i>Develop Open Space Contributions Policy and review and respond to changes to Development Contribution Legislation</i>	 75%
<p>Officers will be briefing the Council in the first quarter of 2013/14 in relation to conducting a Planning Scheme Amendment in relation to Open Space Contributions policy. Officers are monitoring work of the appointed Standard Development Contributions Advisory Committee who provided advice to the Planning Minister more broadly on Development Contributions. Once more information is available advice will be provided to Councillors.</p>	
<i>Implement the Flood Mitigation Strategy</i>	 100%
<p>Investigation work to prioritise drainage improvements to mitigate floods commenced in 1998 and is on track overall, with the highest priority suburbs or around 75% of Kingston successfully completed over the last 14 years. The main project for 2012/13 was the Springs Road major drainage improvements in Clayton South at a cost of \$1.3 million. In addition, significant progress has been made on flood mapping of 14 catchments. Overall, following a significant breakthrough with Melbourne Water on identifying improvement solutions in the South Ward, the program is tracking well and is only limited by available funding and resolving environmental management challenges.</p>	 <p>Springs Road, Clayton.</p>

2012/13 Milestone	Progress
2.1.4 Implement and continue development of Activity Centre Structure Plans	
<i>Complete Moorabbin Arts Link</i>	 100%
<p>The Moorabbin Arts Link was constructed with new footpaths, lighting, planting and bus stop upgrade. Planting and tidy up work was completed in May 2013. A licence was agreed with VicTrack for works to be completed on the western side of the railway line. Discussions are now being carried out with VicTrack, bus companies, Metro Train, adjacent land owners and other stakeholders to resolve the design for the Bus Interchange on Station Street for delivery in 2013/14. A public artwork is also proposed to begin in 2013/14.</p>	
<i>Mentone: develop implementation plan for activity centre</i>	 75%
<p>Draft concept plans for the new peripheral road in Mentone are based on the objectives in the structure plan. Once the traffic movement has been finalised, the streetscape plan can be developed. Final traffic work is expected to be complete by the end of 2013.</p>	
<i>Mordialloc: Complete Bay to Rail Concepts (Centreway Streetscape and Car park)</i>	 75%
<p>Council resolved in September 2012 to demolish the existing glass factory in Mordialloc and to wait for direction from the new Council on the future of the site. Discussions with the impacted landowner adjacent to the factory site have been completed. A car parking strategy has been developed which identifies actions to better manage existing car parking spaces for the next 10-15 years. A review of the best land use for the Council owned site will be completed, as well as concept plans for Centreway and Owen Street. Council will need to consider whether this significant piece of infrastructure is a short or medium term planning imperative. A report was presented to Council in June 2013. Council has asked that consultation commence with the traders for the parking initiatives for Mordialloc.</p>	
<i>Develop and implement a program of capital and other works to progress the implementation of activity centre structure plans</i>	 100%
<p>In early 2013, Council was informed about work undertaken in Activity Centres. Discussions were held with the Corporate Leadership Group and councillors to identify some immediate opportunities that can be undertaken over the next two years. A program was established for works in a number of shopping centres.</p>	
<p>Mordialloc Activity Centre.</p> 	
2.1.5 Maintain Statutory Building Services	
<i>Administer the Statutory and Building Permit related responsibilities of Council under the Building Act 1996</i>	 100%
<p>Council continued to administer its statutory and building permit responsibilities with a key focus on providing approvals for significant building initiatives being undertaken in 2013/14. The team continued its involvement with auditing outstanding building permits for swimming pools identified by the Victorian Building Commission. During the year, the work group was restructured from three teams into two to provide greater service to internal and external customers.</p>	

Council Plan Strategy 2.2

Kingston's natural environment is enhanced and protected

2012/13 Milestone	Progress
2.2.1 Implement Tree Strategy	
<i>Implement programmed and reactive tree pruning</i>	 100%
<p>The 2012/13 programmed tree pruning was completed in Braeside, Dingley, and Moorabbin. Tree pruning is undertaken on a two-year cycle to achieve required compliance to regulatory requirements (i.e. power line clearance). High voltage power line clearance is undertaken on an annual basis. Reactive tree pruning is undertaken to action requests from the community and to back up the programmed works. Requests are directly impacted upon by winds and storms and are managed on a priority basis.</p>	
<i>Plant and maintain street and park trees</i>	 100%
<p>Tree maintenance, including watering, mulching, tree staking, weed control and fertilising, continued for all trees planted in the last two years to ensure establishment. Community consultation was a key focus during the December quarter for proposed tree plantings over the following two quarters. Over 2,200 street trees were planted across the municipality. Tree planting in the parks and reserves is generally undertaken as part of the overall upgrades and improvements to these sites.</p>	 <p>One of Kingston's beautiful trees at Turner Road, Highett.</p>
2.2.2 Implement Kingston Coastal Management Plan	
<i>Implement adopted actions from the Coastal Management Plan</i>	 100%
<p>Installation of stage 2 of the Carrum Erosion Control Wall commenced and is expected to be completed by August 2013. This will further protect the dune system and car park from the effects of erosion due to storm surges. Preliminary community consultation for the Mentone Coastal Precinct Plan was completed and will be used to help to create a draft precinct plan. Significant revegetation works were undertaken around Parkdale.</p>	
<i>Coordinate the management and maintenance of the foreshore</i>	 100%
<p>A large amount of woody weeds were removed along the foreshore, particularly in the Mentone area. This will allow indigenous plants to colonise and improve the ecosystem.</p>	
<i>Review Coastal Management Plan</i>	 60%
<p>The review of the Coastal Management Plan was delayed in 2012 due to budget constraints and to ensure that the new councillors were provided with sufficient information surrounding the Plan. There were also some delays as officers changed the structure of the Plan, which resulted in extra time to rewrite sections. During the fourth quarter, officers completed consultation with key stakeholder groups which will be used to prepare a draft Coastal Management Plan. The draft will be presented to Council in August 2013 and be available for general community consultation.</p>	







2012/13 Milestone	Progress
2.2.3 Implement Kingston's Biodiversity Strategy	
<i>Review Kingston's Biodiversity Strategy</i>	 50%
Council officers commenced an internal review of the Biodiversity Strategy and advised the Climate Change and Biodiversity Reference Group. Following a Council resolution in March 2013, the review of the Biodiversity Strategy was placed on hold and is expected to commence early in 2014. The Coastal Management Plan was identified as the priority project (see 2.2.2 page 74 for further information).	
<i>Implement Kingston's Biodiversity Strategy</i>	 100%
Vegetation surveys of remnant areas in natural reserves were completed. Information from these surveys will guide future works and recommendations have been incorporated into the reserve management plans. Recommendations have changed the emphasis of the management plans from a focus on revegetation to one that encourages regeneration of indigenous plants from soil stored seed.	
2.2.4 Maintain delivery of environmental programs and services	
<i>Work with the development industry to improve Environmentally Sustainable Development (ESD) and Urban Design outcomes in development</i>	 100%
Council continued to work with the development industry in promoting ESD outcomes in buildings across Kingston. Council worked directly with applicants throughout all stages of the planning application process to assist them in identifying ESD opportunities and implementing strategies that will lead to improved environmental performance. Staff training continued for the ten key areas of the Sustainable Development Assessment in the Planning Process.	
<i>Provide environmental planning and education services</i>	 100%
Kingston maintained engagement with the community and schools through various environmental programs including Greening Our Place, Greening Kingston community sustainability workshops, the Green Hub at Kingston's Harvest Festival, specific school based programs (e.g. 'i Sea i Care'), and the launch of 10,000 rain garden projects. In addition, the team hosted the second annual Big Green Schools Conference.	



Primary school participants in Kingston's 'i Sea i Care' Marine Ambassador program enjoy a hands-on learning experience.

Council Plan Strategy 2.3

A leader in sustainable practices

2012/13 Milestone	Progress
2.3.1 Deliver high quality waste collection and education service	
<i>Continue waste collection systems and waste education programs</i>	 100%
Council's residential waste collection service continued with 95% of service requests completed within the specified time frames. Overall there was less domestic waste collected in 2012/13 compared to 2011/12 (see page 77). School presentations were made to 43 schools on organic waste diversion and recycling topics and various community waste sessions were also conducted. Bin inspections focused on trouble spots like Clayton South and Clarinda.	
2.3.2 Implement the Kingston Energy Efficiency Strategy	
<i>Implement 2012/13 actions of the Kingston Energy Efficiency Strategy</i>	 100%
Work is continuing on a number of initiatives including the building upgrade program for 1230 Nepean Highway, Waves Leisure Centre Energy Efficiency review and the trial of alternative products and site practices for infrastructure projects. Significant projects, including a Federal Government grant to replace the hot water systems at three Council facilities and ongoing upgrades of 1230 Nepean Highway, resulted in a 40% reduction in base building power use.	
<i>Upgrade street lights to energy efficient globes</i>	 100%
<p>Preparatory works include participation in the MAV tender for street light upgrade, and an initial audit of all street lights and council owned public lighting poles. The upgrade of street lights to energy efficient globes is resourced for 2013/14 – 2017/18.</p>	<p>Energy efficient lights on Nepean Highway, Carrum.</p> 
2.3.3 Implement the Kingston Integrated Water Cycle Strategy	
<i>Implement the 2012/13 actions of the Kingston Integrated Water Cycle Strategy (IWCS)</i>	 100%
Delivering actions from the IWCS continued, including the installation of dual flush toilets at 1230 Nepean Highway and an audit and subsequent repairs of council water tanks. Council has also approved the development of a business case for a large wetland within the Green Wedge that will provide multiple water quality and conservation benefits downstream. VicRoads is also undertaking preliminary research into storm water capture and re-use from the Dingley By-Pass in the Green Wedge. Council is working to submit registrations of interest for future grants to be provided by the Office of Living Victoria to deliver on actions outlined in the IWCS.	
2.3.4 Implement the Flood Mitigation Strategy	
<i>Continue to investigate and prioritise drainage improvement projects with a focus on investigating all catchments within Clayton South</i>	 100%
This program aims to gradually undertake detailed drainage investigation at the rate of one suburb per year over a 20 year period. The program commenced in 1998 and overall is on track with the highest priority suburbs or around 75% of Kingston successfully completed over the last 14 years. Investigation work within Clayton South was the main priority for 2012/13 and was completed.	

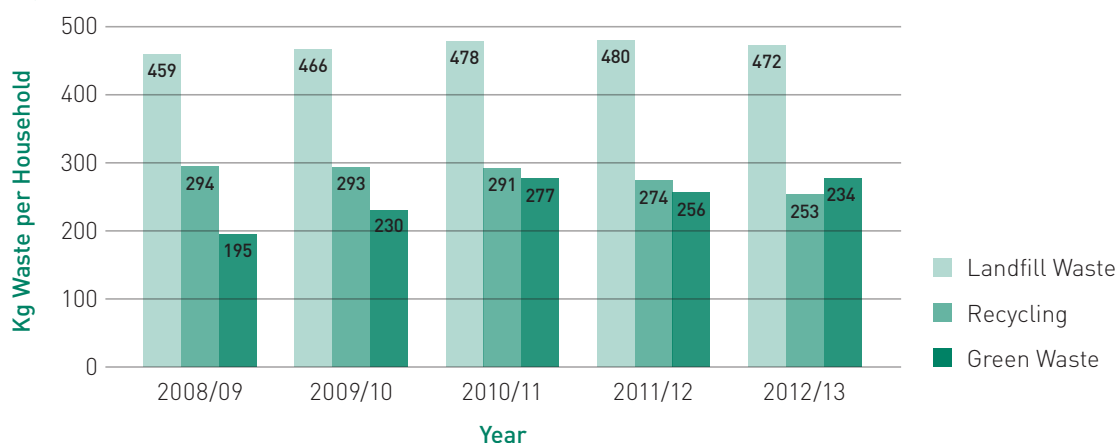
Indicators of Success for Goal 2

Our indicators of success comprise measures or means of monitoring achievement in relation to our set goals. The indicators refer to a range of economic, social and environmental indicators used by Council 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 per cent or greater diversion of waste from landfill

Kingston is committed to waste reduction from its approximately 60,000 residential properties. In 2012/13, Kingston achieved a 48.4 per cent diversion of waste from landfill. This result does not meet the Council Plan target of 50 per cent. Unfortunately the green waste processing facility was closed over the Christmas holiday season and over that period Green Waste was taken to landfill. If all collected green waste had been processed then Council's diversion rate would have been 49.2 per cent. It should be noted that collected recycling materials have again decreased by 7.2 per cent (15,207 in 2012/13 compared to 16,304 tonnes in 2011/12). This reduction is due to less paper being collected in recycling bins as newspapers are becoming more readily accessible via technology like tablets and smartphones. Collected Green Waste has reduced by a further 8.2 per cent (14,052 tonnes in 2012/13 compared to 14,592 tonnes in 2011/12), in part due to reduced moisture conditions over the last 12 months (see Figure 10). Landfill waste is slightly lower decreasing 0.6 per cent in the last 12 months. Overall, Kingston's diversion of waste from landfill rate compares favourably with neighbouring Councils.

Figure 10: KG waste per household 2008-2013



Bins at the Peter Scullin Reserve, Mordialloc.

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

The development of the Federal Government Clean Energy Future package, which included the introduction of a price on carbon in 2012/13 saw changes to the National Greenhouse and Energy Reporting Scheme (NGERS). Kingston Council is exempt from compulsory reporting, and any future monitoring and reporting should align with NGERS reporting requirements. In 2012/13 Kingston used 6,384.571 M/h of electricity in Scope 3 unmetered public lighting which is an equivalent greenhouse emission of 5,679.71 t CO₂e. Kingston has, however, invested in energy efficient retrofits of our main building and continued work on the Arts Centre. Both of these projects have been made possible with the assistance of Federal Government grants through the Community Energy Efficiency Program rounds 1 and 2. Finally, we are no longer members of the International Council for Local Government Initiatives (ICLEI). We are members of the South East Council's Climate Change Alliance (SECCCA) which is an alliance of nine Councils who work on Climate Change adaptation and mitigation projects for our community.

Environmental indicator	Beach water quality
Responsibility	State Government (Environment Protection Authority Victoria)
Council Plan target	Monitor beach water quality to reduce number of incidence of high bacteria readings

The Environmental Protection Authority (EPA) found water quality to be mostly good during fine weather at 36 Port Phillip Bay beaches. The majority (88%) of weekly water quality samples were suitable for swimming, with only a handful of sites over the safe health levels. Although Melbourne and Greater Melbourne experienced a drier than average summer, there were periods when rain impacted on water quality. In total, 14 unacceptable water quality alerts were issued in comparison to eight in 2011/12. There were also a number of long hot, dry spells in November, January and February 2013 where stormwater drains were more susceptible to 'first flushes' after rain, increasing bacterial levels and causing alerts. The 'first flush' of the stormwater system carries most of the pollution that has built up in the drains. In most cases elevated bacterial levels were often short lived, with bacterial levels returning to low levels within 24–48 hours after rain. While water quality was generally suitable for swimming during fine weather there were rare occasions when bacterial levels were higher than expected. However, water quality at beaches within Kingston City was generally within safe water quality levels. Amongst the best beaches where there were no elevated enterococci levels over the summer, Kingston's Seaford and Carrum beaches featured.

A new water quality forecasting signage service was this season trialled for a month at four bayside beaches as part of the Victorian Government's Yarra River and Port Phillip Bay action plan.

Run in partnership between EPA and Life Saving Victoria, visitors to Mordialloc (as well as Altona, St Kilda, and Frankston beaches) could see for the first time the current water quality rating for their beach.

FURTHER READING: EPA Victoria Beach Report 2012/13 visit www.epa.vic.gov.au/beachreport/



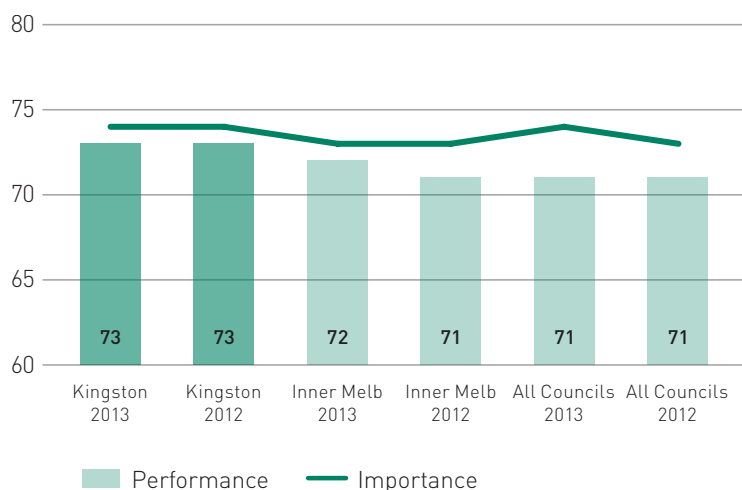
Mordialloc beach.

Social indicator	Appearance of public places
Responsibility	Kingston City Council
Council Plan target	70 per cent resident satisfaction with appearance of public places

Local Government Victoria introduced methodological and content changes to the Department of Planning and Community Development (DPCD) Community Satisfaction survey in 2012. These changes were made to provide the sector with more reliable and meaningful results to inform decision making and support strategic planning. These improvements in 2012 included increasing the sample size up to 400 respondents and ensuring that the sample reflects the demographic composition of a municipality. The survey also allows for respondents to be “residents over 18 years of age” instead of restricting respondents to “head of household.” Now in the second year of the changed methodology the survey results can be compared across two years.

The City of Kingston understands that the appearance of public places is very important to the community, as it is across all Victorian Councils, and has scored 74 in the importance index for the last two years. Kingston resident satisfaction has consistently been comparable to other Councils from 2007 to 2011 with no significant difference across the groups. As shown in Figure 11, the resident satisfaction among Kingston residents is higher compared to satisfaction at other Inner Metropolitan Melbourne Councils and All Victorian Councils.

Figure 11: Appearance of public spaces



Source: 2013 DPCD Community Satisfaction Survey.



Social indicator	Percentage of Planning Applications completed in statutory timeframes
Responsibility	Kingston City Council
Council Plan target	Complete 60 per cent of applications in statutory timeframes by 2013/14

This is the first year the percentage of planning applications completed in statutory timeframes was identified as an indicator of success in the Council Plan. Over the past 18 months Kingston worked on enhancing its business systems to better capture accurate statistical data. The collection of data on statutory days is complex, whereby the statutory clock starts and stops at different times during the processing of a planning application. Council can now accurately reflect these conditions in its business system for reporting purposes. As a consequence of more accurate reporting, over the past three years as shown in Table 14, our statistics are getting worse not better.

Table 14: Percentage of applications completed in statutory timeframes

Year	Percentage
2012/13	40%
2011/12	44%
2010/11	48%

The 2012/13 statistics show on average that 40 per cent of all planning applications decided were made within 60 statutory days. When applications are lodged with Council they are graded in complexity because timeframes vary depending on their difficulty. Out of the total applications decided during the financial year, 30 per cent of these were of a 'complex' nature. The 2012/13 figures show there was a consistent lodgement of complex, higher density applications which has resulted in a longer time frame for determination.

The Manager and Team Leaders of City Development department met with Councillors to discuss proposed changes to process improvement for the Statutory Planning team. Due to the level of officer delegation, there continues to be above average number of applications being brought to and/ or determined by Council. This too increases the timeframe for determination.

To further improve processes, the work group was restructured from three teams to two to provide greater service to internal and external customers. Areas for improvement focused on communication, processing times and consistency of outcomes. The City Development Team further streamlined the fast track program to increase turnaround time on applications. Planning, Building and Infrastructure Planning teams set up a working group to identify and develop check lists, fact sheets, website information, standard letters and standard consultation documents in a cohesive and professional manner for both format and language used to improve both public and internal profiles. This project is consistent with the objectives of Council's strategy to improve our customers' experience.



Kingston is consulting extensively with the community about State Government changes to planning rules.

A photograph of a kindergarten classroom. In the foreground, a young boy with brown hair, wearing a blue hoodie with 'OCEAN BOUTS' written on the sleeve, is sitting at a table and focused on a craft project. He is using a green marker on a piece of cardboard. On the table, there are various craft supplies including markers, a glue stick, and a cardboard box. In the background, other children are visible, some standing and some sitting, engaged in different activities. The room has a warm, indoor lighting and a carpeted floor.

Goal 3: Healthy, Strong and Connected Communities

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



Health, happiness and security are central to 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 sports, arts and culture.

This year Council invested \$63.1 million on the wellbeing of the community against a budgeted \$65.2 million. This represents a decrease of 4.2 per cent on \$65.9 million in 2011/12.



Young people representing new and emerging communities participated in the Kingston Harmony Soccer Cup and Family Fun Day which aimed to build good relationships between emergency services and these communities.

Our major achievements

We continued to provide opportunities for people to connect, express themselves, share information and enjoy lifelong learning opportunities. Kingston worked directly with the community to strengthen the linkages and networks through dedicated arts and culture events, library and information services, support services for older people, new parents and socially disadvantaged members of the community. Progress highlights from 2012/13 included:

- The Creative Ways to Care program provided education and training for family, carers and friends caring for people with dementia. This seven session program was tailored for people with Greek and Italian backgrounds.
- The 'Circle of Life' Playgroup won the 2013 Local Government Professional Association Award for Excellence in a Service Delivery Initiative.
- Continuing to implement the Strengthening Clayton and Clarinda Project, with recent achievements including assistance to the Men's Shed, the community garden at Melaleuca Hub, and establishing an incorporated community group to provide clean up days in Westall.
- In consultation with the community, the Public Health and Wellbeing Plan was reviewed and redeveloped and will be presented to Council in the first quarter of 2013/14.
- Continued to provide high quality aged and disability care services to assist the elderly and people with a disability to live independently within their own community.
- Securing \$4.2 million for early years facilities at Kingston, including the hubs at Edithvale and Parkdale, and the redevelopment at Evesham Road kindergarten in Edithvale.
- The Family and Children's Strategy 2013–2017 was adopted in March 2013 to provide strategic direction for developing and coordinating educational, care and health programs, and other activities impacting on children of 0–12 years.
- Family Support received certification in Quality Management Systems ISO 9001:2008 (expires February 2016) and Certificate of Registration Section 46 Children Youth and Family Act 2005 (expires April 2016).
- Showcasing young people's achievements in photography, film and creative writing competitions.
- Library and Education Services implemented the first offering of e-books and e-magazines.
- Council completed repairs to Mordialloc's Masonic Hall (cost of \$363,000 for preservation works) and began a process of community consultation to identify future uses for the building, including a number of 'open house' inspections and requests through Council's website and social media platforms.



Our challenges

- AccessCare Southern needed to wait for legislation to pass new government Home Care Package Guidelines to be developed before they could implement the necessary changes for the new legislation. This made timeframes very tight.
- Aged and Disability Services and Residential Aged Care were challenged by ongoing significant sector reform led by the Commonwealth Government and budgetary restrictions from funding bodies. Community care services have been impacted by high demand for services.
- Operating Youth Services from a small service delivery site while trying to address requests for art space and music programs.
- Managing increased challenges faced by young people with complex mental health issues.
- Internet connections continue to challenge responsive service delivery at Council's outpost sites, including Libraries and Maternal and Child Health services.
- Environmental Health experienced an increase in administration workload due to the introduction of the state-wide registration system (Strestrader) by the Department of Health. Council's Environmental Health Officers faced an increased workload following up on incomplete and vague applications submitted by businesses and community groups. There was also considerable time spent by officers helping the public to use the system.
- Poor weather during the Mordialloc Festival significantly reduced attendance and gate fees. Difficulty attracting financial sponsorship to help support the festivals continued.

More detail on the progress of these and other 2012/13 achievements and challenges can be found on pages 88 to 96.

Our plans for the next 12 months

In 2013/14, priority projects identified for this Goal include:

- Identify opportunities to improve volunteering in Kingston.
- Recruit and train new volunteers for the Youth and Family Services team.
- Construct the Active Youth Space Skate Park at Bicentennial Park.
- Deliver the first of the International Youth Silent Film Festival events at Kingston City Hall highlighting the Wurlitzer organ, in a contemporary version of the silent film genre for young people.
- Redevelop the Bayside, Glen Eira, Kingston Youth Network Referral Directory for local services and school providers.
- Finalising the upgrade of library networks to improve network speeds.
- Develop opportunities for social connection outside of formal events offered at Kingston City hall via the development of live music at the venue.
- Develop and deliver an annual community Arts Grants stream.
- Reach \$1 million invested in the Kingston Charitable Fund and develop a strategy for its future.
- Review and strengthen community grants program.
- Review Council's Aged Care Strategy.
- Resolve Northcliffe residential aged care facility.
- Aged and Disability Services will be focused on the implementation of the new Community Care Information System and the Home Care Common Standards audit in February 2014.
- Improve integrated service delivery to placed based early years groups.
- Open extended and improved facilities at Patterson Lakes Kindergarten. Commence works at Kallay Street kindergarten.
- Complete tender for new AccessCare Southern service provider panel for consumers to engage reputable providers who can help them achieve their goals and have greater choice and control over the delivery of their care package.

Kingston offers a range of services and activities for its older residents.



Fast Facts

	2012/13	2011/12	Change	% Change
People attracted to Waves and Don Tatnell Leisure Centres	506,709	661,488	-154,779	-23.4%
Number of community events that were facilitated	153	138	15	10.9%
Attendance at the four major festivals	61,000	78,000	-17,000	-21.8%
Number of people that attended events at Kingston's cultural facilities*	124,627	NA	NA	NA
Number of people attended events at Kingston's community halls*	16,368	NA	NA	NA
Number of new library members enrolled	6,280	6,084	196	3.2%
Number of school children involved in library class visits	5,125	7,036	-1,911	-27.2%
Percentage of Kingston residents who are library members	62%	57%	5%	8.8%
New babies born in Kingston	1,980	2,040	-60	-2.9%
Maternal and Child Health visits	20,965	28,127	-7,162	-25.5%
Number of Kindergarten Central Enrolment applications received	1,153	1,176	-23	-2.0%
Attendances at before and after school care programs during the 40 weeks of operation and vacation care that opened over 38 days	66,245	56,961	9,284	16.3%
Number of young people who accessed youth services	11,314	17,035	-5,721	-33.6%
Family day care program				
Hours of care provided	355,532	400,118	-44,586	-11.1%
Number of children	693	787	-94	-11.9%
Delivered meals				
Number of meals provided	87,892	95,816	-7,924	-8.3%
Number of residents who received meals	814	914	-100	-10.9%
Domestic, personal and respite care services provided				
Hours of services provided	151,988	164,216	-12,228	-7.4%
Number of residents who received assistance	4592	4,611	-19	-0.4%
Number of premises inspected by Environmental Health Officers	1,772	1,889	-117	-6.2%
Number of Infringement Notices issued by the Parking Contractor	30,884	27,874	3,010	10.8%
Number of animals registered with Council				
Dogs	17,510	19,435	-1,925	-9.9%
Cats	6,526	7,477	-951	-12.7%
Number of animals impounded				
Dogs	504	560	-56	-10.0%
Cats	257	290	-33	-11.4%
Number of dog attacks investigated	159	156	3	1.9%

* These are new measures for 2012/13

How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2012/13.

Council Plan Strategy 3.1

Enhanced community wellbeing and participation in community life

2012/13 Milestone	Progress
3.1.1 Implement the Positive Ageing Strategy through a partnership approach	
<i>Commence consultation and process for redeveloping positive ageing plan</i>	 100%
Planning to redevelop the Positive Ageing Strategy (due early 2014) commenced and input is being provided by the Positive Ageing Advisory Committee. The Strategy consultation timelines were extended to benefit from the extensive engagement during the Seniors Festival to be held in October 2013. Implementation of the Positive Ageing Strategy continues in partnership with the Positive Ageing Advisory Committee and with support from volunteers.	
3.1.2 Provide high quality aged and community care services	
<i>Provide high quality residential care services and maintain accreditation (Hostels) and standards of funding body audits</i>	 100%
Council's three residential aged care facilities were each approved by the Commonwealth Government for three year accreditation from 2012. All hostels received the maximum outcome of the regulated 44 standards. Subsequent support visits to the hostels by accreditation agency staff were satisfactory. Council's hostels maintained Commonwealth Accreditation and complied with the assessment criteria used during recent 'spot checks' by Department of Health and Ageing officers.	
<i>Provide high quality Aged and Disability Care services to assist the elderly and people with a disability to live independently within their home environment and the community</i>	 100%
Staff provided a range of services such as Delivered Meals, Respite Care, Domestic Assistance, Personal Care, Home Maintenance, and Transport Assistance to enable frail elderly and younger disabled people, and their carers, to remain living in their own homes. These services make a very real difference to the quality of everyday life for residents. The services met the standards and targets set by funding bodies through Funding and Service Agreements.	
<i>Implement Council's resolutions associated with the residential aged care review</i>	 100%
In May 2012, Council resolved to sell bed licences to Gold Age P/L to build a 90 bed aged care facility in Edithvale and transfer Northcliffe Hostel residents into the new facility. The lease of the present Northcliffe site would then be arranged whilst the new building is under construction. In November 2012, Council was advised that Gold Age had failed to secure the land in Edithvale and was searching for an alternative site. At its March 2013, Council resolved to cancel arrangements with Gold Age and adopt an alternative direction. This included relocating Council's depot from Collins Street Mentone, developing a Request for Proposal, seeking submissions and meeting all compliance/statutory requirements. The work will progress over the next few years.	
<i>Strengthen operational practice in Aged and Disability Services through the implementation of the selected computerised management system (Stage 1, 2012/13: Project scoping, tender completion and specification development.)</i>	 70%
A tender for a new system was assessed and evaluated and provider selection will be recommended for Council endorsement at the July 2013 Council meeting (see section 5.3.2 page 125 for more information).	
<i>Provide Home Maintenance Services that assist the elderly to live independently in their home environment</i>	 100%
In 2012/13, 3,539 clients received the Home Maintenance Service. This equated to 5,382 individual jobs totalling 11,943 hours of service delivery. Urgent customer requests continued to be completed within nominated time frames.	





2012/13 Milestone	Progress
3.1.2 Provide high quality aged and community care services (continued)	
<i>Provide transport to members of the public who are unable to access mainstream transport, giving them the opportunity for socialisation within the community</i>	 100%
<p>In 2012/13, the Community Bus Service made 23,775 individual trips to destinations and activities including shopping, leisure centres, senior citizen clubs, community groups and day trips. A total of 94,895 km was travelled.</p>	
3.1.3 Implement the Municipal Public Health Plan and Health Promotion initiatives	
<i>Conduct an annual review of the Public Health and Wellbeing Plan and actions</i>	 100%
<p>The public health and wellbeing plan was reviewed and redeveloped in consultation with the community, local organisations and a range of Council departments. The draft Plan will be presented to Council in the last quarter of 2013/14.</p>	
<i>Implement the Healthy Communities (Good Living) Project</i>	 100%
<p>The Commonwealth Government extended the implementation of the project until June 2014. All actions and budget commitments are being implemented in accordance with the Commonwealth funding and service agreement. Projects being implemented included establishing a community garden at Melaleuca Activity Hub, Lift for Life strength based training programs, community kitchen programs and walking groups.</p>	 <p>The Good Living Project encourages residents to be healthy and active.</p>
3.1.4 Support people with significant multiple and complex needs through a range of intensive support services	
<i>Partner with service users and carers to deliver person-centred services for the aged and people with disabilities.</i>	 100%
<p>AccessCare Southern works with consumers and their carers in a person centred manner to engage services and supports that will enable them to continue living at home. Staff, service users and carers were consulted on the development of the draft Consumer Directed Care Model which is part of the Commonwealth's Living Longer, Living Better aged care reforms. AccessCare Southern also consulted carers in the development of the Creative Ways to Care program delivered in May and June 2013.</p>	
<i>Support people with disabilities and their families to develop individual support plans</i>	 100%
<p>Plans and reviews were completed with clients and their families who receive Individual Support Packages funding. Clients requiring review are referred by the Department of Human Services and the plans and reviews developed, reflect the client's choice to determine the supports they require to manage in the community.</p>	
3.1.5 Provide an extensive and high quality range of Family Youth and Children's Services	
<i>Deliver a quality and responsive Maternal and Child Health and Immunisation Service</i>	 100%
<p>Kingston had 1,908 new births in 2012/13. The Maternal and Child Health service continued to work collaboratively with many agencies to meet the needs of our families. Demand remained high. The Human Papillomavirus Vaccine (HPV) was positively received among young males with better than expected uptake. Strong evidence supported the use of vaccination to keep young people healthy into middle age.</p>	
<i>Support the development, quality and compliance of Children and Family Services</i>	 100%
<p>The Family Youth and Children's Services Department continued to deliver high quality and compliant Long Day Care Services, School Aged Care services and Family Day Care Services. DEECD Emergency Management Templates were developed for Long Day and School Aged services.</p>	

2012/13 Milestone	Progress
3.1.5 Provide an extensive and high quality range of Family Youth and Children's Services (continued)	
<i>Support capital expansion to early years' service provision</i>	 100%
Regular planning and development continued in preparation for new early years' developments including the Parkdale and Edithvale Family and Children's Centres, the new Kallay Street Kindergarten (a new double facility to be located on the site of the Clayton South Primary School) and the redevelopment and expansion of the Patterson Lakes Kindergarten. A range of community information sessions were conducted and included community members, service users and service providers. The Evesham Road Kindergarten renovation project is on track to finish in July 2013 with the kindergarten expected to relocate to the renovated site soon after, recommencing operations at the beginning of term 3 2013.	
<i>Deliver high quality and responsive child care services</i>	 100%
The Long Day Care and Family Day Care Services meet all the requirements of the Education and Care Services National Law, 2012; Education and Care Services National Regulations, 2010 and the National Quality Framework, 2012. All the services have completed the Quality Improvement Plans, a regulatory requirement. Recently secured Early Years Capital Grant funding will further enhance the quality of service provision taking place.	
<i>Deliver quality family and youth support services</i>	 100%
Youth and Family Services continued to deliver quality services to the community. In addition to core business activities, other significant achievements included DHS and ISO Certification, a commercial filmed to play at Village Cinemas during school term breaks, the Two Acre Village educational video was finalised and provided to all schools in Kingston, National Youth Week celebrations, and Annual Youth Services Competition. (See page 99 for more information).	
<i>Deliver high quality and responsive school aged childcare (before and after school care, vacation care)</i>	 100%
School Age Child Care Programs continue to offer high quality programs that meet the needs of primary school age children and families living or working in the municipality. In the fourth quarter, overall utilisation of the program was above 75% of available places.	
3.1.6 Maintain and facilitate implementation of the Family and Children's Strategy	
<i>Implement scheduled actions relating to the Family and Children's Strategy</i>	 100%
A range of initiatives are continuing to be delivered that relate to the Family and Children's Strategy including: significant capital improvements, and implementation of the revised central enrolment policy and process development. The implementation of the Playgroup Transition Project Smalltalk Service Agreement was extended until June 2014.	
3.1.7 Maintain and facilitate implementation of the Kingston Youth Strategy	
<i>Implement specified actions relating to the Kingston Youth Strategy</i>	 100%
<p>Actions implemented from the Youth Strategy included: forming a partnership with Bayside Medical Local to address youth suicide, the facilitation of monthly Youth Consultative Committee Meetings, FReeZA and Kingston Youth Services Supplement programs, and submission of Australia Day nominations for Young Citizen and Young Community Group of the Year. A meeting with the Minister for Youth Affairs gave young people the opportunity to raise local issues including public transport, education, supporting young people after school, cyber safety, mental health, the need for youth friendly GP's and ensuring a voice for young gay people.</p>	 <p>Council's 2013 'Picture This' competition participants.</p>

2012/13 Milestone	Progress
3.1.8 Implement the Active Youth Spaces Strategy	
<i>Implement the adopted actions from the Active Youth Spaces Strategy</i>	 100%
<p>Concept design plans and consultation for an active youth space project at Chelsea Skate Ramp, Bicentennial Park were completed in March 2013. Implementation and construction of Stage 1 was delayed by a late funding agreement which was granted in late April 2013. This project will be budgeted for in the 2013/14 budget and construction is expected to start early in 2013/14.</p>	
3.1.9 Implement Active Leisure Plan	
<i>Implement the adopted actions from the Active Leisure Plan</i>	 100%
<p>Research into health promotion communication best practice was completed. It identified the best methods to sell active participation/ healthy lifestyle messages in the community. Further work was completed with Community Engagement to embed ideas into the Public Health and Wellbeing Plan.</p>	





Council Plan Strategy 3.2

Strong, cohesive and engaged communities with a sense of civic pride and participation

2012/13 Milestone	Progress
3.2.1 Strengthen the leadership, resourcing, collaboration and capacity of community organisations and networks to support the development of healthy, active and socially connected communities and stronger, more effective and sustainable organisations	
<i>Strengthen and optimise facility utilisation at the Sundowner and Clarinda Community Centres</i>	 100%
<p>The number of programs at Sundowner Community Centre grew in 2012/13 from seven to 18. Programs offered include Kumon, Peaser, Men's Shed, exercise groups, school holiday programs, and children's playgroup. Cross departmental promotion of Clarinda Library and Community Centre were held to promote council services including pet micro-chipping and immunisation.</p>	
<i>Grow the Kingston Charitable Fund to sustain the value to the community</i>	 100%
<p>In November 2012 the Kingston Charitable Fund successfully secured the first \$100,000 payment of a \$200,000 DPCD grant. Community networks continue to be strengthened through ongoing fundraising and support of local not-for-profit organisations through the annual grants program. (See page 38 for more information).</p>	
<i>Facilitate local festivals and events which promote community involvement</i>	 100%
<p>A number of festivals and events were delivered including Carols by the Bay, Mordialloc Food, Wine and Music Festival, and Kingston Harvest Festival. Support was also given to a range of sporting events including the Junior Lifesaving Championships and Ironman Melbourne. Australia Day activities including the Globe to Globe World Music Festival and the annual Gnome Festival and Anzac Day services were presented for the community to enjoy. See page 41 to 44 for more information.</p>	
<i>Maintain and develop the Community Grants Program</i>	 100%
<p>A total of 197 community grants worth a total of \$1,205,904 were distributed to a range of community organisations and groups. An audit of the grants program was conducted in November 2012 and was considered by the Audit Committee. Opportunities for improvement are currently being identified and will be presented for Council's consideration in 2013/14 (see page 98 to 156 for more information).</p>	



2012/13 Milestone	Progress
3.2.1 Strengthen the leadership, resourcing, collaboration and capacity of community organisations and networks to support the development of healthy, active and socially connected communities and stronger, more effective and sustainable organisations (continued)	
<i>Participate in a range of cross departmental working groups and a range of networks that support community strengthening</i>	 100%
Clarinda Community Centre staff worked to establish programming and tenancy issues for Melaleuca Community Centre. Chelsea Community Hub commenced work with tenants to run operations for programming and building. Council officers worked with Mordialloc Historical Society to strengthen capacity and relocate back to the Bakery Museum. Cheltenham Seniors continued to be helped with programming and tenancy issues. The Chelsea renewal iPad initiative continued with good take up of the new technology. An internet and electronic training program also continued.	
<i>Provide community engagement services</i>	 100%
Community engagement support was provided to numerous community organisations, community groups and networks. For example, the Network for Community Centres and Neighbourhood Houses met in June 2013 to discuss current service and program provision across and municipality. Eight free community volunteer information sessions were also planned for 2013/14 in partnership with the community centre and neighbourhood houses.	
3.2.2 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	
<i>Contribute to current and new initiatives in partnership with Kingston Bayside and Inner South East Primary Care Partnerships and Medicare Locals</i>	 100%
Participation in Primary Care Partnership (PCP) committees continued including service coordination and management of chronic disease sub committees. PCPs are involved in the Supported Residential Services Network and the community Care Management Group which Council is represented. Council's AccessCare Southern provided feedback on the impending merger of the two PCPs. The AccessCare Southern Manager is scheduled to meet with Bayside Medicare Local in July 2013 to discuss partnership opportunities.	
3.2.3 Develop and implement specific placed based programs for disadvantaged communities	
<i>Implement Strengthening Clayton Project</i>	 100%
<p>The Strengthening Clayton and Clarinda Project continued to be implemented in response to the community plan. Recent achievements have included assistance to the Men's Shed, the community garden at Melaleuca Hub, and establishing an incorporated community group to provide clean up days in Westall. Sustainability planning commenced because the project finishes in December 2013.</p> <p>A Westall Clean Up Day, organised by the Strengthening Clayton and Clarinda Project.</p> 	
<i>Implement the Chelsea Community Renewal Project</i>	 100%
The project was completed in June 2013 and a celebratory event to recognise the work of volunteers and the success of the project was held to mark the occasion. Sustainable community benefits from the project will be supported in a more limited way by Council officers and former project partners.	
<i>Support Sundowner Neighbourhood Communities</i>	 100%
The Community Engagement Team and Clarinda Community Centre Libraries worked in partnership to engage the local community and revitalise community use of the Sundowner Community Centre since Council commenced operation of the centre in 2011. A range of programs and activities were hosted at the centre including playgroups, yoga, and craft activities.	

2012/13 Milestone	Progress
3.2.4 Promote access and equity principles and build inclusive communities by facilitating the implementation of the Disability, Indigenous and Multicultural action plans	
<i>Develop Kingston's Indigenous Policy (for Implementation in 2013/14)</i>	 75%
A draft Indigenous policy was prepared and conversations commenced with Councillors regarding the proposed content of a redeveloped policy. The timelines were extended to accommodate additional discussion and input from Councillors.	
<i>Facilitate the Access and Equity Committee and associated activities</i>	 100%
Support was provided by Council officers with regular meetings held and projects implemented by the three subcommittees – disability, Aboriginal and multicultural. The Committee provided input into the redevelopment of the Multicultural Action Plan and associated proposed actions.	
<i>Implement specified Disability Action Plan actions</i>	 100%
<p>Implementation of specified projects for people with a disability included Dance Fever (dance classes) and the development of an online training program for leisure centre staff. Drumming classes for people with a disability commenced in Cheltenham.</p>	 <p>Lesley Downie and Bill Bell at the Disability Ball</p>
<i>Implement specified Multicultural Action Plan actions</i>	 100%
Several projects were implemented with multicultural groups in the Clayton South and Clarinda areas in conjunction with the Strengthening Clayton and Clarinda Project. The redeveloped Multicultural Action Plan was adopted by Council in June 2013 after a draft was released for public consultation.	
3.2.5 Assist our community to become more active, confident and resilient through volunteering	
<i>Implement the volunteer policy and create a positive and supportive volunteering environment</i>	 100%
High numbers of volunteers were engaged and supported in various Council service delivery programs and other activities. See page 29 for more information. Council endorsed the creation of a new position to support volunteering programs and activities in the community.	
<i>Continue to provide opportunities for community participation in Parks activities</i>	 100%
Kingston continued to provide community support via working bees and 'friends' days with school and community groups. Community involvement focused on school groups working on the foreshore, Mordialloc Creek and Council's plant nursery at Bonbeach. Other programs included 'Friends of Chelsea Station' to assist with mulching and planting activities. Overall, Council provided 800 hours of community support to various groups during 2012/13 while the community provided nearly 2,000 hours of support within the various reserves throughout the municipality. See page 29 for more information.	
3.2.6 Implement the Arts and Cultural Strategy	
<i>Implement year two actions of Arts and Cultural Strategy</i>	 100%
Actions developed during the year included the inaugural Arts Grants program, a communications plan to assist with the promotion of Kingston Arts activities and events, a brochure to promote Cultural Tourism in Kingston, a Sub-Urban Art Program, and delivery of the Write Up literary arts festival and community arts projects. The first Schmooze arts forum for 2013 addressed the topic of Street Art and attracted over 70 people, and the annual Lens Mist photographic exhibition received over 300 entrants.	

2012/13 Milestone	Progress
3.2.7 Implement Kingston's Domestic Animal Management Plan	
<i>Develop a new four year Domestic Animal Management Plan 2012–16</i>	 100%
The Plan was finalised and adopted by Council in August 2012. The main aim of this Plan is to create an environment where people and pets can peacefully and safely co-exist within the community and where pet owners activities and those of their pets do not adversely affect the rest of the community or environment.	
<i>Develop a Kingston Animal Welfare Emergency Management Plan</i>	 100%
Officers finalised a template Plan and started research for consideration and inclusion. Population of the template commenced, but the time line was extended to December 2013 to enable more research to ascertain industry best practice for emergency management and determine whether an agreement is required between Council and external service providers.	
3.2.8 Strengthen our arts and cultural facilities to enable vibrant and diverse arts and cultural activities to be performed and displayed	
<i>Develop and provide professional and community based arts and cultural experiences and venue hire services</i>	 100%
Arts and Cultural Services delivered a program of professional touring performances combined with development and participation opportunities. Attendance at all programmed events remained strong. A new initiative was developed and delivered to promote social connection in Moorabbin among 30 to 45 year-olds, as well as introduce new live music acts. The 'Pop Up Bar' series was delivered in March 2013 and received very positive feedback.	
3.2.9 Implement the Public Art Strategy	
<i>Implement year one actions of Public Art Strategy</i>	 100%
Consultation with the Public Art Advisory Panel continued to provide a clear framework to develop Kingston's Public Art Program. The Art in Public Spaces program enabled the Public Art Advisory Panel to recommend a successful artist to be commissioned to deliver the Dingley Village Gateway Public Art Project, 'Tillage'. The Panel met in June 2013 to review Council's Civic Art Collection which comprises 117 paintings and artefacts. The Panel's recommendations will be presented to Council in 2013/14 for endorsement. Initial discussions began in relation to the 68 permanent artworks in public spaces with the intent of setting up a maintenance strategy.	

Council Plan Strategy 3.3




Local communities connected through knowledge and information

2012/13 Milestone	Progress
3.3.1 Through local libraries create safe, accessible & enticing spaces that provide an extensive range of services that meet community needs and provide life long learning	
<i>Deliver reputable information, quality resources and services to strengthen and support the community</i>	 100%
<p>Information was delivered and internet education classes run. All face to face and virtual contacts exceeded targets due to ongoing promotion, professional delivery and demand among the community. Various resources were delivered to provide lifelong learning. Telephone enquires declined due to further uptake of electronic transactions. Electronic information and guidance continued to grow, with staff expertise in these areas sought. Communications and equipment upgrades commenced to benefit public internet service provision.</p>	
<p>Mayor Ron Brownlees OAM with Lily, the first prize winner in the 2012-13 Kingston Libraries' Summer Reading program.</p> 	

2012/13 Milestone	Progress
3.3.2 Protect and share the community's unique cultural heritage and create a legacy for future generations through the City Historian and other key stakeholders	
<i>Create and strengthen community historical awareness</i>	 100%
<p>All scheduled Historical Network meetings were held. Support and design guidance was provided to Mordialloc Historical Society following the renovation and return to the museum. Kingston's Historian updated the Kingston Historical website as scheduled. Copyright and photo permission advice was provided to City Historian by Libraries and Education employees.</p>	 <p>The historic Laura and Charles Ferguson Historical Museum, Mentone, was officially reopened after refurbishment in June, 2013.</p>
3.3.3 Encourage statutory compliance through education and enforcement to provide a safe and healthy community	
<i>Encourage statutory compliance through continuing education and enforcement services to contribute to a safe and healthy community and environment</i>	 100%
<p>Following a thorough review of Kingston's After Hours Emergency Service, Statutory Education and Compliance engaged the services of a company to manage incoming after hours emergency calls from the community. Procedural improvements were introduced, including additional Occupational Health and Safety measures, for Council officers working in isolation after hours.</p>	
<i>Conduct food sampling program throughout the year to ensure safe food supply for the community and ensure Council and business's meet their statutory obligations</i>	 100%
<p>The sampling program exceeded the legislated annual target with 444 samples obtained for analysis.</p>	
<i>Provide parking services to the community</i>	 100%
<p>The new parking contract commenced on 1 September 2012 and services were provided in line with specification requirements. There were 30,884 parking infringements issued.</p>	
<i>Conduct annual statutory inspections of food, health and domestic animal businesses</i>	 100%
<p>Inspection of registered premises was completed by the end of the calendar year, according to statutory requirements, with an additional focus on improving the balance between enforcement and education activities. Renewal notices and subsequent payment reminders were sent out to all registered premises. Preparation and planning for the 2013 inspection program was completed and inspections are being undertaken on target.</p>	

Council Plan Strategy 3.4

Effective planning for the changing needs and aspirations of the community that supports a partnership approach and effective use of resources

2012/13 Milestone	Progress
3.4.1 Developing effective planning partnerships/networks, information systems and strategic frameworks that support appropriate targeting and allocation of resources	
<i>Maintain effective social planning, service and strategy development initiatives</i>	 100%
<p>The Community Engagement Framework was developed and is being rolled out for use by Council departments in their interactions with the community. Service and demographic information was provided for new initiatives, reviews and legislative responses including the development of community hubs, application for liquor licencing and electronic gaming machine transfers. Input was provided to the strategic planning of the Kingston/ Bayside Primary Care Partnership, Bayside Medicare Local and Central Bayside Community Health Service.</p>	
<i>Participate in industry based groups and partnerships to improve quality of services</i>	 100%
<p>This is an ongoing requirement of the Community Buildings department to ensure awareness of new developments in the industry and to share best practice with other Councils. The department is currently involved in networks that support effective building asset management at Council, such as LG Pro special interest group for buildings, ARC project for building condition assessments, and RMIT sustainability group.</p>	
3.4.2 Explore opportunities to promote affordable housing	
<i>Work closely with health, housing and community services to support people at risk of homelessness to access safe, affordable housing and relevant community supports</i>	 100%
<p>Staff led local service networks to improve community responsiveness to people in housing stress caused by homelessness or those living in insecure housing. This included working closely with housing, health and other support services, including Kingston's Family Support Program which is providing Play Group activities for women and their children staying in emergency accommodation. The Community Connections Program staff worked closely with relevant agencies to re-house 40-50 residents living in a rooming house on the border of Kingston.</p>	

Findings from the Inclusive Leisure Initiative (Vic Health four year funded project) highlighted the significance of first impressions impacting a person's decision to join a leisure centre. People with a disability are more likely to return to a place where they feel welcomed, treated with dignity and where barriers to full participation minimised. The initial focus will be on people with disability with the intention of expanding to other marginalised groups. The projected outcomes are to provide leisure centre staff with the skills and confidence to better engage and include all people, initially targeting people with a disability. The training will focus on key areas such as attitudes, terminology, communication strategies, modification and challenging behaviours to ensure a more inclusive culture.



Indicators of Success for Goal 3

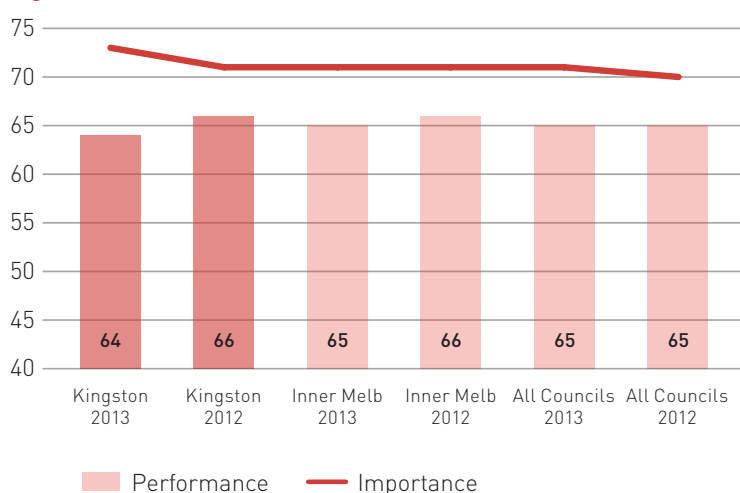
Our indicators of success comprise of measures or means of monitoring achievement in relation to our set goals. The indicators refer to a range of economic, social and environmental indicators used by Council to monitor the wellbeing of the community. These indicators are detailed below.

Social indicator	Enforcement of local laws
Responsibility	Kingston City Council
Council Plan target	65 per cent resident satisfaction with performance of enforcement of local laws

As shown in Figure 12, resident satisfaction with the enforcement of local laws measured 64, slightly lower than the other Inner Metropolitan Melbourne Councils and All Victorian Councils at 65. This difference is not statistically significant according to DPCD Community Satisfaction Survey results. However, resident satisfaction on our performance decreased from 66 last year. The level of importance the community places on enforcement of local laws significantly increased, so the gap between our performance and the level of importance widened to nine. This outcome encouraged Council to make it a priority during its four year term.

At the time of the survey in February and March 2013, there were increased beach patrols and fire prevention methods enforced. More investigation will be required to determine whether respondents perceive there has been too much or too little enforcement. Survey results indicated this issue must receive greater focus in future.

Figure 12: Enforcement of local laws



Source: 2013 DPCD Community Satisfaction Survey.

Social indicator	Engagement of volunteers in community programs
Responsibility	Kingston City Council
Council Plan target	More than 20,000 donated hours and more than 500 volunteers participating

Council is fortunate to have volunteers who support its capacity to deliver a range of services and programs. More than 1,460 volunteers donated over 30,000 hours to Kingston community programs including Library, Aged Care Hostels, Delivered Meals, Transport, Youth and Family Services, Environment, Community Engagement and Arts Centre. This was a significant increase from last year's 1,200 volunteers and 28,000 hours. Kingston will continue to actively engage volunteers to help support our capacity to deliver community programs and services. Volunteers are recognised as a valuable asset in supporting and strengthening community networks and creating confident and resilient communities. See page 29 to 32 for more information about our volunteers.

Social indicator	Council support for community groups
Responsibility	Kingston City Council
Council Plan target	More than 300 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 highly successful program 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.

In 2012/13, \$1,205,094 was distributed through the Community Grants Program to help not-for-profit organisations deliver services and associated activities.

A total of 323 groups and individuals received funding through the Grants Program. This represented a decrease in the number of groups but an increase in allocated funding compared to 370 groups and \$1,182,428 in 2011/12. Successful applications that received funding through the program included:

- 105 Village Committee applications \$176,172.
- 31 Triennial grant applications \$789,547.
- 2 Triennial Event Grant applications \$21,770.
- 63 City Wide grant applications \$158,177.
- 93 Individual Development Grant applications \$29,696.
- 45 Schools Awards \$8,196.
- 33 Access and Equity Grants \$21,536.

See page 156 for more information about our Community Grants.

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



A \$2000 Kingston Charitable fund grant helped Kingston City Church Pastor Joy Hansen, George Dixon, Katrina Flint, Ann Trotter and Margot Dixon assemble Christmas hampers for local recipients.

Social indicator	Clients accessing Family, Youth and Children's Services provided by Council
Responsibility	Kingston City Council
Council Plan target	32,000 clients

Kingston's systems capture data on the level of support provided to youth, families, and babies. In 2012/13, Kingston provided support to 11,314 youth aged 12 to 25 years. This represents a decline from 17,275 in 2011/12 as a result of adopting an alternative service delivery approach. Rather than continuing to provide as many large entertainment based community events (which draws in greater numbers) there was increased focus on the strategic delivery of school and centred based programs which target the local needs of young people and more vulnerable groups, in line with the 2013–2016 Youth Strategy. 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, 588 families accessed Kingston's family day care and long day care services compared to 787 in 2011/12. A further 1,463 children accessed Kingston's school aged care services (compared to 2,000 in 2011/12). 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 1,995 new babies and provided 20,965 consultations in 2012/13 (compared to 1,916 babies and 28,127 consultations in 2011/12). The decline in the number of consultations was 7,000 less due to the Maternal Child Health sector having a significant shortage of casual nursing staff to draw from and therefore difficulties in backfilling staff when on leave. Therefore in these circumstances, the Key Ages and Stages visits for parents are prioritised. In total, Kingston provided support for 36,325 clients exceeding our target of 32,000, compared to 49,600 in 2011/12.

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



Kingston Council supports the Act-Belong-Commit campaign which promotes a positive and proactive approach to mental health.

Social indicator	Use of Family, Youth and Children's Services provided by Council
Responsibility	Kingston City Council
Council Plan target	147,000 client contacts

Kingston's systems capture data about the significant number of instances of individual client contacts. Kingston's immunisation team administered 15,580 vaccinations to infants and children in 2012/13 (compared to 15,247 in 2011/12) which contributed to maintaining immunisation rates above the national average.

Council processed 1,076 kindergarten enrolments (compared to 1,176 in 2011/12) on behalf of sessional kindergarten providers within the municipality. In regards to direct service delivery, Council provided 25,970 episodes of Long Day Care (compared to 25,930 in 2011/12) and 65,792 sessions of School Aged Care (compared to 53,700 in 2011/12). In addition, the number of full-time equivalent places in Family Day Care was 50,781 (compared to 57,109 in 2011/12). The reduction in places offered in 2012/13 for Family Day Care was due to a number of educators retiring and subsequent challenges within the sector in attracting new educators. Council's Youth and Family support team provided 1,494 family consultations (compared to 753 in 2011/12) in addition to the 11,314 instances of youth support, engagement and counselling sessions (compared to 17,646 in 2011/12).

Factoring in the 20,965 maternal child health consultations in 2012/13 (compared to 28,127 in 2011/12), Kingston provided a total number of services through 192,972 client contacts (compared to 199,688 in 2011/12), and well exceeded our target.

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

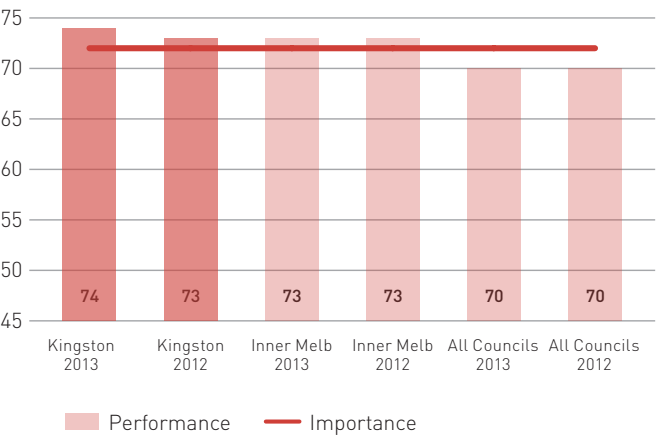
Social indicator	Effective recreational facilities
Responsibility	Kingston City Council
Council Plan target	Maintain or improve resident perception of performance of recreational facilities at 75 per cent

Kingston achieved an index score of 74 resident satisfaction with recreational facilities according to the 2013 DPCD survey. This was an increase on last year, higher than other Inner Metropolitan Melbourne Councils and significantly higher than the average of 70 across All Councils, as shown in Figure 13.

Kingston’s performance in regard to recreation facilities was rated higher than residents’ perception of importance, suggesting that we are meeting or exceeding community expectations in this area. Kingston continues to take pride in the exceptional recreational facilities offered to the community. Our Bald Hill Park facility in Clarinda was recognised for excellence and innovation in the provision of safe, creative playspaces Australia wide at the Kidsafe 2012 National Playspace Design Awards in the category Public Play spaces up to \$500,000.

Waves Learn to Swim was awarded ‘Swim School of the Year’ at the Aquatics and Recreation Victoria Awards in June 2013. Both Waves and Don Tatnell Leisure Centres were accredited as ‘Platinum Pools’ in 2012/13 which shows these facilities provide the highest level of quality in the state. See page 33 for more information on these and other awards Kingston received during 2012/13.

Figure 13: Effective recreational facilities



Racecourse Reserve, Mentone, is popular with families.



Kingston's community bus.

Social indicator	Community support provided through Council's Aged and Disability Services program
Responsibility	Kingston City Council
Council Plan target	153,827 hours of service to 5,500 eligible residents

Kingston's Aged and Disability Services program provides support to residents who are frail aged or who have a disability and their carers, to assist them remain living at home and stay connected with their community. Eligible residents receive support subject to their needs as identified through the assessment process which focuses on maintaining and regaining the capacity of clients to participate in daily activities. Assistance from Council's aged and disability services can include assessment and care coordination, social support, domestic help, personal and respite care, home maintenance, and community transport. In 2012/13, 165,774 hours were delivered to 5,505 residents by 242 care workers (compared to 176,556 hours delivered to 5,551 clients in 2011/12) and 87,892 meals were provided to 913 residents by our committed volunteers (compared to 95,816 meals to 914 residents in 2011/12). Services have been delivered based on client needs and at times service need has exceeded allocated funding so a waiting list was introduced in 2012 for some services. This resulted in reduced service hours for some services provided in 2012/13 to more accurately reflect the available service funding.

Source: Community and Aged Services Department records.

Social indicator	Residential care services provided through Council's Aged Care Hostels
Responsibility	Kingston City Council
Council Plan target	89 per cent of maximum bed days occupied

Of the three aged care services, Nixon Hostel and Corben House maintained an occupancy rate of 98 per cent and 99 per cent respectively, which exceeded the indicator target. This high occupancy rate was mainly due to these facilities having reasonably new buildings and large rooms. By comparison, Northcliffe Lodge is an older facility with much smaller rooms and it maintained a lower occupancy rate at an average of 55 per cent. The average overall occupancy rate for Hostels was 84 per cent.

In May 2012, Council resolved an intention to sell Northcliffe Lodge's bed licences to Gold Age P/L to build a 90 bed aged care facility in Edithvale and transfer Northcliffe Hostel residents into the new facility. However, in March 2013, these arrangements were cancelled with an alternative direction provided by Council. This includes relocating Council's depot from Collins Street Mentone, developing a Request for Proposal, seeking submissions and meeting all compliance and statutory requirements. The work will progress throughout the next several years.

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:	170 residents supported

In 2012/13, there were 142 beds within Kingston Hostels. There were 143 residents supported in 2012/13 compared to 156 in 2011/12. Total average occupancy was 84 per cent compared to 91 per cent occupancy in 2011/12. The reduction was due to Northcliffe's decreased occupancy rate of 55 per cent – down from 76 per cent last year. Northcliffe is not attracting new residents because it is an older facility. Kingston will seek Requests for Proposal for the purchase of the Mentone depot land to develop an aged care facility.

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 and 500,000 unique visits to website

In 2012/13, there were 792,593 visits to the library website compared to 808,224 in 2011/12. Traffic was affected by the website redevelopment. There were 595,712 physical visits to libraries compared to 618,607 in 2011/12. There were also 1,150,537 loans in 2012/13 compared to 1,206,452 in 2011/12, influenced by the use of electronic resources complementing physical loans and affecting physical visits to library sites. It will be some time before this industry-wide trend of changing usage between virtual and physical usage stabilises.

There were 29,700 community contacts through Library-run Hubs in 2012/13 through educational, social inclusion, children's and ethno-specific seniors programs.

Source: Library and Education Services Department records.



Chelsea Library staff and residents celebrate the first Seniors iPad training program at the library in October, 2012.

Getting involved in an Intergenerational Art Project at Kingston Arts Centre are artist and curator Amy Wallis, Council's Visual Arts Coordinator Justin Gaynor, participant Mehad Ali and Council's Community Development Coordinator Kate Daddo.



GOAL 3

Social indicator	Provision of a range of cultural activities in Kingston
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

In 2012/13, 124,627 people attended events hosted at Kingston's key cultural facilities – Kingston Arts Centre, Kingston City Hall and Shirley Burke Theatre. This represents a 27 per cent increase on last year due to the inclusion of the attendances at the newly opened Shirley Burke Theatre.

Performing arts programming continued to be successful, with attendances at 19 per cent favourable against our target. These included 461 children engaged in school holiday performances and workshops and 570 children attending the performance of The Bugalugs Bum Thief. More than 1,100 people attended performances of Possum Magic. Sell out shows at Shirley Burke Theatre included Caravan Burlesque, The Empty Chair, It's My Party (And I'll Die if I Want To) and The Club. Over 2,000 people attended Moviehouse screenings throughout the year. 29 Visual Art exhibitions were presented at the venues throughout the year with 12,733 attending, 29 per cent more than expected. Arts and Cultural Services and Arts and Cultural Development continues to provide experiences, education, training, funding, mentorship and social connection for the Kingston Community via its programs and outputs.

Source: Property, Arts and Leisure Services Departments records.

The Mentone Urban Shopping Village is located around the Mentone Train Station, along Balcombe Road, Como Parade West, Mentone Parade and Florence Street. The Mentone Activity Centre Structure Plan outlines the future vision for the centre.

Goal 4: A Prosperous Innovative Business City

We are supporting all businesses for sustainable local economic growth, employment opportunities and wealth generation that are fundamental to a globally competitive community.

Our ongoing programs provide local companies with support so they can deliver sustainable economic growth, employment opportunities and wealth generation for the broader community. Kingston businesses employ just over 66,500 people and contribute an estimated \$8.7 billion per annum to the Australian economy's gross regional product.

This year Council invested \$3.3 million (lower than the budgeted amount of \$4.6 million) in developing economic outcomes across Kingston which is a 12.1 per cent increase on the \$3.0 million investment from 2011/12.





The production line at Hella Australia Pty Ltd located in Mentone.

Our major achievements

Despite an uncertain economy in 2012/13, Kingston continued to work with local business and industry groups, and State and Federal Governments to position City businesses to be best placed to take advantage of opportunities in Australia and overseas. Council helped boost the local economy by:

- Advocating for the industrial precincts to be prioritised in the roll-out of the National Broadband Network.
- Economic Development supported Kingston's 10,000 strong business community by facilitating networking opportunities including the Business Sustainability Network, CEO Roundtables and the Kingston Business Women's Network. It also provided businesses with access to a range of business development opportunities.
- The Mentor Partners program helped provide experienced volunteer business mentors to assist the growth of small business.
- The City of Kingston worked with the Chelsea Rotary Club and various other community groups to deliver the monthly Kingston Farmers' Market. Participating community groups raise much needed funds by sharing the proceeds of the \$2 gate donation.
- Conducted community consultation on the review of the Footpath Activities Policy.

- The City of Kingston's Sustainable Business Program enabled local participating businesses to identify strategies to build business resilience. Local companies were assisted with business planning, reducing their carbon footprint, reducing operating costs, maintaining employment levels and improving production processes and output.
- \$20,000 Victorian Government StreetLife program enabled the completion of the "Know Your Customer" project which provides retailers with business planning information.

Our challenges

- The upgrade of the small shopping strip on the corner of Lower Dandenong Rd and Warren Rd was not completed as planned. The works require an electricity power pole to be moved which can only be done by United Energy's contractor who did not schedule the work as anticipated. The City of Kingston has made representation to management within United Energy about the performance of their contractor in relation to this and other projects. The footpath works will be tendered as soon as the pole has been moved.
- Increased focus on Social Procurement initiatives – Local Buy, Local Employment, Good Corporate Citizenship.

More detail on the progress of these and other 2012/13 achievements and challenges can be found on pages 109 to 113.



Our plans for the next 12 months

In 2013/14, priority projects identified for this Goal include:

- Enhance and upgrade the amenity of shopping centres and retail precincts.
- Identify traffic congestion areas and issues across the municipality and make recommendations (such as Mentone Triangle).
- Review and make recommendations on parking including near train stations (park and ride) near shopping strips and in residential streets.
- Implement initiatives and educate on business and community sustainability practices.
- Advocate for the redevelopment and upgrade of Dingley Village retail centre.
- Implementation of the revised Footpath Activities Policy.
- Complete "Know Your Customer" project to provide retailers with essential business planning information.
- Develop and deliver a community campaign to encourage residents and businesses to think local first before purchasing.



Ann Chand Bliss Flowers in Parkdale.

Fast Facts

	2012/13	2011/12	Change	% Change
Number of people attending business development activities and events	917	945	-28	-3.0%
Number of businesses Kingston's quarterly business newsletter was distributed to	6,000	6,500	-500	-7.7%
Number of business development and networking sessions facilitated for local businesses	51	36	15	41.7%
Number of new mentors accredited for the Business Mentor Partners Program	3	3	0	0.0%
Number of Farmers Markets held	12	12	0	0.0%
Number of Business Starters Kits distributed	58	45	13	28.9%



How we performed against the Council Plan – Our scorecard

The tables below reflect the progress of our key work during 2012/13.

Council Plan Strategy 4.1

A Prosperous and Sustainable Local Economy

2012/13 Milestone	Progress
4.1.1 Strategic Economic Planning and Policy Development	
<i>Provide economic development services</i>	 100%
<p>The Economic Development Unit provides a comprehensive range of services to businesses under eight broad categories – Strategic Economic Planning; Regional Collaboration and Partnerships; Fostering Innovation and Technology Adoption; Retail Precincts; Business Education and Skill Development; Networking – Making Connections; Business Sustainability and Advocacy. Projects completed during the year include the Moorabbin Activity Centre “Shopping in the Shadows of Southland” and the commencement of the Monash University IT Industry Experience Program.</p>	
4.1.2 Create Vibrant Activity Centres and Neighbourhood Hubs	
<i>Implement capital upgrade in Lower Dandenong Road/ Warren Road shopping centre and commence design works for Charman Road centre</i>	 40%
<p>Council officers are still waiting for United Energy’s contractor to move the electricity pole at the Lower Dandenong Road shopping centre. Unfortunately officers were advised that this delayed work was to be undertaken in June 2013 which did not happen. Officers have now made representation to management within United Energy about the performance of their contractor in relation to this and other projects. The footpath works will be tendered as soon as the pole has been moved.</p>	
<i>Provide retail and commercial centre liaison</i>	 100%
<p>Entrance signage was installed in Parkdale and Mentone shopping centres in June 2013. Council officers advocated to United Energy on behalf of Highett traders in relation to electricity upgrade works that will involve the closure of Highett Road. Traders were only given one week’s notice of the interruption to electricity supply and no notice of the proposed road closure. In addition, Council had not been provided with a traffic management plan. Kingston was able to defer the works until the proper processes were in place. They are now scheduled to commence in August 2013. Officers made strong representation to United Energy with the behaviour of their contractors. Council received very positive feedback from traders for the action taken. Chelsea traders are being surveyed about the parking needs of their staff as part of a wider traffic study under way in the Chelsea shopping centre. This study will inform changes to parking within the centre.</p>	
<i>Review the Footpath Trading Policy</i>	 100%
<p>Community consultation was undertaken through KYC, the Kingston Business Bulletin, Council’s website and Facebook page from November 2012 until mid-January 2013. Draft policy has been prepared and will progress to the July 2013 Council meeting prior to further consultation with all current footpath trading permit holders.</p>	 <p>Kingston’s footpath trading permits bring life and activity to our shopping precinct.</p>

4.1.3 Implement the Business Sustainability Framework

Deliver Business Sustainability Group Program

 100%

Funding was received from the Department of Business and Innovation to conduct a Business Sustainability group program aimed at assisting local businesses to improve their financial and environmental sustainability. Seven companies participated. An introductory briefing session and two workshops were delivered. Consultants then visited each company's premises to undertake one-on-one assessment of opportunities to reduce costs and improve environmental outcomes. Reports were prepared by each company and presented at a graduation breakfast on 31 October 2012.

Facilitate workshops and seminars to inform businesses of opportunities with the implementation of carbon pricing

 100%

In April 2013, Council partnered with the Australian Industry Group to deliver a forum that provided businesses with expert advice on how they could reduce their energy costs associated with lighting. This followed on from a previous environmental forum held in September 2012 which focused on Energy Efficiency Awareness. The second Sustainability Network breakfast was held in June 2013. These bi-monthly meetings are aimed at encouraging businesses to network, share their experiences and to learn from each other. They may also include presentations by relevant experts.

Council Plan Strategy 4.2

An Innovative and Robust Collaborative Region

2012/13 Milestone

Progress

4.2.1 Develop Partnerships to Support Collaborative Initiatives

Actively participate in the South East Melbourne Innovation Precinct (SEMIP) initiative to help build more productive relationships between businesses and the world class research institution in the region

 100%

Local companies were provided with the opportunity to visit the new Centre for Nanofabrication in Clayton. Members of Kingston's CEO Roundtable had a briefing and tour of the Synchrotron. Companies also had access to the Australian Synchrotron in October and to presentations by CSIRO in October 2012. In the June quarter, a forum was held at the Australian Synchrotron which focussed on innovation and opportunities in the food industry including food packaging. This forum again brought together industry and researchers. A key component was a presentation by Kraft about their R&D centre and emerging technologies in food packaging. An Innovation Workshop focused on Advanced Manufacturing Technologies was held at the Monash Biomedical Imaging Auditorium in February 2013 and a major Innovation Symposium, was held in March 2013. The theme for the Symposium was 'Bridging the Gap between research and industry.'

Provide industry development services

 100%

Manufacturing is a vitally important industry sector for Kingston, its community and the broader region with 26% of all jobs within Kingston being in manufacturing. Industry Development Services aims to educate companies about emerging technologies such as digital manufacturing and to act as a conduit between companies, research institutions, industry associations and government agencies so companies can access the services and expertise that they need. The Economic Development team deals one-on-one with companies to resolve issues that they may have with other agencies or with Council itself. In July 2012, Kingston partnered with the Australian Industry Group to deliver a seminar entitled 'Unlocking Business Value' which assisted companies to understand the enormous growth opportunities and productivity benefits of advanced information and communication technologies. Kingston also worked with a number of other agencies to encourage employers to offer jobs to young people under the '100 jobs in 22 Days' campaign. In the June quarter officers focused on the implications for local suppliers of the pending closure of Ford. This has included liaison with the Victorian Government and assisting a company to take advantage of a potential opportunity resulting from the Ford announcement. Council has also continued its advocacy on behalf of manufacturers for access to the NBN in industrial areas.



Council Plan Strategy 4.3

Informed and Networked Business Communities

2012/13 Milestone	Progress
4.3.1 Deliver Business Development Services	
<i>Facilitate workshops and seminars that provide business owners with information and knowledge to improve business skills</i>	 100%
<p>During the year, 30 workshops or events were held compared to 35 in 2011/12. Topics included Marketing Basics, Go online – A Start-up Guide, Starting Your Business, Business Planning and Multi-Channel Retailing, and 'Meet Your Mates.' In addition there were 11 CEO Roundtable and 11 Rising Stars Roundtable held. (See page 36 for more information on events and support provided to local businesses).</p>	



Facing page: Launch of the 100 Jobs in 22 Days campaign. From right to left: Danny Schwarz (Youth Connect), Tony Collins (Parks department), Ruby Firms (Young Jobseeker), Shannon Tombs (Young Jobseeker), Maddy Dyson (Youth Connect School Based Apprentice), Brendan Slee (Parks Department)

Indicators of Success for Goal 4

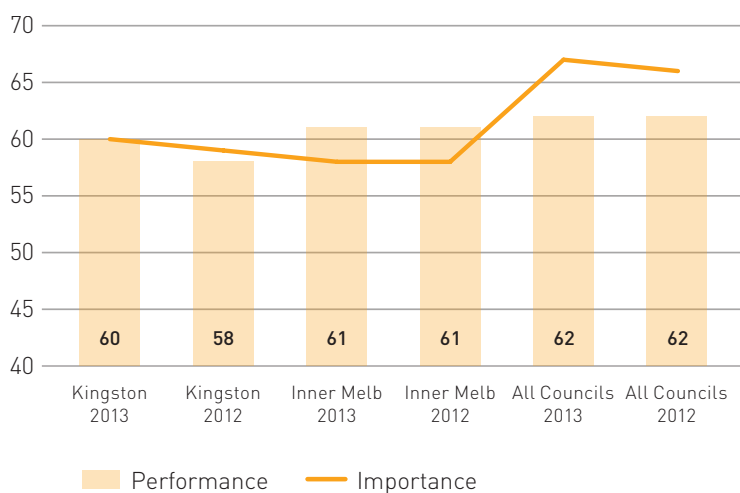
Our indicators of success comprise measures or means of monitoring achievement in relation to our set goals. The indicators refer to a range of economic, social and environmental indicators used by Council to monitor the wellbeing of the community. These indicators are detailed below.

Economic indicator	Support economic development through provision of business education initiatives
Responsibility	Kingston City Council
Council Plan target	90 per cent satisfaction with business education initiatives

Kingston's Economic Development Team supports businesses through a range of business education initiatives and development programs including workshops, seminars, mentoring program and various network groups. Surveys at Council-run workshops revealed 96 per cent of participants rated the workshop as excellent or good. This rating is the same as the 96 per cent outcome from 2011/12.

As shown in Figure 14, Kingston achieved a satisfaction index score of 60 based on the DPCD Community Satisfaction Survey. In comparison to other Inner Metropolitan Melbourne and All Councils in the survey, Kingston's satisfaction score is slightly lower. This is an improvement from 58 last year which is likely to be due to Kingston including more information about its business development activities in Council's community newspaper KYC, which makes the community more aware of Council's efforts in this area. The importance the community place on economic development has also slightly increased. This could be due to concerns about the economy in general and the reduction in manufacturing employment which is regularly reported in the media. Kingston has a large industrial sector with one of the highest numbers of manufacturing jobs of any Victorian municipality which may account for the varied satisfaction results which are often influenced by the wider economic environment. While job creation and employment programs are the responsibility of State and Federal Governments, Kingston will continue to identify opportunities to support residents and businesses gain access to appropriate programs.

Figure 14: Satisfaction with business and community development and tourism



Source: Economic Development Department workshop evaluation forms and 2013 DPCD Community Satisfaction Survey.

Kingston supports a free Mentor Partners Program where experienced volunteer business mentors advise local business owners. Cameron McLean and Mark Gillespie are pictured with business mentor David Lennon.



GOAL 4

Economic indicator	Provision of a range of business development activities and events that support economic development
Responsibility	Kingston City Council
Council Plan target	Increase attendance at business development activities and events

The economic development unit provides businesses with a comprehensive range of business development activities such as a CEO Roundtable and Rising Stars Roundtable, the Kingston's Business Women's Network, the bi-monthly Business Sustainability Network, as well as a program to match small businesses with volunteer business mentors under the Mentor Partners Program. There were 917 attendees across the 51 Kingston Events, this is a small decrease on the 945 people who attended the 36 events offered in 2011/12.

Economic indicator	Provide support to business
Responsibility	Kingston City Council
Council Plan target	Increase number of business enquiries received by Council

Council supports Kingston is responsible for assisting and supporting over 10,000 businesses across a broad range of industry sectors including manufacturing and industrial businesses, retail and service providers located in Kingston's many shopping precincts and home based businesses. Business enquiries are handled by many areas of Council with the overall objective of dealing with the relevant enquiry at the point of entry. During 2012/13 we handed out 61 Business Information Packs which included 58 Business Starter's Packs and three Being in Business Packs; this is an increase from 45 last year.



Goal 5: Community Inspired Leaders

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

We are exceeding our community's expectations by building and supporting a culture of service delivery. Our aim is to focus on inspired innovation based on a shared vision for a better future. Quality leadership and governance is driven through communication and consultation, advocacy, strong financial management, customer services, organisational planning, and the management of our employees.

This year Council invested \$30.6 million in this goal compared to the budgeted \$33.0 million. This is a significant 21.7 per cent decrease on \$39.1 million in 2011/12. However, in 2011/12, there was an unbudgeted Vision Super Defined Benefit call of \$10.4 million which was recorded as an expense.



Our major achievements

We continued to invest heavily in projects, programs and our people which involved comprehensive consultation, engaging and informing the community, develop advocacy programs on behalf of our community, and creating a safe workplace for our employees.

We drew inspiration from the community, embraced our role as custodian of their shared resources and provider of important services. Our success was derived from how we responded and our ability to demonstrate outstanding leadership. Highlights of our progress during 2012/13 included:

- The Council Plan and One Vision document was delivered to set the organisational direction.
- We consulted with more than 5,800 community members who submitted more than 13,500 ideas about the future for Kingston for the LivingKingston 2035 vision project. In particular, the successful use of online engagement technologies, such as the City of Kingston smartphone app.
- Council continued to successfully negotiate attractive interest rates on its loans on an annual basis. The net impact was that the loan for the purchase of 1230 Nepean Highway will be paid off in 15 years (compared to initial expectations of up to 25 years). Council borrowed less than expected in 2012/13, with \$2.5 million in loans not being taken up in January 2013 as expected.
- Various systems were upgraded across the organisation, including Windows 2007 and Microsoft 2010.
- A new fleet of copiers (including PaperCut Print Management System) were rolled out with estimated savings of \$150,000 per annum.
- Council's new website was launched and more social media tools for customer communication.
- The customer commitments and new call centre were implemented seamlessly without customer impact. We reallocated resources to deliver an 80 per cent call answer rate in 20 seconds without diminishing overall service, or increasing costs.
- safetyMax (OHS computer system) was implemented in October 2012 to manage the recording and monitoring of hazards and incidents. Council continued to align our current OHS Management System towards that of Australian Standard 4801 through a range of training initiatives and internal audits. Lost time injuries experienced a significant decrease from 48 in 2011/12 to 34 in 2012/13.
- We undertook the 2012 General Council Election and successful Councillor Commencement Program.
- People and Culture implemented a third party brokerage arrangement with Comensura. The aim of the project was to streamline the engagement process through the smart application of people, process and technology. The savings for 2012/13 by using Comensura was \$143,950.

Kingston Career Milestone Awards recognising 20 years' service were also presented in 2013: (Back row) Kevin Drinan, Elaine Bowie, Phillippa Beasley-Cater, (Front row) Jan Menkhorst, Valma Cother, Irene Jones, Faye Heber.



Our challenges

- Council was formally informed of its share of the shortfall relating to the Local Authorities Superannuation Fund in August 2012 which amounted to \$10.4 million. Council successfully managed the payment of this liability prior to the deadline of 1 July 2013, entitling Kingston to a discount of \$474,000. Approximately \$7.4 million was repaid at the end of September 2012 from annual reserves. Payment of this liability from reserves has meant a loss of \$400,000 in interest income. However, this is more than compensated by the discount received for payment before the due date.
- The new Fire Services levy comes into operation on 1 July 2013. During 2012/13, Financial Services and Communications and Public Affairs worked to implement the changes and communicate them to the community.
- Financial Services worked with People and Culture towards implementing the Human Resource Information System, particularly to migrate the payroll system from Fujitsu to the new system supplied by Aurion.
- Keeping abreast of advancing technologies while managing other departmental priorities. The development of an Information Services Strategy will take place in 2013/14 following the appointment of a new departmental manager.
- Changes in the Councillor induction timetable required a rethink of the Council Plan development approach. The first time Councillors discussed the Council Plan in depth was February 2013 (rather than December 2012) which greatly reduced time available to deliver. However, significant work at the Councillors' workshop in February 2013 resulted in a prototype document, which was refined with Councillors for public consultation in May 2013.
- Implementing caretaker provisions across Council's communication channels was particularly challenging in relation to first-time inclusion of social media.
- The Enterprise Agreement originally submitted to the Fair Work Commission for certification was withdrawn after a number of procedural errors were identified.

More detail on the progress of these and other 2012/13 achievements and challenges can be found on pages 119 to 125.

Our plans for the next 12 months

In 2013/14, priority projects identified for this Goal include:

- Finalise the implementation of the Human Resource Information System.
- Review rating strategy to ensure Council levy rates equitably.
- Manage the introduction of the new Fire Services Levy.
- Strengthen Kingston's visual branding.
- Continue to explore the use of visual and digital communication methods to better communicate complex issues/services to the community.
- Review and update Council's Media and External Communications Policy (including social media) and conduct a review of Kingston Your City, Council's monthly resident newspaper.
- Deliver enhanced customer experience by further embedding service commitment, implementation of best agent model and knowledge base in customer service.
- Review and refine organisational performance planning and reporting framework to further streamline and integrate processes.
- Negotiation and final agreement of the Enterprise Agreement #7 in July 2013. On receiving a majority vote, Council will submit the Agreement for approval to the Fair Work Commission.
- Undertake workforce planning to review the profile of our current workforce and assess our future needs to ensure we attract, recruit, reward and engage motivated and capable people to deliver Council services.

Fast Facts







	2012/13	2011/12	Change	% Change
Citizenship Ceremonies held	5	5	0	0.0%
Telephone calls to Customer Service	108,574	134,704	-26,130	- 19.4%
Over the counter contacts with customers at service centres	71,538	82,599	- 11,061	- 13.4%
Percentage of requests actioned through the Customer Request Management System within service standards	94.11%	90.2%	3.9%	4.3%
New Resident Kits provided	2,439	2,330	109	4.7%
Number of publications produced on behalf of the organisation	216	NA	-	-
Visits to Kingston's website	803,005	784,000	19,005	2.4%
Number of Facebook likes	1,494	863	631	73.1%
Number of meetings provided for	1,323	1,359	- 36	- 2.6%
Number of external mail items processed for collection	222,162	260,056	- 37,894	- 14.6%
Top four requests for action:				
Waste	9,881	10,784	903	- 8.4%
Tree Pruning	4,865	5,759	894	- 15.5%
Local Laws	6,625	6,596	29	0.4%
Reserve Maintenance	3,227	4,590	1,363	- 29.7%
Freedom of Information Requests	32	30	2	6.7%
Number of Privacy Requests responded to	324	346	- 22	- 6.4%
Number of IT Help Desk Calls responded to	9,518	8,473	1,045	12.3%
Number of Documents registered:				
Inwards Documents	91,221	87,525	3,696	4.2%
Internal Documents	37,327	39,625	- 2,298	- 5.8%
Outwards Documents	109,791	92,419	17,372	18.8%

How we performed against the Council Plan – Our scorecard






The tables below reflect the progress of our key work during 2012/13.

Council Plan Strategy 5.1

An organisation that demonstrates, enhances and improves its “community inspired” culture and reputation









2012/13 Milestone	Progress
5.1.1 Deliver “Living Kingston 2035”	
<i>Implement Kingston Community Vision project “Living Kingston 2035”</i>	 100%
Following the conclusion of consultation in 2012, (see page 38 for a breakdown of participation) the ideas were analysed for Councillors to consider at their planning workshop in February 2013. This information informed the development of the Council Plan, the internal business planning process, and was used to develop the Living Kingston 2035 narrative. The Draft narrative and video were released in May 2013 and received positive feedback. The final vision was adopted by Council in June as part of the ‘One Vision: Council Plan 2013–17 and Living Kingston 2035’ document. The official launch and release of research reports will be held on 25 July 2013.	
5.1.2 Develop and implement an advocacy program	
<i>Undertake proactive issues management and advocacy strategies</i>	 100%
The Communications team continued to work on programs around advocacy and issues management which included: the National Broadband Network, Fire Services Levy, tips and associated seagull issues, and residential and commercial rezoning. (See page 39 for more information).	
5.1.3 Establish a visible, consistent and cost effective brand for the City of Kingston	
<i>Support departments to promote and market council services and activities through all communications channels, internally and externally</i>	 100%
During 2012/13, a range of departments were supported to promote their services and activities, including the Harvest Festival, Moorabbin Airport Development proposal, Road Management Plan consultation, School holiday programs, Bicentennial Skate Park Draft Masterplan, Good Living project, Parkdale and Edithvale Children’s Hubs, Kingston Charitable Fund, and New Residential Planning Zones. See page 35 for the various ways Kingston communicates with our community.	
<i>Develop clear and consistent branding guidelines</i>	 70%
There was significant work to further develop a consistent and cost effective brand, including the new Council Plan which was adopted in June 2013. There is still more work to do on developing clear branding guidelines which will need to be promoted across the organisation.	
<i>Develop Marketing and Public Affairs Strategy for the City of Kingston</i>	 80%
To improve Council’s communication with the community, initiatives implemented included a review to strengthen Council’s Media and External Communication Policy (underway), media and social media training for Councillors (completed), a review of KYC (underway), and an enhanced focus on advocacy (ongoing).	
<i>Replace Council’s content management system for intranet, website and extranet</i>	 80%
Replacing the main council website, extranet, and mobile site is complete and the microsites for the leisure centres, business and libraries are nearly complete. The microsites will need to move into production in July 2013. Replacing the intranet is still outstanding.	








2012/13 Milestone	Progress
5.1.3 Establish a visible, consistent and cost effective brand for the City of Kingston (continued)	
<i>Implement centralised publishing service for the organisation</i>	 65%
<p>Over the past 12 months, the centralised publishing service has produced 216 publications for the organisation, as well as the monthly KYC newsletter. The service manages a preferred supplier print panel and is in the process of developing a graphic design and marketing communications supplier panel. These panels are designed to achieve the maximum cost efficiency and best quality products for the community and support the internal graphic designer to meet the needs of the organisation.</p>	
5.1.4 Implement the Customer Service Strategy which aims to embed focus on effective customer care into all our interactions	
<i>Implement and promote customer commitments</i>	 100%
<p>'Our Customer Commitments' were sent residents with the rates notice, in addition to promotion in KYC and the website. Phase 1 of the project included the creation of the commitments, all artwork and printing, advertising to residents, and training staff to use the new telephone system. Phase 2 included training of all other nominated staff. Additional specific training is being undertaken with teams that have high volumes of customer contact e.g. Planning.</p>	
<i>Deliver exceptional Customer Service</i>	 100%
<p>There was a decrease in escalated complaints during 2012/13 which may be due to the greater focus on improving customer experience from 12 in 2011/12 to six in 2012/13. The new call centre was opened in April 2013 to better manage our customers during all types of campaigns. In addition, a shift in relationship management with our customers sees us spending twice as much time with them on the phones as we move from customer service to customer care. We have recently restructured our Customer Service team to enable us to better service our telephone customers and customers who contact us via social media.</p>	 <p>Kingston employees Katerina Kaldellis and Liz Cook.</p>
<i>Implement the Customer Service Strategy</i>	 100%
<p>A range of tasks within the Strategy delivered various improvements aimed at moving us from customer service to customer care. Improvements delivered this year included new KPI's that focus on quality rather than quantity, and developing and maintaining a new complaints management system.</p>	

Council Plan Strategy 5.2

An organisation with transparent, innovative and robust business and financial processes facilitating strong accountability to the community



2012/13 Milestone	Progress
5.2.1 Maintain Long-Term Financial Strategy that is integrated with Council's Asset Management Strategy	
<i>Prepare 2013/14 Budget for adoption by Council</i>	 95%
<i>Long term (5 year) Capital Budget maintained and adopted as part of 2013/14 Budget and 2013–17 Council Plan</i>	 95%
The 2013/14 Budget and Capital Budget were prepared according to the proposed timetable and are scheduled to be adopted at the Ordinary Council meeting on 22 July 2013. The Council Plan was adopted on 24 June 2013.	
5.2.2 Embed sound risk management frameworks to mitigate strategic and operational risks to Council	
<i>Implement Take Care Take Control – Health, Safety and Wellbeing framework</i>	 100%
<p>Safety Max was implemented in October 2012 to manage the recording and monitoring of hazards and incidents electronically. Council continues to align our current OHS Management System towards that of Australian Standard 4801 through a range of training initiatives and internal audits. Internal audits were conducted for Community Buildings, Leisure Centres and Infrastructure with a report provided to CLG. A series of recommendations include a policy review and the use of the iPro Live system in contractor management.</p>  <p>The Community Buildings Department.</p>	
<i>Implement the Department's OHS strategy</i>	 100%
All the department's risk management strategies, processes, and projects were implemented in accordance with the initiatives subject to the Deloitte audit process and presented to the Audit Committee.	
<i>Deliver OHS and WorkCover Services to improve organisational outcomes</i>	 100%
Council reviewed the pre-employment medical screening process as a component of the early intervention program. A review of Council's WorkCover premium and workplace allocation was completed and a recalculation of the premium will be undertaken by Council's WorkCover Agent. (See page 164 for more information).	
<i>Manage OHS compliance in Council buildings</i>	 100%
Key actions included installing carbon monoxide monitoring sensors, developing of Emergency Evacuation plans for all Council buildings, commissioning a new Fire Indicator Panel at 1230 Nepean Hwy, and removing high risk asbestos bearing materials.	
<i>Review and update strategic risk management framework and ensure appropriate risk mitigation actions implemented and reported</i>	 70%
A draft of the strategic risk register was undertaken and a report will be presented to CLG in 2013/14 to confirm strategic risks and current assessment. The operational risk review was undertaken for safety risks but methodology will be expanded to further embed this review into the annual business planning process. Work is expected to recommence in July/ August 2013 with completion by the end of June 2014. (See pages 161 for more information on OHS).	
<i>Verify Council's disaster recovery plan</i>	 50%
During the June quarter, Information Services intended to finalise the Disaster Recovery documentation. However, due to competing priorities (such as public Wide Area Network upgrade across the libraries, hardware audit and Council public Wi-Fi), the project is now scheduled to continue during the March quarter 2014.	

2012/13 Milestone	Progress
5.2.3 Deliver open and transparent Council and organisational decision making and reporting processes	
<i>Develop new 2013–17 Council Plan</i>	 100%
<p>One Vision: Council Plan 2013–17 and Living Kingston 2035 was adopted by Council in June 2013. The document incorporates our community's vision of the future they want for Kingston in 2035. The Councillor workshop in February 2013 produced an additional goal regarding advocacy and areas of revised focus around the previous Council Plan goals. The draft Plan was put out for public consultation in April 2013 and attracted five submissions.</p>  <p>Staff were encouraged to attend Living Kingston 2035 workshops.</p>	
<i>Co-ordinate organisational reporting and facilitate Council's strategic and operational planning</i>	 100%
<p>The Planning and Performance team continued to support the organisation in reporting actions and KPIs to generate the Quarterly Performance Reports, annual business plans, and the production of the monthly and annual Organisational Health Indicators reports. Also responsible for producing the Council Plan and Annual Report, the team was proud to receive the numerous awards for our 2011/12 Report, including the ARA 'Report of the Year' (see page 33 for more information).</p>	
<i>Manage the valuation of all rateable properties within the City of Kingston and assist the organisation in valuation contracts management for services provided to Council</i>	 100%
<p>Enquiries and objections arising from the 2012 revaluation were undertaken and associated works completed smoothly. Negotiations are ongoing with the Valuer General concerning the 2014 Opt-In agreement and process. Staff training was extensive for the new valuation software.</p>	
<i>Maximise return on investments</i>	 100%
<p>Finance continued to manage investments in line with Council's policy. At 30 June 2013, Council had a total of \$44.3 million held in cash and investments.</p>	
<i>Provide rate revenue services</i>	 100%
<p>There were 69,000 annual rate notices distributed in July 2012. The ongoing management of the property database continued with reminder notices issued in February 2013. Preparation for the implementation of the Fire Services Property Levy are on track and will be reflected in the 2013/14 notices.</p>	
<i>Provide budget and statutory reporting services</i>	 95%
<p>The Budget is scheduled for adoption in July 2013. The team continued to manage the day to day operations of accounts receivable, accounts payable and payroll to ensure all our statutory obligations are met. External Auditors commenced their field work for the end of year financial audit.</p>	
<i>Manage the October 2012 Council Election</i>	 100%
<p>The Victorian Electoral Commission (VEC) was engaged to conduct the 2012 Council Election. The MAV candidate information sessions were held in July and September. Councillors were sworn in and Mayor elected at the Special (Statutory) Council Meeting on 5 November 2012. The enforcement of non-voters was undertaken by the VEC and is nearing completion.</p>	
<i>Design and deliver the Council commencement program for the 2012/16 Council</i>	 100%
<p>The 2012/16 Council Commencement Program was successfully conducted and included Councillors attending three welcome meetings, a tour of strategic sites and the two day governance workshop. The Councillor Portal was established and new business cards distributed.</p>	
<i>Establish, monitor and maintain governance framework and policies</i>	 100%
<p>An audit of the status of Council policies was completed. The Councillors Code of Conduct, Local Law, Adoption of Meeting Procedure (Amendment) were reviewed and the Councillor Reimbursement Policy is currently in progress.</p>	
<i>Deliver governance services to Council, Councillors and the organisation</i>	 100%
<p>A review of Councillor appointments to various Council committees (such as Legislative and Advisory committees) was conducted in November 2012. All scheduled reviews of Council policies were completed.</p>	

2012/13 Milestone	Progress
5.2.4 Implement Council's Information Services Strategy	
<i>Develop an Information Services Strategy for the next four years</i>	 35%
<p>The need for an Information Services Strategy was identified during an internal audit process. Development of the Strategy was delayed during 2012/13 when the department was being managed under acting arrangements. Officers have commenced consulting with other Councils. However, the project is on hold until 2013/14.</p>	
<i>Integrate new technology and innovation into libraries and community centres</i>	 100%
<p>The implementation and training of the new phone system was completed. Computer hardware was upgraded with the remaining equipment to be installed in the 2013/14. A new service provider for Council internet supply was approved and work commenced to provide faster links to Libraries and Corporate offices. ICT funding for Clarinda Community Centre provided ten laptops as part of the "Training on the move" program. 164 hours of classes were run and 81 people attended.</p>	
5.2.5 Maintain effective contracts and procurement service	
<i>Management and co-ordination of Council's leased and owned passenger and light commercial vehicle fleet – including acquisition, disposal, utilisation review and accident management and associated administrative requirements</i>	 100%
<p>Opportunities to improve utilisation and minimise the costs of existing fleet vehicles continue. A fleet review was undertaken in September 2012 whereby the number of vehicles reduced from 201 to 192. Overall fleet spending increased by only 0.4% despite average fuel price increase of 10.5%, and cost of accidents reduced by 12%. Kingston's fleet options contain 8 of the 12 models recommended as most cost effective. As at 30 June 2013, Council manages approximately 185 passenger and commercial vehicles (leased and owned).</p>	
<i>Manage and co-ordinate the provision of appropriate insurance coverage for Council's activities</i>	 100%
<p>All Council insurances for 2013/14 were renewed. Insurance Claims and Under Excess Claims continue to be managed. A significant number of claims remain at different stages of investigation as relevant information is collated to each individual claim. A program to provide Meals on Wheels and other Aged and Disability Services volunteers with an overview of their insurance rights and responsibilities were scheduled on a quarterly basis.</p>	
<i>Provision of support for all Council's procurement activities – including purchasing, tendering, contracting, probity, category management, and vendor management</i>	 100%
<p>There were 24 tenders closed for 2012/13, including the cleaning of the Council offices and the Open Space Mowing contract. A Tendering and Procurement Workshop was conducted in October 2012 for 80 Council staff. Officers developed a new tender template and work will continue to further refine this template. An entirely new fleet of Toshiba Multi Function Devices (MFDs) was rolled out across all major Council sites in March 2013. This is a significant procurement outcome as it has achieved an estimated annual cost saving of approximately \$125,000 over the previous photocopier leasing arrangements.</p>	



Keryn Fisher and Danielle Watts learn to use the new photocopiers.

2012/13 Milestone	Progress
5.2.6 Improve people management capability	
<i>Embed the Human Resource Information System (HRIS) to enhance organisational capability relating to people management</i>	 90%
Following an extensive tender process, Council awarded 'approved supplier' status to Aurion Corporation for the supply, implementation and maintenance of an integrated HRIS in August 2012. The scoping and design phase, including business processes and rules, were confirmed. System testing commenced in May 2013 and will be completed in July 2013. The communications and training plan was developed with roll out expected in November 2013.	
5.2.7 Enhance the delivery of People and Culture services and advice which balances legislative, industrial and good practice demands	
<i>Develop and implement a strategy for negotiation of Enterprise Agreement # 7 in consultation with CLG and stakeholders</i>	 90%
The EA document submitted to Fair Work Commission for certification in December 2012 was withdrawn in March 2013 due to a number of procedural errors identified. Officers have commenced working to rectify these errors and a number of meetings were undertaken since April 2013. A proposed draft Agreement was presented to the bargaining representatives in June 2013 for feedback. Upon consultation being received, it is anticipated that the proposed information will be facilitated in July/August with a voting outcome to be received by late August/September with the document then submitted to Fair Work Commission for approval.	

Council Plan Strategy 5.3

An organisation whose people demonstrate 'Community Inspired Leadership' through their behaviours and work practices

2012/13 Milestone	Progress
5.3.1 Develop capable, competent and professional people individually focused on proactive delivery of quality services	
<i>Provide support and advice for the recruitment, recognition, training and management of employees across the organisation, to build capability and culture that facilitates the delivery of Council priorities</i>	 100%
<p>A further 35 employees graduated with a fully accredited Diploma of Business from RMIT through the Breakthrough Leadership Program. Systems training programs included both business applications and Microsoft Office suite and a range of online learning modules. A third Kingston Leadership Program was completed, involving 15 Senior Managers and Team Leaders (see page 28 for more information). SLG was also briefed on the forthcoming Australian Applied Management Colloquium due to commence in late July 2013. This program will be completed by SLG as an intensive 8-month management development program that focuses on the critical dimensions of effective management.</p>  <p>Kingston's Senior Leadership Group.</p>	
<i>Revise current 'People Strategy' and implement the key actions</i>	 60%
Initial planning work commenced on the revised People Strategy to determine structure and scope. A framework outline was developed in consultation with relevant employees. The Framework was endorsed by CLG. The People Strategy will be developed and implemented during 2013/14 once HRIS is implemented and the EA approved.	
<i>Develop and implement an internal communications and branding strategy for 'Community Inspired Leadership'</i>	 40%
There were some delays with progress on the internal communications strategy. The Communications team will work with People and Culture on developing this strategy in 2013/14.	

2012/13 Milestone	Progress
5.3.2 Implement systems and processes to enhance organisational capability	
<i>Implement Integrated Project Manager (IPM)</i>	 100%
<p>The first stage of IPM was successfully implemented in December 2012, enabling capital works proposals to be lodged for consideration in the 5 year Capital Forward Plan. Stage two of the IPM project is to incorporate the Capital program reporting into Interplan monthly and quarterly reporting; IPM is a module of Interplan. Updated software for Interplan/IPM will be installed in October 2013 and is expected to enable a new reporting format to be introduced.</p>	
<i>Provide communications services including telecommunications and postage to the organisation</i>	 80%
<p>During the year, over 222,000 external mail items were processed for collection. The upgrade of the WAN connectivity to various Kingston sites including Libraries and Maternal and Child Health Centres is 80% complete and is expected to be finalised by end of July 2013. Wi-Fi at the Cheltenham Office is in the final stages and expected to be available early July 2013.</p>	
<i>Deliver information technology services to the organisation</i>	 100%
<p>During 2012/13, Council computers were upgraded to Microsoft Office 2010 enhancing the user experience. Upgrade to Council's email system is more than half way with over 700 email accounts upgraded with a further 650 email accounts ranging from users to resource emails to be completed in 2013/14. Procurement of computers with Windows 7 is now under way.</p>	
<i>Maintain, develop and support existing IT applications and support the implementation of new systems.</i>	 100%
<p>During the final quarter of 2012/13, the Business Applications team upgraded our GIS (IntraMaps) test system in readiness for roll-out in July 2013 to ensure the organisation is keeping up with the latest functionality available. A number of team members were also involved in meetings to assist with the selection of our new system for Community Care Information System (CCIS) and HRIS.</p>	
<i>Implementation of Aged and Community Care Application</i>	 50%
<p>Council issued a tender for replacing both systems at AccessCare Southern (currently using TCM) and Community and Aged Services (currently using Sharikat Khoo). A preferred provider was identified following the tender phase but is subject to the successful implementation "in a live environment" of a mobile solution. However, following a change in Manager at AccessCare Southern and relevant changes in legislation, the preferred solution is again being reviewed. Further site visits were conducted and contract negotiations have commenced. A recommendation for the preferred supplier will go to the CLG in early July 2013 with the expectation of getting Council approval in July 2013.</p>	
<i>Manage Council's corporate information, including electronic and physical document management</i>	 100%
<p>During the year, 91,221 inwards mail items were received which includes daily mail from Australia Post, faxes and online job applications. Freedom of Information requests for the year reached 32 with a further 324 privacy requests were responded to. As new measures not collected until the second quarter of 2012/13, 3,889 endorsed plans and oversize plans associated with Planning and Building Applications were scanned into TRIM, and 1,996 archival boxes/files were retrieved or returned to our offsite storage facility from October 2012 until June 2013.</p>	

The new state-of-the-art mail room at Council's Cheltenham offices.

Indicators of Success for Goal 5

Our indicators of success comprise measures or means of monitoring achievement in relation to our set goals. The indicators refer to a range of economic, social and environmental indicators used by Council to monitor the wellbeing of the community. These indicators are detailed below.

Economic indicator	Ensure sound financial viability
Responsibility	Kingston City Council
Council Plan target	120 per cent working capital ratio

Council's Working Capital Ratio has been in the range of 130% to 150% over the last 5 years. In 2012/13, the Ratio was 133% compared to 147% in 2011/12. The current state-wide average for inner metropolitan Melbourne Councils for this indicator is approximately 178%. This has fallen as a result of the 2012/13 decision by council to pay the \$10.4 million superannuation unfunded liability from reserves. Assumed cashflows from rates and government grants means that Council is able to adequately manage its short term financial commitments. Council is comfortable with the ratio being at this level.

Economic indicator	Ensure sound risk management practices
Responsibility	Kingston City Council
Council Plan target	Maintain or improve % Risk Liability Assessment

Kingston is committed to effectively managing risk and the cost of insurance. Kingston received a score of 80 per cent in the Liability Mutual Insurance Risk Management Audit 2011/12 (the state average was 80 per cent). The last time the rating was measured in 2010/11, Kingston received a score of 84%, hence there has been a slight decline. This is a bi-annual audit program, with the next audit for Kingston to be scheduled in the first half of 2014. Refer to the section on Risk Management on page 146 for further details.

Source: Liability Mutual Audit Report 2010-2012

Economic indicator	Satisfaction with Kingston as an employer
Responsibility	Kingston City Council
Council Plan target	Maintain satisfaction with Kingston as an employer above 70 per cent

As a part of Kingston's commitment to the continuous improvement of the organisation, an Employee Opinion Survey is completed every two years. The last staff survey was conducted in May 2012 by 61 per cent of employees (809 employees). This compares to a 43.2 per cent participation rate in June 2010 when the survey was last completed by 549 employees. The organisation achieved an overall satisfaction rating of 76 per cent, an improvement on the 74 per cent in employee satisfaction levels from the previous survey conducted in 2010. Not only is Kingston in the top 25% of all organisations in the benchmark database, but we were at the top of the 49 Local Government Councils in the benchmark database. This feedback is being used as the basis for ongoing discussions and program development. The next Employee Opinion Survey will be conducted in 2014.

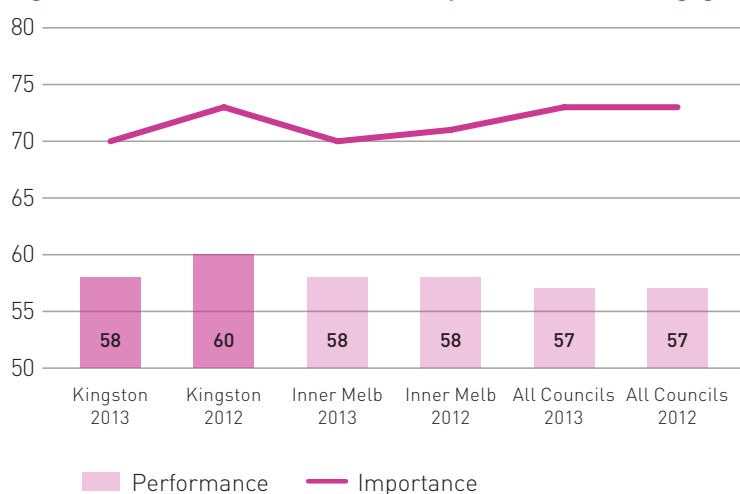
Source: Insync Surveys for Kingston Council 2012



Social indicator	Undertake effective community consultation and engagement
Responsibility	Kingston City Council
Council Plan target	Maintain or improve resident perception of performance for community consultation and engagement

Kingston engages the community in planning for the future and making decisions about their local areas. Community consultation and engagement is measured annually through the DPCD survey. As shown in Figure 15, in 2013 Kingston's satisfaction index dropped slightly to 58 from 60 in 2012. Kingston's performance scored 58 which is two points lower than in 2012. This result is now the same as the Inner Melbourne Metro average and one-point higher than the state-wide average of 57. Kingston residents also rated the importance of community consultation and engagement lower this year with an index score of 70 compared to 73 in 2012 which is now the same or lower than other at other council groups. Although our Council Plan target is to maintain or improve resident satisfaction, satisfaction decreased in 2013 compared to 2012. During 2012/13, Kingston actively sought to engage the community through its Green Wedge Plan and Living Kingston2035 Community Vision so even this minimal decline is disappointing. Although introduced after the survey collection period, Kingston's new Consultation Framework (set to be released by the end of July 2013) will support and challenge Council to engage its community better in its decision-making processes. A new 'Have Your Say' icon is also now available on Kingston's public website which provides a link to all current Council consultation processes in a central location.

Figure 15: Undertake effective community consultation and engagement



Source: 2013 DPCD Community Satisfaction Survey.



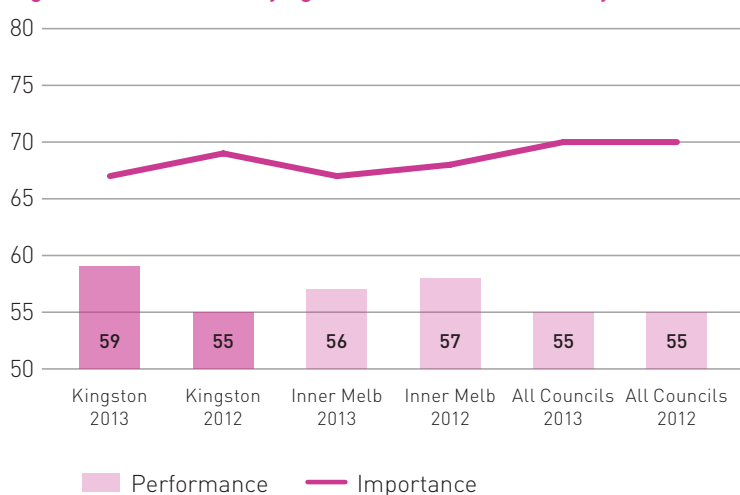
About 13,500 ideas were submitted by the community for Council's Living Kingston2035 initiative.

FURTHER READING: www.kingston.vic.gov.au/Your-Council/About-Us/Councillors/Wards

Social indicator	Effective lobbying on behalf of the community
Responsibility	Kingston City Council
Council Plan target	Maintain or improve resident perception of performance on lobbying on behalf of the community

Effective lobbying on behalf of the community is a new indicator of success as reported in the 2012 update of the 2009–13 Council Plan and is measured through the DPCD survey. As shown in Figure 16 below, lobbying on behalf of the community index score at Kingston of 59 rose by four points and was significantly higher than the 2012 result for Kingston, the Inner Melbourne Metro average of 56 (in 2012 it was 57), and the State-wide average of 55 (in 2012 it was 55). In terms of importance, there was a slight decline according to Kingston residents where the index decreased from 69 in 2012 to 67 in 2013. Not only has performance for this indicator increased, but the gap between perceived performance and importance has fallen from 14 in 2012 to eight in 2013. This result is very positive given a number of high profile campaigns that Council continues to participate in including Moorabbin airport retail proposal, seagull problems at Namatijra Park and the Clayton South Retarding Basin, as well as offensive smells coming from local rubbish tips. The inclusion of “An Effective Voice” in the 2013–17 Council Plan is supported by the importance rating given by residents.

Figure 16: Effective lobbying on behalf of the community

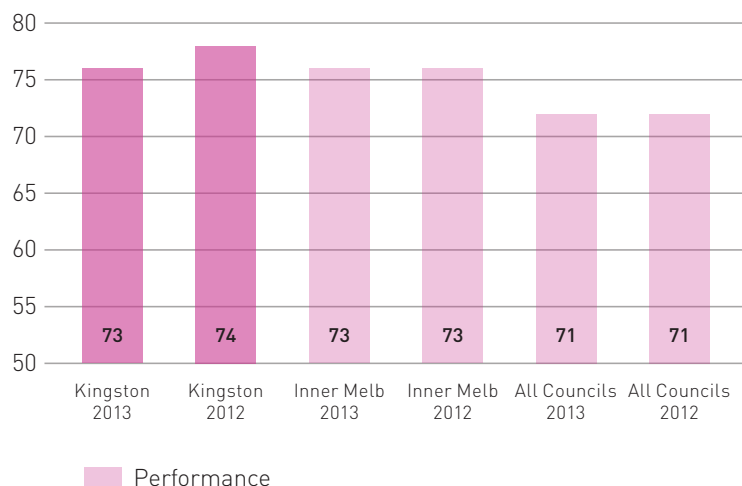


Source: 2013 DPCD Community Satisfaction Survey.

Social indicator	Provide a customer service model that delivers real customer care
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance rating for most recent contact with council for customer service

Kingston is committed to service and complaint management across all services. As shown in Figure 17, Kingston scored 73 for Customer Service which is two points higher than the State-wide average of 71 and the same as Inner Melbourne Metro average. This result is based on the 62 per cent of respondents who have had contact with Kingston in the last 12 months. The most frequent method of contact was by telephone (36 per cent, the same as in 2012), followed by in person (25 per cent, down from 29 per cent in 2012), in writing (18 per cent, up from 15 per cent in 2012), via the website (13 per cent, the same as in 2012), and by email (16 per cent, up from 11 per cent in 2012). Social media (3 per cent, up from 2 per cent in 2012) and text messages (1 per cent, same as in 2012) were least preferred. During 2012/13, Kingston has implemented and promoted Council’s customer commitments. It is hoped Kingston’s positive community perception of customer service will continue when comparing Kingston’s own results across periods given the significant investment being undertaken in this space.

Figure 17: Customer service



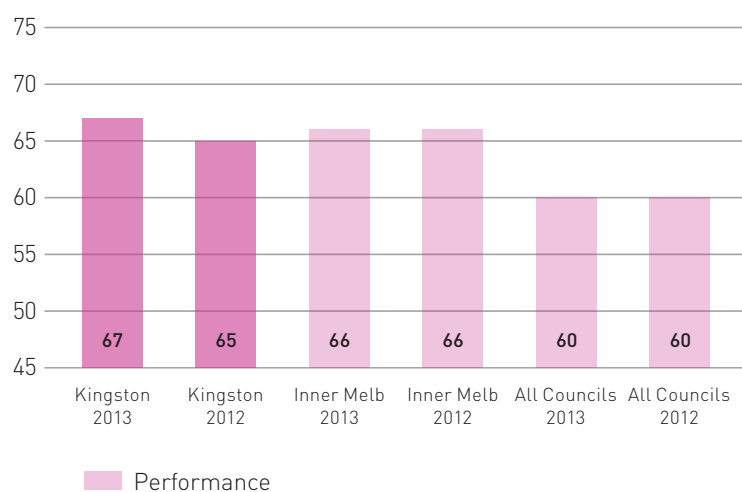
Source: 2013 DPCD Community Satisfaction Survey.



Social indicator	Perception of overall effectiveness of Council
Responsibility	Kingston City Council
Council Plan target	Maintain or improve resident perception of performance overall of Council over the last 12 months

This year is the first time Kingston has reported the results relating to perceived effectiveness of Council. Unlike some of the other measures from the DPCD survey that include perceptions of performance and importance, only performance is measured in this instance. In 2013, Kingston City Council recorded an overall performance index score of 67, which is an increase of two points from 2012 (as shown in Figure 18). This result puts Kingston higher than Inner Metropolitan Melbourne Councils at 66 and significantly higher than All Councils at 60. This is a pleasing result for Kingston and meets our target to maintain or improve the perception of performance.

Figure 18: Overall effectiveness of council



Source: 2013 DPCD Community Satisfaction Survey.

Governance

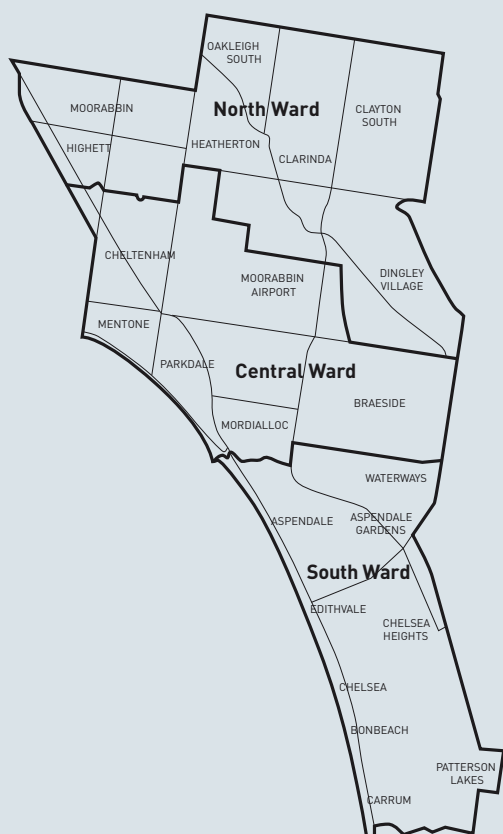


Kingston's 2013 Australia Day Breakfast attracted participants of all ages.

Democracy in Kingston

Local Government is the third tier of Government in Australia, and is often regarded as the closest level of Government to the community. Working in partnership with Federal and State, and other agencies, it plays a vital role in providing more than 100 services and programs to the community, and in advocating on behalf of local residents on a wide range of issues.

Kingston is one of the 79 councils in Victoria operating in accordance with the Local Government Act 1989 (Vic) 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.



Council Wards

The City of Kingston has three Council Wards:

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

Each Ward is represented by three Councillors who are each elected for a four year term. Councillors work together with the community, the Chief Executive Officer and the Council Administration to set Kingston's strategic direction. The Council make important decisions regarding the whole municipality and in doing so, they consider the views of, and consult with, the community.

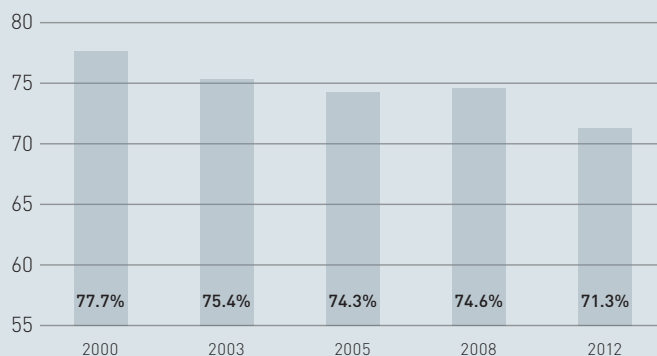
2012 Council Elections

Local government elections take place every four years and the most recent election was held on 27 October 2012. Within the City of Kingston, candidates can stand for one of the three wards as detailed above. Council appointed the Victorian Electoral Commission (VEC) to conduct the 2012 Council election through postal voting.

Council's caretaker period commenced on 25 September 2012 and ended at 6pm on 27 October 2012. During this time there are certain restrictions on what Council and Councillors can do. Section 93A of the Local Government Act 1989 (Vic) prohibits Council, a special Committee or a person acting under a delegation given by the Council, from making a major policy decision during the caretaker period. In addition, under section 55D(1) of the Local Government Act 1989 (Vic) a Council must not print, publish or distribute or cause, permit or authorise to be printed, published or distributed, any advertisement, handbill, pamphlet or notice during the election period unless the advertisement, handbill, pamphlet or notice has been certified, in writing, by the Chief Executive Officer.

The VEC lodged ballot packs for 112,137 voters enrolled in the three wards with Australia Post which were mailed out at random between Tuesday 9 October and Thursday 11 October 2012. The number of ballot papers counted (formal and informal) was 71.3%. North Ward had the highest voter participation with 72.3%, followed by South Ward 70.9% and Central Ward 70.6%. The next election will be held in October 2016.

Figure 19: Comparative voter turnout



Junior Mayor Daniel Passante.



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. The Junior Mayor program has run for over 50 years and is sponsored by the Chelsea Rotary Club.

Parkdale Primary School student, Matthew Bergin, was Junior Mayor from early May 2011 until April 2012. On 19 April, 2013, Daniel Passante, a grade six student at St Louis De Montford School was inducted as Junior Mayor.

The election results were declared on 30 October 2012 in accordance with the Local Government Act 1989 (Vic). The new Council was sworn in on 5 November 2012 comprising five returned Councillors (Cr Ron Brownlees OAM, Cr Paul Peulich, Cr John Ronke, Cr Steve Staikos, and Cr Rosemary West OAM) and four new Councillors (Cr Tamara Barth, Cr Tamsin Bearsley, Cr David Eden, and Cr Geoff Gledhill).

Council Commencement Program

Following the election results, a commencement program was put into operation. The aims of the Council Commencement Program were to:

- Ensure Councillors understand their legal and ethical obligations.
- Induct and orientate all Councillors (particularly first term Councillors) quickly and efficiently so they can participate in the immediate Council meetings and statutory processes.
- Ensure Councillors are briefed on significant major issues which Council will be discussing and deciding early in their term.
- Understand and document Councillors' four year goals and outcomes and for these to be reflected in the Council Plan and Financial Strategy adopted by Council by June 2013.
- Develop a positive and constructive working relationship between Councillors and Council's organisation.

Refer to Our Councillors section on page 19 for more information on Kingston's Councillors.

Mayor's Role

Annually at the Statutory Meeting of Council, Councillors elect a Mayor for a 12 month term. Council may resolve to elect a Mayor for a maximum term of two years however historically the mayoral term at Kingston has been one year. The Mayor is the leader of the Council and has a number of roles which are legislative and functional. The legislative requirements are prescribed in section 73 of the Local Government Act 1989 (Vic).

The Mayor must chair all Council meetings at which he / she is present. If the Mayor is absent Council must appoint one of the Councillors to be acting Mayor. The Mayor's role also includes providing leadership, promoting positive relationships and modelling good governance.

Cr John Ronke served as Mayor until 5 November 2012 when Cr Ron Brownlees OAM was elected as Mayor for a one-year term.

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

Councillor Code of Conduct

The Local Government Act 1989 (Vic) requires Council to review the Councillor Code of Conduct within 12 months of a general election. Council adopted its current Code of Conduct on 25 February 2013.

The Councillor Code of Conduct includes:

- Councillor Conduct Principles (as prescribed by sections 76B and 76BA of the Local Government Act 1989).

- Dispute Resolution Procedures.
- Complaint Handling Process.
- Use of Council Provided Resources.
- Gifts and Hospitality.
- Protocols.

FURTHER READING: The Councillor Code of Conduct is available at: www.kingston.vic.gov.au/Your-Council/Policies-Strategies-Plans/Policies.

Good governance involves two types of governance:

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



Resident's enjoying celebrations at the completion of the Chelsea Renewal project in 2013.

Democratic Governance

Council and Committee Meetings

Kingston's Ordinary Meetings of Council are held on the fourth Monday of each month and Planning Committee Meetings are held on the third Wednesday of each month. Meetings are held 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 Friday prior at <http://www.kingston.vic.gov.au/Your-Council/About-Us/Meetings-and-Agendas>. There is an opportunity at Ordinary Meetings of Council for residents to submit written questions to Council for consideration.

Councillors sitting formally as Council, either make, or are accountable for all decisions that are to be taken at Council level. Decisions are made through the formal council meeting or through the formal delegation of powers to committees or officers. The Council can only make decisions when it is sitting as Council. Outside of the council meeting, individual councillors have no decision making authority.

At times, Council is required to discuss and consider matters of a confidential nature. Section 89(2) of the Local Government Act 1989, stipulates that councils can close meetings to discuss issues such as staffing, industrial relations, contractual and financial matters, legal advice and matters affecting the security of council property. If confidential reports are to be discussed by Council, the public is asked to leave the meeting during these discussions.

During 2012/13, there were 11 Ordinary Meetings of Council and four Planning Committee Meetings.

Special Meetings of Council

Special Meetings of Council are called when there is an urgent item requiring a Council resolution which cannot wait until the next Ordinary Meeting of Council. The dates for these meetings are advertised in The Age newspaper and on Council's website. There were 14 Special Council Meetings in 2012/13.

Councillor Information Sessions

In addition to regular Council meetings, information sessions are held to inform Councillors about important issues. These sessions provide Councillors and Council officers with an opportunity to discuss issues in detail, seek further information and allow questions and concerns to be addressed in an open and frank environment. Information sessions are not a decision-making forum. They allow Councillors to explore options and gain a more detailed understanding of the matter/s in question. Decisions of Council can only be made during Council meetings.

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 pages 153 to 154 for more information on Councillor representation on Committees.

Delegation of Powers

Numerous duties, functions and powers are conferred on Council through legislation such as the Local Government Act 1989 (Vic), the Planning and Environment Act 1987 (Vic), and other Acts. Council delegates to the Chief Executive Officer the authority and powers necessary to comply with the legislation and implement the strategies approved by the Council. The Chief Executive Officer has further delegated powers to Council officers who carry out the functions of the Council on a daily basis. The powers, duties and functions delegated to officers must be exercised in ways consistent with previously established guidance or direction from the Council. There are certain powers that the Council cannot delegate including adopting the Council Plan and Council Budget.

Council's Instruments of Delegation must be reviewed by the newly-elected Council within the first 12 months of office.

Minutes of Meetings

Council records the resolutions of each Ordinary, Special and Planning Committee meeting and minutes can be viewed on Council's website at <http://www.kingston.vic.gov.au/Your-Council/About-Us/Meetings-and-Agendas>.

Table 15: Council Meetings held in 2012/13

Ordinary Meetings of Council	Special Meetings of Council	Planning Committee Meetings
23/07/2012	2/07/2012	22/08/2013
27/08/2012	13/08/2012	19/09/2013
24/09/2012	22/08/2012	3/12/2012
22/10/2012	5/11/2012	30/01/2013
26/11/2012	3/12/2012	
17/12/2012	30/01/2013 (2 meetings)	
25/02/2013	12/03/2013	
25/03/2013	18/03/2013	
22/04/2013	29/04/2013	
27/05/2013	13/05/2013	
24/06/2013	20/05/2013	
	11/06/2013	
	17/06/2013	

Table 16: Councillor Attendance at Council Meetings

Councillor*	Meetings of Ordinary Council attended	Special Council Meetings attended	Planning Committee Meetings attended
Current Councillors			
Cr Tamara Barth	7/7	10/11	2/2
Cr Tamsin Bearsley	7/7	11/11	2/2
Cr Ron Brownlees OAM	11/11	14/14	4/4
Cr David Eden	7/7	11/11	2/2
Cr Geoff Gledhill	7/7	11/11	2/2
Cr Paul Peulich	11/11	12/14	3/4
Cr John Ronke	11/11	12/14	3/4
Cr Steve Staikos	10/11	11/14	4/4
Cr Rosemary West OAM	11/11	14/14	4/4
Former Councillors			
Cr Arthur Athanasopoulos	4/4	1/3	0/2
Cr Lewis Dundas	4/4	3/3	2/2
Cr Dan Moloney	4/4	3/3	2/2
Cr Trevor Shewan	4/4	2/3	2/2

* For more information on Councillors and dates of office, see pages 18 to 21.

Conflicts of Interest

Councillors are required to disclose any direct or indirect conflict of interest that may impact on their impartiality. At the commencement of a Council or committee meeting, Councillors must disclose any direct conflict or indirect conflict of interest. If a direct or indirect interest is disclosed the councillor must leave the meeting prior to the issue being discussed, debated or voted on. After the vote has been taken, the councillor can return to the meeting.

Assembly of Councillors

In addition to the formal meetings of Council, a number of Assembly of Councillor meetings were held during 2012/13. An assembly of Councillors is a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be (a) the subject of a decision of the Council; or (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee, but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139 of the Local Government Act 1989, a club, association, peak body, political party or other organisation. Councillor Information Sessions and Village Committee meetings are examples of an Assembly of Councillors.

A written record of assemblies is presented to the Ordinary Meeting of Council as soon as practicable after the Assembly of Councillors.

Councillor Ward Funds

'Ward Funds' 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 Expenditure of Ward Funds Policy which is available on Council's website at <http://www.kingston.vic.gov.au/Your-Council/Policies-Strategies-Plans/Policies>. In some cases, it may be more appropriate for community groups to apply for funding through Council's Community Grants Program (refer to page 156 for more information). The annual allocation of Ward Funds is \$6,000 per Councillor. As per clause 9.3.1 in the Expenditure of Ward Funds Policy, Ward funds unexpended in a given financial year may be carried over to the following financial year, for allocation in accordance with this policy.

Table 17: Ward Fund Donations made in 2012/13 by Councillors

Ward Fund Donations by Councillor	Amount (\$)
Current Councillors	
Cr Tamara Barth	
Marae Melbourne Matariki Event	\$500.00
Rotary Club Dingley Village	\$500.00
Marcus Road and Jacks Ave Kindergarten	\$500.00
TOTAL	\$1,500.00

Cr Tamsin Bearsley	
St Louis de Montfort's School	\$150.00
Carrum Surf Life Saving Club	\$166.67
Chelsea Community Support Service	\$500.00
Chelsea Primary School	\$166.67
Eisteddfod by the Bay	\$300.00
Chelsea Vital Volunteers Committee	\$300.00
Chelsea Heights Community Centre	\$1,000.00
Aspendale Edithvale Junior Football Club	\$500.00
Aspendale Gardens Primary School	\$200.00
TOTAL	\$3,083.34

Cr Ron Brownlees OAM	
Bayside Church	\$500.00
Tony Lambides	\$100.00
Moorabbin SES	\$400.00
Bentmoor Community Men's Shed	\$600.00
Kingston Heath Hockey	\$1,725.00
Cheltenham RSL	\$200.00
Grief Line	\$500.00
Sandringham Hospital	\$500.00
Parkdale Pre-School	\$200.00
TOTAL	\$4,725.00

Cr David Eden	
Carrum Surf Life Saving Club	\$166.67
Chelsea Vital Volunteer Committee	\$300.00
Kingston Residents' Association	\$500.00
Chelsea Heights Community Centre	\$500.00
Chelsea Bonbeach Train Station Group	\$1,000.00
TOTAL	\$2,466.67

Ward Fund Donations by Councillor	Amount (\$)
Cr Geoff Gledhill	
Cheltenham RSL	\$200.00
Mentone Life Saving Club	\$300.00
Mordialloc Life Saving Club	\$300.00
Mordialloc and District Historical Society	\$300.00
Cheltenham Football Club	\$500.00
Beachside Residents in Kingston Association	\$500.00
TOTAL	\$2,100.00

Cr Paul Peulich	
Friends of the Grange	\$300.00
Dingley Dozen Fun Run Walk	\$300.00
Springvale CFA	\$500.00
Moorabbin Dog Obedience Club	\$1,000.00
Moorabbin Senior Citizens	\$1,000.00
Dingley Village/Heatherton Progress Association	\$500.00
Three Tier Hierarchs Greek Orthodox Church	\$500.00
Hellenic Community	\$1,000.00
Moorabbin Chamber of Commerce	\$500.00
Kingswood Primary School	\$300.00
St Mark's Primary School	\$300.00
St Catherine's Primary School	\$300.00
Dingley Village Primary School	\$300.00
Moorabbin Brass Band	\$100.00
Dingley Village Scouts	\$800.00
Dingley Dingos Football Club	\$500.00
Dingley Cricket Club	\$500.00
Clarinda Greek Seniors	\$300.00
Dingley Village Rotary	\$228.00
Bentleigh Greens	\$300.00
Kingston City Soccer Club	\$300.00
Eisteddfod by the Bay	\$200.00
Heatherton Tonners Football Club	\$200.00
Maccabi Snooker Club	\$1000.00
TOTAL	\$11,228.00

Ward Fund Donations by Councillor	Amount (\$)
Cr John Ronke	
Patterson Lakes Community Centre	\$750.00
Aspendale Gardens Community Service Inc	\$500.00
Carrum Indigenous Nursery	\$500.00
Chelsea Heights Community Centre	\$1,000.00
Carrum Primary School	\$450.00
Tony Lambides	\$100.00
AGRA Newsletter and Community Projects	\$2,500.00
Carrum Primary School	\$450.00
Carrum Surf Life Saving Club	\$166.66
Chelsea Heights Community Centre	\$500.00
Aspendale Gardens Residents Association	\$1,000.00
TOTAL	\$7,916.66

Cr Steve Staikos	
Friends of the Grange	\$300.00
Eisteddfod by the Bay	\$674.00
Dingley Dozen Fun Run Walk	\$300.00
Tony Lambides	\$100.00
The Kathy Freeman Foundation	\$500.00
Dingley Neighbourhood Village Centre	\$200.00
Voices of the Arts Dingley	\$200.00
Dingley Village Community Association	\$300.00
SES Moorabbin	\$400.00
Friends of the Karkarook Park	\$200.00
Clarinda Lions Club	\$200.00
Clarinda Tennis Club	\$200.00
Abbeyfield House	\$400.00
Dingley Village Play Group	\$200.00
Bruthen Street Kindergarten	\$200.00
Highett Preschool	\$200.00
South Oakleigh Wildlife Centre	\$500.00
Eisteddfod by the Bay	\$300.00
Moorabbin Brass Band	\$300.00
Westall Kindergarten	\$200.00
St Joseph's Catholic Parish Springvale – Children of Zambia Project	\$100.00
Kundi la Nguvu Mamas – Strong Mothers Group	\$200.00
Women Building Bridges Group	\$200.00
Kingston Soccer Club	\$700.00
Kingston Residents Association	\$500.00

Ward Fund Donations by Councillor	Amount (\$)
Union of Australian Women Mordialloc	\$300.00
TOTAL	\$7,874.00

Cr Rosemary West OAM	
Tony Lambides	\$100.00
Mentone St Bedes OC Amateur Football Club	\$400.00
KRAMMED	\$500.00
Kingston Conservation and Environment Coalition	\$250.00
Mordialloc Beaumauris Conservation League	\$250.00
Defenders of the South East Green Wedge	\$250.00
Cheltenham RSL	\$200.00
Mentone Public Library	\$100.00
Mordialloc Beaumaris Conservation League	\$500.00
Kingston Conservation and Environment Coalition	\$500.00
Defenders of the South East Green Wedge	\$500.00
Kingston Residents Association	\$500.00
Carrum Indigenous Nursery	\$150.00
Greenlink Indigenous Nursery	\$150.00
Kingston Arts Network	\$200.00
Union of Australian Women	\$200.00
TOTAL	\$4,750.00

Former Councillors	
Cr Arthur Athanasopoulos	
Friends of the Grange	\$300.00
Clayton Rotary Club	\$1,000.00
Dingley Dozen Fun Run Walk	\$300.00
Tony Lambides-Turner	\$100.00
Rotary Club of Clayton – Annual Fundraising Golf Day	\$400.00
Mythri Social and Cultural Association	\$1,000.00
Lemnian Community of Victoria	\$500.00
Dingley Senior Citizens	\$600.00
The Benevolent Association of Nafpaktians	\$600.00
Kingston City Soccer Club	\$5,000.00
Philipino Eldersly Association of the South Eastern Region	\$600.00
Cosenza Senior Citizens of Kingston	\$600.00
Moorabbin Senior Citizens	\$600.00
Greek Orthodox Parish	\$600.00

Ward Fund Donations by Councillor	Amount (\$)
The Three Hierarchies of Clayton and Districts Greek Seniors and Pensioners Association	\$600.00
The Italian Pensioners Association of Clayton	\$600.00
Tran Van Khac Rover Crew	\$500.00
Multicultural Seniors Group Inc of Kingston and Surrounds	\$600.00
Italian Senior Citizens Group of Moorabbin	\$600.00
Greek Senior Citizens of Moorabbin	\$600.00
Greek Senior Citizens of South East District and Regions	\$600.00
TOTAL	\$16,300.00

Cr Lewis Dundas	
Tony Lambides	\$100.00
Cheltenham Church of Christ	\$750.00
Parkdale Church of Christ	\$750.00
St Augustine's	\$750.00
Matt's Kitchen	\$750.00
Mordialloc & District Historical Society	\$500.00
Mentone Lending Library	\$750.00
Graham Whitehead – City Historian	\$1,500.00
Mordialloc Community Nursing Home	\$800.00
Kingston University 3rd Age	\$1,161.00
Mentone Scouts	\$750.00
4th Mordialloc Scouts	\$750.00
Friends Mentone Station Gardens	\$600.00
Mentone SLSC	\$600.00
Mordialloc SLSC	\$600.00
Parkdale Yacht Club	\$600.00
Parkdale Tennis Club	\$600.00
Mentone Tennis Club	\$600.00
Mentone and Parkdale Village Committee	\$500.00
Cheltenham Bowling Club	\$750.00
Mentone Bowling Club	\$750.00
Parkdale Bowling Club	\$750.00
Mordialloc Bowling Club	\$750.00
Mentone Tigers/St Bede's Football Club	\$750.00
TOTAL	\$17,161.00

Ward Fund Donations by Councillor	Amount (\$)
Cr Dan Moloney	
Chelsea Red Cross	\$500.00
Chelsea and Bonbeach Train Station Group	\$290.00
Aspendale Gardens Community Service Inc	\$500.00
Carrum Indigenous Nursery	\$500.00
Tony Lambides	\$100.00
TOTAL	\$1,890.00

Cr Trevor Shewan	
Carrum Indigenous Nursery	\$500.00
KCEC	\$500.00
MBCL	\$500.00
Patterson Lakes Community Centre	\$110.00
Longbeach Anglican Parish Pantry	\$500.00
Tony Lambides	\$100.00
TOTAL	\$2,210.00

Councillor Remuneration

Councillors are entitled to receive remuneration in the form of a Councillor allowance. Mayors are entitled to receive a higher allowance. The Victorian Government sets upper and lower limits for all allowances paid to Councillors and Mayors. For the purpose of these allowance limits, Councils are currently divided into three Categories based on the income and population of each Council. Soon after being elected, each Council determines the precise annual amount that will be paid to its Mayor and Councillors, within the limits of the categories set by the Government. These amounts apply from the time of the Council making a resolution after conducting a review of its allowances. Reviews are required to take place by 30 June in the year following a general election and the allowance level determined remains in effect until the time of the next election.

The Minister for Local Government approved an annual adjustment of 2.5% to take effect 27 October 2012. The annual allowance for the Mayor is \$80,489.13 and Councillors are remunerated \$26,829.71 per annum.

In addition to their allowances, Councillors can elect to receive a mobile phone, iPad, 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 dedicated office and support from an Executive Assistant.

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 1989 (Vic)). Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. Council adopted on 27 May 2013 the Councillor Support and Reimbursement of Expenses Policy (the Policy) and a copy is available on Council's website at <http://www.kingston.vic.gov.au/Your-Council/Policies-Strategies-Plans/Policies>. The Policy serves to provide clear expectations in relation to support and reimbursement of expenses available to Councillors. It seeks to ensure accountability and transparency in relation to expenses claimable by Councillors and meet the minimum requirements provided for in the Guidelines on the provision of facilities and resources support and reimbursement of expenses for Mayors and Councillors as provided by the Minister for Local Government.

The Policy requires the payment of Councillor expenses (whether paid directly by Council or reimbursed to the Councillor) will be published in the Annual report, and on the Council's website on a quarterly basis broken down into specific categories as follows:

- Councillor and Mayoral Allowance.
- Carer Expenses.
- Communication Expenses.
- Training and Education Expenses.
- Intrastate Travel Expenses.
- Overseas and Interstate Travel Expenses.
- Other Expenses.

Table 18: Councillor Allowances and Expenses for 2012/13

Details of Councillors	Councillor Allowance	Communications mobile phones / wireless	Travel intrastate	Travel Interstate	Travel Overseas	Training, Conferences and Education	Other Expenditure
Current Council							
Cr Tamara Bath	\$19,863.47	\$2,902.45	\$61.16				
Cr Tamsin Bearsley	\$19,863.47	\$486.45					
Cr Ron Brownlees OAM (Mayor from 5/11/12)	\$63,967.84	\$1,748.80					
Cr David Eden	\$19,863.47	\$735.84	\$421.43			\$224.95	\$7.00
Cr Geoff Gledhill	\$19,863.47	\$936.65					
Cr Paul Peulich	\$24,240.85	\$2,433.53					
Cr John Ronke (Mayor until 5/11/12)	\$32,995.60	\$1,464.57					
Cr Steve Staikos	\$24,240.85	\$2,424.48					
Cr Rosemary West OAM	\$24,240.85	\$1,111.80					
Former Council							
Cr Arthur Athanasopoulos	\$4,377.38	\$711.08					
Cr Lewis Dundas	\$4,377.37	\$732.36					
Cr Dan Moloney	\$4,377.38	\$1,129.68					
Cr Trevor Shewan	\$4,377.38	\$921.46					

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 implements Council decisions, ensures Council achieves its Council Plan objectives, and manages 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 Officers

Senior Officers are employed under contracts up to a maximum of five years. Performance plans are reviewed annually by the CEO in accordance with Local Government Act 97A (2).

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, 2013 the City of Kingston had 23 Senior Officers. The total remuneration for Senior Officers during the 2012/13 financial year was \$4,124,542 compared to \$4,120,454 in 2011/12. A Senior Officer is the CEO or an officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$130,000.

Citizenship ceremonies

During 2012/13, 886 people received Australian Citizenship in five separate ceremonies organised by Kingston and held at Kingston City Hall.

Kingston's Mayor attended all five ceremonies (including a special Australia Day ceremony on 26 January 2013) 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 2012/13:

- Rotary Club of Moorleigh – Moorabbin.
- Chelsea Concert Band.
- Southern Area Concert Band.
- Scott Harrison.
- The Australian Electoral Commission.

Citizenship Ceremonies are coordinated by Kingston's Customer Service and Performance Planning 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: www.citizenship.gov.au

Kingston's 2013 Australia Day
Breakfast is a popular annual event.



Statutory Information

Charter of Human Rights

The Charter of Human Rights and Responsibilities Act 2006 ('Charter') came into force in 2008. It sets out numerous important human rights that Council must consider when making a decision and must act in a manner that is compatible with human rights.

The Charter contains 20 fundamental rights that reflect the four basic principles of freedom, respect, equality and dignity. The Charter includes standards to ensure human rights are considered when making laws and decisions and providing services.

Some Kingston initiatives in relation to the Charter of Human Rights implemented in 2012/13 include:

- Review and redevelopment of the Kindergarten Central Enrolment Scheme to ensure equity for all children and remove any aged-based discrimination in the application process.
- Development and commencement of Council's Youth Strategy to guide effective delivery of services.
- An external review of Family Support Services to maintain high quality service provision and this also incorporated an assessment regarding its promotion of and compliance with the Human Rights and Responsibilities Charter.
- Commencement of a new 'All Abilities' Vacation Care program to provide broader access to services and create capacity to meet the needs of children with high and complex needs.
- 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.
- Kingston for Human Rights – A Human Rights Art Exhibition opened in December to mark the 64th anniversary of the Declaration of Human Rights. The art exhibition was held at the Kingston Arts Centre and was on loan from the Romanian Embassy in Canberra. The exhibition was a beautifully illustrated pictorial representation of the Human Rights Charter. His Excellency the Ambassador of Romania opened the exhibition and spoke of the importance of having this Declaration and how pictorial representation assisted people to understand their rights. The Kingston for Human Rights groups held an annual art competition in Kingston Schools to increase awareness of Human Rights. The event was supported by an Access and Equity grant through Kingston Council. (See page 156 for more information on Community Grants).

During 2012/13, no Charter-related complaints were made to Kingston.

Annually the Victorian Equal Opportunity and Human Rights Commission produces a report on the Charter of Human Rights and Responsibilities and local government. The report details how local councils are meeting their human rights obligations and provides examples of good human rights outcomes in our local communities. The 2012 report can be accessed at: <http://humanrightscommission.vic.gov.au/index.php/our-resources-and-publications/charter-reports>.

FURTHER READING:

www.kingston.vic.gov.au/Your-Council/About-Us/Charter-of-Human-Rights
www.humanrightscommission.vic.gov.au
www.justice.vic.gov.au

Carers Recognition Act 2012

The Carers Recognition Act 2012 ('the Act') into effect on 1 July 2012 and formally recognises and values the role of carers and the importance of care relationships in the Victorian community. The Act defines a carer as someone who provides care to another person, and includes carers under the age of 18. Carers can provide care for a person who:

- Has a disability.
- Has a mental illness.
- Has an ongoing medical condition.
- Is an older person with care needs.

Care relationships also include those situations where a person is being cared for in a foster, kinship or permanent care arrangement.

Under the Act, State Government departments, councils, and organisations funded by government to provide programs or services to people in care relationships, need to take all practicable measures to:

- Ensure staff are aware of and understand the principles in the Act.
- Ensure staff promote the principles to people in care relationships, so that people in care relationships are aware of and understand the principles in the Act.
- Reflect the care relationship principles in developing, providing or evaluating support and assistance for those in care relationships.

The Act also requires Councils to report, in their Annual Report, on how they met their obligations. During 2012/13 Kingston met its obligations by:

- 180 Aged and Disability Care Workers participating in a specific training session on the Act in February 2013.
- Team meetings being conducted for Aged and Disability Care Workers that included information and discussion on the implications of the Act.
- Carer Respite being discussed with all Aged and Disability Care service recipient carers at service assessment and intake.
- Commonwealth Carelink Centre brochure being provided in information packs provided to all Aged and Disability Care clients at service assessment.
- Emergency respite being discussed at all Aged and Disability Care client service assessments where carers are available.
- Carer needs being assessed during Aged and Disability Care client assessments with appropriate services offered including respite.
- Individual respite services being provided by Council for carers using a personalised careplan for Aged and Disability Care clients.
- Group Respite program and invitations to outings being offered to carers of clients receiving Aged and Disability Care services.
- Referrals being made to the Aged Care Assessment Service where access to residential respite is appropriate.
- Respite service information being available on Council's Aged and Disability Services webpage at www.kingston.vic.gov.au/Services-and-Support/Older-People/Aged-Disability-Services.
- The Autumn 2013 Client Newsletter discussing the Act in detail being sent to all Aged and Disability Services clients.

Documents available for public inspection

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 on request at the municipal offices 1230 Nepean Highway, Cheltenham during normal office hours from 8.30am to 5.30pm, weekdays:

- Details of current allowances fixed for the Mayor and councillors under section 74 of the Local Government Act 1989.
- Details of senior officers' total salary packages for the current financial year and the financial previous year.
- Details of overseas or interstate travel undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months.
- Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted.
- Agendas and Minutes for Ordinary and Special Meetings held in the previous 12 months kept under section 93 of the Act, except where such minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act 1989.
- A list of all special committees established by Council and the purpose for which each committee was established.
- A list of all special committees established by the Council which were abolished or ceased to function during the financial year.
- Minutes of meetings of special committees established under section 86 of the Local Government Act 1989 and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act.
- Register of delegations kept under section 87 of the Local Government Act 1989.
- Register of delegations kept under section 88 of the Local Government Act 1989.
- Submissions received under section 223 of the Local Government Act 1989.
- Agreements to establish regional libraries under section 196 of the Local Government Act 1989.
- Details of property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council.
- Register of authorised officers appointed under section 224 of the Local Government Act 1989.



Clayton's Men's Shed's community minded activities included a barbecue.

- A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.
- A list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council.
- Contracts valued at \$100,000 or more that Kingston entered into during 2012/13 without first engaging in a competitive process and that are not contracts referred to in Section 186(5) of the Local Government Act 1989.
- Copies of election campaign donations returns that are given under section 62 Local Government Act 1989. A summary of election campaign donation returns is also available on Council's website at <http://www.kingston.vic.gov.au/Your-Council/Policies-Strategies-Plans/Policies>.
- Councillor Support and Reimbursement of Expenses Policy as prescribed by section 75B of the Local Government Act 1989. A copy is also available on Council's website at <http://www.kingston.vic.gov.au/Your-Council/Policies-Strategies-Plans/Policies>.

Inspection of these documents can be arranged by contacting the Governance Department on 9581 4710.

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 2012/13 Council received 324 requests for personal information compared to 346 received in 2011/12.

The Information Privacy Policy is reviewed every two years by the Privacy Committee. This Committee approves Council's privacy statements, oversees privacy-related complaints (three were received in 2012/13) and provides input into the format and content of privacy training. Kingston offers ongoing privacy training sessions for employees. For more information on Information Privacy at Kingston, refer to <http://www.kingston.vic.gov.au/Your-Council/About-Us/Privacy>.

Freedom of Information

The Freedom of Information Amendment (Freedom of Information Commissioner) Act 2012 came into effect 1 December 2012.

A significant change under this Act is the abolition of internal reviews undertaken by the agency and instead, they will be performed by the FOI Commissioner and the agency will be a party to the review of its decision.

The FOI Commissioner is responsible for the following functions:

- Conduct reviews of decisions made by agencies.
- Receive and handle complaints about agencies.
- Provide advice, education and guidance to agencies on the FOI Act.
- Monitor compliance by agencies with prescribed professional standards (none prescribed as yet).
- Provide advice, education and guidance to the public on role of the Commissioner.

The applicant has 28 days from the agency's decision to request a review by the FOI Commissioner. The Commissioner has 30 days to decide whether to accept or dismiss the request. If it is dismissed, the applicant can apply for a review via VCAT.

If the Commissioner accepts the review, it will be referred back to the agency. Council has 45 days to conciliate with the applicant or make a fresh decision. The review will be dismissed if the applicant agrees to the fresh decision otherwise the Commissioner has an additional 30 days to make a decision. If no fresh decision is made the Commissioner has 14 days to make a decision.

The FOI Commissioner can deal with complaints regarding action taken or failed to be taken in the performance of the agency's functions and obligations under the Freedom of Information Act 1982. Complaints must be made within 60 days after the action took place or the conduct occurred.

FURTHER READING:

<http://www.foicommissioner.vic.gov.au/home/about/commissioners+functions/>

The following is 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.

Publicly available documents

A range of documents and publications may be downloaded from Kingston's website, www.kingston.vic.gov.au. These documents include newsletters, policies, strategies and plans. 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. Refer to page 142 for a list of documents that are available for public inspection.

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 (eg. 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 \$25.70 (effective from 1 July 2013) 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 (FOI) requests

The FOI Act provides the opportunity for public access to Council documents.

Table 19: Requests received during 2012/13

FOI requests to Council	2012/13	2011/12	2010/11	2009/10	2008/09
Total number of requests	32	30	29	25	25
Requests where access was granted in full	6	4	2	7	5
Requests where access was granted in part	20	16	13	11	13
Other*	3	5	10	2	6
Requests refused in full	1	1	1	0	1
Requests still under consideration	2	4	3	5	3
Number of internal reviews	0	2	4	2	0
Number of appeals lodged at VCAT	1	1	1	0	0
Total fees and charges collected	\$2,146	\$1,562	\$1,276	\$1,082	\$774

* 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.

Protected Disclosures

As part of new legislation implementing integrity reforms, the Whistleblowers Protection Act 2001 was replaced by a new regime under the Protected Disclosure Act 2012 on 11 February 2013. The reform includes the creation of the Independent Broad-based Anti-corruption Commission (IBAC) who administers the Act.

City of Kingston has implemented a Protected Disclosure Procedure to establish a system to facilitate the making of disclosures of improper conduct or detrimental action by the City of Kingston or its employees. The procedure for making a disclosure can be found on Kingston's website at <http://www.kingston.vic.gov.au/Your-Council/Policies-Strategies-Plans/Policies/Protected-Disclosure-Procedure>.

We recognise the value of transparent and accountable administration and management practices, and support disclosures that reveal corruption, mismanagement or conduct involving a substantial risk to public health and safety or the environment. Such conduct can be reported to our Protected Disclosure Coordinator on 1300 653 356 or by email to protecteddisclosure@kingston.vic.gov.au.

Alternatively, disclosures may be made to the IBAC on 1300 735 135. Under this Act, all disclosures about Councillors should be directed to the IBAC.

The Protected Disclosure Act 2012 requires reporting against the criteria below. No Protected Disclosures (or Whistleblower Protection matters) were made in 2012/13.

Table 20: Protected Disclosure Reporting

Protected Disclosure Reporting Criteria	2012/13 (Number)	Type
Disclosures made to the public body during the year	0	n/a
Disclosures referred during the year by the public body to the IBAC for determination as to whether they are protected disclosure complaints	0	n/a

Risk Management

Risk Management Framework

Risk Management is recognised as an integral part of Kingston's organisational culture and its risk management treatment strategies have continued to be developed at both the strategic and operational levels. During 2012/13 Kingston has focused on increasing the skills and knowledge of managers, team leaders and staff to identify and mitigate risks at all levels of the organisation.

The following four principles underpin Kingston's Risk Management Framework and demonstrate its commitment to managing risks:

- 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 and,
- Not stand alone, but rather underpin a number of processes that work together to effectively manage risks faced by Council.

In 2012/13 Kingston continued with the rollout of its internal audit program to monitor and review its consolidated list of eight key strategic risks. Active strategic treatment plans are in place to modify or reduce the likelihood or consequence of any negative impacts on Kingston's strategic objectives.

During 2013 Kingston's top eight safety risks were prioritised and detailed control strategies are being developed and documented to incorporate into each Kingston department's business plan.

Local business Hella Australia Pty Ltd, Mentone.



Best Value

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:

- 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 pages 39 to 40 for more information).
- Accessibility is demonstrated through the redevelopment of the Multicultural Action Plan and Council support of the Access and Equity Committee's three subcommittees: disability, multicultural and aboriginal.

- Continuous improvement is demonstrated throughout the report where comparisons are made to previous years and commented upon, in particular by benchmarking our Annual Report through feedback from MAV and the ARAs.
- Community consultation examples are presented in the 'Connecting with our Community' section on page 35, Living Kingston 2035 (see page 38), and include inviting feedback on the Council Budget and Council Plan, placing documents on public display and our Village Committees (see pages 154 and 155).
- Reporting to the community examples are presented in the 'Connecting with our Community' section on page 35 and include our monthly newspaper entitled 'Kingston Your City', local media, Kingston's website, Council and community meetings.

In addition to the 'whole of Council' approach, Council has undertaken specific Best Value 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 (see pages 161 to 165 for more information).

To ensure ongoing value for money, tendering for major services and works is undertaken in line with Council's Procurement Policy to ensure that the community receives the best value for the services provided by Council. S186A requires policy to be reviewed each financial year. This Policy was last reviewed in June 2013.



Central Ward Councillors Ron Brownlees OAM, Rosemary West OAM and Geoff Gledhill at Shirley Burke Theatre in Parkdale.

The Audit Committee

The Audit Committee

During 2012/13, Kingston's Audit Committee undertook a thorough and comprehensive review of many of Council's higher risk profile systems and processes. It also continued to oversee the activities of Council's contracted Internal Auditor and of the External Auditor who is appointed by the Auditor-General.

The activities of 2012/13 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 give a level of assurance that Council's stewardship of the Kingston community's assets is maintained at the highest level.

The Audit Committee met four times in 2012/13: 17 August 2012; 19 September 2012; 20 March 2013; and 19 June 2013. Minutes of meetings are available to Councillors.

Table 21: The membership of the Audit Committee

Name	Qualifications	Role	Period	Attendance
Mr Hugh Parkes	BA, MBA, FCA, CISA	Independent Member & Chair	Jul 2012-Jun 2013	4 of 4 meetings
Mr Bruce Potgieter	FCA – Australia ICA – South Africa	Independent Member	Jul 2012-Jun 2013	4 of 4 meetings
Ms Claire Filson	LLB; MBA	Independent Member	Jul 2012-Jun 2013	3 of 4 meeting
Cr Ron Brownlees OAM	Mayor, Councillor	Internal Member	Dec 2012-Jun 2013	2 of 2 meetings
Cr John Ronke	Mayor, Councillor	Internal Member	Jul 2012-Nov 2012	2 of 2 meetings
Cr Paul Peulich	Councillor	Internal Member	Jul 2012-Jun 2013	2 of 4 meetings

Below are some detailed comments on how the Audit Committee responded to its Charter. This is primarily achieved through the consideration of reports provided by Management and the Internal Auditor, and monitoring the effectiveness of the Internal Audit program. (Note that some reports will appear under more than one heading).

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

To achieve this outcome the Audit Committee considered and commented on the following reports:

- Annual Accounts – Final Management Letter.
- Consideration of the 2011/12 Annual Statements consisting of Management Letter: 2010/11 Financial Audit; Financial Statements; Performance Statement; Standard Statements; and Auditors Closing Report.
- CAATs Review – covering Accounts Payable, Rates, Payroll, General Ledger Controls and Land and Building Assets.
- 2012/13 External Audit Strategy.
- 2012/13 Interim Management Letter from HLB Mann Judd.
- 2012/13 Annual Accounts Timetable.

2. Effective management of Council's strategic risks and the protection of Council assets

To achieve this outcome the Audit Committee considered and commented on the following reports:

- Final Internal Audit Report on Road Management Act Compliance.

- Final Internal Audit Report on Aged Care Services.
- Final Internal Audit Report on CAATs – covering Accounts Payable, Rates, Payroll, General Ledger Controls and Land and Building Assets.
- Terms of Reference – Rate Revenue.
- Terms of Reference – Community Grants.
- Terms of Reference – Asset Management: Project Health Check.
- Terms of Reference – Finance Health Check.
- Final Internal Audit Report on Rate Revenue.
- Final Internal Audit Report on Community Grants.
- Final Internal Audit Report on Social Media.
- Final Internal Audit Report on Asset Management System Health Check.
- Final Internal Audit Report on Follow Up of Previous Recommendations.
- Final Internal Audit Report on Finance Health Check.

3. Monitoring of Council's Business Continuity Plans and Processes

To achieve this outcome the Audit Committee considered and commented on the following reports:

- Terms of Reference – Asset Management: Project Health Check.
- Final Internal Audit Report: Asset Management System Health Check.

4. The Efficiency, Effectiveness and compliance of Significant Council Programs

To achieve this outcome the Audit Committee considered and commented on the following reports:

- Final Internal Audit Report on Aged Care Services.
- Terms of Reference – Rate Revenue.
- Terms of Reference – Social Media.
- Terms of Reference – Community Grants.
- Terms of Reference – Asset Management System: Project Health Check.
- Terms of Reference – Finance Health Check.
- Final Internal Audit Report on Rate Revenue.
- Final Internal Audit Report on Community Grants.
- Final Internal Audit Report on Social Media.
- Final Internal Audit Report on Asset Management System Check.
- Final Internal Audit Report on Follow Up of Previous Recommendations.
- Final Internal Audit Report on Finance Health Check.

5. Compliance with laws and regulations as well as use of best practice guidelines

To achieve this outcome the Audit Committee considered and commented on the following reports:

- Final Internal Audit Report on Road Management Act Compliance.
- Councillor Discretionary Funds – Outcome of Local Government Inspectorate Review.
- Local Government Act 1989 Amendments – Ordinary Returns from Committee.
- Rating Practices in Local Government – VAGO Report.
- Local Government – Results of the 2011/12 Audits.

6. The effectiveness of the audit functions

Internal Audit

Council's current Internal Auditors are Deloitte who have extensive experience in the Local Government sector as Internal Auditors at other municipalities.

Deloitte commenced their contract in August 2008 for an initial three year period, with an option to extend the contract for two further 12 month periods to 30 June 2013. Upon commencement of this contract, in consultation with Senior Management at Council, an organisational risk assessment was undertaken. This, together with the City's risk register and the information architecture diagram, 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.

Before accepting each report submitted by the Internal Auditor, the Committee examines the recommendations made in each report and management's comments thereon. These reviews give the Audit Committee and Council a level of assurance on the systems, processes and procedures employed by Council in the governance and control of its day to day operations.

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 them is acknowledged and appreciated.

External Audit

Council's current External Auditor is the Victorian Auditor-General. The Auditor-General elected to contract this activity for 2012/13 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 to brief the Committee on 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 normal practice for the External Auditor to review the Internal Audit program to better understand the internal control framework that exists at Council.

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 2012/13	Actual result 2012/13	Annual business plan target 2011/12	Actual result 2011/12	Actual result 2010/11
Overall performance	Community satisfaction rating for overall performance generally of the Council (indexed mean)	68% Note 1	67	67% Note 1	65	Note 2
Advocacy	Community satisfaction rating for Council's advocacy and community representation on key local issues (indexed mean)	63% Note 1	59	64% Note 1	55	Note 2
Engagement	Community satisfaction rating for Council's engagement in decision making on key local issues (indexed mean)	74% Note 1	58	63% Note 1	60	Note 2
All rates	Average rates and charges per assessment	\$1,552.76	\$1,577.42	\$1,460.65	\$1,464.98	\$1,365.55
Residential rates	Average rates and charges median residential assessment	\$1,388.65	\$1,388.72	\$1,304.16	\$1,298.64	\$1,223.79
Operating costs	Average operating expenditure per Assessment	\$2,317.50	\$2,273.60	\$2,135.43	\$2,404.72	\$2,092.66
Capital expenditure	Average capital expenditure per assessment	\$636.00	\$597.42	\$549.00	\$517.21	\$677.26
Infrastructure	Renewal Renewal and maintenance	1.19	1.12	1.25	1.21	0.82
		1.48	1.95	1.74	2.11	1.75
Debts	Average liabilities per assessment	\$642.41	\$681.19	\$693.72	\$836.04	\$632.00
Operating result	Operating result prior to capital funding (deficit) per assessment	\$43.14	\$209.50	\$108.83	\$112.22	\$132.45

Note 1: In 2012 the Department of Planning and Community Development (DPCD) significantly altered the way it measures community satisfaction. The change moved the measure from a percentage to an index. The Council published Annual Business Plan (ABP) indicators were on the basis of the former percentage measure and not the new index based method. Comparisons between the two measures are therefore problematic.

Note 2: Given the methodological changes, it is no longer possible to compare results from 2010/11.

The new playground at the Carrum Foreshore Precinct.



Asset Management

Asset Management Policy and Strategy

Council's Asset Management Policy and Asset Management Strategy provide the framework and direction for the management of Kingston's diverse asset portfolio, which has a total renewal value in excess of \$1.4 billion.

Council's asset renewal strategy is aligned to budget provisions of the Kingston Long Term Financial Strategy (LTFS) to provide a long term and sustainable management plan.

An annual asset performance benchmarking survey undertaken by DPCD provided an indices rating of 0.95, an indicator Kingston has in place a sustainable management plan over a 15 year outlook. The Asset Management Policy and Strategy will be reviewed and updated before the end of 2013 for Council confirmation.

Asset Management Plans

Asset Management Plans (AMPs) consider operational, renewal and development costs. They focus on data quality, asset condition, responsibility, maintenance and renewal expenditure requirements over a 10 year period.

They also consider issues that affect delivery of service outcomes, statutory compliance, strategy development plans, life cycle, disposal, service standards, risk management, and Occupational Health and Safety (OHS).

Assets are grouped in three main overarching AMPs:

- Transport and Drainage – Civil based infrastructure including roads, pavements, footpaths, kerbs, bridges and drains.
- Community Facilities – Buildings and structures used by the community and to deliver Council services, including libraries, preschools, pavilions, community centres, and senior citizens centres.
- Recreational Spaces – Active and Passive Recreational Infrastructure, including sport fields, playgrounds, picnic facilities, irrigation, and fencing.

Kingston's first generation AMP's were confirmed by Council in March 2008. These plans were largely focused on establishing a sustainable long term strategy to address a substantial annual renewal funding gap.

Kingston is now in a position to move forward with second generation AMP's which shift the focus from the asset, to service delivery standards and outcomes (i.e. managing and developing assets for the purpose of delivering services to a defined community standard). These second generation plans are to be developed during 2013/14 for Council consideration.

National Asset Management Assessment Framework

The National Asset Management Framework (NAMAF) was established in 2010. It is a national performance survey that consists of 143 assessment questions designed to benchmark performance criteria in areas of financial management, reporting, governance and asset management. While Victorian Councils have used this performance benchmarking tool since 2010, it became national for the first time in 2013.

The MAV provides support to Victorian Council's to continuously improve their asset management capability. They collate and provide benchmarking analysis of the NAMAF questionnaire. Kingston's asset management policy, strategy and asset management plans are consistent with the objectives of NAMAF and will be further strengthened with a scheduled review in 2013. MAV is encouraging Victorian Councils to establish programs to achieve "core maturity" rating through continuous improvement. With the completion of Policy and Strategy reviews, along with second generation AMP updates, Kingston is planning to achieve core maturity by December 2014.

Asset Management System

Kingston purchased specialist asset management software in February 2011. An implementation strategy is in place to progressively develop and expand core functionality of Asset Management System (AMS) to asset managers. Achievements to date include:

- Contracts and Tenders Register and administrative workflow – August 2011.
- Property and Building asset registers – November 2011.
- Lease Register and administrative workflow – March 2012.
- Integration with GIS System for asset mapping July 2012.
- Drainage (pits and pipes) asset register December 2012.
- Integrations with Financial System and Customer Request System (CRM) April 2013.
- System Upgrade to current release software version in July/August 2013.

While there have been difficulties and delays experienced establishing integrations with other corporate systems, such as financials and customer requests, the overall implementation strategy is largely on track achieving key objectives. Developments planned for 2013/14 include a phased 'go live' of CRM works management functionality; parks infrastructure asset registers; roadway network and mapping; and trial mobility options. Development of AMS will provide significant operational and administrative benefits to Council and will contribute to achieving a NAMAF core maturity rating.

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 Commonwealth Government developed principles requiring reform of government monopolies, separation of a government's regulatory and business functions, removal of legislative restrictions on competition and adopting price 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 2012/13, 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. Refer to page 160 for more information on Local Laws.

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. 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 2012/13.



Performers entertain the crowd at the Mordialloc Food Wine and Music Festival, March 2013.

Community Consultation and Representation

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

Councillor representation on Committees

Councillors are usually appointed as Council representatives on a range of special interest committees and networks each November at the annual general meeting. As the general election was held on 27 October 2012, the Statutory meeting was held on 5 November 2012.

Councillors also regularly attend Village Committee meetings (see page 154 for more information on Village Committees).

Councillor Committee appointments for 2012/13 were as follows:

Legislative Committees

Legislative Committees are established under to the Local Government Act 1989. Section 86 Committees are known as Special Committees of Council. The Planning Committee is a Council decision making forum with extensive delegated authority while the Audit Committee, established under section 139 of the Act, has an advisory role.

Table 22: Kingston Councillor Only Committee

Kingston Councillor Only Committee	2012/13 Appointee/s
Planning Committee	All councillors
Audit Committee (Section 139)	Mayor, Cr Peulich

Table 23: Advisory Committees – Councillor Only

Kingston Councillor Only Committee	2012/13 Appointee/s
Foreshore Sub-Committee	No ongoing specific committee required
Kingston Council Green Wedge Plan Steering Committee	No ongoing specific committee required

Table 24: Advisory Committees with Officer and/or community representatives

Advisory Committees	2012/13 Appointee/s
Access and Equity Committee	Crs Gledhill and Peulich
Arts and Culture Advisory Committee	Crs Peulich and Staikos
Australia Day Committee	Mayor and Cr Staikos
Chelsea Community Renewal Project	Crs Bearsley, Eden and Ronke
Clayton Community Strengthening Project	Cr Barth
Climate and Biodiversity Reference Group	Cr West
Community Vision Reference Group	Mayor, Cr Staikos and Cr Brownlees
Fine Food, Wine and Music by the Bay Festival	Mayor, Crs Gledhill and Ronke
Historical Societies Network	Crs Bearsley and West
Kingston Charitable Trust Community Grants Panel	Mayor and Cr Staikos
Kingston Harvest Festival Committee	Crs Bearsley, Eden and Ronke
Kingston Interfaith Committee	Crs Barth and Staikos
Kingston Youth Advisory Committee	Crs Eden and Peulich
L F Payne Hall Usage Committee	Crs Bearsley, Eden and Ronke
Mordialloc Creek Advisory Committee	Mayor, Crs Gledhill, Ronke and West
Municipal Emergency Planning Committee	Cr Ronke
World Globe to Globe Festival Committee	Cr Peulich
Public Art Advisory Panel	Crs Peulich and Staikos

Advisory Committees	2012/13 Appointee/s
Positive Ageing Steering Group	Mayor
Sport and Recreation Reference Group	Crs Barth and Peulich
World Globe to Globe Festival Committee	Cr Peulich

Table 25: External or Other Agencies Committees with Councillor Representation

External/Other Groups/Agencies with Councillor Representation	2012/13 Appointee/s
Association of Bayside Municipalities	Cr West
Australian Mayor Aviation Council	Appointment not renewed
Friends of Manatuto Committee	Cr Bearsley
Inter Council Aboriginal Consultative Committee	Cr Gledhill
Local Government Waste Management Forum	Cr Barth
Melbourne Water Eastern Treatment Plant Community Liaison Committee	Cr West
Metropolitan Transport Forum	Cr Eden
Moorabbin Airport Consultative Committee	Crs Barth and West
Municipal Association of Victoria	Mayor
Municipal Association of Victoria Planning Committee	Cr West
Municipal Association of Victoria Strategic Environment Advisory Group	Cr West
Patterson Lakes Advisory (Melbourne Water) Committee	Cr Bearsley
Victorian Local Governance Association	Cr Staikos

Village Committees

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

Council's nine Village Committees represent the following areas:

- Aspendale / Edithvale / Aspendale Gardens/ Waterways*.
- Chelsea / Chelsea Heights / Bonbeach*.
- Cheltenham*.
- Clarinda / Clayton South / Oakleigh South*.
- Dingley / Heatherton**.
- Mentone / Parkdale*.
- Moorabbin / Highett**.
- Mordialloc*.
- Patterson Lakes/ Carrum*.

*Meets monthly **Meets bi-monthly

In 2012/13, 71 Village Committee meetings were held. There were no meetings held in October and November 2012 (due to Council elections) and January 2013.

Highlights of Village Committee meetings and feedback are included in Ordinary Meetings of Council agendas during the year. Members have a fixed term membership and Council invites members of the community to join Village Committees in October 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. In 2013, there were an unprecedented number of applications for Village Committees, resulting in many new members of the community becoming involved in local issues.

Kingston's Village Committees were responsible for the successful allocation of community grants to local community groups (see page 156 for more information). They also had greater engagement with the community through the various strategies and projects of Council, including Living Kingston 2035.

Village Committees are governed by Council's Village Committee Policy, a copy of which can be accessed via Kingston's website at www.kingston.vic.gov.au/Your-Council/About-Us/Meetings-and-Agendas/Village-Committees or requested from Kingston's Governance Department.

Village Committee Chairs

- Aspendale/Edithvale/Aspendale Gardens – Kevin Griffiths, James Middleton*.
- Chelsea/Chelsea Heights – John Bainbridge, John Bainbridge*.
- Cheltenham – Simon Russo, Simon Libbis*.
- Clarinda/Clayton South/Oakleigh South – Gael Mizzi, Anastasios Dimitriu*.
- Dingley/Heatherton – Anne Caprackas, Jill Page*.
- Mentone/Parkdale – Barbara Taylor, Barbara Taylor*.
- Moorabbin – Les Heimann, Anne Caprackas*.
- Mordialloc – David Van Pelt, Barry Bush*.
- Patterson Lakes/Carrum/Bonbeach – Don Reed, Glen Baker JP*.

*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.



Seniors Harmony Day Clarinda October 2012.

Community Grants

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

In 2012/13, a total of \$1,205,094 (\$1,182,428 in 2011/12) was distributed through the Community Grants Program to assist not-for-profit organisations to deliver services and associated activities. Some examples of groups who received grants included:

- Hightett Basketball Club to establish a stock of uniforms in a range of sizes that are available on a loan system.
- Parkdale Preschool received funding to purchase three tricycles and six helmets to enhance the children's outdoor play experiences.
- The organisers of the Pacific Snooker Championship received a grant to conduct the snooker championships in Dingley with over 130 players in attendance.
- Leighmoor Uniting Church in Moorabbin received a grant towards its investment in solar panels for the church roof.

A total of 323 groups and individuals (370 groups and individuals in 2011/12) received funding through the Grants Program this year.

Successful applications through the program included 105 Village Committee applications, 31 Triennial Grant applications, two Triennial Event Grant applications, 63 City Wide grant applications, 93 Individual Development Grant applications, 45 Schools Awards and 33 Access and Equity Grants.

Requests for community support were strong from a cross-section of the community including community service groups requesting support for disadvantaged community members; kindergartens for equipment; sporting clubs for provision of equipment upgrades and minor capital works; seniors groups for funding towards celebrating specific activities; and a range of multicultural groups to support their recreation and social activities.

Triennial Grants

\$481,700 was distributed to Community Centres and Neighbourhood Houses in Kingston. A further \$307,847 was distributed to support other Kingston organisations that provide highly valued services to the Kingston community such as Community Advice Bureaus and emergency services.

Triennial Events Grants

\$21,770 was distributed in Triennial Events Grants to support the production of the Big Band Sunset Festival and the holding of the Hellenic Festival, both for the wider Kingston community to enjoy.

Village Committee Grants

The Village Committee Grants are provided to groups and organisations to support initiatives that achieve local benefit in Kingston's nine Village Committee areas. Village Committee Grants totalling \$176,172 were distributed to the community this year.

City Wide Grants

The City Wide Grants are provided to groups and organisations to support initiatives that primarily have a Kingston-wide focus. Council distributed \$141,793 through the program this year.

Individual Development Grants

Individual Development Grants are provided to assist eligible residents of Kingston to achieve their full potential in their particular pursuit such as arts and culture; sports and recreation; environmental or humanitarian initiatives; and academic achievement. 93 individuals shared a total of \$24,696 in Individual Development Grants this year.

Access and Equity Grants

\$21,475 was allocated in Access and Equity Grants through recommendations from Council's 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 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 community life of Kingston.

Performers at a multicultural event funded by an Access and Equity grant.



External Grants and Funding

During 2012/13, Kingston Council received \$40.6 million in grants, contributions, subsidies, donations and reimbursements from external bodies as demonstrated in Table 26. This is a slight decrease of the \$42.8 million received in 2011/12. However, Kingston currently receives more Government grant funding both in absolute terms and as a percentage of total revenue than all inner metropolitan Councils, enabling an extensive and comprehensive range of services to be delivered in partnership to the community.

Table 26: Examples of grants, funding and contributions received in 2012/13 (excluding GST)

Source of Organisation	Source of Funding	Program being supported	Amount received
Department of Education and Early Childhood Development	State Government	Evesham Road Kindergarten Renewal and Expansion	\$300,000
Department of Education and Early Childhood Development	State Government	Parkdale HUB	\$1,500,000
Department of Education and Early Childhood Development	State Government	Maternal Child Health	\$813,204
Department of Health and Ageing	Federal Government	Hostels	\$3,607,589
Department of Human Services	State Government	Domestic Care	\$2,714,027
Department of Human Services	State Government	Family Support	\$133,548
Department of Human Services	Federal Government	Commonwealth Parental Leave Contributions	\$189,664
Department of Infrastructure and Regional Development	Federal Government	Roads to Recovery	\$569,842
Department of Planning and Community Development	State Government	Living Kingston 2035 Grant	\$43,200
Department of Planning and Community Development	State Government	Public Library Grants Program	\$881,753
Department of Resources, Energy and Tourism	Federal Government	Installation of 3 solar hot water systems	\$27,129
Department of Sustainability and Environment	State Government	Mordialloc Creek Dredging	\$2,000,000
EPA Victoria	State Government	Litter Prevention Officer Grant	\$32,500
Lifesaving Victoria	Other	Carrum Lifesaving Club Building Works	\$520,000
Southern United Hockey Club	Other	Kingston Heath Reserve – Hockey Pitch Renewal	\$256,840
Various Developers	Other	Cash Developer Contributions	\$2,849,620
VicRoads	State Government	School Crossing Subsidy	\$205,557
Victorian Grants Commission	State Government	Grants Commission Funding	\$4,134,547
Stall Holder Fee – Farmers Market	Other	Farmers Market	\$21,676



Our Service Commitments

Kingston has a Service Commitment 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.

Our Service Commitments

- Take the time to understand your needs.
- Respond with care and courtesy.
- Make it easy to contact us.
- Be reliable.
- Provide clear and consistent information.
- Work with you to find a solution.
- Value your opinion.



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

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.

Issue Resolution

Residents who lodged an enquiry with Council and feel that they have not been effectively responded to within the agreed timeframe can escalate the issue by requesting to speak to the Team Leader and/or Manager of the relevant department. If after following the above procedure the resident is still not satisfied with the way the enquiry has been handled they can contact Council's Issue Resolution Officer via

- 1300 653 356.
- In writing to the Issue Resolution Officer, City of Kingston, PO Box 1000 Mentone 3194.
- Info@kingston.vic.gov.au.

The Issue Resolution Officer will contact the resident to acknowledge the complaint and will aim to respond fully within 10 working days. They may be contacted for extra details or to discuss progress of the complaint, particularly if there are any problems responding within the 10 working days.

Council handles personal information in accordance with privacy laws and will use that information only for the purposes of handling the complaint unless the resident gives express permission for it to be used for other Council purposes.

There was a decrease in escalated complaints from 12 in 2011/12 to six in 2012/13 that were resolved.



Kingston employees Lisa Duvoisin, Liz Cook, Michael Eddington and Matt Siemers.

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 the early part of 2012/13 Kingston implemented a new service commitment designed to enhance our customers overall contact experience. As part of this implementation, a new telephone system was introduced to better service customer needs.

Other improvements introduced during 2012/13 included:

- The adoption of new key performance indicators within the Customer Service department.
- The development and introduction of a new complaints management system.
- Restructuring the Customer Service department and the establishment of an appropriate staffing of a new Call Centre designed to meets our customers' needs now and into the future.
- The establishment of a 'customer service to customer care' training and development program.

Customer Service Centres

Kingston's Customer Service Centres are located in:

- **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.
- 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.

Customer Contacts

In 2012/13 Council's Customer Service team received over 180,000 customer contacts over the counters and via telephone.

These included:

- 108,574 telephone contacts.
- 71,538 counter customer queries.
- 2,439 new residents kits provided.

There were 222,162 external mail items processed for collection.

In 2012/13, 94.1 per cent of requests actioned through the Customer Request Management System within service standards compared to 90.2 per cent in 2011/12. Some examples of the types of requests logged are:

- 9,881 waste requests.
- 6,625 local laws requests.
- 4,865 tree pruning requests.
- 3,227 reserves/ parks requests.

Customer contacts resulted in 39,120 requests for action in 2012/13 compared to 39,900 in 2011/12.

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.
- Combined Local Law No. 7 and 8 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 were:

- Draft Domestic Animal Management Plan adopted at the Ordinary Meeting of Council on 23 July 2012.
- Legislated requirements under the Food Act for premises inspections have been met.

- 444 Food Samples were obtained during 2012/13 exceeding the required amount by 153 compared to 436 in 2012/12.
- Conducting mosquito surveillance activities relating to a detection of an exotic species of mosquito which was a new program to the majority of officers and required onsite training to ensure officers followed appropriate procedures during the course of the program.
- The commencement of the Residential Tenancies (Rooming House Standards) Regulations 2012 dealing with new standards for rooming house amenities.
- Introduction of a new community education program, "Ranger Talks", aimed at connecting local residents and promoting responsible pet ownership.
- Produced and distributed puppy/dog socialisation eBook as a new educational initiative promoting responsible pet ownership.
- Developed and introduced a new lost/found Facebook page, an initiative aimed at reuniting lost animals with their owners.

In 2012/13, there were 71 Education Officer visits to schools and community groups, up from 67 in 2011/12.



Local Laws officer Matt Siemers on patrol around Kingston.

Our Health, Safety and Well being

Strategic Plan

In November 2010 Kingston embarked on a three year program to progressively align its Health and Safety Management System with Australian Standard AS4801 Occupational Health and Safety Management Systems. The 2010-2013 Health Safety and Wellness Strategic Plan 'Take Care, Take Control' has been a key focus and Kingston has gradually developed a comprehensive framework to systematically manage its risks and maintain the wellbeing of its staff. The coordination and management of health and safety strategies and initiatives is driven by the Risk Management and Safety Team within the People and Culture Division.

During 2012/13 Kingston continued with the roll out of the 2010-2013 Health Safety and Wellness Strategic Plan with an emphasis on:

- Building a positive OHS culture through ongoing OHS Training Programs for all levels of staff to ensure that they have the skills and competencies required for their roles.
- Providing Safety Leadership from the top down.
- Strengthening line management accountability.
- Reducing the severity and number of Lost Time Injuries (LTIs).
- Committing to its OHS Contractor Management Policy through rigorous OHS assessments of Contractors' OHS Management Systems and worksite inspections.
- Maintaining and improving day to day management of OHS in the workplace through inspections, internal audits and risk assessments to ensure legislative compliance.

Health and Safety Committees

Kingston has six Health and Safety Committees comprising of management representatives and employee elected health and safety representatives in accordance with the Health and Safety Act 2004. These form the framework for consultation on health and safety matters for the organisation. Kingston's OHS Committee structure is described below.

- 1 Statutory Education and Compliance.
- 2 Aquatic and Leisure Centres Arts Centre.
- 3 Aged and Disability/Hostels.
Maternal Child Health and Immunisation.
Child Care/Family Day Care centres.
Family Youth and Children's Services.
Access Care Southern.
- 4 Cheltenham Office – 1230 Nepean Hwy.
- 5 Libraries and Education Services.
- 6 Parks Depot Services.

Incident/Injury Data

Kingston has a strong culture of reporting all workplace incidents and this has continued in 2012/13. Kingston is committed to ensuring that all incidents, no matter how minor are investigated to determine the underlying causes. There is also a strong focus on ensuring incident investigations include risk controls and that these risk controls are implemented in order to minimise the likelihood of an incident recurring. This process has been enhanced by the introduction of safetyMax; Kingston's electronic incident reporting and investigation system.

One of the indicators of OHS performance is the number of LTIs. A LTI is a workplace injury that results in the loss of one day/shift or more. The LTI statistics for the period 2008/09 to 2012/13 (as shown in Figure 20) shows a downward regression trend line indicating an overall reduction in LTIs over this period. Given that safetyMax was implemented in 2012/13 and provides managers and team leaders with the means to better manage incidents in Kingston workplaces, it is expected that there will be a further positive impact on LTIs in 2013/14.

Figure 20 is a chart of LTI's for the previous five years and after climbing from 41 in 2008/09 to 52 in 2009/10 the number of LTI's has dropped consecutively each year to 34 in 2012/13. This represents a 34 per cent decline in LTI's from 2009/10 to 2012/13, with a 29 per cent reduction in LTI's from 2011/12 and 2012/13.

Figure 20: Lost Time Injuries (LTI's) by Year

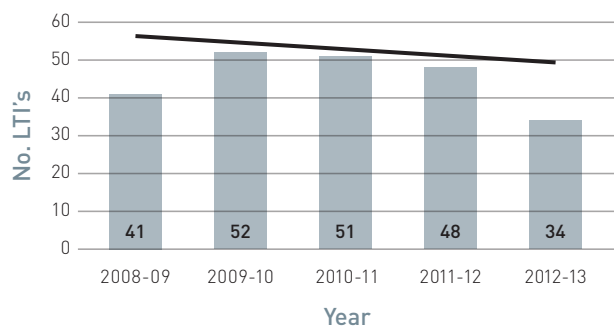
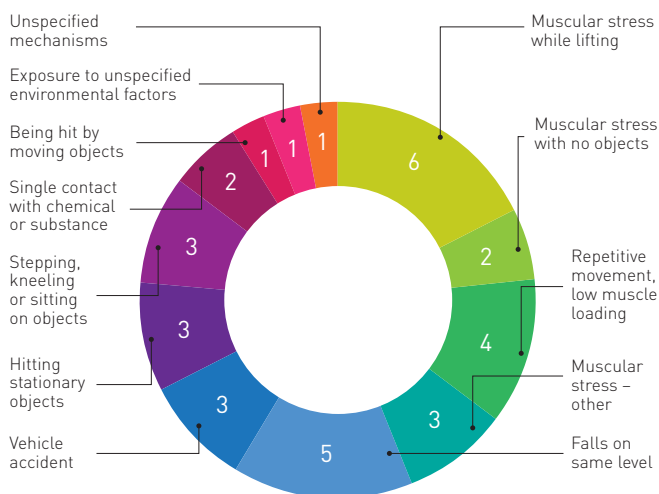


Figure 21 is a chart of LTIs by mechanism of injury. Mechanism of Injury is defined as the action, exposure or event which is the direct cause of the most serious injury. The chart indicates that muscular stress while lifting and repetitive movement account for 10 of the 34 LTIs (30%). Muscular stress and repetitive movement are essentially related to manual handling, and this is the most frequent factor associated with LTIs. It was also noted that falls on the same level accounted for 5 of the 34 LTIs (15%), with vehicle accidents accounting for 3 LTIs (9%) and hitting / being hit by objects accounting for 4 LTIs (12%).

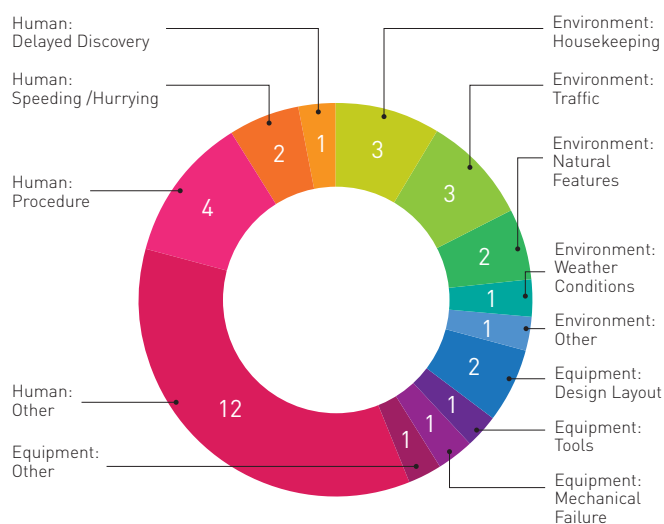
Figure 21: Lost Time Injuries (LTI's) by Mechanism of Injury 2012-2013



Total number of Lost Time Injuries – 34

Figure 22 is a chart of LTIs by primary cause. The chart indicates that 12 of the 34 LTIs (35%) can be attributed to human – other causes. Other significant primary causes are human – procedure, 4 LTIs (12%), environment – housekeeping, 3 LTIs (9%) and environment – traffic, with 3 LTIs (9%).

Figure 22: Lost Time Injuries (LTI's) by Primary Cause 2012-2013



Total number of Lost Time Injuries – 34

As shown in Table 27, in addition to the 29 per cent decline in LTIs between 2011/12 and 2012/13, there was a 27 per cent increase in Medical Treatment Injuries (MTIs). An MTI is a workplace injury that results in external medical treatment by a registered medical practitioner. However, there was a 14 per cent reduction in the number of First Aid Injuries (FAI). An FAI is an injury that results in first aid treatment only. The increase in the number of MTIs may be due, at least in part, to the increased focus on the early reporting and diagnosis of injuries in order to prevent MTIs becoming LTIs. It is expected that the introduction of an early intervention program in 2013/14 will lead to a further decrease in the number of LTIs.

Table 27: Injuries, Hazards and Notifiable Incidents Summary

	2011 /12	2012 /13	% Change
Lost Time Injuries (LTIs)	48	34	-30
Medical Treatment Injuries (MTIs)	22	28	27
First Aid Injuries	137	117	-14
Hazard / Near Miss Reports	119	109	-8
Notifiable Incidents (Employees)	4	3	-25
Notifiable Incidents (Non-Employees)	4	5	25

As shown in Figure 23 and Figure 24, the most frequent part of the body injured with both LTIs and MTIs was the back – the next most frequent body locations being the shoulder and ankle. This is also consistent with the trend contained in Figure 21 above, and again highlights that manual handling continues to account for the majority of injuries to staff. In view of this continuing trend, manual handling is a major focus with 'online' manual handling training for all staff, supplemented by specific manual handling training programs for staff in high risk areas.

Figure 24: Lost Time Injuries (LTI's) by Part of Body Injured 2012–2013

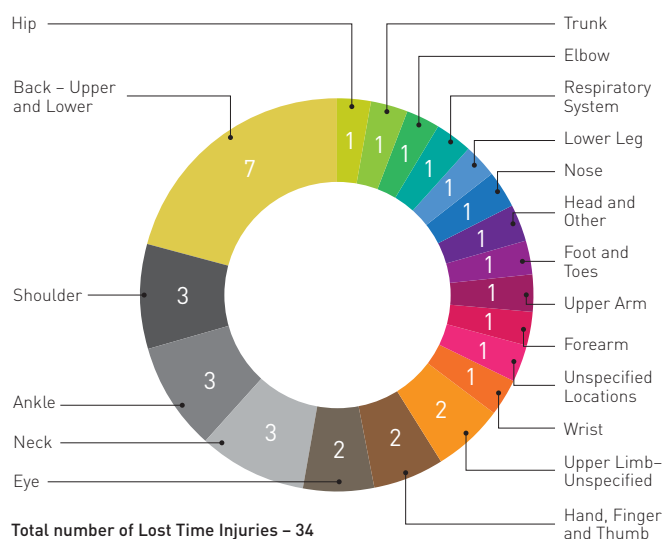
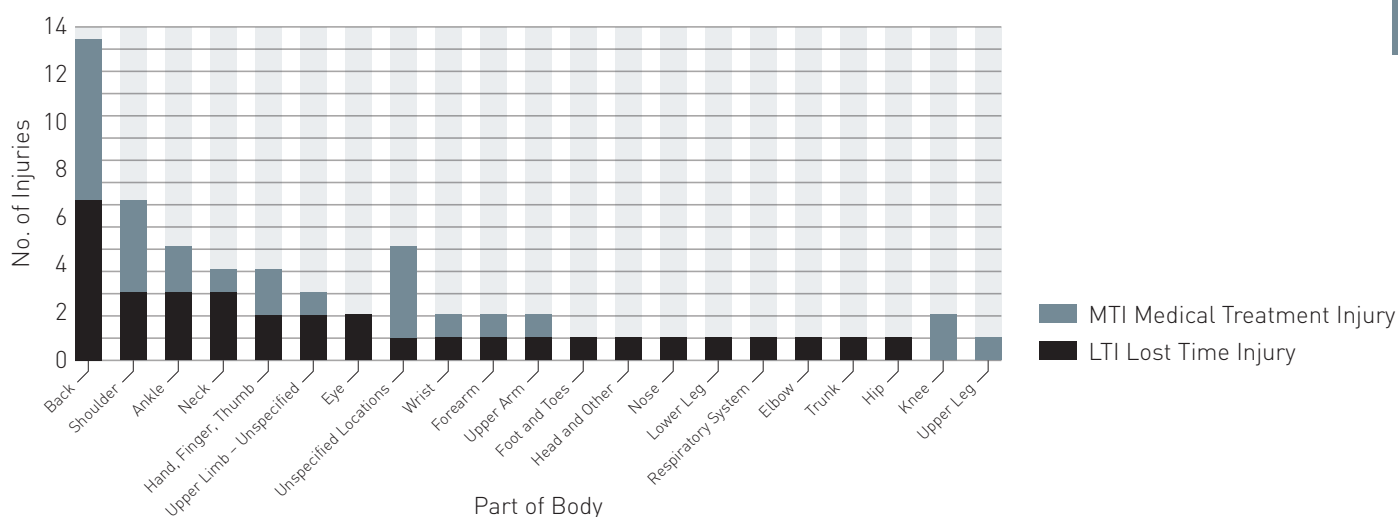


Figure 23: Number of Injuries by Body Part



Highlights from 2012/13

In line with Kingston's ongoing commitment to Health Safety and Wellbeing there have been a number of major achievements during this period, which included:

- The implementation of safetyMax, an online incident/hazard reporting and management system, in October 2012. safetyMax provides all levels of management with real time notification of incident and hazard reports lodged by staff. For the first time managers are able to review and monitor reports for incidents and hazards occurring in their respective areas instead of having to wait for monthly reports to be generated. This allows streamlining of the process so that incidents and hazards can be closed out in shorter timeframes than through traditional paper based systems.
- The implementation of Injury Connect, a WorkCover claims management system, which is integrated with the safetyMax incident reporting system. As the two systems are integrated, incident and injury data input in safetyMax can be migrated seamlessly into Injury Connect. Because Injury Connect is an 'online' system, data is accessible in a timelier manner than with traditional paper based systems. This leads to greater efficiencies in managing WorkCover claims and in the reporting of claims data.
- Ongoing health and safety training for Kingston management and staff, including health and safety representatives and deputy health and safety representatives. Training has been effective in changing behaviour and this has been reflected in the reduction in incidents and injuries to staff.

Table 28: OHS Training Course by Number of Participants

Training Course	Participants
Five-day course for Health and Safety Representatives	15
Health and Safety Representatives Refresher	12
OHS Refresher Training for Managers	10
safetyMax training sessions	All staff
First Aid CPR and Defibrillator Refresher	20
On-line training: Manual handling, EEO, bullying prevention	All staff

Health, Safety and Wellbeing Week Highlights

Health Safety and Wellbeing Week was conducted from 29 October to the 2 November 2012 and featured a number of events including fruit deliveries to staff to promote healthy eating, employee health checks and annual refresher training for health and safety representatives. The Health, Safety and Wellbeing program also enabled Kingston to showcase and celebrate staff achievements through the annual Health Safety and Wellbeing Week Awards for the best solution for a workplace health, safety and wellbeing issue or initiative awarded by the CEO. The best solution award was shared between Parks for their solution for loading and towing a tractor and Community Buildings for their solution for installation of state of the art electronic CO (carbon monoxide) detectors to all of our sites with gas heaters.

Workcover and Return to Work

During 2012/13 the total number of new workcover claims decreased from 38 in 2011/12 to 25 in 2012/13 which was a 34% reduction. This was consistent with the overall decrease in LTI's for this period. Kingston ensures that claims are managed in accordance with the legislative framework of the Accident Compensation Act 1985 and the Accident Compensation (Workcover Insurance) Act 1993. As at 30th June 2013, 9 people had return to work plans resulting from work related injuries, compared to 21 in 2011/12. Kingston's workcover insurance premium liability for 2012/13 was \$1,310,095 as at 30th June 2013, which was an increase of \$198,591, compared to \$1,111,504 paid in 2011/12.

For 2013/14 the focus will be on the development and implementation of a preventive program to limit the risk of injury, the seriousness of injury and the longevity of injury impairment. This will be achieved by focusing on a range of early intervention strategies which will positively impact on staff health and wellbeing and the management of injuries and illness, thereby reducing the number of claims and associated workcover costs.

The winners of the Health, Safety and Wellbeing Awards gathered at Mentone Depot for a breakfast celebration.



Safety Leadership at all Levels within Kingston.

We champion change through 'Leadership by Example'.

Q: How has OHS Training helped you in your job?

Matthew Harrington: Programmed Maintenance Principal Planning Officer – Community Buildings

My OHS Training has given me a clearer understanding of the OHS Act, Regulations and Industry Codes of Practice and how they apply to my workplace. As a result I am better able to plan, assess and manage contractors and their activities in accordance with Council's OHS Contractor Management Policy. If I'm in doubt, our Risk Management and Safety Team is always there for OHS advice and guidance. In the Community Buildings Department we deal with "High Risk" issues on a day to day basis so we never take safety for granted. With each and every project that we undertake, its always "Safety First".

Tony Collins:

Team Leader – Parks, Recreation and Depot Services

The key learning for me has been the assessment of risk and the necessary controls that are required to manage this. In Parks we strive to create a culture of safety throughout the whole team and the involvement of and consultation with staff in issues of safety has proven to deliver us better outcomes. In practical terms we have improved our Safe Work Method Statements and Safe Work Procedures and staff members regularly refer to these. We also undertake random audits of our own crews and the results are discussed at team meetings. The assessment and auditing of our contractors is now a standard practice and contractors are fully aware of our requirements. The bottom line at Parks is "continuous improvement".

Marilyn De Benedictis:

Area Coordinator – Aged and Disability Services

The Ergonomics Training in particular has enabled me to support staff with information, advice and practical assistance to review, set up and modify workstations, physical environments, manual handling techniques and work postures. I'm the 'go to' person within our department and I facilitate a monthly OHS Working Group which has trialled a number of initiatives such as non-slip Tiger Grip overshoes, personal care over boots, the development of safe work procedures and shopping centre audits/surveys. Through a consultative approach with our direct care workers and the initiatives that we have introduced, we have made a positive impact on incidents and injuries within our department in the last twelve months.

Performance Statements:

We are building a financially sustainable City

Introduction to the Performance Statement

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.

Performance Statement

For Year Ended 30 June 2013

2012/13 Results

Statutory Business Plan – Actual performance compared to Annual Business Plan (ABP)				
Indicators	Actual Result 2012/13	ABP Target 2012/13	Variance	F/U#
Key Strategic Activity 1: Infrastructure for a Safe & Active Community				
Average capital expenditure per assessment	\$597.42	\$636.00	(\$38.58)	U
Renewal and maintenance gap ratio	1.95	1.48	0.47	F
Safe Road & Pedestrian Travel*	211*	< 341	NA	
Community satisfaction rating for overall performance for Condition of local roads and footpaths	65 Note 1	70%	–	–
Community satisfaction rating for overall performance of traffic management	62 Note 1	65%	–	–
Community satisfaction rating for overall performance of parking facilities	59 Note 1	65%	–	–
Percentage of planned Council Capital Budget \$ program completed	93%	> 95%	(2%)	U
Key Strategic Activity 2: A Sustainable Environment				
Community satisfaction index rating for Appearance of Public Places	73 Note 1	70%	–	–
Percentage of Planning applications completed within statutory time frames	40%	55%	(15%)	U
% Diversion of waste from landfill	50%	50%	–	–
Key Strategic Activity 3: Healthy, Strong & Connected Communities				
Community satisfaction with the overall performance of enforcement of Local Laws	64 Note 1	65%	–	–
Community satisfaction rating for performance with Council's Recreational Facilities	74 Note 1	75%	–	–
Activity rate of active registered library borrowers:				
– Number of physical visits per capita	595,712	700,000	(104,288)	U
– Number of website hits every unique visit per capita	395,749	500,000	(104,251)	U
Community support provided through Council's Aged and Disability Services program (hours of service)	143,465	153,827	(10,362)	U
Key Strategic Activity 4: A Prosperous, Innovative Business City				
Community satisfaction rating for overall performance by Council in business and community development and tourism	60 Note 1	70%	–	–
Participant Satisfaction with Business Development workshops	93%	90%	3%	F
Key Strategic Activity 5: Community Inspired Leaders				
Average rates & charges per Assessment	\$1,388.72	\$1,388.65	\$0.07	U
Debt servicing costs to total revenue ratio	0.54%	0.9%	0.36%	F
Maintain or improve resident perception of performance overall of Council	67 Note 1	68%	–	–
Maintain or improve resident perception of performance on lobbying on behalf of the community	59 Note 1	63%	–	–
Maintain or improve resident perception of performance for community consultation and engagement	58 Note 1	74%	–	–
Maintain or improve responsiveness to customer requests	94%	> 90% completed within timelines	4%	F

F = Favourable, U = Unfavourable

* Source: Vic Roads – Note: Actual information only available for 6 months to June 2012 therefore actual not comparable with annual target

Note 1: In 2012 the Department of Planning and Community Development (DPCD) significantly altered the way in which it measures community satisfaction. The change moved the measure from a percentage to an index. The Council published Annual Business Plan (ABP) indicators were on the basis of the former percentage measure and not the new index based method. Comparisons between the two measures are therefore problematic.

In order to provide a meaningful comparison between actual performance measured by DPCD as an index and the adopted ABP budgeted performance percentage, officers have reviewed performance from the year prior to the methodology change against the Inner Metropolitan Council cohort and mapped back to the 2011/12 year. This analysis has revealed that the results for City of Kingston are equal to, or better than, the Inner Metropolitan average – with the exception of enforcement of Local Laws and Business and Community Development and Tourism. These are further detailed on page 5 of this report under the Summary of the Performance Statement Results.

Performance Statement

For Year Ended 30 June 2013

2011/12 Results

Statutory Business Plan – Actual performance compared to Annual Business Plan (ABP)				
Indicators	Actual Result 2011/12	ABP Target 2011/12	Variance	F/U [#]
Key Strategic Activity 1: Infrastructure for a Safe & Active Community				
Average capital expenditure per assessment	\$517.21	\$549.00	(\$31.79)	U
Renewal and maintenance gap ratio	2.11	1.74	0.37	F
Safe Road & Pedestrian Travel *	341	< 352	11	F
Community satisfaction rating for overall performance of local roads and footpaths	66 Note 1	70%	–	–
Community satisfaction rating for overall performance of traffic management and parking facilities	60 Note 1	65%	–	–
Percentage of planned Council Capital Budget \$ program completed	94%	> 95%	–	–
Key Strategic Activity 2: A Sustainable Environment				
Community satisfaction index rating for Appearance of Public Places	73 Note 1	70%	–	–
Key Strategic Activity 3: Healthy, Strong & Connected Communities				
Community satisfaction with the overall performance of enforcement of bylaws	66 Note 1	65%	–	–
Community satisfaction rating for Recreation Facilities	73 Note 1	75%	–	–
Community satisfaction rating for health and human services	Note 2	85%	–	–
Activity rate of active registered library borrowers:				
– Number of physical visits per capita	618,607	700,000	(81,393)	U
– Number of website hits every unique visit per capita	398,753	500,000	(101,247)	U
Key Strategic Activity 4: A Prosperous, Innovative Business City				
Community satisfaction rating for performance of economic development	58 Note 1	70%	–	–
Key Strategic Activity 5: Community Inspired Leaders				
Average rates & charges per Assessment	\$1,298.64	\$1,304.16	\$5.52	F
Debt servicing costs to total revenue ratio	0.69%	1%	0.31%	F
Community satisfaction rating for overall performance generally of the Council	65 Note 1	80%	–	–
Community satisfaction rating for Council's advocacy and community representation on key local issues	55 Note 1	75%	–	–
Community Engagement	60 Note 1	72%	–	–
Service Contact	74 Note 1	80%	–	–

F = Favourable, U = Unfavourable

* Source: Vic Roads

Note 1: The methodology of the DPCD Community Satisfaction Survey changed significantly in 2011/12 to provide more meaningful and reliable information to Councils. Actual results for 2011/12 are based on an indexed score (based on a percentage in 2010/11) and Council's ABP targets were set based on the old survey methodology. For these reasons, direct comparison between the Actual Result and the ABP Target is not a reliable comparison.

Note 2: Measurement not included in the DPCD 2012 Community Satisfaction Survey, therefore, no results are able to be reported.

Summary of the Performance Statement Results

A summary of the 2012/13 results of the indicators are outlined below:

Changes in satisfaction ratings of 2% are not statistically significant.

Key Strategic Activity 1 – Infrastructure for a Safe & Active Community

Average capital expenditure per assessment of \$597.42 is \$38.58 unfavourable to the target of \$636.00 due to capital expenditure of \$9.2 million carried forward to 2013/14 and \$3.8 million in work in progress (WIP).

The renewal and maintenance gap ratio of 1.95 is 0.47 favourable to budget due to higher than planned expenditure on renewal and maintenance for infrastructure and building assets.

Safe Road and Pedestrian travel result of 221 accidents relates to the 6 months to June 2012 as no other information was available. As such it is not comparable to the annual target of 341.

Community Satisfaction rating for overall performance for condition of local roads and footpaths was 65% which was 1% lower than the 2011/12 result, and 2% higher than the inner metropolitan group of councils.

Community Satisfaction rating for overall performance of traffic management was 62% which was 2% higher than the 2011/12 result and 4% higher than the inner metropolitan group of councils.

Community Satisfaction rating for overall performance of parking facilities is 59%, only 1% behind last year's result and 3% higher than the inner metropolitan group of councils.

93% of Council's capital budget was spent in 2012/13 which was 2% unfavourable to the target of 95% due to delays in projects in Information Services, Economic Development, Leisure Centres and Infrastructure.

Key Strategic Activity 2 – A sustainable Environment

Community Satisfaction for Appearance of Public places is 73% which is in line with the prior year and 1% higher than the inner metropolitan group of councils.

The percentage of planning applications completed within statutory time frames is 40% which is 15% lower than the target of 55%. This relates to the consistent lodgment of more complex, higher density applications which have resulted in a longer time frame for determination.

Diversion of waste from landfill is on target at 50%.

Key Strategic Activity 3 – Healthy, Strong & Connected Communities

Community Satisfaction for the enforcement of Local Laws is 64% which is 2% behind 2011/12 and 1% lower than the inner metropolitan group of councils.

Community Satisfaction for the performance with Council's Recreational Facilities is 74% which is 1% ahead of the 2011/12 result and 1% higher than the inner metropolitan group of councils.

The number of physical visits to Council libraries was 595,712 which was 104,288 unfavourable to a challenging budget but in line with 2011/12 visits.

The number of website hits at Council libraries was 395,749 which was 104,251 hits unfavourable to the target of 500,000 hits. The delayed launch of Council's new website has contributed to this unfavourable variance.

Community support hours provided through Council's Aged and Disability Services program is 10,362 hours (7%) behind target, but still within funding agreement parameters.

Summary of the Performance Statement Results

Key Strategic Activity 4 – A prosperous Innovative, Business City

Community Satisfaction for the performance by Council in business and community development and tourism is 60% which is 2% ahead of 2011/12 and 1% lower than the inner metropolitan group of councils.

Participant satisfaction with business development workshops is 93%, 3% ahead of target.

Key Strategic Activity 5 – Community Inspired Leaders

The average rates and charges per Assessment is \$1,388.72 which is \$0.07 unfavourable to the budget of \$1,388.65.

Debt servicing costs to total revenue ratio of 0.54% is 0.36% favourable to budget from lower than budgeted finance costs due to Council securing a special 12 month interest rate (3.58%) for its loan for the purchase of 1230 Nepean Highway. The budgeted interest rate was 6.5%. In addition, a further budgeted \$2.5 million loan for the asset renewal works at 1230 Nepean Highway was not yet borrowed.

Community satisfaction on the overall performance of Council is an excellent result of 67% which is 2% better than the 2011/12 result and 1% higher than the inner metropolitan group of councils.

Community satisfaction on the perceived performance of Council lobbying on behalf of the community is 59% which is significantly higher than the 2011/12 result of 55% and 3% higher than the inner metropolitan group of councils.

Community satisfaction on the perceived performance of Council community consultation and engagement is 58%, 2% lower than the 2011/12 result of 60% and the same as the inner metropolitan group of councils.

Responsiveness to customer requests within appropriate timelines is 94%, well above the target of greater than 90%.

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) **Rates and charges** – declared – are those declared as being receivable, in the calculations for the adopted rates, at the beginning of the year.
- e) **Capital Funding** – is Non-recurrent Grants and Subsidies.
- f) **Operating Result** – Total Operating Income less Total Operating Expenditure.

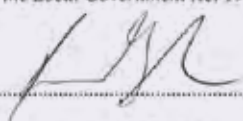
Certification of the Performance Statement

For Year Ended 30 June 2013

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement of Kingston City Council in respect of 2012/13 financial year is presented fairly in accordance with *the Local Government Act 1989*.

Principal Accounting Officer



B. Byrden

Dated:

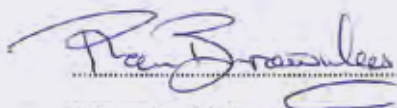
9/9/13

In our opinion, the accompanying performance statement of Kingston City Council in respect of 2012/13 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 02 September 2013 to certify the Performance Statement in its final form on behalf of the Council.

Mayor

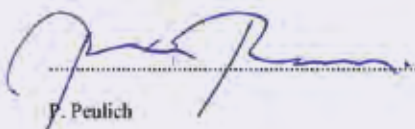


R. Brownlees OAM

Dated:

9/9/13

Councillor

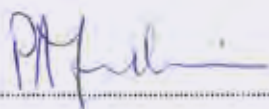


P. Peulich

Dated:

9/9/13

Acting
Chief
Executive
Officer



P.A. Franklin

Dated:

9/9/13

Independent Audit Report – Performance Statement



Victorian Auditor-General's Office

Level 24, 35 Collins Street
Melbourne VIC 3000
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Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Kingston City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2013 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* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from 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. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about 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.

Auditing in the Public Interest

Independent Audit Report – Performance Statement

Independent Auditor's Report (continued)

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.

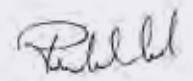
Auditor's Opinion

In my opinion, the performance statement of the Kingston City Council in respect of the 30 June 2013 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 2013 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
13 September 2013


John Doyle
Auditor-General

Notes to the Standard Statements

Note 1: 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 02 July 2012. 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.

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

Overview of 2012/13 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 \$21.4 million, that is, \$14.2 million favourable to the budgeted surplus of \$7.2 million. This positive result is influenced by the following:

- Cash Developer Contributions of \$2.9 million being added to the Open Space Reserve.
- Asset Developer Contributions of \$40k were \$1.0 million unfavourable to budget as assets were not yet ready to be transferred to Council's maintenance programs.
- Grants and Subsidies received in advance amounting to \$2.2 million for 2012/13 financial year following an early payment by Victorian Grants Commission of half of the 2013/14 year grant. Accounting Standards require this revenue to be taken into account in the 2012/13 financial year.
- Non Recurrent Grants of \$2.9 million favourable to budget and include \$3.0 million unbudgeted for Parkdale Community Hub and Edithvale Children's Centre.
- Capital Contributions of \$1.0 million were \$0.8 million favourable to budget largely due to \$0.5 million received from Life Saving Victoria that was budgeted in grants and \$0.1 million unbudgeted from Parks Victoria for the Kingston Bay Trail.
- Other Income also includes unbudgeted income of \$0.1 million as a fair value adjustment for investment property.
- Unbudgeted asset sales of \$0.1 million related to the trade in of 11 motor vehicles.

- Unbudgeted Vision Super Defined Benefit call allowance of \$0.5 million received for early payment of \$10.4 million which was recorded as an expense in 2011/12.
- \$0.5 million benefit due to increased Commonwealth Bond rates from 2.77% to 3.34% used to calculate employee leave provisions.
- Capitalisation of library books budgeted in operating costs \$0.9 million.
- Council's total Capital program expenditure was \$40.7 million of which \$3.8 million remains in work in progress (WIP) and \$29 million was capitalised. A total of \$7.9 million was expensed to the Income Statement, \$0.3 million favourable to budget.
- Depreciation of \$19.5 million, up from \$19.1 million in 2011/12 and was \$1.0 million favourable to budget.
- Finance costs \$0.5 million favourable to budget due to a lower than anticipated interest rate for the loan for the purchase of Council's main offices at 1230 Nepean Highway.

Adjusting for these items would indicate an 'adjusted' Operating Surplus of \$9.7 million and this result yields an underlying favourable variance of \$2.5 million which were used in part to repay the 2012 Defined Benefits Superannuation call of \$10.4 million. This variance includes the following items:

Rates Income	\$0.7m F
User Fees	\$0.3m F
Net movement in other Operating Accounts	\$1.5m F
Adjusted Variance v Budget	\$2.5m F

Standard Statements

For Year Ended 30 June 2013

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.

Income Statement	2012/2013 Actual \$('000)	2012/2013 Budget \$('000)	2012/2013 Favourable/ (Unfav) Variance \$('000)	2012/2013 Favourable/ (Unfav) Variance %	Ref
Revenue from ordinary operations:					
Rates and Charges	107,395	106,712	683	0.6%	
User Charges	24,231	23,886	345	1.4%	
Contributions, Reimbursements and Donations	4,585	1,328	3,257	245.3%	1
Grants – Operating	28,858	26,762	2,096	7.8%	2
Grants – Capital	7,169	4,283	2,886	67.4%	3
Interest	2,344	2,468	(124)	(5.0%)	
Other Revenue	1,472	1,077	395	36.7%	4
Total Revenue	176,054	166,516	9,538	5.7%	
Expenses from ordinary activities:					
Employee Benefits	64,903	65,433	530	0.8%	
Materials and Services	69,274	71,830	2,556	3.6%	5
Bad and Doubtful Debts	21	20	(1)	(5.0%)	
Depreciation and Amortisation	19,549	20,500	951	4.6%	
Finance Costs	943	1,485	542	36.5%	6
Total Expenses	154,690	159,268	4,578	2.9%	
Net Gain on Disposal of Infrastructure, Property, Plant and Equipment	70	–	70	–	
Surplus for the period	21,433	7,248	14,185	195.7%	

Standard Statements

For Year Ended 30 June 2013

Income Statement

Variance Explanation Report

Ref	Item	Explanation
1	Contributions, Reimbursements and Donations	Contributions, Reimbursements and Donations are favourable to budget by \$3.3 million predominately due to unbudgeted cash contributions from developers (\$2.9 million). Unbudgeted capital contributions for Carrum Life Saving Club and Kingston Bay Trail were also \$0.8 million favourable to the budget of \$0.3 million.
2	Grants and Subsidies – Operating	Operating grants are favourable to budget by \$2.1 million largely due to the early receipt of 50% of the 2013/14 Grants Commission funding in June 2013 (\$2.2 million).
3	Grants – Capital	Capital grants are favourable to budget by \$2.9 million and include \$3.0 million unbudgeted for Parkdale Community Hub and Edithvale Children's Centre.
4	Other Revenue	Other Revenue is favourable to budget by \$0.4 million due to the higher than budgeted sale of supplementary valuations (\$0.2 million), an unbudgeted fair value adjustment for investment property (\$0.1 million) and unbudgeted cost rebates for temporary staffing (\$0.1 million).
5	Materials and Services	Materials and Services are \$2.6 million favourable to budget which includes \$0.9 million due to capitalisation of library books, budgeted in materials and \$0.6 million savings in Waste Collection costs.
6	Finance Costs	Finance Costs are favourable to budget by \$0.5 million due to a lower than anticipated interest rate for the loan for the purchase of Council's main offices at 1230 Nepean Highway. In addition, a further \$2.5 million loan for the 1230 Nepean Highway asset renewal works was not drawn down.

Standard Statements

For Year Ended 30 June 2013

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 or used to repay debt.

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.

Cash Flow Statement	2012/2013 Inflows/ (Outflows) Actual \$('000)	2012/2013 Inflows/ (Outflows) Budget \$('000)	2012/2013 Favourable/ (Unfav) Variance \$('000)	2012/2013 Favourable/ (Unfav) Variance %	Ref
Cash Flows from Operating Activities					
Receipts					
Rates and Charges	107,049	106,503	546	0.5%	
Grants and Subsidies	38,026	31,045	6,981	22.5%	1
Contributions, Reimbursements & Donations	4,545	328	4,217	1,285.7%	2
Interest	2,425	2,468	(43)	(1.7%)	
User Charges	25,161	23,886	1,275	5.3%	
Other Revenue	1,340	1,077	263	24.4%	3
	178,546	165,307	13,239	8.01%	
Payments					
Employee Benefits	(63,686)	(65,433)	1,747	2.7%	
Materials and Services	(69,250)	(71,850)	2,600	3.6%	
	(132,936)	(137,283)	4,347	3.17%	
Net Cash Provided by Operating Activities	45,610	28,024	17,586	62.8%	
Cash Flows from Investing Activities					
Proceeds from Sale of Infrastructure, Property, Plant & Equipment	1,250	850	400	47.1%	4
Payments for Infrastructure, Property, Plant & Equipment	(33,737)	(35,583)	1,846	5.2%	
Net Cash Used In Investing Activities	(32,487)	(34,733)	2,246	6.5%	
Cash Flows from Financing Activities					
Finance Costs	(943)	(1,485)	542	36.5%	5
Proceeds (Repayment) of Interest Bearing Loans & Borrowings	(1,009)	1,701	(2,710)	159.3%	6
Increase/(Repayment) of Trust Funds and Deposits	1,366	1,100	266	24.2%	7
Repayment of Defined Super Liability	(9,941)	-	(9,941)	-	8
Net Cash used in Financing Activities	(10,527)	1,316	(11,843)	899.9%	
Net Increase (Decrease) in Cash and Cash Equivalents	2,596	(5,393)	7,989	148.1%	
Cash and Cash Equivalents at the Beginning of the Financial Year	40,671	37,593	3,078	8.2%	
Cash and Cash Equivalents at the End of the Financial Year	43,267	32,200	11,067	34.4%	

Standard Statements

For Year Ended 30 June 2013

Cash Flow Statement

Variance Explanation Report

Ref	Item	Explanation
1	Grants & Subsidies	Grants & Subsidies received are favourable to budget by \$7.0 million due to \$2.2 million received in June 2013 for 50% of the 2013/14 Victorian Grants Commission Funding and \$4.9 million of capital grants favourable to budget. This includes \$3.0 million unbudgeted for Parkdale Community Hub and Edithvale Children's Centre and a \$2 million grant for the Mordialloc Creek invoiced in June 2012 and received early in 2012/13.
2	Contributions, Reimbursements & Donations	Contributions, Reimbursements & Donations are favourable to budget by \$4.2 million predominately due to unbudgeted cash contributions from developers (\$2.9 million). These contributions are allocated to reserves for Council's Open Space Development. Also included are contributions for various capital projects not budgeted (\$0.8 million favourable).
3	Other Revenue	Other Revenue is favourable to budget by \$0.3 million due to the higher than budgeted sale of supplementary valuations (\$0.2 million), and unbudgeted receipts from the State Revenue Office for the administration of the Fire Services Property Levy (\$51k).
4	Proceeds from sale of Infrastructure, Property, Plant & Equipment	Proceeds from the sale of Infrastructure, Property, Plant & Equipment includes proceeds from the sale of 13 vehicles (\$0.1 million) and the proceeds from land sold at 9-11 Owen Street Mordialloc (\$1.1 million).
5	Finance Costs	Borrowing Costs are favourable to budget by \$0.5 million due to better than expected interest rates and \$2.5 million for 1230 Nepean Highway asset renewal works not drawn down.
6	Proceeds (Repayment) of Interest Bearing Loans & Borrowings	Increase/(Repayment) of Loans & Borrowings is unfavourable to budget by \$2.7 million largely due to \$2.5 million for 1230 Nepean Highway asset renewal works not drawn down. This will provide a long term benefit to Council by not incurring finance costs in future years.
7	Increase (Repayment) of Trust Funds & Deposits	Trust Funds and Deposits have a favourable cash variance of \$0.3 million due to higher than expected hostel resident bonds and contract retention amounts received compared to bond and retention balances refunded.
8	Repayment of Defined Benefits Super Liability	During 2011/12 a call was made by Vision Super to top up the Defined Benefits Superannuation Scheme, which was fully paid during 2012/13. This was unbudgeted and drawn from Council's cash reserves partially from cash no longer required for Long Service leave provisions as well as from operational efficiencies.

Standard Statements

For Year Ended 30 June 2013

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.

Balance Sheet	2012/2013 Actual \$('000)	2012/2013 Budget \$('000)	2012/2013 Favourable/ (Unfav) Variance \$('000)	2012/2013 Favourable/ (Unfav) Variance %	Ref
Current Assets					
Cash and Cash Equivalents	43,267	32,200	11,067	34.4%	1
Trade and Other Receivables	8,286	5,112	3,174	62.1%	2
Assets Held for Resale	-	-	-	-	
Other Assets	766	-	766	-	
Total Current Assets	52,319	37,312	15,007	40.2%	
Non Current Assets					
Trade and Other Receivables	13	65	(52)	(80.0%)	2
Property, Infrastructure, Plant and Equipment	2,491,184	2,349,011	142,173	6.1%	
Investment Property	3,400	-	3,400	-	
Intangible Assets	1,895	-	1,895	-	
Total Non Current Assets	2,496,492	2,349,076	147,416	6.3%	
Total Assets	2,548,811	2,386,388	162,423	6.8%	
Current Liabilities					
Trade and Other Payables	11,774	9,337	(2,437)	(26.1%)	3
Provisions	13,101	9,719	(3,382)	(34.8%)	4
Interest Bearing Loans and Borrowings	1,222	833	(389)	(46.7%)	5
Trust Funds and Deposits	13,319	12,522	(797)	(6.4%)	
Total Current Liabilities	39,416	32,411	(7,005)	(21.6%)	
Non Current Liabilities					
Provisions	1,664	2,211	547	24.7%	4
Interest Bearing Loans and Borrowings	18,619	22,049	3,430	15.6%	5
Total Non Current Liabilities	20,283	24,260	3,977	16.4%	
Total Liabilities	59,699	56,671	(3,028)	(5.3%)	
Net Assets	2,489,112	2,329,716	159,396	6.8%	
Equity					
Accumulated Surplus	1,221,835	1,213,491	8,344	0.7%	
Asset Revaluation Reserve	1,251,079	1,110,973	140,106	12.6%	6
Other Reserves	16,198	5,252	10,946	208.4%	7
Total Equity	2,489,112	2,329,716	159,396	6.8%	

Standard Statements

For Year Ended 30 June 2013

Balance Sheet

Variance Explanation Report

Ref	Item	Explanation
1	Cash and Cash Equivalents	Cash & Cash Equivalents is favourable to the year-end budget by \$11.1 million predominately due to higher than budgeted cash received for Grants & Subsidies (\$7.0 million), contributions (\$4.2 million) and the higher than anticipated cash position at the beginning of the financial year (\$3.1 million).
2	Trade and Other Receivables	Trade and Other Receivables total \$8.3 million down from \$11.3 million in 2011/12 and higher than budget by \$3.2 million. \$5.2 million of the receivables balance relates to rate debtors which are recoverable upon sale of the property.
3	Trade and Other Payables	Trade and Other Payables are unfavourable to budget by \$2.4 million due to unbudgeted year-end payables for Materials and Services expenditure. Payment for these payables will occur within the maximum 30 day terms. The balance of Trade and Other payables is consistent with the prior year.
4	Provisions	Current and Non-Current Provisions are unfavourable to budget by \$2.8 million. However, this represents only a \$0.7 million increase from the same time last year. Provisions in 2011/12 increased by \$1.7 million due to reduced interest rates affecting the discount rate on provisions, as well as an adjustment due to Long Service Leave now being 100% vested from 7 years of service (previously 10 years). This increase was not taken into account when setting the 2012/13 budget. This year, provisions have increased by a further \$0.7 million from an increase in overall leave levels, which has been offset by a slight decrease in interest rates.
5	Interest Bearing Loans and Borrowings	Overall Interest Bearing Loans and Borrowings are currently favourable to the year-end budgeted position by \$3.3 million. This is largely due to budgeted borrowings for the asset renewal works at Council's offices at 1230 Nepean Highway Cheltenham (\$2.5 million) not drawn down.
6	Asset Revaluation Reserve	Asset revaluation Reserve is favourable to budget by \$140.1 million due to the unbudgeted 2013 revaluation increment for Council's buildings (\$3.3 million), Transport (\$71.0 million), Drainage (\$7.2 million) and Land (\$10.0 million). In addition, the 2012 revaluation was not taken into account when setting this budget which resulted in a revaluation increment of \$48.6 million.
7	Other Reserves	Other Reserves are favourable to budget by \$10.9 million. Other Reserves include \$8.1 million in Open Space reserve contributions, \$3.2 million for Aged Care Reserves and \$4.5 million in reserve contributions for the Kingston Foreshore Reserve and Green Wedge Reserve which are for the renewal and development of Councils foreshore and non-urban areas.

Standard Statements

For Year Ended 30 June 2013

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.

	2012/2013 Actual \$('000)	2012/2013 Budget \$('000)	2012/2013 Completed %	Ref
Building Infrastructure	7,505	7,306	103%	
Economic Development	2,541	3,775	67%	1
Library & Education	288	364	79%	
Leisure & Cultural Planning	3,243	3,424	95%	
Leisure Centres	392	965	41%	2
Arts & Major Halls	775	1,035	75%	
Coastal Reserves	10,404	8,279	126%	3
Parks & Urban Design	3,820	4,056	94%	
Information Services	1,718	3,352	51%	4
Road Infrastructure	4,866	5,938	82%	5
Drainage	3,128	2,147	146%	5
Footpaths	1,551	1,940	80%	5
Car Parks	18	400	5%	5
Traffic Management	427	750	57%	5
Total Capital Program	40,676	43,731	93%	
Projects Represented by:				
Capital Expansion	5,451	7,480	73%	
Capital Renewal	17,361	18,275	95%	
Capital Upgrade	6,692	7,977	84%	
Road Infrastructure Renewal	4,515	6,175	73%	
Non Recurring Project Expenditure	6,657	3,824	174%	
Total Capital Program	40,676	43,731	93%	

Standard Statements

For Year Ended 30 June 2013

Capital Works

Variance Explanation Report

Ref	Item	Explanation
1	Economic Development	Economic Development capital budget is 67% complete due to the delay in several projects including Kingston Industrial Development Strategy (\$0.1 million), Albert Street Carpark and Streetscape Upgrade (\$0.3 million), Mentone Shops Public toilet (\$0.2 million) and Mentone/Mordialloc Bicycle Link (\$0.3 million).
2	Leisure Centres	The Leisure Centres capital budget is 41% complete due to delayed expenditure on the Waves Formal Pool Boom Replacement (\$0.4 million). This budget is expected to be spent in the 2013/14 financial year.
3	Coastal Reserves	The Coastal Reserves budget is 26% over-spent predominately due to more than budgeted expenditure on the Mordialloc Creek Dredging Project (\$1.9 million) and the Carrum Foreshore Precinct Plan (\$0.5 million).
4	Information Services	Information Services capital budget is 51% complete due to a delay with a number of large projects including the VOIP Implementation (\$0.3 million), Corporate Business System Review (\$0.1 million), and the Sharikat Koo software replacement (\$0.6 million). The budget for these items is expected to be spent in the next financial year.
5	Road Infrastructure, Drainage, Footpaths, Car Parks & Traffic Management	Overall, 89% of the transport and drainage infrastructure budget has been spent during in 2012-13, offsetting the 6% over-spend in 2011/12. Drainage was a focus during 2012/13 and hence the drainage budget was 46% over-spent. The budget for these priority works were re-directed from the road, footpath, car park and traffic management budgets which were all slightly under-spent.

Certification of the Standard Statements

For Year Ended 30 June 2013

CERTIFICATION OF THE STANDARD STATEMENTS

In my opinion, the accompanying standard statements of Kingston City Council in respect of 2012/13 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

B. Byrden

Dated: 9/9/13

In our opinion, the accompanying standard statements of Kingston City Council in respect of 2012/13 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 02 September 2013 to certify the Standard Statements in their final form on behalf of Council.

Mayor

R. Brownlees OAM

Dated: 9/9/13

Councillor

B. Peulich

Dated: 9/9/13

Acting
Chief
Executive
Officer

P.A. Franklin

Dated: 9/9/13

Financial Report:

We are responding to our community's changing needs, expectations and lifestyles



The silent disco at Kingston's Mordialloc Food, Wine and Music Festival in March 2013 was a big hit.



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Comprehensive Income Statement

For the Year Ended 30 June 2013

	Note	2013 \$ ('000)	2012 \$ ('000)
INCOME			
Rates and Charges	3	107,395	99,746
Grants – Operating Recurrent	4	28,858	29,626
Grants – Capital Recurrent	4	570	570
Grants – Capital Non-Recurrent	4	6,599	3,455
Contributions – Cash	5	4,545	3,954
Contributions – Non-monetary assets	5	40	5,190
User Fees, Charges & Fines	6	24,231	24,720
Interest Income	7	2,344	2,722
Other Income	7	1,472	4,195
Net Profit on disposal of Infrastructure, Property, Plant & Equipment	8	70	324
TOTAL INCOME		176,124	174,502
EXPENSES			
Employee Costs	9	64,903	74,441
Materials and Services	10	69,274	68,604
Bad and Doubtful Debts	11	21	77
Depreciation & Amortisation	12	19,549	19,077
Finance Costs	13	943	1,207
TOTAL EXPENSES		154,690	163,406
SURPLUS		21,433	11,096
Other Comprehensive Income			
Items that will not be reclassified to surplus or deficit:			
Net asset revaluation increment	21/29	91,456	48,649
TOTAL COMPREHENSIVE RESULT	2	112,889	59,745

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2013

	Note	2013 \$ ('000)	2012 \$ ('000)
CURRENT ASSETS			
Cash and Cash Equivalents	15	28,166	33,270
Trade and Other Receivables	18	8,286	11,274
Financial Assets	16	15,101	7,401
Non-Current Assets classified as Held for Sale	19	–	533
Other Assets	20	766	1,146
Total Current Assets		52,319	53,624
NON CURRENT ASSETS			
Trade and Other Receivables	18	13	10
Infrastructure, Property, Plant & Equipment	21	2,491,184	2,386,775
Investment Property	22	3,400	3,290
Intangible Assets	23	1,895	1,245
Total Non Current Assets		2,496,492	2,391,320
TOTAL ASSETS		2,548,811	2,444,944
CURRENT LIABILITIES			
Trade and Other Payables	24	11,774	11,688
Provisions	25	13,101	12,209
Leased Plant Liability	26	46	38
Interest Bearing Loans and Borrowings	26	1,176	804
Trust Funds and Deposits	27	13,319	11,797
Total Current Liabilities		39,416	36,536
NON CURRENT LIABILITIES			
Provisions	25	1,664	1,763
Interest Bearing Loans and Borrowings	26	18,396	19,738
Leased Plant Liability	26	223	269
Defined Benefits Superannuation Liability	9	–	10,415
Total Non Current Liabilities		20,283	32,185
TOTAL LIABILITIES		59,699	68,721
NET ASSETS		2,489,112	2,376,223
EQUITY			
Accumulated Surplus		1,221,835	1,201,756
Asset Revaluation Reserve	28,29	1,251,079	1,159,622
Other Reserves	28,29	16,198	14,845
TOTAL EQUITY		2,489,112	2,376,223

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2013

2013	Note	Total \$ ('000)	Accumulated Surplus \$ ('000)	Asset Revaluation Reserve \$ ('000)	Asset Replacement Reserve \$ ('000)	Asset Development Reserve \$ ('000)	Other Reserves \$ ('000)
Balance at 1 July 2012		2,376,223	1,201,756	1,159,622	1,971	7,319	5,555
Surplus for the year		21,433	21,433	–	–	–	–
Net asset revaluation increment (decrement)	28,29	91,456	–	91,456	–	–	–
Transfers to Other Reserves	28,29	–	(5,421)	–	257	2,850	2,314
Transfer from Other Reserves	28,29	–	4,068	–	(91)	(2,088)	(1,889)
Balance as at 30 June 2013		2,489,112	1,221,835	1,251,079	2,137	8,081	5,980

2012	Note	Total \$ ('000)	Accumulated Surplus \$ ('000)	Asset Revaluation Reserve \$ ('000)	Asset Replacement Reserve \$ ('000)	Asset Development Reserve \$ ('000)	Other Reserves \$ ('000)
Balance at 1 July 2011		2,316,478	1,194,679	1,110,973	1,957	6,048	2,821
Surplus for the year		11,096	11,096	–	–	–	–
Net asset revaluation increment (decrement)	28,29	48,649	–	48,649	–	–	–
Transfers to Other Reserves	28,29	–	(5,941)	–	201	2,780	2,960
Transfer from Other Reserves	28,29	–	1,922	–	(187)	(1,509)	(226)
Balance as at 30 June 2012		2,376,223	1,201,756	1,159,622	1,971	7,319	5,555

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Cash Flow Statement

For the Year Ended 30 June 2013

	Note	2013 Inflows/(Outflows) \$('000)	2012 Inflows/(Outflows) \$('000)
Cash Flows from Operating Activities			
Rates and Charges		107,049	99,185
Grants and Subsidies		38,026	31,651
User Fees, Charges & Fines		25,161	22,370
Contributions, Reimbursements & Donations		4,545	3,954
Interest		2,425	2,988
Other Receipts		1,340	709
Payments to Suppliers		(69,250)	(67,754)
Payments to Employees		(63,686)	(61,512)
Net cash provided by operating activities	30	45,610	31,591
Cash flows from investing activities			
Payments for Infrastructure, Property, Plant and Equipment		(33,737)	(29,372)
Proceeds from Sale of Infrastructure, Property, Plant & Equipment	8	1,250	482
Net cash used in investing activities		(32,487)	(28,890)
Cash flows from financing activities			
Finance Costs		(943)	(1,207)
Net Increase (Repayment) of Interest Bearing Loans and Borrowings	26	(1,009)	(558)
Net Increase (Repayment) of Trust Funds and Deposits		1,366	293
(Repayment) of Defined Superannuation Liability	9	(9,941)	
Net cash used in financing activities		(10,527)	(1,472)
Net increase in cash and cash equivalents		2,596	1,228
Cash and cash equivalents at the beginning of the financial year		40,671	39,443
Cash and cash equivalents at the end of the financial year	31	43,267	40,671
Restrictions on Cash Assets	17	21,400	19,116

The above cash flow statement should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 1 Significant Accounting Policies

Introduction

Kingston City Council was established by an Order of the Governor in Council on 15th December 1994 and is a body corporate. The Council's main office is located at 1230 Nepean Highway, Cheltenham Victoria.

This financial report is a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Finance and Reporting) Regulations 2004.

(a) Basis of Accounting

This financial report has been prepared on the accrual and going concern basis under the historical cost convention, except where specifically stated in 1(b), 1(h), 1(i).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

All entities controlled by Council that have material assets or liabilities, such as Special Committees of Management, have been included in this financial report. All transactions between these entities and the Council have been eliminated in full.

(b) Recognition and Measurement of Assets

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

The following classes of assets have been recognised and are reported on further in Notes 21, 22 and 23. In accordance with Council policy the threshold limits listed below have been applied when recognising assets within an applicable asset class and are consistent with the threshold limits in the prior year. Expenditure below the threshold limit is recorded as an expense in the year of recognition.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 1 Significant Accounting Policies (continued)

(b) Recognition and Measurement of Assets (continued)

Class of Asset	Limit at which Recognised	
	Purchase/ Construction \$ ('000)	Asset Improvement \$ ('000)
Plant	5	N/A
Land & Buildings		
– Land	–	N/A
– Land Under Roads	10	N/A
– Buildings	–	20
– Leasehold Improvements	–	20
– Land Improvements (excluding Buildings)	N/A	20
Equipment	2	N/A
Transport		
– Roads	–	50
– Kerb & Channel	–	50
– Bridges	–	50
– Footpaths	–	50
– Street Furniture	10	10
– Traffic Control	10	10
Drainage Works	–	25
Heritage & Culture	1	25
Investment Property	–	N/A
Intangibles – Bed Licences	–	N/A
Intangibles – Software	50	N/A

Intangible Asset – Bed Licences

Approved provider aged care places (bed licences) are recorded at cost (zero) at 30 June 2013. Previous valuations were at 'fair value' but Council elected in 2012 to no longer recognise their value based on the recent ASIC finding that the strict criteria for an 'active market' is not fulfilled in the case of bed licences. Refer to note 23.

Intangible Asset – Software

Purchased software is recognised as an intangible asset if it meets the recognition threshold of \$50,000. Purchased software is measured at cost less accumulated amortisation and impairment costs over a finite life not exceeding five years. The purchase price and any directly attributable costs of preparing the software for operation are included in the cost of the intangible asset. All expenditure below the threshold and ongoing maintenance and fees related to the software is expensed when incurred. Operating software integral to the operation of a personal computer is recorded as property, plant and equipment.

NOTE 1 Significant Accounting Policies (continued)

(b) Recognition and Measurement of Assets (continued)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets (other than Plant, Equipment, Asset Improvements, Bed Licences, Software and Library Books), are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arms length transaction. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset is revalued. In addition, Council usually undertakes a formal valuation of land and building assets on a regular basis ranging from 2 to 4 years. A formal revaluation of land and building assets was performed in 2012 with a market movement adjustment applied in 2013. The valuation is performed by independent experts.

Constructed assets, namely Transport and Drainage Works, are recognised in this general purpose financial report and have been valued at the written down current cost of replacement of the asset in accordance with Australian Accounting Standard AAS 27 "Financial Reporting by Local Governments". Valuations for Transport and Drainage Works have been determined as at 30 June 2013. The valuation is performed by experienced council officers.

Where the assets are revalued, the revaluation increments are credited directly to the related asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land Under Roads

Council recognises land under roads it controls at fair value.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 1 Significant Accounting Policies (continued)

(c) Depreciation and Amortisation of Non-Current Assets

Buildings, land improvements, plant and equipment, infrastructure, heritage assets, and intangibles (software) having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually. Straight line depreciation is charged based on the residual useful life as determined each year.

Major Depreciation and Amortisation periods are listed below:

Transport:	
Roads – Sub base	100 years
Roads – Sheet	25 years
Kerb & Channel	80 years
Footpaths	60 years
Bridges	100 years
Street Furniture, Traffic Control	10 years
Drainage Works:	
Drains	100 years
Heritage & Culture:	
Artefacts, Artworks, Monuments	100 years
Library Books	5 years
Equipment:	
Computers	3 years
Furniture, Office Equipment	5 years
Plant:	
Plant	3 to 10 years
Land & Buildings:	
Buildings	20 to 100 years
Leasehold Improvements	10 years
Land Improvements (excluding Buildings)	10 to 50 years
Intangibles:	
Purchased Software	5 years

The depreciation periods are consistent with those that applied in the previous year.

(d) Cash and Cash Equivalents

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(e) Investments

Investments are measured at cost.

(f) Trust Funds and Deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 27).

All Residential Aged Care accommodation Bond liabilities are recorded as Current Liabilities. Refer Note 27.

NOTE 1 Significant Accounting Policies (continued)

(g) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement unless the asset is carried at the revalued amount. In which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(h) Investment Property

Investment property is land or buildings which are held to generate long-term rental yields. All tenant leases are on arms length basis. Investment property is measured initially at cost, including transaction costs. After initial recognition, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the comprehensive income statement on a straight line basis over the lease term.

(i) Non-current Assets Classified as Held for Sale

A Non Current Asset Held for Sale is measured at the lower of its carrying amount and fair value less costs to sell, and not subject to depreciation. Non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the asset's sale is highly probable and is expected to be completed within 12 months from the date of classification.

(j) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being the Council's operational cycle, or if the Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

(k) Reportable Segment – Residential Aged Care Facilities

In compliance with the requirements of the Aged Care Act 1997 and the Department of Health and Ageing funding policy regarding Conditional Adjustment Payments, Council reports activities of Residential Aged Care facilities as a reportable segment in the notes accompanying the Financial Report. Refer Note 42.

(l) Employee Benefits

Wages and Salaries

Liabilities for wages and salaries and rostered days off are recognised and measured as the amount unpaid at balance date and include appropriate oncosts such as workers compensation and payroll costs.

Annual Leave

Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date. Annual leave expected to be paid within 12 months is measured at nominal value based on the amount, including appropriate oncosts, expected to be paid when settled. Annual leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth Bond rates are used for discounting future cash flows.

Long Service Leave

Long service leave entitlements payable are assessed at balance date having regard to expected employee remuneration rates on settlement, employment related oncosts and other factors including accumulated years of employment, on settlement, and experience of employee departure per year of service. Long service leave expected to be paid within 12 months is measured at nominal value based on the amount expected to be paid when settled. Long service leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth Bond rates are used for discounting future cash flows.

NOTE 1 Significant Accounting Policies (continued)

(l) Employee Benefits (continued)

Classification

An employee benefit liability is classified as a current liability if the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the period. This would include all annual leave and unconditional long service leave entitlements.

Superannuation

The amount charged to the Comprehensive Income Statement in respect of superannuation represents contributions made or due by Council to the relevant superannuation plans in respect to the services of Council's staff (both past and present). Superannuation contributions are made to the plans based on the relevant rules of each plan and any relevant compulsory superannuation requirements that Council is required to comply with. Details of these arrangements are recorded in Note 33.

Sick Leave

No provision is made for sick leave, as the cumulative entitlement is not paid on termination.

(m) Leases

Finance Leases

Leases of assets where substantially all the risks and benefits incidental to ownership of the asset, but not the legal ownership, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are amortised on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Leased gymnasium equipment is being amortised over a four year period which commenced in February 2012.

Operating Leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred. (Note 36).

Leasehold Improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter.

(n) Revenue Recognition

Rates, Grants and Contributions

Rates, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for doubtful debts on rates has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 4. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 1 Significant Accounting Policies (continued)

(n) Revenue Recognition (continued)

User Fees and Fines

User fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs. A provision for doubtful debts is recognised when collection in full is no longer probable.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer or the asset is retired or decommissioned from service.

Rental

Rents are recognised as revenue when the payment is due or the payment is received, whichever occurs first. Rental payments received in advance are recognised as a prepayment until they are due.

Interest

Interest is recognised progressively as it is earned.

Trade and Other Receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred.

(o) Goods and Services Tax (GST)

Revenues, expenses, and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or for Trade and Other Receivables or Trade and Other Payables which are recognised inclusive of GST. Cash flows are presented in the Cash Flow Statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(p) Repairs and Maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(q) Borrowing Costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised. Borrowing costs include interest on borrowings, and finance lease charges.

(r) Change in Accounting Policies

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(s) Provision for Doubtful Debts

Provision for doubtful debts is calculated by conducting a debt by debt review taking into regard the age of each debt and the probability of collection.

(t) Financial Guarantees

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is a material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 1 Significant Accounting Policies (continued)

(u) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars.

Figures in the financial statement may not equate due to rounding.

(v) Pending Accounting Standards

The following Australian Accounting Standards have been issued or amended and are applicable to the Council but are not yet effective. They have not been adopted in preparation of the financial statements at reporting date.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Local Government financial statements
AASB 9 Financial Instruments	<p>AASB 9 standard is one of a series of amendments that are expected to eventually completely replace AASB 139.</p> <p>During 2010–11, the standard was expanded to include new rules on measurement of financial liabilities and hedge accounting. Currently the existing provisions of AASB 139 will continue to apply in these areas.</p> <p>AASB 9 simplifies the classifications of financial assets into those to be carried at amortised cost and those to be carried at fair value – the 'available for sale' and 'held-to maturity' categories no longer exists.</p> <p>AASB 9 also simplifies requirements for embedded derivatives and removes the tainting rules associated with held-to-maturity assets.</p> <p>The new categories of financial assets are:</p> <ul style="list-style-type: none"> • Amortised cost – those assets with 'basic' loan features'. • Fair value through other comprehensive income – this treatment is optional for equity instruments not held for trading (this choice is made at initial recognition and is irrevocable). • Fair Value through profit and Loss – everything that does not fall into the above two categories. <p>The following changes also apply:</p> <ul style="list-style-type: none"> • Investments in unquoted equity instruments must be measured at fair value. However, cost may be the appropriate measure of fair value where there is insufficient more recent information available to determine a fair value. <p>There is no longer any requirement to consider whether 'significant or prolonged' decline in the value of financial assets has occurred. The only impairment testing will be on those assets held at amortised cost, and all impairments will be eligible for reversal.</p> <ul style="list-style-type: none"> • Similarly, all movements in the fair value of a financial asset now go to the income statement, or, for equity instruments not held for trading, other comprehensive income. There is no longer any requirement to book decrements through the income statement and decrements through equity. 	<p>Periods beginning on or after 1 January 2015</p> <p>The standard was amended in 2012 to delay the effective date by two years (previously 1 January 2013)</p>	<p>The impact is not likely to be extensive in the local government sector. Although it will vary considerably between entities.</p> <p>While the rules are less complex than those of AASB 139, the option to show equity instruments at cost has been largely removed, which is likely to lead to greater volatility within the income statement. However it may also lead to an improved financial position for some entities.</p> <p>This will also create a requirement to measure some instruments annually that has not previously existed.</p>
AASB 119 Employee Benefits, AASB 2011–10 Amendments to Australian Accounting Standards arising from AASB 119 and AASB 2011–11 Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements	<p>The standards require the recognition of all re-measurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called "corridor" method), the immediate recognition of all past service cost in profit or loss and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset.</p>	1 January 2013/1 July 2013	<p>As there is inadequate information available, Council is unable to assess the full impact.</p> <p>Where adequate information is available, Council will apply the new standard from 1 July 2013 when the new standard Applies.</p>

(w) Contingent Assets and Contingent Liabilities and Commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively. Refer note 35.

Notes to the Financial Statements

For the Year Ended 30 June 2013

Commitments are not recognised in the Balance Sheet, but are disclosed by way of note. Commitments are disclosed at their nominal value and inclusive of the GST payable. Refer note 34.

NOTE 2 Underlying Result

A key measure of financial sustainability is the Underlying Result. The Underlying Result, as defined by Council, identifies whether Council is generating enough revenue to cover operating expenses (including the cost of replacing assets reflected in depreciation expenditure). It 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 the surplus and/or the comprehensive result, but the values can fluctuate significantly from year to year. 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.

	2013 \$ ('000)	2012 \$ ('000)
Comprehensive Result	112,889	59,745
Net Asset Revaluation Movement	(91,456)	(48,649)
Surplus	21,433	11,096
One-off / Non-recurring adjustments:		
Non-Cash Developer Contributions	(40)	(5,190)
Found Assets	(22)	(2,186)
Capital Grants (i)	(6,599)	(3,455)
Underlying Result	14,772	265

(i) Capital grants in 2013 includes \$3.0 million for the Edithvale and Parkdale Hubs. \$2 million was also received for the Mordialloc Creek dredging project in both 2012 and 2013.

The 2012 Underlying Results includes a \$10.4 million defined benefits superannuation expense to finance the shortfall in the Defined Benefits Scheme Fund.

NOTE 3 Rates and Charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. CIV approximates the market value of land and improvements.

The valuation base used to calculate general rates for 2012/13 was \$40.2 billion (2011/12 \$37.2 billion). The 2012/2013 declared rate in the dollar was 0.22004 cents (2011/12 0.22230 cents).

A Municipal charge is levied at the rate of \$100 (2011/12 \$100) per rateable property and a Waste Service fee is levied at the rate of \$134 to \$224 (2011/12 \$114 to \$200) per rateable property, for Waste Service choices A to F.

During 2012/2013 Council utilised for rating purposes within the municipal district, the general revaluation dated 1 January 2012. This valuation was first applied to the rating period commencing 1 July 2012. The date of the previous general revaluation of land for rating purposes within the municipal district was 1 January 2010. The date of the next general revaluation of land for rating purposes within the municipal district is 1 January 2014. This valuation will be first applied to the rating period commencing 1 July 2014.

Valuations were prepared by registered valuers K.A. Reed Group Pty Ltd under contract to Council.

	2013 \$ ('000)	2012 \$ ('000)
General Rates	89,056	82,932
Municipal Charges	6,875	6,813
Garbage Charges	11,464	10,001
	107,395	99,746

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 4 Grants

	2013 \$ ('000)	2012 \$ ('000)
Recurrent		
Corporate Services & Communications		
Victorian Grants Commission (i)	2,935	3,797
VGC Other (Local Roads Funding) (i)	1,199	1,522
School Crossings	206	189
Tobacco Act Education and Enforcement	18	19
Litter Prevention	33	65
Living Kingston	43	-
Other	1	56
	4,435	5,648
Environmental Sustainability		
Roads to Recovery – Capital	570	570
Beach Cleaning	199	227
Heritage	-	18
Storm Water	34	50
Planning & Industry Development	35	111
Victorian SES	32	30
Mordialloc Creek	-	20
Home Maintenance	513	465
	1,383	1,491
Community Sustainability		
Aged Hostels	3,754	3,545
Leisure	-	66
Graffiti Free Kingston Grant	-	5
Commonwealth Aged Care Packages (CACP)	2,078	2,046
Community Connection Program (CCP)	465	449
Child Care	790	696
Early Home Learning	83	-
Family Day Care	1,033	1,051
Family Support & Stronger Families	134	126
After School Care	275	248
Food Services	241	237
Home Care – Domestic/Specific	4,006	3,952
Home Care – Personal/General	1,933	1,964
Home Care – Respite Care	538	264
Immunisations	98	107
Library	900	834
AccessCare Southern	4,393	4,348
Maternal & Child Health	957	906
Nursing	332	291
Social Support	184	302
Vacation Care	420	234
Veterans Affairs	437	472

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 4 Grants (continued)

	2013 \$ ('000)	2012 \$ ('000)
Youth Events	74	105
Community Engagement	467	808
Other	18	1
	23,610	23,057
Total Recurrent Grants	29,428	30,196
Non-Recurrent		
Mordialloc Creek Dredging	2,000	2,000
Shirley Burke Theatre Redevelopment	–	400
Chelsea Redevelopment of Seniors Club	–	131
Park & Playground Upgrades	–	248
Chelsea Skate Park Redevelopment	79	288
Parkdale Secondary College Soccer Pitch Lighting	81	–
Living Rivers Funding	320	80
Chelsea Sportswomen's Centre	–	266
Cycling & Walking Paths	108	15
Parkdale HUB	1,500	–
Edithvale Children's Centre	1,500	–
Terrigal Drive Pre-School Upgrade	300	–
Evesham Road Kindergarten Upgrade	300	–
Community Energy Efficiency Program	160	–
Carrum Erosion Wall	30	–
Namatjira Park Wetland Project	29	–
Kingston WAASH Project	75	–
Clarinda Men's Shed	30	–
Aspendale to Bonbeach drainage corridor study	30	–
Various Capital Projects – Grants (Non Recurrent)	57	27
Total Non-Recurrent Grants	6,599	3,455
Total Grants	36,027	33,651
Represented By:		
Commonwealth Funded Grants	16,242	13,056
State Funded Grants	19,476	20,254
Other	309	341
Total Grants	36,027	33,651

(i) Victorian Grants Commission funding includes the first two quarterly payments for 2013/14 which were received in June 2013. Total of \$2,190,463.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 4 Grants (continued)

Conditions on Grants

Grants recognised as revenue during the year that they were obtained on a condition that they be expended in a specified manner that had not occurred at balance date were:

	2013 \$ ('000)	2012 \$ ('000)
Terrigal Drive Pre-School	300	-
Bay to Rail Project Stage 2	-	15
Living Rivers Funding	218	41
Chelsea Redevelopment of Seniors Club	-	130
Sports Lighting at Keys Rd Reserve	-	77
Chelsea Skate Park	79	-
Edithvale Children's Centre	1,366	-
Parkdale SC Soccer Pitch Lighting	81	-
Kingston WAASH Project	75	-
Carrum Erosion Wall	30	-
Flood Relief Funding	-	70
NECC Emergency Management Funding	-	3
Clarinda Men's Shed	30	-
Community Energy Efficiency Program	20	-
	2,199	336

Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:

Bay to Rail Stage 2	15	-
Living Rivers Funding	41	-
Chelsea Redevelopment of Seniors Club	130	-
Sports Lighting at Keys Rd Reserve	77	-
Flood Relief Funding	70	-
NECC Emergency Management Funding	3	-
Edithvale Recreation Reserve	-	10
Variety Club Grant for Liberty Swing	-	-
Chelsea Sportswomen's Centre	-	-
Environment/Stormwater Projects	-	100
Kingston Athletic Track Renewals	-	176
	336	286
Net increase (decrease) in restricted assets resulting from grant revenues for the year	1,863	50

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 5 Contributions

	2013 \$ ('000)	2012 \$ ('000)
CASH		
Monetary Donations/Contributions from Developers	2,850	2,780
Various Capital Projects – Contributions (i)	1,036	228
Community Sustainability	120	509
Environmental Sustainability	290	274
Other	249	163
Total Cash Contributions	4,545	3,954
NON MONETARY		
Land Under Roads	–	404
Road Asset Contributions from Developers	–	366
Drainage Asset Contributions from Developers	–	332
Land Asset Contributions from Developers	40	4,088
Total non-monetary Contributions	40	5,190
Total Contributions	4,585	9,144

(i) Capital Project Contributions includes \$0.5 million from Life Saving Victoria for the Carrum Lifesaving Club building works and \$0.3 million from the Southern United Hockey Club for the Hockey Pitch Renewal at Kingston Heath Reserve.

NOTE 6 User Fees, Charges & Fines

	2013 \$ ('000)	2012 \$ ('000)
Aged Services	4,129	4,437
Family and Children's Services	2,872	2,752
Leisure and Recreation	5,983	6,197
Local Law Permits, Fees, and Fines	4,887	4,275
Planning and Building	2,665	2,776
Rental Income and Hire of Facilities	2,578	2,578
Other	1,117	1,705
	24,231	24,720

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 7 Interest/Other Income

	2013 \$ ('000)	2012 \$ ('000)
Interest on cash and investments	1,354	1,848
Interest on Rates	990	874
Found Assets (i)	22	2,186
Other (ii)	1,450	2,009
	3,816	6,917

(i) Found Assets in 2013 include land of \$20,000 (2012: \$1,670,352) and drainage assets of \$2,237 (2012: \$515,974).

Found Assets are not newly purchased assets for the year, these represent assets which are discovered to be under the control of Council due to improved measurement techniques or more accurate data becoming available.

(ii) Other includes a \$110,000 fair value increment to investment property (2012: \$1.3 million).

NOTE 8 Net Gain (Loss) on Disposal of Property, Infrastructure, Plant & Equipment

	2013 \$ ('000)	2012 \$ ('000)
Proceeds from Disposal	1,250	482
Less: Written down value	(1,180)	(158)
Profit/(Loss) on Disposal of Infrastructure, Property, Plant & Equipment	70	324
Comprising:		
Profit on Disposal of Property, Plant & Equipment (i)	708	457
Loss on Disposal of Property, Plant & Equipment (ii)	(638)	(133)
	70	324

(i) Includes profit on the sale of 13 vehicles in 2012/13 and the profit on the sale of land at 9-11 Owen Street Mordialloc (\$0.6 million).

(ii) Includes the demolition of 4 buildings including a toilet at Glenelg Drive Mentone, Bert Thomas Pavilion and a golf club store room at Edithvale Recreation Reserve and Carrum Lifesaving Club.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 9 Employee Costs

	2013 \$ ('000)	2012 \$ ('000)
Wages & Salaries – Permanent Staff	51,256	48,400
Wages & Salaries – Casual Staff	5,176	5,467
Superannuation	4,884	4,512
Superannuation – Additional Call (i)	(474)	10,415
Annual Leave & Long Service Leave	2,395	4,091
Fringe Benefits Tax & WorkCover	1,666	1,519
Redundancy	–	37
	64,903	74,441
Average Employee Numbers During the Financial Year (Equivalent Full Time) (ii)	838	818

(i) During the prior period (2012) Council was required to make an additional contribution to Vision Super to meet our obligations to members of the defined benefit plan. The total unfunded liability of \$10,414,533 was recorded as an expense in the 2011/12 financial year. Council settled this amount fully during the 2012/13 financial year and received an early discount of \$473,980.

(ii) The calculation for Equivalent Full Time employee numbers for the year now excludes overtime hours worked. The 2012 number has also been adjusted for comparative purposes.

NOTE 10 Materials and Services

	2013 \$ ('000)	2012 \$ ('000)
Infrastructure Works (i)	17,338	16,771
Community Buildings	2,485	2,540
Waste & Cleansing	10,549	9,839
Aged Services	7,489	7,770
Parks, Gardens & Reserves	8,243	8,131
Leisure & Culture	4,385	4,661
Accommodation Expense	862	1,170
Information Systems and Telecommunications	3,305	2,813
Family Services	2,444	2,104
Community Engagement	1,978	1,759
Enforcement	2,302	2,373
Procurement & Fleet Management	2,710	2,776
Council Business (ii)	1,296	807
Organisational Development & Governance	1,040	1,181
Finance & Legal	1,756	2,357
Other (iii)	1,092	1,552
	69,274	68,604

(i) Infrastructure Works includes \$4.9 million for costs associated with the Mordialloc Creek Dredging (2012: \$2.9 million) funded partly by a \$2.0 million grant from the State Government. A further \$2.0 million of grant funding for this project is to be received from the State Government in 2013/14 following completion of the work required under the funding agreement.

(ii) Council Business includes costs associated with the Local Government Council elections in November 2012.

(iii) Other includes expenditure in divisions such as Corporate Services and Organisational Development and Governance.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 11 Bad and Doubtful Debts

	2013 \$ ('000)	2012 \$ ('000)
Other Debtors (i)	21	77
	21	77

(i) Bad & Doubtful debts for the prior period (2012) includes a \$75k write-off of debt for the previous catering contractors at the Kingston Arts Centre as approved by Council.

NOTE 12 Depreciation & Amortisation

	2013 \$ ('000)	2012 \$ ('000)
Land Improvements	602	442
Buildings	4,939	4,849
Building Improvements	116	114
Leasehold Improvements	105	105
Drainage Works	2,347	1,984
Transport	8,377	8,302
Equipment	1,217	1,148
Heritage & Culture	16	16
Library Books	925	1,371
Plant	324	332
Software Amortisation	499	380
Finance Lease Amortisation	82	34
	19,549	19,077

NOTE 13 Finance Costs

	2013 \$ ('000)	2012 \$ ('000)
Interest – Borrowings (i)	887	1,187
Interest – Finance Lease (ii)	56	20
	943	1,207

(i) Borrowings of \$21.5 million commenced in December 2010 for the purchase of Council's main offices at 1230 Nepean Highway Cheltenham.

(ii) Council commenced a new finance lease in February 2012 for new gym equipment at Waves and Don Tatnell Leisure Centre with a value of \$326k over 4 years.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 14 Other Expenditure

	2013 \$ ('000)	2012 \$ ('000)
External Audit Fees – Auditor General *	57	55
Internal Audit Fees – Deloitte Touche Tohmatsu (i) *	124	134
Operating Lease Rentals (ii) *	1,387	1,464
	1,568	1,653

* Audit fees & Operating Lease Rentals are included in the total Materials and Services expenditure on the Comprehensive Income Statement.

(i) Internal Audit fees are for the provision of internal audit services on behalf of Council.

(ii) Refer to note 36 for details of Councils Operating Lease Rental Expenditure, primarily related to leases for equipment (motor vehicles), land and buildings.

NOTE 15 Cash and Cash Equivalents

	2013 \$ ('000)	2012 \$ ('000)
Cash on Hand	16	14
Cash at Bank	15,150	9,656
Short Term Deposits (i)	13,000	23,600
	28,166	33,270

(i) Short term deposits have an original maturity of three months or less.

Users of this financial report should refer to note 17 for restrictions on cash assets and note 34 for details of existing Council commitments.

NOTE 16 Financial Assets

	2013 \$ ('000)	2012 \$ ('000)
Investments (ii)	15,101	7,401
	15,101	7,401

(ii) Investments includes any deposits with original maturity of greater than three months.

NOTE 17 Restricted Assets

Council has the following cash and cash equivalents and investments (Note 15 & 16) that are subject to legislative restrictions.

	2013 \$ ('000)	2012 \$ ('000)
Asset Development Reserve	8,081	7,319
Trust Fund and Deposits (iii)	13,319	11,797
Total Restricted Assets	21,400	19,116
Total Unrestricted Cash and Cash Equivalents	21,867	21,555

(iii) Refer to note 27 for details of all Trust Funds and Deposits.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 18 Trade and Other Receivables

	2013 \$ ('000)	2012 \$ ('000)
Current		
Rate Debtors	5,205	4,862
Net GST Receivable	1,023	1,086
Other Debtors (i)	1,811	5,082
Less Provision for Doubtful Debts	(162)	(158)
Parking Infringement Debtors	2,251	1,829
Less Provision for Doubtful Debts	(1,842)	(1,427)
	8,286	11,274
Non-Current		
Rate Debtors	13	10
Other Debtors	–	2
Less Provision for Doubtful Debts	–	(2)
	13	10
Total Trade and Other Receivables	8,299	11,284
Ageing of Trade and Other Receivables		
The ageing of the council's trade and other receivables at reporting date was:		
1–30 Days	1,944	5,334
31–60 Days	290	432
61–90 Days	323	325
90–365 Days (ii)	5,729	5,183
Over 1 Year	13	10
Total Trade and Other Receivables	8,299	11,284
Movement in Provision for Doubtful Debts		
Balance at the Beginning of the year	1,587	1,188
+ New provisions recognised during the year	420	403
– Amounts provided but recovered during the year	(3)	(4)
Balance at the end of the year	2,004	1,587

(i) Other debtors in 2012 includes \$2 million invoiced to DSE in June for the Mordialloc Creek Dredging funding plus \$1.2 million invoiced to DHS in June for the January – June 2012 State Government Pension Rebate. Both invoices were paid in July 2012.

(ii) Balance comprises all current rate debtors of \$5,204,247 (\$4,861,614 in 2012)

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 19 Non-Current Assets Classified as Held for Sale

	2013 \$ ('000)	2012 \$ ('000)
Land (i)	–	533
Total	–	533

(i) Land held for sale in the prior year (2012) includes land sold at Auction by Council at 11 Owen Street Mordialloc. Settlement was finalised in November 2012.

NOTE 20 Other Assets

	2013 \$ ('000)	2012 \$ ('000)
Current		
Prepayments (ii)	538	837
Accrued Income	228	309
Total	766	1,146

(ii) Prepayments in the prior year (2012) includes \$0.4 million prepaid for the 2012/13 contribution to MAV Insurance in respect to membership of the Liability Mutual Insurance Scheme.

NOTE 21 Infrastructure, Property, Plant & Equipment

	2013 \$ ('000)	2012 \$ ('000)
SUMMARY		
At Cost	60,791	48,315
Less Accumulated Depreciation	(28,174)	(25,098)
	32,617	23,217
At Fair Value as at 30 June	1,963,340	1,940,135
Less Accumulated Depreciation	(145,897)	(139,123)
At Council Valuation as at 30 June	889,829	784,418
Less Accumulated Depreciation	(248,705)	(221,872)
	2,458,567	2,363,558
Total	2,491,184	2,386,775

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 21 Infrastructure, Property, Plant & Equipment (continued)

	2013 \$ ('000)	2012 \$ ('000)
DETAIL		
Motor Vehicles		
– at Cost	2,759	2,759
Less: Accumulated Depreciation	(1,952)	(1,922)
	807	837
Leased Plant		
– at Cost	327	327
Less: Accumulated Amortisation	(115)	(34)
	212	293
Leasehold Improvements		
– at Cost	1,052	1,052
Less: Accumulated Depreciation	(449)	(344)
	603	708
Land		
– at 2012 Fair Value plus market movement (i)	1,140,981	1,130,032
	1,140,981	1,130,032
Land Improvements		
– at Cost	21,353	14,793
Less: Accumulated Depreciation	(1,660)	(1,057)
	19,693	13,736
Land Under Roads (ii)		
At Fair Value	476,156	476,156
	476,156	476,156
Buildings		
– at 2012 Fair Value plus market movement (i)	344,473	332,231
Less: Accumulated Depreciation	(145,506)	(138,752)
	198,967	193,479
Building Improvements		
– at Cost	4,141	3,530
Less: Accumulated Depreciation	(436)	(321)
	3,705	3,209
Equipment		
– at Cost	14,330	13,234
Less: Accumulated Depreciation	(11,463)	(10,246)
	2,867	2,988

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 21 Infrastructure, Property, Plant & Equipment (continued)

	2013 \$ ('000)	2012 \$ ('000)
Transport		
– at Fair Value (iii)	635,563	551,643
Less: Accumulated Depreciation	(126,657)	(112,624)
	508,906	439,019
Drainage Works		
– at Fair Value (iii)	254,266	232,775
Less: Accumulated Depreciation	(122,048)	(109,248)
	132,219	123,527
Heritage & Culture		
– at Fair Value	1,730	1,716
Less: Accumulated Depreciation	(391)	(371)
	1,339	1,345
Library Books		
– at Cost	12,931	12,007
Less: Accumulated Depreciation	(12,099)	(11,175)
	832	832
Works in Progress – at Cost	3,897	614
Total Infrastructure, Property, Plant & Equipment	2,491,184	2,386,775

(i) Valuations of Land (excluding land under roads) and Buildings were independently determined by K. A. Reed (Group) Pty Ltd. The valuation of buildings is at fair value based on current replacement cost less accumulated depreciation at the date of valuation. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. A full valuation was undertaken for all land and buildings as at 30 June 2012 with an adjustment made for market movement in 2013.

(ii) Land Under Roads is valued at fair value independently determined by K.A. Reed (Group) Pty Ltd. Valuations are as at 30th June 2013. Valuation is determined by using site values adjusted for: 'englobo' (discounting back to the raw land value before development or subdivision) values, access rights and private interests of other parties and entitlements of infrastructure assets and services.

(iii) Transport and Drainage assets are stated at fair value based on replacement cost less accumulated depreciation at 30 June 2013. Valuations of Transport and Drainage Works were determined by Council Engineer Mr T. Pell (Council Valuation).

(iv) All other purchased assets are valued at cost.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 21 Infrastructure, Property, Plant & Equipment (continued)

Reconciliation of Asset Movements by Class

2013

	Balance at beginning of financial year \$('000)	Acquisition of assets \$('000)	Asset Donations and Developer Contributions \$('000)	Revaluation increments (decrements) \$('000)	Depreciation and amortisation \$('000)	Written down value of disposals \$('000)	Reclass- ification of assets \$('000)	Balance at end of financial year \$('000)
Motor Vehicles	837	303	–	–	(324)	(9)	–	807
Leased Plant	293	–	–	–	(81)	–	–	212
Leasehold Improvements	708	–	–	–	(105)	–	–	603
Land	1,130,032	956	40	9,953	–	–	–	1,140,981
Land Improvements	13,736	6,559	–	–	(602)	–	–	19,693
Land Under Roads	476,156	–	–	–	–	–	–	476,156
Buildings	193,479	7,781	–	3,285	(4,939)	(639)	–	198,967
Building Improvements	3,209	612	–	–	(116)	–	–	3,705
Equipment	2,988	1,096	–	–	(1,216)	–	–	2,867
Transport	439,019	7,241	–	71,024	(8,378)	–	–	508,906
Drainage Works	123,527	3,847	–	7,191	(2,346)	–	–	132,219
Heritage and Culture	1,345	7	–	3	(16)	–	–	1,339
Library Books	832	925	–	–	(925)	–	–	832
Works in Progress	614	–	–	–	–	–	3,283	3,897
Total property, plant and equipment, infrastructure	2,386,775	29,327	40	91,456	(19,048)	(648)	3,283	2,491,184

2012

	Balance at beginning of financial year \$('000)	Acquisition of assets \$('000)	Asset Donations and Developer Contributions \$('000)	Revaluation increments (decrements) \$('000)	Depreciation and amortisation \$('000)	Written down value of disposals \$('000)	Reclass- ification of assets \$('000)	Balance at end of financial year \$('000)
Motor Vehicles	950	229	–	–	(332)	(10)	–	837
Leased Plant	–	326	–	–	(33)	–	–	293
Leasehold Improvements	814	–	–	–	(106)	–	–	708
Land	1,193,728	1,988	4,088	(69,216)	–	(23)	(533)	1,130,032
Land Improvements	11,116	3,063	–	–	(443)	–	–	13,736
Land Under Roads	399,860	–	404	75,892	–	–	–	476,156
Buildings	168,023	10,864	–	19,565	(4,848)	(125)	–	193,479
Building Improvements	3,074	250	–	–	(115)	–	–	3,209
Equipment	3,045	1,091	–	–	(1,148)	–	–	2,988
Transport	431,185	10,418	366	5,352	(8,302)	–	–	439,019
Drainage	106,235	1,902	332	17,041	(1,983)	–	–	123,527
Heritage and Culture	1,346	–	–	15	(16)	–	–	1,345
Library Books	1,293	910	–	–	(1,371)	–	–	832
Works in Progress	696	–	–	–	–	–	(82)	614
Total property, plant and equipment, infrastructure	2,321,365	31,041	5,190	48,649	(18,697)	(158)	(615)	2,386,775

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 22 Investment Property

	2013 \$ ('000)	2012 \$ ('000)
Investment Property (at fair value as at 30 June)	3,400	3,290
	3,400	3,290
Balance at beginning of financial year	3,290	1,990
Acquisitions	–	–
Disposals	–	–
Fair value adjustments	110	1,300
Balance at the end of financial year	3,400	3,290
Rental Revenue		
Rental revenue received for Investment Property	364	330

Investment Property Assets consist of buildings at Peter Scullin Reserve, Mordialloc that are leased by a third party to operate a commercial restaurant and land and buildings at 42 Florence Street Mentone that are leased by a third party for office accommodation. Valuations of Investment Property was independently determined by K. A. Reed (Group) Pty Ltd as at 30 June 2013.

NOTE 23 Intangible Assets

	2013 \$ ('000)	2012 \$ ('000)
Software – Purchased (i)	1,895	1,245
	1,895	1,245
Gross Carrying Amount		
Balance at beginning of financial year	2,499	1,899
Additions	1,149	600
Balance at end of financial year	3,648	2,499
Accumulated Amortisation		
Balance at beginning of financial year	1,254	874
Amortisation Expense	499	380
Balance at end of financial year	1,753	1,254
Net Book Value	1,895	1,245

(i) Purchased software includes the capitalisation of all direct costs associated with the implementation of the new Technology One finance system, the Pathway Rates, Debtors and Receipting system. Hansen Asset Management System & Performance Planning Software from CAMM Management Solutions.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 24 Trade and other Payables

	2013 \$ ('000)	2012 \$ ('000)
Trade Creditors	6,317	6,138
Salary Accruals	2,170	2,070
Other Accruals	3,287	3,480
	11,774	11,688

NOTE 25 Provisions

	2013 \$ ('000)	2012 \$ ('000)
Employee Benefits		
Current (i)		
Annual Leave	5,361	5,025
Long Service Leave	7,740	7,184
	13,101	12,209
Non-Current (ii)		
Long Service Leave	1,664	1,763
	1,664	1,763
Total Provisions	14,765	13,972

The following assumptions were adopted in measuring the present value of employee benefits:

	2013	2012
Weighted Average Increase in Employee Costs	4.75%	4.75%
Weighted Average Discount Rates	3.36%	2.80%
Weighted Average Settlement Period (years)	7.0	7.0
Average Employee Numbers During the Financial Year (Equivalent Full Time) (iii)	838	818

i) Current

All annual leave and long service leave entitlements representing 7 or more years of continuous service.

ii) Non-current

Long service leave representing less than 7 years of continuous service measured at present value using the assumptions noted above.

iii) The calculation for Equivalent Full Time employee numbers for the year now excludes overtime hours. The 2012 number has also been adjusted for better comparative purposes.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 26 Interest-Bearing Loans and Borrowings

Loans

	2013 \$ ('000)	2012 \$ ('000)
Current		
Loans – secured	1,176	804
	1,176	804
Non-Current		
Loans – secured	18,396	19,738
	18,396	19,738
Total Loans (i)	19,572	20,542
The maturity profile for Council's loans is:		
Not Later than One Year	1,176	804
Later than One Year and Not Later than Five Years	5,152	3,675
Later than Five Years	13,244	16,063
	19,572	20,542

Loans are secured over the general rates of the Kingston City Council.

(i) In December 2010, Council purchased its main offices at 1230 Nepean Highway Cheltenham, increasing borrowings by \$21.5 million over 25 years.

Finance Leases

Council had the following obligations under finance leases for the lease of gym equipment (the sum of which is recognised as a liability after deduction of future lease finance charges). The current finance lease commenced in February 2012 for a period of 4 years (\$326k).

	2013 \$ ('000)	2012 \$ ('000)
Not later than One Year:	94	94
Later than One Year and Not Later than Five Years	280	374
Minimum Lease Payments	374	468
Less: Future Finance Charges	(105)	(161)
Recognised in the Balance Sheet as:	269	307
Current		
Finance Lease	46	38
	46	38
Non-Current		
Finance Lease	223	269
	223	269
Total	269	307
Aggregate Carrying Amount of Interest Bearing Loans and Borrowings:		
Current	1,222	842
Non Current	18,619	20,007
Total Interest Bearing Loans and Borrowings:	19,841	20,849

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 27 Trust Fund and Deposits

	2013 \$ ('000)	2012 \$ ('000)
Trust monies are held for the following purposes:		
Current		
Accommodation Bonds	10,784	9,958
Refundable Contract Deposits	2,196	1,559
Other Refundable Deposits	339	280
Total Trust Funds and Deposits	13,319	11,797

NOTE 28 Reserves

	2013 \$ ('000)	2012 \$ ('000)
Asset Revaluation Reserve (i)	1,251,079	1,159,622
Other Reserves		
Asset Replacement Reserve	2,136	1,971
Asset Development Reserve	8,081	7,319
Drainage Contributions	88	88
Special Rates	82	74
Aged Care Reserve	1,069	939
Foreshore Reserve	1,102	1,846
Green Wedge Reserve	3,378	2,346
Other Reserves	262	262
	16,198	14,845
	1,267,277	1,174,467

The Asset Revaluation Reserve recognises the changes in non-current asset values following any reassessment of the carrying amount to the fair value of those assets.

The Asset Replacement Reserve is an appropriation to partially fund future replacement of assets at Council's Aged Hostels.

The Asset Development Reserve recognises the cash contributions made by Developers, as well as pursuant to the requirements of the Subdivision of Land Act. Other Reserves represent appropriations provided by the community to be used for specific purposes. Total contributions of \$2,849,620 were received in 2012/13. \$2.1 million was spent from this reserve on open space projects during 2012/13 including the purchase of land adjacent to Reg Marlow Reserve at 133–135 Warrigal Road Mentone (\$0.9 million), Aspendale Gardens Oval Establishment (\$0.5 million) and the Namatijira Park Wetland Development (\$0.2 million).

The Foreshore and Green Wedge reserves were reserves created in 2010/11 which are used to accelerate the renewal and improvement to Council's foreshore and non-urban green wedge area.

Other Reserves includes new reserves created in 2011/12 for Sundowner Neighbourhood House and Chelsea Senior Citizens Centre due to Council taking over the operation of these facilities.

(i) The asset revaluation reserve movement relates to revaluation increments for Council's land (\$9.9 million), buildings (\$3.3 million), transport (\$71.0 million), drainage (\$7.2 million) and heritage assets (\$3k).

See Note 29 for Reserve Movements and Note 21 for movements within classes of assets.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 29 Reserve Movements

a) Year Ended 30 June 2013

	Balance 30 June 2012 \$('000)	Increment \$('000)	Decrement \$('000)	Balance 30 June 2013 \$('000)
Asset Revaluation Reserve				
– Transport	332,418	71,024	–	403,442
– Drainage	96,735	7,191	–	103,926
– Land	543,447	9,953	–	553,400
– Land Under Roads	75,892	–	–	75,892
– Buildings	105,906	3,285	–	109,191
– Heritage and Culture	1,258	3	–	1,261
– Other	3,966	–	–	3,966
	1,159,622	91,456	–	1,251,079
Asset Replacement Reserve	1,971	257	(92)	2,136
Asset Development Reserve	7,319	2,850	(2,088)	8,081
Other Reserves				
– Drainage Contributions	88	–	–	88
– Special Rates	73	8	–	82
– Aged Care	939	130	–	1,069
– Foreshore (i)	1,846	1,102	(1,846)	1,102
– Green Wedge	2,347	1,075	(43)	3,378
– Other	262	–	–	262
	5,555	2,315	(1,889)	5,981
Total Reserves	1,174,467	96,878	(4,069)	1,267,277

(i) A total of \$1.9 million is committed and has been approved by Council to be spent from the Foreshore Reserve in 2013/14 including the Mentone Coastal Precinct Plan implementation (\$0.4 million), Antibes Street foreshore toilet renewal, beach access ramp, landscape and amenity improvements (\$0.7 million), Mordialloc Creek moorings and jetties (\$0.2 million) and the Gotnuk Avenue foreshore activity precinct (\$0.2 million). An additional \$1.1 million will be contributed by Council in 2013/14 to fund these projects.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 29 Reserve Movements (continued)

b) Year Ended 30 June 2012

	Balance 30 June 2011 \$('000)	Increment \$('000)	Decrement \$('000)	Balance 30 June 2012 \$('000)
Asset Revaluation Reserve				
– Transport	327,065	5,353	–	332,418
– Drainage	79,694	17,041	–	96,735
– Land	612,663	–	(69,216)	543,447
– Land Under Roads	–	75,892	–	75,892
– Buildings	86,342	19,564	–	105,906
– Heritage and Culture	1,243	15	–	1,258
– Other	3,966	–	–	3,966
	1,110,973	117,865	(69,216)	1,159,622
Asset Replacement Reserve	1,957	201	(187)	1,971
Asset Development Reserve	6,048	2,780	(1,509)	7,319
Other Reserves				
– Drainage Contributions	88	–	–	88
– Special Rates	69	4	–	73
– Aged Care	833	128	(22)	939
– Foreshore	1,000	1,050	(204)	1,846
– Green Wedge	831	1,516	–	2,347
– Other	–	262	–	262
	2,821	2,960	(226)	5,555
Total Reserves	1,121,799	123,806	(71,138)	1,174,467

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 30 Reconciliation of Cash Flows from Operating Activities to Surplus for the year

	2013 \$ ('000)	2012 \$ ('000)
Surplus	21,433	11,096
Depreciation / Amortisation	19,549	19,077
(Profit)/Loss on sale of Property, Infrastructure, Plant and Equipment (refer Note 8)	(70)	(324)
Developer Asset Contributions and Donated Assets	(40)	(5,190)
Found Assets (refer Note 7)	(22)	(2,186)
Hostel Interest & Retention (not cash)	(317)	(201)
Fair value adjustments for investment property	(110)	(1,300)
Borrowing Costs (included in profit but not in operation activities)	943	1,207
Changes in Assets and Liabilities:		
(Increase)/Decrease in Trade and Other Receivables	2,986	(4,777)
Increase/(Decrease) in Accrued Income	81	266
Increase/(Decrease) in Trade and other Payables	384	994
Increase/(Decrease) in Other Liabilities	–	10,415
Increase/(Decrease) in Employee Benefits	793	2,514
Net cash provided by operating activities	45,610	31,591

NOTE 31 Reconciliation of Cash and Cash Equivalents

	2013 \$ ('000)	2012 \$ ('000)
Cash and Cash Equivalents (see Note 15–16)	43,267	40,671
	43,267	40,671

NOTE 32 Financing Arrangements

	2013 \$ ('000)	2012 \$ ('000)
Bank Overdraft	5,000	5,000
Used Facilities	–	–
Unused Facilities	5,000	5,000

The municipality has an arrangement for offset of overdraft against bank balances including on-call accounts. As at balance date there was no use of the overdraft facility.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 33 Superannuation

Council makes employer superannuation contributions in respect of its employees to Vision Super and a small number of other funds. Obligations for contributions are recognised as an expense in profit or loss when they are due. Vision Super has two categories of membership, accumulation and defined benefit, each of which is funded differently.

Details of Employer contributions to superannuation funds during the year are as follows:

	2013 \$ ('000)	2012 \$ ('000)
Accumulation Superannuation Funds (Vision Super Saver and other funds) (a)	4,534	3,540
Defined Benefits Superannuation Fund (b)	350	346
Defined Benefits extra call (c)	(474)	10,415
	4,410	14,301

(a) Accumulation Superannuation Fund

The Fund's accumulation category, Vision Super Saver, and a small number of other funds receive both employer and employee contributions on a progressive basis. Council contributions are normally based on a fixed percentage of employee earnings (9% required under Superannuation Guarantee Legislation for the year ending 30 June 2013). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Effective from 1 July 2013, the Superannuation Guarantee contribution rate will increase to 9.25%, and will progressively increase to 12% by 2019.

There was a total of \$57,680 payable to Vision Super at balance date for June 2013 contributions for the Accumulation Superannuation Fund.

(b) Defined Benefits Superannuation Fund

The Fund's Defined Benefit Plan is a multi-employer sponsored plan which closed to new members in 1993. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Fund's Actuary is unable to reliably allocate benefit liabilities, assets and costs between employers. As provided under paragraph 32 (b) of AASB 119, Council does not use defined benefit accounting for these contributions. Council currently has 68 (June 2012, 71) active members participating in the Fund.

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2011, Council makes employer contributions to the Funds' Defined Benefit category at rates determined by the Fund's Trustee. This rate is currently 9.25% of members' salaries (9.25% in 2011/12). Any calls advised by the Trustee acting on the advice of the actuary are to ensure that the Fund is not in deficit (ie, the Funds' liabilities exceed its assets). The Fund's Actuary is expected to complete the next actuarial review as at 30 June 2014.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 33 Superannuation (continued)

(c) Defined Benefits Extra Call

The Local Authorities Superannuation Fund 31 December 2011 actuarial investigation identified an unfunded liability of \$406 million (excluding contributions tax) in the defined benefit fund of which Council is a member. Council was made aware of this expected short fall during the 2011/12 year and was informed formally of their share of the shortfall on 1 August 2012 which amounted to \$10,414,533.19 including Contributions Tax payable to the Federal Government of \$1,562,179.98. This amount was accounted for in the 2011/12 Comprehensive Income Statement within Employee Benefits (Note 9) and in the Balance Sheet in Non-Current Liabilities Provisions.

Council settled this amount in full during the 2012/13 financial year and received an early payment discount of \$473,980.46 which has been accounted for in the 2012/13 Comprehensive Income Statement within Employee Benefits (Note 9).

Accrued benefits

The Fund's liability for accrued benefits was determined in the 31 December 2011 actuarial investigation pursuant to the requirements of Australian Accounting Standard Board AAS25 follows:

	31 December 2011 \$ ('000)
Net Market Value of Assets	4,315,324
Accrued Benefits (per accounting standards)	4,642,133
Difference between Assets and Accrued Benefits	(326,809)
 Vested Benefits (Minimum sum which must be paid to members when they leave the fund)	 4,838,503
 The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:	
Net Investment Return	7.50% p.a.
Salary Inflation	4.25% p.a.
Price Inflation	2.75% p.a.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 34 Commitments

At the reporting date, the Council had entered into the following commitments:

All totals include GST.

	2013 \$ ('000)	2012 \$ ('000)
Finance Lease (i)	269	307
Capital Expenditure		
– Buildings	3,610	3,881
– Transport	837	3,711
– Mordialloc Creek Dredging	–	5,294
Total Capital Expenditure	4,447	12,886
Not later than one year	4,447	12,886
Later than one year but not later than five years	–	–
	4,447	12,886

(i) A new Finance Lease for gymnasium equipment commenced in February 2012.

	2013 \$ ('000)	2012 \$ ('000)
Recurrent Expenditure		
– Infrastructure Works	3,624	6,940
– Parks, Gardens and Reserves (ii)	17,886	10,730
– Waste and Cleansing	20,257	35,648
– Community Sustainability	3,699	2,265
– Corporate Services	2,594	4,246
Total Recurrent Expenditure	48,060	59,829
Not later than one year	19,891	22,228
Later than one year but not later than five years	28,169	37,601
Later than 5 years	–	–
	48,060	59,829

(ii) Parks, Gardens and Reserves includes a new contract for Open Space Mowing commencing on 1 July 2013 at \$2.5 million per year until 30 June 2017.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 35 Contingent Liabilities and Contingent Assets

Contingent Liabilities

a) Contingent Liabilities Arising from Public Liability

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, the Council is regularly met with claims and demands allegedly arising from incidents which occur on land belonging to the Council. There are a number of outstanding claims against the Council in this regard. The Council carries \$400 million of public liability insurance and the maximum liability of the Council in any single claim is the extent of its excess. The primary insurer is Liability Mutual Insurance. There are no claims, which Council is aware of which would fall outside the terms of the Council's policy.

b) Contingent Liability Arising from Professional Indemnity

As a local authority with statutory regulatory responsibilities, including the responsibility of issuing permits and approvals, the Council is met with claims and demands for damages allegedly arising from the actions of Council or its officers. The Council carries \$300 million of professional indemnity insurance and the maximum liability of the Council in any single claim is the extent of its excess. The primary insurer is Liability Mutual Insurance. There are no instances or claims, which Council is aware of which would fall outside the terms of the Council's policy.

c) The Council has guaranteed the following loan and overdraft facility.

Council has guaranteed an overdraft facility up to \$30,000 in favour of the Commonwealth Bank of Australia supporting an overdraft limit of \$30,000 to Southern Community Broadcasters Inc.

d) Other Contingent Liabilities

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the increased volatility in financial markets the likelihood of making such contributions in future periods has increased. At this point in time it is not known if additional contributions will be required, their timing or potential amount

Contingent Assets

Developer contributions of drainage and transport assets to be received in respect of estates currently under development at 30 June 2013 total \$2,376,211 (\$2,063,370 at 30 June 2012).

	2013/2014 \$('000)	2014/2015 \$('000)	2015/2016 \$('000)	Total \$('000)
Year Ended 30 June 2013	600	1,176	600	2,376
Year Ended 30 June 2012	521	521	1,021	2,063

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 36 Operating Leases

(a) Operating Leases Expense Commitments

At the reporting date, the municipality had the following obligations under non-cancellable operating leases for the lease of equipment, motor vehicles and land and buildings for use within Council activities (these obligations are not recognised as liabilities):

These amounts include GST.

	2013 \$ ('000)	2012 \$ ('000)
Not later than one year	1,131	1,197
Later than one year and not later than five years	1,092	1,044
Later than five years	999	1,026
	3,222	3,267

(b) Operating Lease Receivables (incl GST) (ii)

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

At the reporting date, the municipality as lessor, had the following anticipated minimum revenues under non-cancellable operating leases:

	2013 \$ ('000)	2012 \$ ('000)
Not later than one year	1,826	1,823
Later than one year and not later than five years	5,434	6,535
Later than five years	2,376	3,138
	9,636	11,496

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 37 Related Party Transactions

(a) Identity of Responsible Persons

The Councillors of the City of the Kingston during the year were:

R Brownlees OAM	Councillor	(01 July 2012 – 27 October 2012)
	Mayor	(05 November 2012 – 30 June 2013)
J M Ronke	Mayor	(01 July 2012 – 27 October 2012)
	Councillor	(05 November 2012 – 30 June 2013)
R A West OAM	Councillor	(1 July 2012 – 27 October 2012)
	Councillor	(05 November 2012 – 30 June 2013)
P Peulich	Councillor	(1 July 2012 – 27 October 2012)
	Councillor	(05 November 2012 – 30 June 2013)
S Staikos	Councillor	(1 July 2012 – 27 October 2012)
	Councillor	(05 November 2012 – 30 June 2013)
A Athanasopoulos	Councillor	(1 July 2012 – 27 October 2012)
L Dundas	Councillor	(1 July 2012 – 27 October 2012)
T Shewan	Councillor	(1 July 2012 – 27 October 2012)
D Moloney	Councillor	(1 July 2012 – 27 October 2012)
T Barth	Councillor	(05 November 2012 – 30 June 2013)
T Beasley	Councillor	(05 November 2012 – 30 June 2013)
D Eden	Councillor	(05 November 2012 – 30 June 2013)
G Gledhill	Councillor	(05 November 2012 – 30 June 2013)

The Chief Executive Officer of the City of Kingston during the year was:

J A Nevins	Chief Executive Officer
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Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 37 Related Party Transactions (continued)

(b) Remuneration of Responsible Persons

Income Range:	2013 No	2012 No
\$ 1,000 – \$ 9,999	4	–
\$ 10,000 – \$ 19,999	4	–
\$ 20,000 – \$ 29,999	3	7
\$ 50,000 – \$ 59,999	1	1
\$ 60,000 – \$ 69,999	1	–
\$ 70,000 – \$ 79,999	–	1
\$ 300,000 – \$ 349,999	1	1
	14	10
	\$ ('000)	\$ ('000)
Total Remuneration for the reporting year for Responsible persons included above amounted to*:	664	658

* Total includes 9% super.

(i) No retirement benefits have been paid by the Council to a Responsible Person (2011/2012: Nil).

(ii) No loans have been made, guaranteed or secured by the Council for a Responsible Person during the reporting year (2011/2012: Nil)

(iii) Other related party transactions have been considered and there are no matters to report (2011/2012 nil).

(c) Senior Officer Remuneration

A Senior Officer other than a Responsible Person is an officer of Council who has management responsibilities and reports directly to the Chief Executive Officer or whose total annual remuneration exceeds \$130,000.

The number of Senior Officers other than the Responsible Persons are shown below in their relevant income bands:

Income Range:	2013 No	2012 No
\$130,000 – \$139,999	4	4
\$140,000 – \$149,999	4	5
\$150,000 – \$159,999	3	4
\$160,000 – \$169,999	5	2
\$170,000 – \$179,999	–	1
\$180,000 – \$189,999	1	–
\$190,000 – \$199,999	–	–
\$200,000 – \$209,999	1	1
\$210,000 – \$219,999	–	1
\$220,000 – \$229,999	1	1
\$230,000 – \$239,999	1	–
	20	19
	\$ ('000)	\$ ('000)
Total Remuneration for the reporting year of Senior Officers included above amounted to:	3,257	3,062

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 38 Financial Instruments

(a) Terms, conditions, and accounting policies

Council's accounting policies, including the terms and conditions of each class of financial asset and financial liability at balance date are as follows:

Financial Instruments	Note	Accounting Policy	Terms and Conditions
(i) Financial Assets			
Cash & Cash Equivalents	15, 16	Cash on hand and at bank are valued at face value. Investment funds are valued at cost. Interest revenues are recognised as they accrue. Investments are held to maximise interest returns of surplus cash.	Cash on hand and at call returned an interest rate of between 2.15 % to 4.25% (2011/12 4.5% to 4.5%). Funds returned a fixed interest rate of between 4.05% to 5.05% (2011/12 3.9% to 5.9%)
Other Debtors	18	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debt is recognised when there is objective evidence that collection in full is no longer possible. Collectability of overdue amounts is assessed on an on-going basis.	Other Debtors are unsecured and interest free. Credit terms are usually up to 60 days.
(ii) Financial Liabilities			
Trade & Other Payables	24	Liabilities are recognised for amounts to be paid in the future for goods received and services provided to Council, whether or not invoices have been received.	Creditors are unsecured and not subject to interest charges. Liabilities are normally settled within 30 days of invoice receipt.
Interest-Bearing Loans & Borrowings	26	Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables. Finance leases are accounted for at their principal amount with the lease payments discounted to present value using the interest rates implicit in the leases.	Borrowings are secured by a mortgage over the rate revenue of Council. The interest rate for individual loans is fixed for the period of the loan. Loans are repayable in equal instalments comprising interest plus principal. Interest is payable in arrears. As at balance date, the Council had a finance lease with a lease term of 4 years. The weighted average rate implicit in the lease is 7.55% (7.55% in 2011/2012).

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 38 Financial Instruments (continued)

(b) Interest Rate Risk

Council's exposure to interest rate risks and the effective interest rates of financial assets and financial liabilities are as follows:

Year Ended 30 June 2013

Financial Instrument	Note	Floating Interest Rate \$('000)	Fixed Interest Maturing In:			Non Interest Bearing \$('000)	Carrying Amount \$('000)	Weighted Average Interest Rate %
			1 Year or Less \$('000)	Over 1 to 5 Years \$('000)	Over 5 Years \$('000)			
(i) Financial Assets								
Cash & Cash Equivalents	15	28,150	–	–	–	16	28,166	4.13%
Other Financial Assets	16	15,101	–	–	–	–	15,101	4.15%
Other Debtors	18	–	–	–	–	2,673	2,673	–
Total		43,251	–	–	–	2,689	45,940	–
(ii) Financial Liabilities								
Trade & other Payables	24	–	–	–	–	11,774	11,774	–
Trust Funds & Deposits	27	–	–	–	–	13,319	13,319	–
Interest-Bearing Loans & Borrowings	26	–	1,222	5,374	13,245	–	19,841	3.58%
Total		–	1,222	5,374	13,245	25,093	44,934	–
Net Financial Assets (Liabilities)		43,251	(1,222)	(5,374)	(13,245)	(22,404)	1,006	–

Year Ended 30 June 2012

Financial Instrument	Note	Floating Interest Rate \$('000)	Fixed Interest Maturing In:			Non Interest Bearing \$('000)	Carrying Amount \$('000)	Weighted Average Interest Rate %
			1 Year or Less \$('000)	Over 1 to 5 Years \$('000)	Over 5 Years \$('000)			
(i) Financial Assets								
Cash & Cash Equivalents	15	33,256	–	–	–	14	33,270	4.74%
Other Financial Assets	16	7,401	–	–	–	–	7,401	5.29%
Other Debtors	18	–	–	–	–	6,010	6,010	–
Total		40,657	–	–	–	6,024	46,681	–
(ii) Financial Liabilities								
Trade & other Payables	24	–	–	–	–	11,688	11,688	–
Trust Funds & Deposits	27	–	–	–	–	11,797	11,797	–
Interest-Bearing Loans & Borrowings	26	–	842	3,944	16,063	–	20,849	5.22%
Total		–	842	3,944	16,063	23,485	44,334	–
Net Financial Assets (Liabilities)		40,657	(842)	(3,944)	(16,063)	(17,461)	2,347	–

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 38 Financial Instruments (continued)

(c) Net Fair Value

The aggregate net fair values of financial assets and financial liabilities as at balance date are as follows:

Financial Instrument	Note	2013 Carrying Amount \$('000)	2013 Net Fair Value \$('000)	2012 Carrying Amount \$('000)	2012 Net Fair Value \$('000)
(i) Financial Assets					
Cash & Cash Equivalents	15	28,166	28,166	33,270	33,270
Other Financial Assets	16	15,101	15,101	7,401	7,401
Other Debtors	18	2,673	2,673	6,010	6,010
		45,940	45,940	46,681	46,681
(ii) Financial Liabilities					
Trade & other Payables	24	11,774	11,774	11,688	11,688
Trust funds & deposits	27	13,319	13,319	11,797	11,797
Interest-Bearing Loans & Borrowings	26	19,841	19,841	20,849	20,849
		44,934	44,934	44,334	44,334

The following methods and assumptions have been used to determine the net fair value of financial assets and financial liabilities:

Cash, Other Debtors, Other Financial Assets and Trade and other Payables, Trust funds and Deposits – the carrying amount approximates fair value because of the short term to maturity.

Interest-Bearing Loans and Borrowings – the carrying amount approximates the net fair value.

(d) Credit Risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Balance Sheet.

(e) Risks and Mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

Market Risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which we are exposed are discussed below.

NOTE 38 Financial Instruments (continued)

(e) Risks and Mitigation (cont'd)

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

Our loan borrowings are sourced from major Australian banks by a tender process. Finance leases are sourced from major Australian financial institutions. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989.

We manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal regulations and standards,
- capital protection,
- appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

Credit Risk

Credit risk refers to the risk that a counter party will default on its contractual obligation resulting in financial loss to Council.

We have exposure to credit risk on all financial assets included in our balance sheet. To help manage this risk:

- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Trade and Other receivables consist of a large number of customers, spread across the consumer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised. Details of the ageing of receivables and doubtful debt movements are disclosed in note 18.

The carrying amount of financial assets recorded in the Balance Sheet, net of any provision for losses, represents Council's maximum exposure to credit risk. We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 35.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 38 Financial Instruments (continued)

(e) Risks and Mitigation (cont'd)

Liquidity Risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- We will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial assets at all.

To help reduce these risks we:

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

The Councils exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The table below lists the contractual maturities for Financial Liabilities. These amounts represent undiscounted gross payments including both principal and interest amounts.

2013

	6 months Or less \$('000)	6–12 months \$('000)	1–2 years \$('000)	2–5 years \$('000)	> 5 years \$('000)	Contracted Cash Flow \$('000)	Carrying Amount \$('000)
Trade and Other Payables	11,774	–	–	–	–	11,774	11,774
Trust Funds and Deposits	7,927	5,392	–	–	–	13,319	13,319
Interest Bearing Loans and Borrowings	976	976	1,953	5,761	15,313	24,979	24,979
Total Financial Liabilities	20,677	6,368	1,953	5,761	15,313	50,072	50,072

2012

	6 months Or less \$('000)	6–12 months \$('000)	1–2 years \$('000)	2–5 years \$('000)	> 5 years \$('000)	Contracted Cash Flow \$('000)	Carrying Amount \$('000)
Trade and Other Payables	11,688	–	–	–	–	11,688	11,688
Trust Funds and Deposits	6,818	4,979	–	–	–	11,797	11,797
Interest Bearing Loans and Borrowings	976	976	1,952	5,855	21,408	31,167	31,167
Total Financial Liabilities	19,482	5,955	1,952	5,855	21,408	54,652	54,652

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 38 Financial Instruments (continued)

(f) Sensitivity Disclosure Analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia):

- A parallel shift of +2% and –2% in market interest rates (AUD).

The table below discloses the impact on net operating result and equity for each category of financial instruments held by the Council at year-end, if the above movements were to occur.

2013

	Carrying Amount Subject to Interest \$('000)	Interest rate risk			
		–2% 200 basis points		2% 200 basis points	
		Profit \$('000)	Equity \$('000)	Profit \$('000)	Equity \$('000)
Financial assets:					
Cash and cash equivalents	28,166	(563)	(563)	563	563
Other Financial Assets	15,101	(302)	(302)	302	302
Financial Liabilities:					
Interest-bearing loans and borrowings	19,840	397	397	(397)	(397)

2012

	Carrying Amount Subject to Interest \$('000)	Interest rate risk			
		–2% 200 basis points		2% 200 basis points	
		Profit \$('000)	Equity \$('000)	Profit \$('000)	Equity \$('000)
Financial assets:					
Cash and cash equivalents	33,270	(665)	(665)	665	665
Other Financial Assets	7,401	(148)	(148)	148	148
Financial Liabilities:					
Interest-bearing loans and borrowings	20,849	417	417	(417)	(417)

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 39 Financial Ratios

	2013	2012	2011
Debt Servicing Ratio			
Debt Servicing Costs	943	1,207	784
Total Revenue	176,124	174,502	152,879
	0.54%	0.69%	0.51%

This ratio identifies the capacity of Council to service its outstanding debt. A decrease indicates an improvement in the ratio.

Debt Commitment Ratio			
Debt servicing and redemption costs	1,951	2,093	3,367
Rate revenue	107,395	99,746	93,251
	1.82%	2.10%	3.61%

This ratio identifies Council's debt redemption strategy. The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal. A decrease indicates an improvement in the ratio.

Revenue Ratio			
Rate revenue	107,395	99,746	93,251
Total Revenue	176,124	174,502	152,879
	60.98%	57.16%	61.00%

This ratio identifies Council's dependence on non-rate income. An increase indicates an improvement in Council's ability to raise revenue from its own sources.

Debt Exposure Ratio			
Total indebtedness	59,699	68,721	54,863
Total realisable assets	1,303,593	1,278,816	1,192,137
	4.58%	5.37%	4.60%

This ratio enables assessment of Council's solvency and exposure to debt. A decrease indicates an improvement in the ratio.

Working Capital Ratio			
Current assets	52,319	53,624	46,902
Current liabilities	39,416	36,536	31,827
	132.73%	146.77%	147.37%

This ratio assesses Council's ability to meet current commitments. An increase indicates an improvement in the ratio.

Adjusted Working Capital Ratio			
Current assets	52,319	53,624	46,902
Reduced Current liabilities (i)	31,677	29,352	27,269
	165.17%	182.69%	172.00%

This ratio assesses Council's ability to meet current commitments. An increase indicates an improvement in the ratio.

(i) Current liabilities have been reduced to reflect the long service leave that is shown as a current liability because Council does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date, but is not likely to fall due within 12 months after the end of the period.

NOTE 39 Financial Ratios (continued)

Definitions:

'Current Assets'	means cash or other assets of the entity that would in the ordinary course of the operations of Council be consumed or converted into cash within twelve months after the end of the last reporting period of Council.
'Current Liabilities'	means the total current liabilities as shown in the Balance Sheet
'Reduced Current Liabilities'	means the total current liabilities reduced to reflect the long service leave that is shown as a current liability because council does not have an unconditional right to defer settlement of the liability until at least 12 months after the reporting date, but is not likely to fall due within 12 months after the end of the period
'Debt Redemption'	includes the principal component of repayments on loans and finance leases and capital items purchased on vendor terms, and contributions to sinking funds.
'Debt Servicing Costs'	includes interest and charges on loans, overdrafts, finance leases, and interest on payments for capital items purchased on vendor terms.
'Rate Revenue'	includes revenue from general rates, municipal charges, special rates, special charges, service rates, and service charges.
'Total Indebtedness'	means total liabilities, both current and non-current, as shown in the Balance Sheet.
'Total Realisable Assets'	means total current and non-current assets, as shown in the Balance Sheet, that are not subject to any restriction and are able to be realised. Any liability represented by a restricted asset (note 16) is excluded from total indebtedness.
'Total Revenue'	means total revenue as shown in the Income Statement.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 40 Capital Expenditure

	Note	2013 \$('000)	2012 \$('000)
Capital Expenditure Areas:			
Land		936	317
Land Improvements		6,559	3,063
Buildings		7,781	10,864
Building Improvements		612	250
Plant		303	556
Library Books		925	910
Equipment		1,096	1,091
Transport		7,241	10,417
Drainage		3,847	1,386
Other		4	–
Total Capital Works		29,304	28,854

	Note	2013 \$('000)	2012 \$('000)
Represented by:			
New Library Books		925	910
New Buildings		7,781	10,864
New Equipment		1,096	1,091
Capital Expansion	(a)	4,044	3,332
Capital Renewal	(b)	10,861	8,651
Capital Upgrade	(c)	4,597	4,006
Total Capital Works		29,304	28,854

Property, plant and equipment, infrastructure movement

The movement between the previous year and the current year in property, plant and equipment, infrastructure as shown in the Balance Sheet links to the net of the following items:

	Note	2013 \$('000)	2012 \$('000)
Total capital works		29,304	28,854
Other additions (including Found Assets)	7	22	2,186
Contributions – non-monetary assets	5	40	5,190
Asset revaluation movement	29	91,456	48,650
Depreciation/amortisation	12	(19,049)	(18,697)
Written down value of assets sold		(648)	(158)
Reclassification of Assets		3,284	(615)
Net movement in property, plant and equipment, infrastructure	21	104,409	65,410

(a) Renewal

Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

Notes to the Financial Statements

For the Year Ended 30 June 2013

(b) Upgrade

Expenditure that enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base.

(c) Expansion

Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group.

NOTE 41 Events Occurring After Balance Date

There are no material non-adjusting events after the reporting date which require disclosure.

NOTE 42 Reportable Segment – Residential Aged Care Facilities

Residential Aged Care Facilities Income Statement For the Year Ended 30 June 2013

	Corben 2013 \$('000)	Northcliffe 2013 \$('000)	Nixon 2013 \$('000)	Consolidated 2013 \$('000)	Corben 2012 \$('000)	Northcliffe 2012 \$('000)	Nixon 2012 \$('000)	Consolidated 2012 \$('000)
Income								
Grants and Subsidies	1,333	1,031	1,244	3,608	1,242	1,106	1,195	3,543
User Charges	785	569	593	1,947	763	694	566	2,023
Interest	253	60	153	466	273	105	142	520
Retentions and Bond Interest	146	41	70	257	112	60	29	201
Total Income	2,517	1,701	2,060	6,278	2,390	1,965	1,932	6,287
Expense								
Employee Benefits	1,720	1,678	1,727	5,125	1,751	1,726	1,715	5,192
Materials and Services	410	334	328	1,072	415	343	365	1,123
Corporate Overhead	154	201	120	475	147	192	115	454
Depreciation & Amortisation	191	202	106	499	4	150	93	247
Total Expenses	2,475	2,415	2,281	7,171	2,317	2,411	2,288	7,016
Surplus (Deficit) For The Period	42	(714)	(221)	(893)	73	(446)	(356)	(729)

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 42 Reportable Segment – Residential Aged Care Facilities (continued)

Residential Aged Care Facilities Balance Sheet As at 30 June 2013

	Corben 2013 \$('000)	Northcliffe 2013 \$('000)	Nixon 2013 \$('000)	Consolidated 2013 \$('000)	Corben 2012 \$('000)	Northcliffe 2012 \$('000)	Nixon 2012 \$('000)	Consolidated 2012 \$('000)
Current Assets								
Cash and Cash Equivalents	6,203	1,495	2,820	10,518	5,119	2,146	1,902	9,167
Total Current Assets	6,203	1,495	2,820	10,518	5,119	2,146	1,902	9,167
Non Current Assets								
Infrastructure, Property, Plant & Equipment	5,917	5,715	4,381	16,013	5,399	5,453	4,844	15,696
Total Non Current Assets	5,917	5,715	4,381	16,013	5,399	5,453	4,844	15,696
Total Assets	12,120	7,210	7,201	26,531	10,518	7,599	6,746	24,863
Current Liabilities								
Trade and Other Payables	15	8	10	33	11	7	8	26
Employee Benefits	209	185	154	548	198	175	145	518
Trust Funds	5,853	1,389	3,542	10,784	4,977	1,863	3,118	9,958
Total Current Liabilities	6,077	1,582	3,706	11,365	5,186	2,045	3,271	10,502
Non Current Liabilities								
Employee Benefits	150	159	88	397	142	150	83	375
Total Non Current Liabilities	150	159	88	397	142	150	83	375
Total Liabilities	6,227	1,741	3,794	11,762	5,328	2,195	3,354	10,877
Net Assets	5,893	5,469	3,407	14,769	5,190	5,404	3,392	13,986
Equity								
Accumulated Surplus	882	206	78	1,166	840	918	299	2,057
Asset Revaluation Reserve	4,174	4,393	2,899	11,466	3,949	3,953	2,760	10,662
Asset Replacement Reserve	837	870	430	2,137	401	533	333	1,267
Total Equity	5,893	5,469	3,407	14,769	5,190	5,404	3,392	13,986

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 42 Reportable Segment – Residential Aged Care Facilities (continued)

Residential Aged Care Facilities Cash Flow Statement For the Year Ended 30 June 2013

	Corben 2013 \$('000) Inflows/ (Outflows)	Northcliffe 2013 \$('000) Inflows/ (Outflows)	Nixon 2013 \$('000) Inflows/ (Outflows)	Consolidated 2013 \$('000) Inflows/ (Outflows)	Corben 2012 \$('000) Inflows/ (Outflows)	Northcliffe 2012 \$('000) Inflows/ (Outflows)	Nixon 2012 \$('000) Inflows/ (Outflows)	Consolidated 2012 \$('000) Inflows/ (Outflows)
Cash flows from operating activities								
Grants and Subsidies	1,333	1,315	1,504	4,152	1,410	1,390	1,455	4,255
User Charges	785	569	693	2,047	763	694	666	2,123
Interest	253	60	203	516	273	105	192	570
Payments to Employees	(1,720)	(1,678)	(1,727)	(5,125)	(1,651)	(1,726)	(1,715)	(5,092)
Payments to Suppliers	(410)	(334)	(278)	(1,022)	(415)	(343)	(315)	(1,073)
Other Payments	(154)	(201)	(120)	(475)	(147)	(192)	(115)	(454)
Net cash provided by (used in) operating activities	87	(269)	275	93	233	(72)	168	329
Cash flows from investing activities								
Payments for property, infrastructure, plant and equipment	120	90	220	430	39	164	186	389
Net cash (used in) investing activities	120	90	220	430	39	164	186	389
Cash flows from financing activities								
Trust Funds	876	(474)	424	826	(229)	(696)	561	(364)
Net cash provided by financing activities	876	(474)	424	826	(229)	(696)	561	(364)
Net increase in cash and cash equivalents	1,083	(652)	918	1,349	43	(604)	915	354
Cash and cash equivalents at the beginning of the financial year	5,119	2,146	1,902	9,167	5,076	2,750	987	8,813
Cash and cash equivalents at the end of the financial year	6,203	1,495	2,820	10,518	5,119	2,146	1,902	9,167

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 43 Income, Expenses and Assets by Function/Activity

The activities relating to the municipality's components are as follows:-

Community Sustainability

Community Sustainability includes the departments of Family, Youth and Children's Services, Aged & Disability Services, Libraries and Education Services, Community Buildings and AccessCare Southern. The Family, Youth and Children's Services department provides a diverse range of high quality services to meet the needs of families with children from birth to twenty five years. Aged & Disability Services provides community-based support services to all people in the municipality including aged and disability support, community engagement and hostel care. Library Services provides support and education through the provision of library and information services to the community. Community Buildings facilitates the provision of suitable community buildings for the delivery of services and for the needs of the community now and into the future. Community Buildings also coordinate the capital and planned maintenance investment priorities of Council buildings. AccessCare Southern is responsible for the delivery of a number of Victorian and Commonwealth funded aged and disability services.

Corporate Services

Corporate Services plays a pivotal role in co-ordinating Council's financial, procurement, property and information services requirements. The Finance department is responsible for the reporting and management of Council's finances and ensuring Council's compliance with statutory financial and reporting obligations, preparation of the annual budget and five year financial plan. The Procurement and Contracts department are responsible for procurement and the purchasing, maintenance and administration of Council's 200 vehicle fleet. The Information Services Department provides information systems and services that ensure the quality, security and accessibility of data and information to Council. Property, Arts and Leisure Services manages Council's property portfolio including commercial and community leases, acquisitions, disposals, title management and the Lease Register. The Property, Arts & Leisure Services Manager is also now responsible for Arts and Cultural Services and Council's Leisure Centres. In addition to corporate activities, Corporate Services is also responsible for the Statutory Education & Compliance department which includes the administration of health and local laws with the city.

Executive Services and Organisational Development & Governance

Includes the Office of the CEO, People and Culture, Governance, Customer Service and Performance Planning and Council's Communications and Public Affairs programs. People and Culture develop policies and provide advice and support on all employee related issues including induction, training, professional development and performance management. Governance promote and improve the effectiveness and probity of governance processes, OHS, Council and Community planning and performance reporting. The Communications and Public Affairs department are responsible for a community centric employee approach resulting in satisfying customer interactions. The Communications and Public Affairs department also includes the planning and delivery of major festivals and events as well as the development, implementation and management of strategies, programs and media relations to market Council services and programs and enhance the image and public perception of Kingston City Council.

Environmental Sustainability

Environmental Sustainability is responsible for assessing demand, priorities, service level achievement, and delivery methods for both Council and external service providers in the key segment areas of economic development, statutory planning, town planning, environment, sport, recreation & infrastructure. Also included under this division is the maintenance of parks, gardens, waste collection, drains, roads and footpaths; cleansing of streets and the foreshore. Environmental Sustainability also has responsibility for ensuring that economic development within the municipality occurs within an environmentally sustainable framework.

Central

This category represents items of a corporate nature such as rates income and depreciation.

Notes to the Financial Statements

For the Year Ended 30 June 2013

NOTE 43 Income, Expenses and Assets by Function/Activity (continued)

Functions		Grants \$('000)	Other \$('000)	Total Income \$('000)	%	Expenses \$('000)	%	Profit (Loss) Arising From Operations \$('000)	Total Assets \$('000)
Community Sustainability	2012	23,057	7,864	30,921	18	47,129	29	(16,208)	-
	2013	23,611	7,435	31,046	18	47,589	31	(16,543)	-
Corporate Services (i)	2012	273	19,002	19,275	11	27,095	17	(7,820)	-
	2013	258	14,005	14,263	8	26,671	17	(12,408)	-
Executive & Organisational Development	2012	56	287	343	-	7,332	4	(6,989)	-
	2013	43	505	548	-	7,792	5	(7,244)	-
Environmental Sustainability	2012	921	6,650	7,571	4	41,684	26	(34,113)	-
	2013	812	6,653	7,465	4	41,965	27	(34,500)	-
Central (ii)	2012	9,344	107,048	116,392	67	40,166	25	76,226	2,444,943
	2013	11,303	111,499	122,802	70	30,673	20	92,129	2,548,811
Total	2012	33,651	140,851	174,502	100	163,406	100	11,096	2,444,943
	2013	36,027	140,097	176,124	100	154,690	100	21,433	2,548,811

(i) Corporate Services 'Other Income' includes \$40,000 of asset contributions from developers (2011/12: \$5.2 million).

(ii) 'Central' Other Revenue includes \$107.4 million of Rate Revenue (2011/12 \$99.7 million). 'Central' Expenses includes \$19.5 million of Depreciation and Amortisation expense (2011/12 \$19.1 million).

Certification of the Financial Report

For the Year Ended 30 June 2013

CERTIFICATION OF THE FINANCIAL REPORT

In my opinion the accompanying financial report has been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Finance & Reporting) Regulations 2004*, Australian Accounting Standards and other mandatory professional reporting requirements.

Principal Accounting Officer



B. Byrden

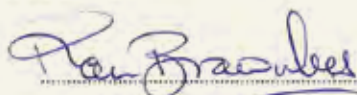
Dated:

9/9/13

In our opinion, the accompanying financial report presents fairly the financial transactions of Kingston City Council for the year ended 30 June 2013 and the financial position of the Council as of that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial report to be misleading or inaccurate. We have been authorised by the Council on 02 September 2013 to certify the Financial Report in its final form on behalf of the Council.

Mayor



R. Brownlees OAM

Dated:

9/9/13

Councillor

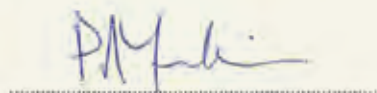


P. Peulich

Dated:

9/9/13

Acting
Chief
Executive
Officer



P.A. Franklin

Dated:

9/9/13



Victorian Auditor-General's Office

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Melbourne VIC 3000
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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Kingston City Council

The Financial Report and Standard Statements

The accompanying financial report for the year ended 30 June 2013 of the Kingston City Council which comprises comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report has been audited.

The accompanying standard statements for the year ended 30 June 2013 of the Council which comprises standard income statement, standard cash flow statement, standard balance sheet, standard statement of capital works, the related notes and the certification of the standard statements have been audited.

The Councillors' Responsibility for the Financial Report and Standard Statements

The Councillors of the Kingston City Council are responsible for the preparation and the fair presentation of:

- the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in Note 1 to the statements and the requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, 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 financial report and standard statements 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 appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.

Auditing in the Public Interest

Independent Auditor's Report (continued)

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.

Opinion

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of the Kingston City Council as at 30 June 2013 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in Note 1 to the statements and the requirements of the *Local Government Act 1989*.


Basis of Accounting for Standard Statements

Without modifying my opinion, I draw attention to Note 1 to the standard statements, which describes the basis of accounting. The standard statements are prepared to meet the requirements of the *Local Government Act 1989*. As a result, the standard statements may not be suitable for another purpose.

Matters Relating to the Electronic Publication of the Audited Financial Report and Standard Statements

This auditor's report relates to the financial report and standard statements of the Kingston City Council for the year ended 30 June 2013 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 these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE
13 September 2013


John Doyle
Auditor-General

Acronyms

AMP: Asset Management Plans

AMS: Asset Management System

CEO: Chief Executive Officer

CLG: Corporate Leadership Group

CRM: Customer Relationship Management

DEECD: Department of Education
and Early Childhood Development

DHS: Department of Human Services

DPCD: Department of Planning and
Community Development

DSE: Department of Sustainability and Environment

EEO: Equal Employment Opportunity

EPA: Environment Protection Authority

FOI: Freedom of Information

HRIS: Human Resource Information System

ICACC: Inter Council Aboriginal
Consultative Committee

ICLEI: International Council for
Local Environmental initiatives

KYC: Kingston Your City newspaper

KYSS: Kingston Youth Services Supplement
(youth magazine)

LTI: Lost Time Injury

MAV: Municipal Association of Victoria

MCH: Maternal and Child Health

MTI: Medical Treatment Injury

NAMAF: National Asset Management
Assessment Framework

NGERS: National Greenhouse
and Energy Reporting Scheme

NRA: Natural Resource Area

OHS: Occupational Health and Safety

SEMIP: South East Melbourne
Innovation Precinct project

SES: State Emergency Services

SLG: Senior Leadership Group

VAGO: Victorian Auditor-General's Office

VCAT: Victorian Civil and Administrative Tribunal

VEC: Victorian Electoral Commission

YCC: Youth Consultative Committee

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Thank you and feedback invited

Thank you for reading the City of Kingston's 2012/13 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 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.

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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.

Where to get a copy

Display copies of the 2011/12 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 highlight version prepared for broader distribution. The Annual Report and the highlights document may be downloaded from Kingston's website kingston.vic.gov.au or requested by telephoning 1300 653 356.

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

Kingston's Language Line

Arabic - عربي 9679 9881

Croatian - Hrvatski 9679 9884

Vietnamese - Việt-ngữ 9679 9886

Italian - Italiano 9679 9859

Cambodian - ខ្មែរ 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



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