



City of
KINGSTON

CITY OF KINGSTON ANNUAL REPORT 2013/14



Performance Highlights Against Outcomes – Our Scorecard

The 2013/14 City of Kingston Annual Report measures Council's performance against what we said we would do in our 2013-2017 Council Plan. The Council Plan sets out the vision for Kingston as well as strategic objectives and actions for Council to follow each year. In particular, it provides the financial framework for delivering all the everyday services and programs that the community enjoys and expects from their local Council. Listed in the Council Plan and referred to throughout this report are six key goals (end results) that are used to measure Council's performance over five years. The following table summarises Council's performance in 2013/14 against these six goals. A more detailed report of the goals starts on page 38.

THE COUNCIL PLAN CONTAINS GOALS TO BE DELIVERED OVER A FOUR-YEAR PERIOD		
GOAL 1		Facilities and assets that are well used and effectively managed
GOAL 2		A sustainable natural and built environment
GOAL 3		Healthy, strong and connected communities
GOAL 4		A prosperous and dynamic city
GOAL 5		An effective voice
GOAL 6		A well managed and effective organisation

OUR MAJOR ACHIEVEMENTS IN 2013/14

RESULTS

OUR CHALLENGES IN 2013/14

- Completed projects included Carrum Life Saving Club, Clayton South playground, and HD Bert Thomas Pavilion.
- Over \$2 million worth of drainage improvements.
- Major road and flood mitigation works.
- Commenced construction of the new Family and Children's Centres in Parkdale and Edithvale.

- Committed 91.4% of the 2013/14 adopted budget.
- Community satisfaction with condition of local streets and footpaths: 65

- Proposed drainage improvements in Edithvale were delayed due to Environmental Management Plans involving more extensive investigations than anticipated.
- Managing the successful delivery of grant funded projects within required timelines and grant program requirements.
- Managing open space/reserves with an increase in flooding due to peak rain events.

- Council responded to State Government initiated planning zone reforms.
- Ministerial approval to rezone 11.6 ha of industrial land.
- Replacement of out-of-date sports ground lighting.
- Retendering of Council's green waste collection service for the next 15 years.
- Introduced new on-call hard waste collections.

- Community satisfaction with appearance of public places: 74
- Community satisfaction with Council's general town planning policy: 58

- Legislative changes impacted on the delivery of Council planning application processes.
- Biodiversity Strategy deferred until 2014/15.
- Delays in developing projects beyond Council's authority, including the development of the Structure Plan at Southland.
- Rehabilitation of Council's former land fill sites.

- Council issued a ban on smoking within a 10 metre radius of outdoor playgrounds and skate parks.
- Kingston's major festivals were successfully delivered.
- The Kingston Charitable Fund reached \$1,000,000.
- Council's new Public Health and Wellbeing Plan, Community Safety Strategy, and Multicultural Action Plan 2013-2017 were launched.

- Number of young people supported: 11,914
- Community satisfaction with elderly support services: 71

- Changes to the funding and standards of Aged Care Services impacted on Council's aged care service delivery.
- Planning and implementation for the new Family and Children's Centres while continuing usual operations of our services.
- The Education and Care Services National Regulations continued to be progressively rolled out.

- Supporting over 15,500 businesses within Kingston.
- Creation of the Vulnerable Road User Committee.
- "Kingston's Virtual Storytime" brought story time online.
- Securing funding of \$750,000 from Living Libraries for the Westall Community Hub.
- Council secured government funding for the CCTV community safety project.
- Holding the highly successful Pop-Up music series.

- Community satisfaction with arts centres and libraries: 76
- Community satisfaction with enforcement of local laws: 67

- Facilitating the orderly renewal of established areas including Moorabbin and Mentone Activity centres.
- Introducing the National Heavy Vehicle Regulations.
- The Lower Dandenong Road shopping centre upgrade was delayed pending the removal of an electricity pole and the need for additional drainage works.
- Reducing the growth in road trauma, particularly for older road users and cyclists.

- Council worked with affected businesses and welcomed State Government's recently announced \$30 million assistance package.
- Progress traffic changes in South Road to support the enhancements and revitalisation of the Moorabbin Junction.
- Numerous rail interface improvements in the city.

- Community satisfaction with informing the community: 63
- Community satisfaction with lobbying on behalf of the community: 60

- Advocating on external issues of strategic importance, including issues relating to Moorabbin Airport and retail use of Commonwealth land.
- Construction of Dingley Bypass and implications for nearby South Road.
- Responding to State Government reforms to residential and commercial zones.
- Staff changes have impacted on the ability to develop a Crisis Communications Plan.

- Council scored higher than the state average on five core performance measures in the Local Government Community Satisfaction Survey.
- Kingston's new 24-hour language line services was implemented with one contact number for all languages.
- Introduced Live Streaming of Council Meetings and Ward Meetings.

- Community satisfaction with contact with customer service: 79
- Kingston City Council's liquidity ratio: 143%

- Introduction of the Fire Services Levy.
- The migration of the payroll system from Fujitsu to the new HR/payroll system supplied by Aurion, and branded as myCONNECT.
- Preparation for new Local Government Performance reporting measures.
- Fair Work Act and anti-bullying legislation.
- Negotiation of Kingston City Council Enterprise Agreement until February 2017.

Introduction

Our theme: One Vision

The Council Plan is the strategic document that provides a medium to long-term vision for how Council will respond to the opportunities and challenges facing Kingston over the next four years. The document incorporates our community's vision of the Kingston they want in 2035. This vision is based on a process of extensive community consultation called LivingKingston 2035.

These ideas see our city in 2035 as a place that is safe, supportive and full of opportunities for people of all ages, backgrounds and abilities to learn, grow and contribute. LivingKingston 2035 is discussed in more detail on page 87, including how LivingKingston 2035 has informed the development of strategies, business plans and policies throughout the organisation in 2013/14.

The 2013/14 Annual Report describes the first year of reporting against the 2013-2017 Council Plan. It demonstrates how Council has delivered on our vision to build a better city for local people and provides great places to live, work, study and play.

The City of Kingston Council Plan 2013-2017 and Living Kingston 2035 represents the exciting direction for the city through 'One Vision'.



WELCOME



The City of Kingston is proud to present the 2013/14 Annual Report to our community. The report describes Kingston Council's 2013/14 operations, and the various accomplishments and challenges throughout the year.

Council measures its performance according to the standards our community expects. These standards are manifest in the quality of more than 100 services and programs we provide, and do so in compliance with the *Local Government Act 1989*.

The city's annual report benchmarks our performance against strategic objectives set in the 2013-2017 Council Plan and our long-standing financial strategy. This report is a vital part of our governance processes, and commitment to be transparent and accountable to our community.

We hope this report helps you understand Kingston City Council's operations and would appreciate any feedback to help us make our reporting to the community even better in future. For further information and to provide feedback please contact our Customer Service Department on 1300 653 356.



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FEEDBACK INVITED

We hope you enjoy Kingston's 2013/14 Annual Report. Your feedback is welcome via mail to the Financial Services Department, City of Kingston, PO Box 1000, Mentone VIC 3194. For more information, telephone 1300 653 356.



Front cover image: Moorabbin Junction at night. Moorabbin Junction is the northern gateway to the City of Kingston and features in many of our key achievements in our 2013/14 Annual Report including capital upgrades to Kingston City Hall and the Kingston Arts Centre, Moorabbin Junction Urban Renewal Strategy, the Moorabbin Reserve future redevelopment, and collaborating with relevant agencies to improve public transport in the area.

Community Inspired Leadership

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 Organisational Culture

'Community Inspired Leadership' is at the core of our organisational culture. The following diagram shows our circle of influence (or the community's circle of expectation) and reflects the six key values that guide our behaviour – community centric, dynamic, future orientated, accountable, expert and celebrate.

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 Service Commitment

Kingston has a customer 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. Kingston's customer service commitments are:

1. Take the time to understand your needs.
2. Respond with care and courtesy.
3. Make it easy to contact us.
4. Be reliable.
5. Provide clear and consistent information.
6. Work with you to find a solution.
7. Value your opinion.

Further Reading:

📌 kingston.vic.gov.au/Your-Council/Customer-Service/Customer-Service-Commitment.



Our Services – Rates at Work

The City of Kingston comprises 1,450 employees in approximately 80 teams who deliver over 100 different services and programs to the community.

These services cover a 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 \$177 million to run the City of Kingston in 2013/14, comprising \$113 million in rate revenue, \$33 million in Government grants, and \$32 million in other revenue (see Figure 1). The surplus of revenue over expenditure contributes to Council's capital works program (see pages 6 and 45 for details on Council's capital works program). The average Kingston rate bill is \$1,619 (up from \$1,548 or 4.5% from

2012/13) compared to the Inner Melbourne Metropolitan Councils' average of \$1,642. 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.

Figure 2: Expenditure by service

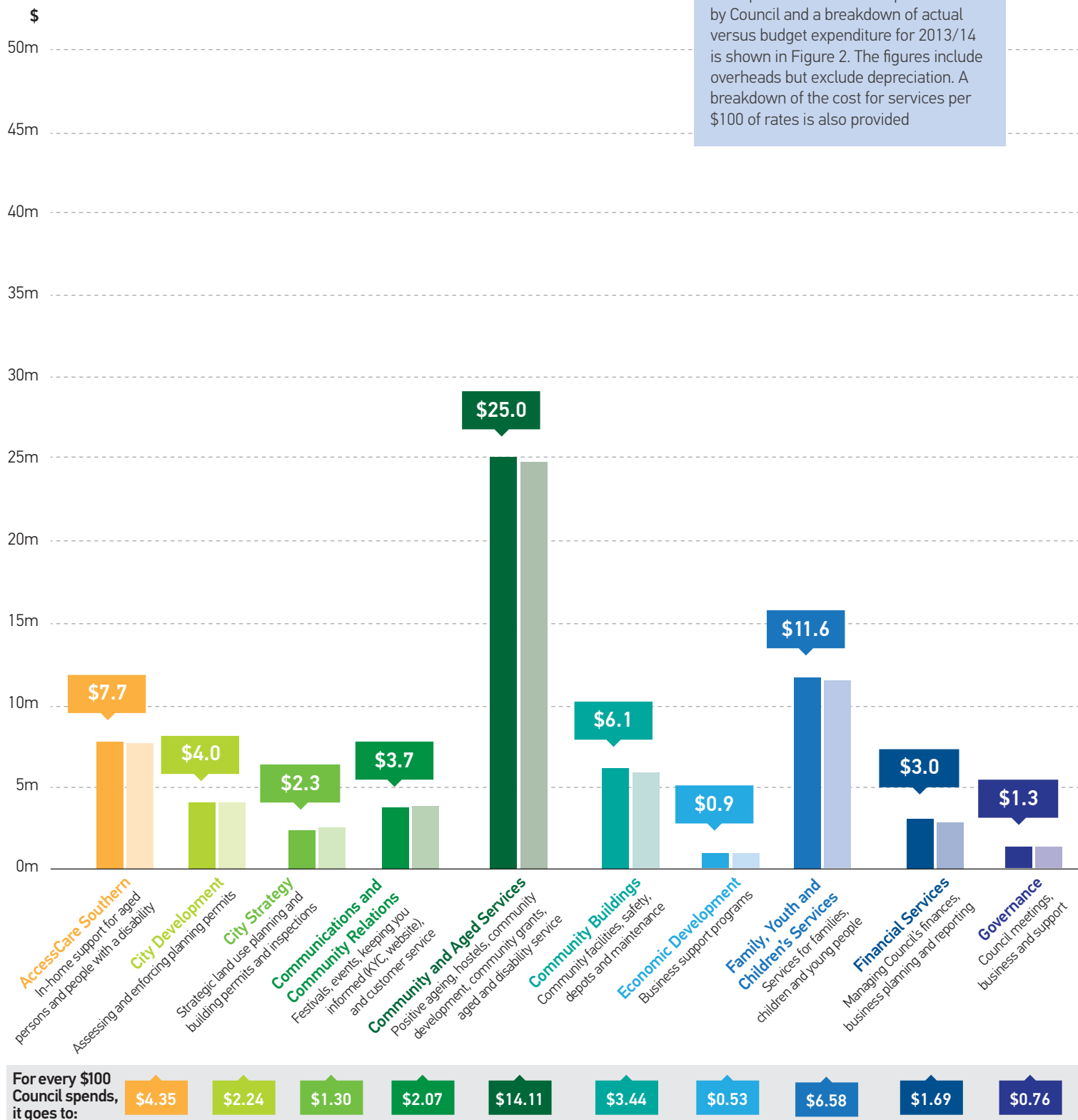
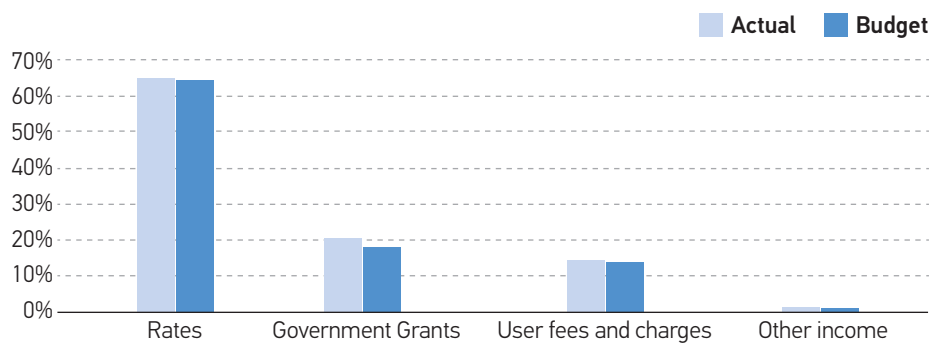
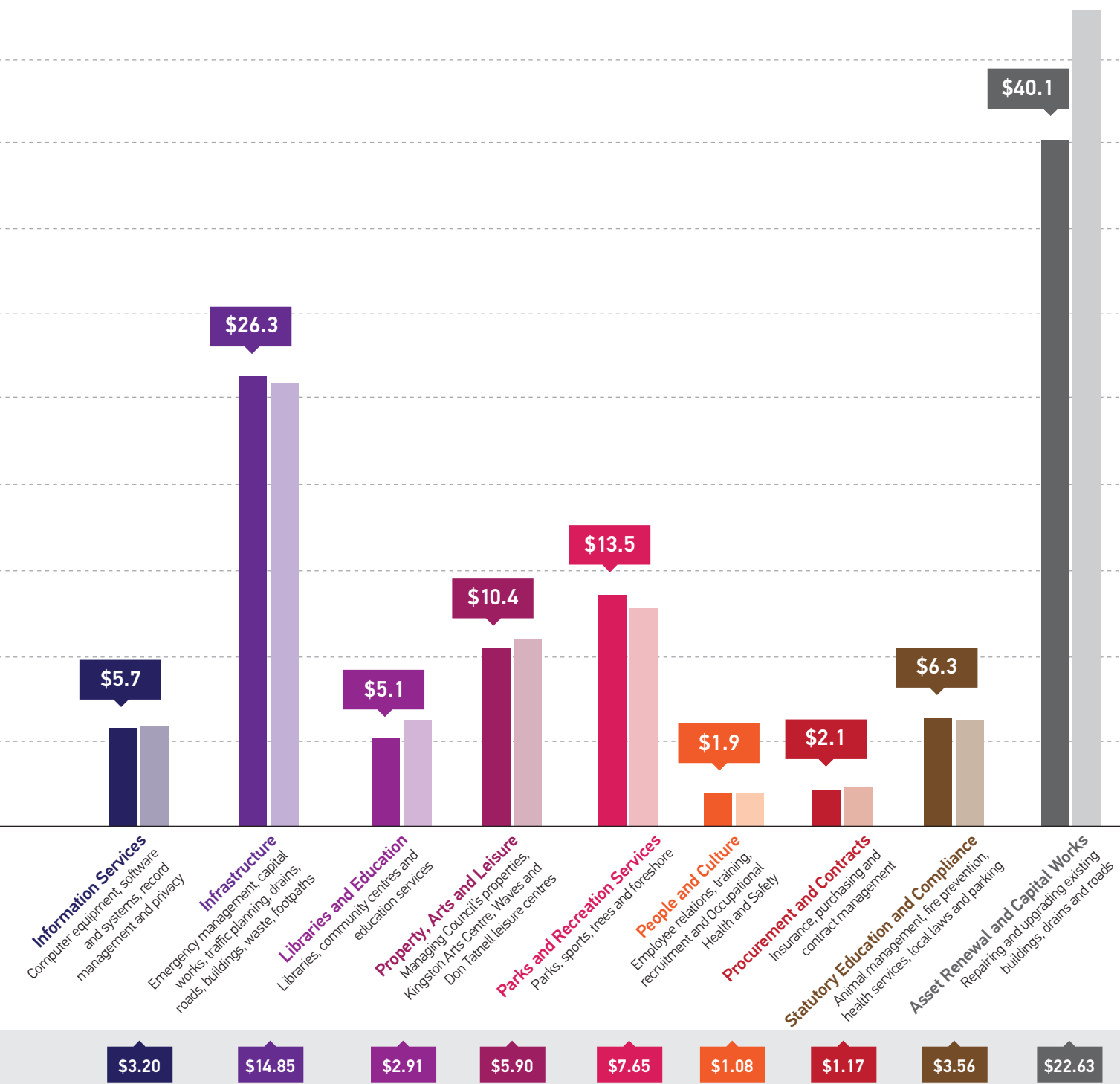


Figure 1: Total Revenue 2013/14



Actual Expenditure 2013/14 Budget Expenditure 2013/14



Kingston's Major Projects

Effectively implementing capital projects is essential to achieve Council's aims to provide safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community. See page 45

for a capital works expenditure breakdown (by program area and budget). Throughout 2013/14, Council was committed to achieving real outcomes from our capital works program.

\$40.1 million of capital projects were delivered in 2013/14. A summary of projects and detailed examples are shown in Table 1 and the following text.

Table 1: 2013/14 \$40.1 million Capital Works Highlights and Examples of Projects by Program Area

Roads footpaths and traffic management	\$8.5 million
Footpath renewal projects (69 locations)	\$1,772,000
Road Resurfacing Program	\$1,299,000
Drainage upgrades and flood mitigation (22 projects)	\$1.6 million
Levanto St, Mentone - Drain upgrade	\$705,000
Parks, sports and recreation (inc Pavilions and Toilets)	\$10.3 million
Public Toilet renewal programs (5 locations)	\$786,000
Walter Galt Oval reconstruction	\$697,000
Green Wedge development projects	\$371,000
Community Facilities	\$13.8 million
Parkdale Family and Children's Centre	\$3.1million (\$7.8 million project in progress)
Programed building renewal and compliance works	\$2.2 million (various locations)
Waves – Plant and Formal Boom Replacements	\$944,000
Coastal reserve and Mordialloc creek	\$2.2 million
Foreshore Infrastructure renewals and replacements	\$494,000
Mordialloc Creek Moorings and Jetties	\$319,000
Corporate Properties	\$0.9 million
Landfill remediation projects (4 sites)	\$496,000 (\$900,000 project in progress)
Millis Rd Depot establishment	\$235,000 (\$600,000 project in progress)
Corporate Systems	\$1.7 million
Servers and Network upgrades	\$576,000
Activity Precincts and Local Shopping Centres	\$1.1 million
Local Shopping Centre works (various)	\$211,000
Pauline Avenue, Dingley Streetscape works	\$187,000

Council delivers community value by sourcing funds from other tiers of government to help deliver major capital projects for Kingston. Below are some highlights of co-funded projects in 2013/14:

Evesham Road Kindergarten

The extensive refurbishment of the Evesham Road Kindergarten was jointly funded by Council's \$600,000 and the Department of Education and Early Childhood Development, which contributed \$300,000. The extensive renovation project has increased the capacity of the Evesham Road Kindergarten from 27 to 55 licensed places.



Heatherton Recreation Reserve Pavilion

The \$950,000 renovation project is part of our ongoing program of pavilion renewals designed to improve facilities for local sporting clubs. Funded by Council, the redevelopment replaces the temporary gym and away change room facilities with modern, upgraded change rooms, umpires rooms, first aid, toilets and shower facilities.



Bondi Road stormwater pipes

\$1.4 million major road and flood mitigation works were undertaken along Bondi Road, beside the Bonbeach Sports Reserve. The project involves the reconstruction of 450 metres of Bondi Road and a major upgrade to stormwater pipes in the area.





Our plans for the next 12 months:

Kingston's capital program is significant, with \$48.3 million allocated to capital works. This represents a slight increase from the 2013/14 budget of \$47.7 million. A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Classifications by expenditure type are rarely 100 per cent in any single category. A project may have components of expenditure under several classifications.

Asset Renewal: \$29.1 million (existing assets renewed/replaced to provide similar service)

- e.g. Road and footpath renewal programs: \$7.4 million
- Building facilities renewal: \$13.8 million

New: \$2.4 million (creating new assets to support new services that did not exist previously)

- e.g. New paths and lighting in public parks: \$500,000
- New drainage infrastructure – \$1.0 million

Upgrade: \$9.8 million (enhances the service standard of existing assets – no new services)

- e.g. Flood mitigation drainage upgrades: \$2.0 million

- Building facilities upgrades: \$3.4 million (often linked to renewal activities)

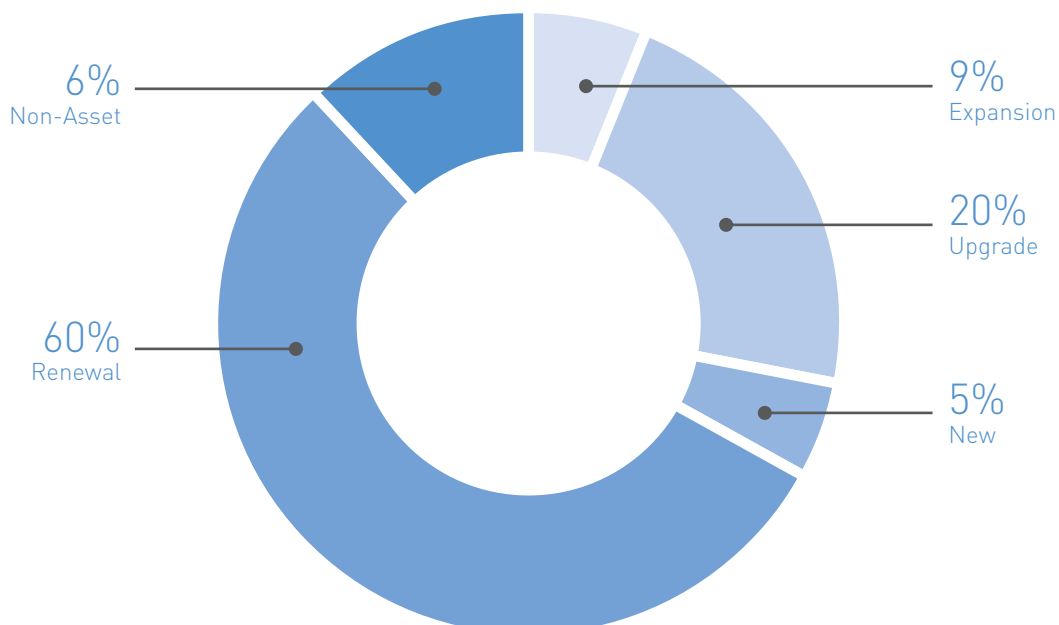
Expansion: \$4.2 million existing assets modified to provide expanded services)

- e.g. Green wedge development projects: \$500,000
- Moorabbin Reserve Masterplan: \$1.5 million

Non-Asset: \$2.8 million (expenditure not related to physical assets)

- e.g. Rehabilitation of Council land (former land fill sites): \$300,000
- Corporate systems and software: \$1.1 million

Expenditure Type





A MESSAGE FROM THE MAYOR

On behalf of my fellow Councillors, I am delighted to present Kingston Council's Annual Report 2013/14. This year was one of achievement and substantial change.

Kingston Council continued to deliver better value for the ratepayer dollar including delivering crucial local infrastructure, which aids the positive growth of the city, and delivering the services our community needs. In an effort to keep rates low, Council delivered a modest rate rise of 4.06%, trending down in recent years.

During 2013/14, Kingston Council continued to make improvements to the planning and development of our city and began working to transform Moorabbin Junction. By facilitating new commercial and residential developments; upgrading public transport facilities including the bus interchange; approving a new 150-bed hospital; and improving the Moorabbin Arts precinct and Town Hall, Council has improved the vibrancy and amenity of one of the gateways to our municipality, benefiting local businesses and residents.

Kingston Council also began a series of planning scheme amendments in the Kingston section of the South-East Green Wedge, to phase out tips and landfill and discourage further waste related operations.

Our civic calendar was as busy as ever and we continue to foster community gatherings

and celebrate the unique aspects of Kingston through delivering a range of community festivals and events – from small public celebrations to major music festivals.

Council's 2013/14 Season of Festivals kicked off with Carols by the Bay, a hit with local families. The Globe to Globe World Music Festival, held on Australia Day at Namatjira Park in Clayton South, showcased our multicultural community and celebrated the diversity of our municipality. The Mordialloc Food, Wine and Music Festival in March hosted bumper crowds, promoting local and regional wine and produce as well as a great music line up. In May Harvest Festival combined country and bluegrass music with sustainable living and cooking demonstrations in Carrum.

In 2013/14 Council's significant investment in children's and family services reached new heights, including increasing the number of kinder places available helping give our children the best start in life. The Evesham Road and Patterson Lakes Kindergartens were reopened after extensive renovations, and work progressed at Kingston's innovative new Family and Children's Centres in Parkdale and Edithvale, an investment of \$12.5 million.

In late 2013 the rebuilt Carrum Life Saving Club was opened. This facility not only helps provide an important community safety service for Kingston, but also encourages our

community to stay fit and active through life saving. The new club house also provides an additional facility for community use, including a shared meeting space.

Through our Charitable fund and Grants program, Council assisted local groups with funds needed to support critical community services throughout the municipality. Through the Kingston Charitable Funds, \$33,000 was distributed to 10 organisations to respond to the needs of the community. Also, 200 community groups shared in \$1.2 million in community grants to deliver programs, projects and events across Kingston.

Kingston Council takes pride in providing over 100 services to our residents, but we could not do it without the hard work and commitment of our volunteers, who work tirelessly in the community. Our City would not function as well without the magnificent volunteer work undertaken in many areas throughout Kingston that enable us to run efficiently every year. I am inspired by the commitment that our volunteers display and thank them for their contribution.

I would also like to thank my fellow Councillors, the Chief Executive Officer and all Council staff for their support and the contribution they make every day to Kingston.

Cr Paul Peulich
Mayor, City of Kingston



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The City of Kingston experienced many achievements, opportunities and challenges in 2013/14, with many represented in this annual report.

We are proud of these successes that make Kingston a great place to live, work and visit. In 2013/14, Council continued to provide value for money to the community through prudent financial management, effectively preserving and maintaining its assets and ensuring efficiencies in all its operations. This was all done with a focus on delivering services that respond to the community's needs.

Pleasingly, our work continues to be well received by residents. This was reflected in the year's excellent community satisfaction survey results. Benchmarked against our Victorian counterparts, we scored higher than the state average on five core performance measures – overall performance, advocacy, community consultation, customer service and overall Council direction. We also presented considerably higher than the Inner Melbourne Metropolitan group average in five service areas, including emergency and disaster management, population growth and lobbying.

While the City of Kingston is pleased with the survey's findings, the results will help identify strengths and opportunities for Council to continue improving in every aspect of service to the community.

Council develops strategies in consultation with the community to guide its services, projects and activities. During 2013/14, Council adopted two key Kingston Council plans. The Community Safety Strategy 2013-2017 and the Public Health and Wellbeing Plan 2013-2017 both aimed to protect and enhance the health and safety of residents and were approved after an extensive consultation process.

Health and community safety are major issues which can affect every resident, which is why these adopted strategies are a major achievement for Council and the Kingston community.

Council's 2013/14 achievements were delivered by Community Inspired Leadership which describes the essence of our organisational culture. Organisational culture has demonstrated values and aligned behaviours and Kingston's culture

leads to well executed strategies and achievement of Council's vision and community expectations.

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 for everyone in the community.

I take pride in commending the organisation for the outstanding work during 2013/14, and acknowledge the leadership and support of our 2013 Mayor Cr Ron Brownlees OAM, 2014 Mayor Cr Paul Peulich and Councillors.

Thank you to all of Kingston Council's staff for your commitment and hard work throughout 2013/14.

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 careful 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 wellbeing, sustainable environment, prosperous community, asset management, advocacy and quality leadership and governance.

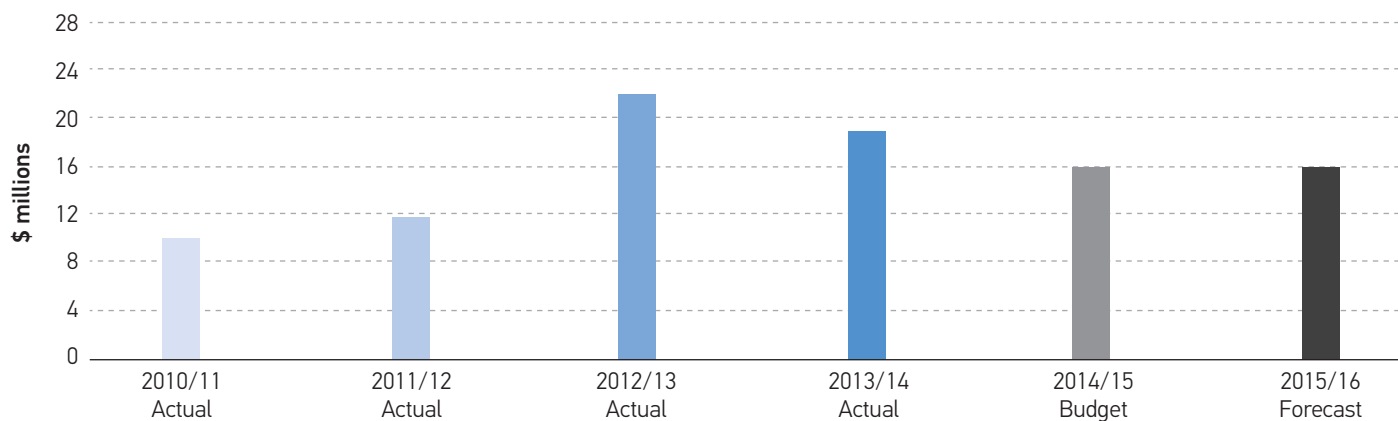
Summary

- Operating surplus of \$18.6 million, \$5.3 million favourable to the budgeted surplus of \$13.3 million (compared to \$21.4 million surplus in 2012/13). This was influenced by \$2.6 million in cash contributions from developers, \$2.0 million grants received in advance including \$1.4 million for Parkdale, Edithvale and Westall Learning Hubs and \$0.4 million for Park Street Pre-School redevelopment.
- Council's total capital works expenditure was \$40.1 million (compared to \$40.7 million in 2012/13).
- Rates and charges comprised \$113.3 million (64%) of the total operating budget of \$178 million (compared to \$107.4 million (61%) of \$176 million in 2012/13).
- Cash holdings increased by \$5.0 million to \$48.3 million (compared to a \$2.6 million increase to \$43.3 million in 2012/13).
- Net assets of \$2.2 billion. This includes total land assets including land under roads (\$1,251 million), total building assets (\$241 million), transport assets (\$542 million), drainage assets (\$145 million), and plant and equipment (\$6 million).

Net operating result

The operating surplus in 2013/14 was \$18.6 million, a decrease from \$21.4 million in 2012/13. This decrease is influenced by \$3.0 million less grants received this year including \$2.2 million received in advance in 2012/13 for early grant payment from the Victorian Grants Commission plus a \$1.7 million decrease in capital grants received. Capital grants fluctuate each year depending on the capital projects scheduled. The overall operating result in 2013/14 was influenced by the budgeted increase in rate income (\$5.9 million), an increase in user fees (\$1.1 million) and depreciation (\$2.9 million). This result continues the trend of an operating surplus which will be maintained in the future as shown in (Figure 3).

Figure 3: Net Operating Result



As shown in Table 2, the Comprehensive Result (i.e. operating surplus adjusted by the net asset revaluation increase/(decrease) was \$140.9 million after adjusting for the net asset revaluation of \$122.3 million (i.e. an increase in the value of Council assets).

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 2013/14 is \$13.4 million which is broadly consistent with the prior year.

Table 2: Comprehensive Result

	2014	2013
Comprehensive Result	140,933	112,889
Net Asset Revaluation Movement	(122,316)	(91,456)
Surplus	18,617	21,433
One-off / Non-recurring adjustments:		
Non-Cash Developer Contributions	-	(40)
Found Assets (i)	(280)	(22)
Capital Grants	(4,900)	(6,599)
Underlying Result	13,437	14,772

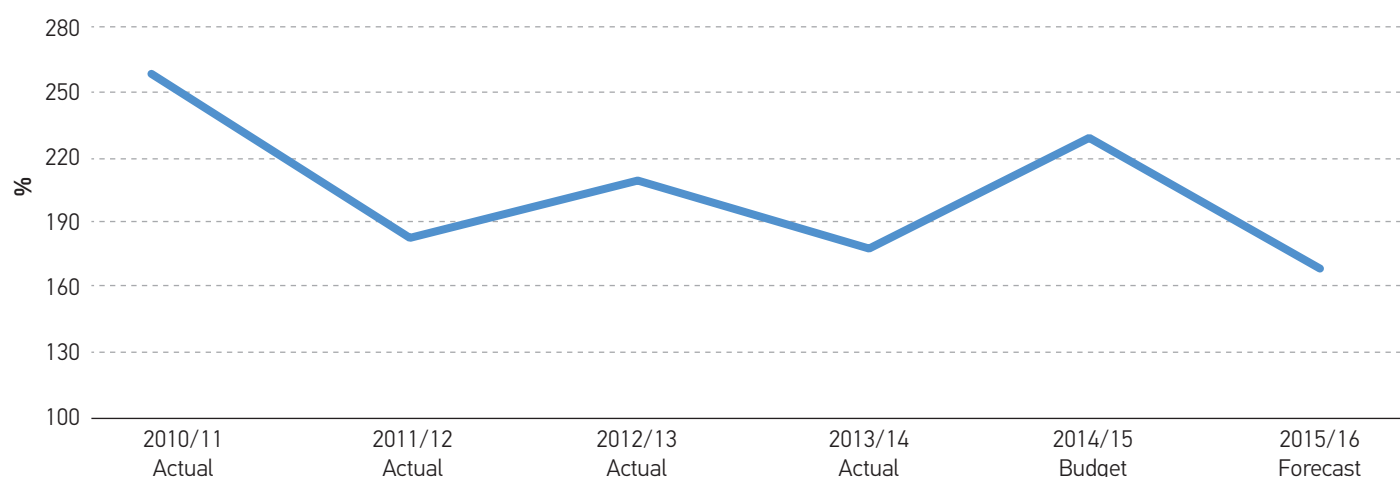
(i) Found Assets in 2013/14 include land of \$280,000 (2012/13: \$20,000). Found land assets include land at the front of an industrial property in Bond Street Mordialloc and two narrow allotments at Maltarra Street Clayton South and Allnut Reserve Aspendale. They are not newly purchased assets for the year and these represent assets which became vested in Council in 2013/14.

Sustainable capital expenditure

The level of capital expenditure in 2013/14 continues to deliver on the challenge of renewing community assets. The Capital Expenditure to Depreciation ratio of 178% (in 2012/13 the ratio was 209%) 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 and sustainable 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 4).

Figure 4: Ratio of Capital Expenditure to Depreciation



Cash reserves

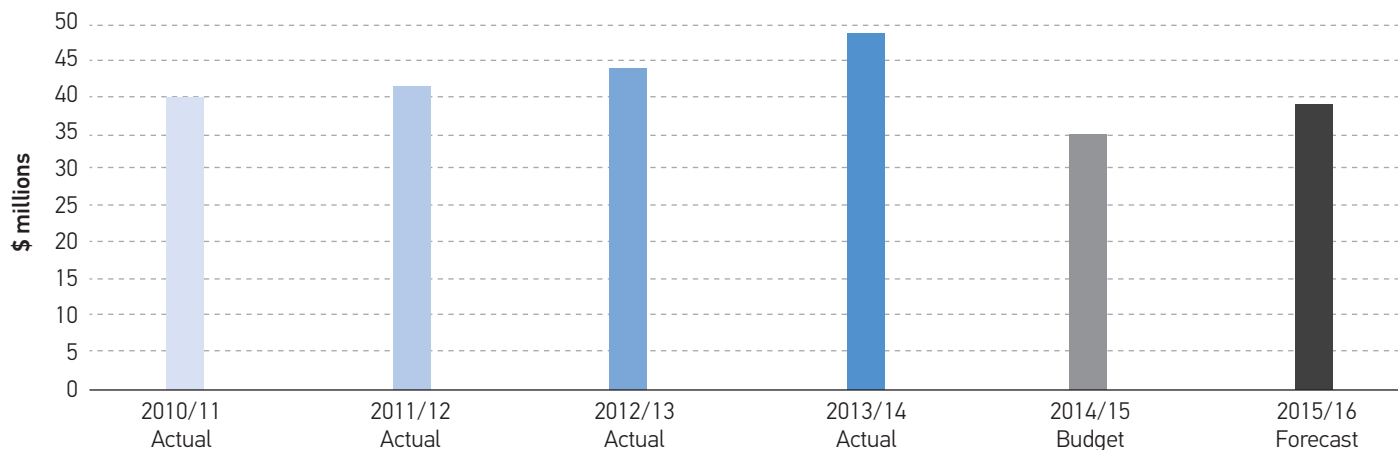
In total, Council's cash holdings have increased by \$5.0 million during 2013/14 to \$48.3 million. This is because \$7.6 million of capital works carried forward from 2013/14 to 2014/15 and grants received in advance of \$2.0 million for 2013/14 financial year, including \$1.4 million for Parkdale, Edithvale and Westall Learning

Hubs and \$0.4 million for Park Street Pre-School redevelopment. Accounting Standards require this revenue to be taken into account in the 2013/14 financial year though expenditure will occur in 2014/15.

Figure 5 indicates that Council is achieving its objective of a balanced cash position in the long term. Analysis of the years beyond

this table indicates that Council will continue to maintain its cash holdings as a prudent continuing outcome of the Long Term Financial Strategy. In future this will allow Council flexibility to respond to unexpected events or opportunities such as the potential to strategically acquire an asset such as a property for additional community open space.

Figure 5: Cash Reserves



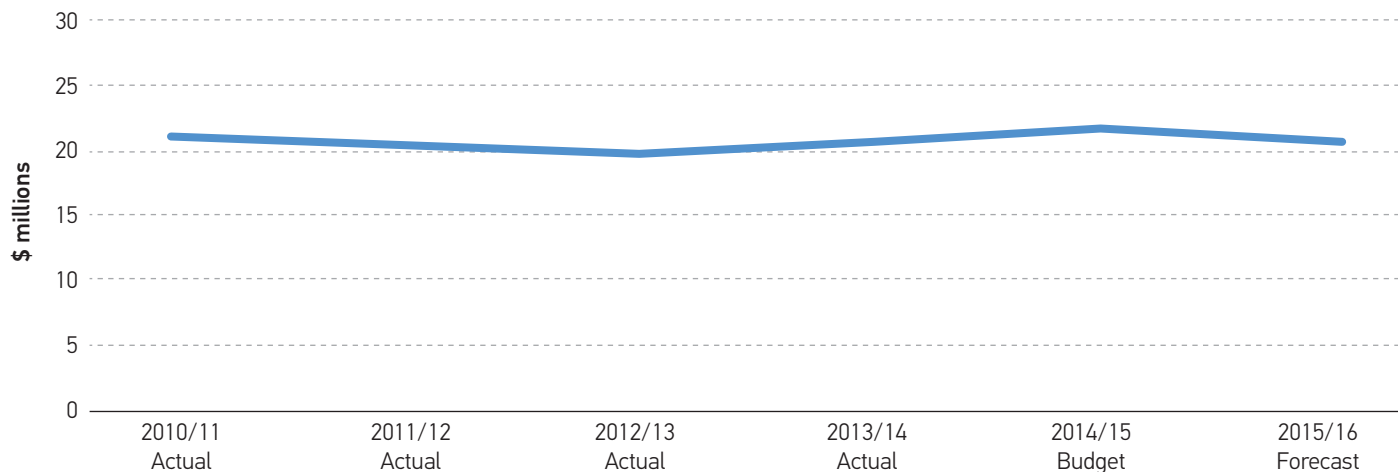
Debt levels

In developing the long term financial strategy, borrowings were identified as potentially important funding sources for capital works programs. Council borrowed \$21.5 million in December 2010 to purchase

the offices at 1230 Nepean Highway, Cheltenham. In 2013/14, there were new borrowings of \$3 million to fund the commencement of the Parkdale Family and Children's Centre project. The current long term financial strategy envisages further borrowings over the next three years of

\$10.9 million to fund the Parkdale, Edithvale and Westall Community Hub development projects and Street Light replacement program. Borrowings are forecast to be \$20.7 million as at 30 June 2015 as shown in Figure 5.

Figure 6: Debt Outstanding





Future outlook

- Planned rate increases to remain low at 4.25%.
- Debt of \$17.6 million on corporate offices scheduled to be fully paid off in approximately 10 years.
- Two new Family and Children's Centres in Parkdale and Edithvale with expenditure totalling over \$14.2 million will open in 2014/15.
- Construction of a Westall Hub will commence in 2015/16 opening in 2017/18 with expenditure totalling over \$8.2 million.

A number of community buildings are reaching the end of their serviceable asset life or are no longer able to provide the facilities for increasing levels of service standards. Services in the Westall area are an example of this disparity, where existing amenities are either old and degraded or too small to meet increasing demand and new state government standards. In response to this, research has been undertaken which has

established the need for a new, broad-based community facility in the Westall area, which will provide a comprehensive range of community services and provide flexible space for use by other community based organisations.

Long term financial strategic objectives

While this report focuses on the 2013/14 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 responsibly maintain and renew the \$2.2 billion of community assets under the control of Council.
- Council is proposing to spend \$94 million by 2017/18 on asset renewal. By approximately 2022/23, Council's long term financial plan will see the expenditure on renewal being funded at an appropriate and sustainable level with additional spending over subsequent years seeing backlog works eliminated around 2032.

- 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 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.
- 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.

Our financial accounts were audited and have been issued an unqualified audit opinion by the Victorian Auditor-General. See page 136 for the full Financial Report including Auditor-General Reports

Paul Franklin
General Manager Corporate Services

Sustainability Report

The Kingston City Council is committed to ensuring the long-term economic, environmental and social sustainability of our city. We take a balanced approach to planning and managing our city and actively consider how decisions made today will impact the future.

The economic, environmental and social dimensions of sustainability are all addressed in our One Vision: Council Plan 2013-2017 and Living Kingston 2035 and in our six strategic goals (See Figure 7). Our collective aim is to achieve our vision of "a diverse, dynamic community where we all share a sustainable, safe, attractive environment and a thriving economy."

Our sustainability report provides a concise overview of how we are responding to the interrelated areas of economic, environmental and social sustainability. It outlines Kingston City Council's major economic, environmental and social strategies, provides an overview of Council's own sustainability performance and highlights key initiatives with the Kingston community and local businesses as we put sustainability into practice.

Figure 7: Council strategic goals and economic, environmental and social sustainability

1. Facilities and assets that are well used and effectively managed	2. A sustainable natural and built environment	3. Healthy, strong and connected communities	4. A prosperous and dynamic city	5. An effective voice	6. A well managed and effective organisation
Sustainability Dimensions					
Economic			Economic	Economic	Economic
Environment	Environment		Environment	Environment	
Social		Social	Social	Social	Social

Economic sustainability

Achievements	Challenges
Net operating surplus of \$17.5 million and delivered a \$40.1 million capital works program.	Continuing to maintain and upgrade Council's significant portfolio of assets.
Supported approximately 15,500 businesses by facilitating networking opportunities including the Business Sustainability Network, CEO Roundtable and Kingston Business Women's Network.	Maintaining a prudent level of borrowings to create new assets that will benefit the community in the future.

Kingston has a range of strategies and plans that support and promote economic sustainability including the:

- Strategic Resource Plan is updated annually and details the financial and non-financial resources required for the next four years to achieve the Council Plan's goals and deliver on the outcomes, strategies and priority projects.
- Long Term Financial Strategy – looks further into the future, 10 years and beyond, when considering financial sustainability given Council has over \$2.5 billion of community assets.
- Asset Management – the Asset Management Policy, Asset Management Strategy and Asset Management Plans provide the framework and direction for the management of Kingston's diverse asset portfolio.

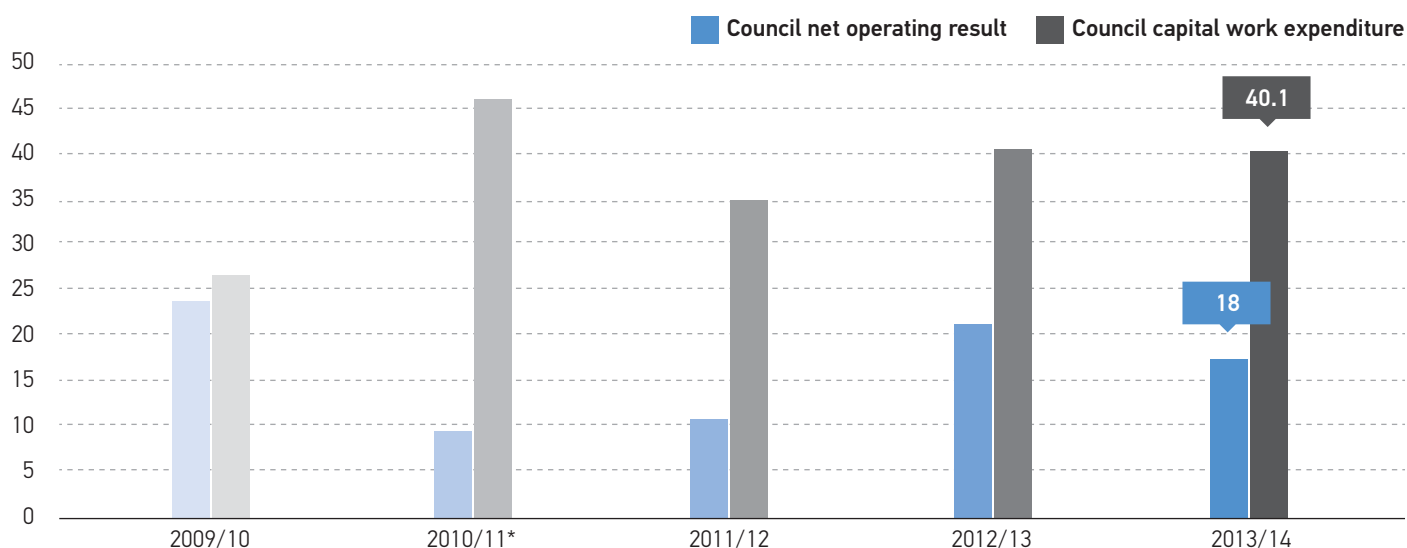
Other important Council economic strategies and plans include the: Moorabbin Junction Urban Renewal Strategy, Rating Strategy, Retail and Commercial Development Strategy, and Service Delivery Strategy, and the Melbourne's South East Councils Regional Development Strategy.

Council undertook a range of major economic sustainability initiatives in 2013/14 including delivering the Council's capital works program with repairing and upgrading existing buildings, drains and roads, upgrading recreational facilities and developing new community buildings. Council supported local business and economic activity, sought partnerships to protect and preserve existing local employment, and fostered new economic growth in undeveloped activity centres (see page 72 for more information).

Council was successful with delivering a net operating surplus over the last five years as well as investing significantly in capital works (See Figure 8). Council seeks to develop new and innovative ways to meet future needs while limiting the impact of rising costs. The long term financial strategy will ensure a legacy of excellence in service delivery and responsible financial management (see page 10 for more information).



Figure 8: Council net operating result and capital works expenditure (\$ million)



Note: * The \$14.2 million decrease in the net operating result in 2010/11 is predominately due to \$13.2 million less in asset contributions from developers for new estates. This value varies from year to year depending on the new estates completed during the year. The \$46.2 million capital works expenditure for 2010/11 included the one-off purchase of Council's offices at 1230 Nepean Highway, Cheltenham at a cost of \$21.5 million.

The 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. Council continued to advocate for faster access to broadband, particularly in industrial areas.

Looking ahead, Council will continue to renew and upgrade local infrastructure with a \$48.3 million capital works program, and support local industrial and business development and broadband rollout. Council will update the Regional Economic Strategy for Melbourne's south-east in collaboration with other south-east councils. Council will also continue to develop an Integrated Transport Strategy through community consultation.

Environmental sustainability

Achievements	Challenges
Implementing the Integrated Water Cycle Strategy and promoting water conservation through various actions.	Rising costs of waste collection and disposal.
Implementing the Energy Efficiency Strategy and reducing energy use and greenhouse gas emissions.	Competing goals and priorities in the community such as coastal vegetation versus bay views.

Kingston City Council has a range of strategies and plans that support and promote environmental sustainability in Kingston including the:

- Integrated Water Cycle Strategy – outlines the issues, the vision and the actions required to achieve our goal of becoming a water sensitive city by 2040.
- Coastal Management Plan – the plan was formally adopted by Council in March 2014 and is awaiting formal approval by the Minister of Environment under the Coastal Management Act 1995. The plan takes a balanced approach to the management and enhancement of the Kingston foreshore.
- Green Wedge Management Plan – the Kingston Green Wedge includes all land outside the Urban Growth Boundary in Kingston and the plan identifies the values and features of the Green Wedge, the preferred land uses and the environmental and natural resources contained within it.

Other important Council environment strategies and plans include the: Biodiversity Strategy (under review), Energy Efficiency Strategy, Flood Mitigation Strategy, and Tree Strategy. The Kingston Planning Scheme and structure plans are important for delivering on all aspects of economic, environmental and social sustainability.

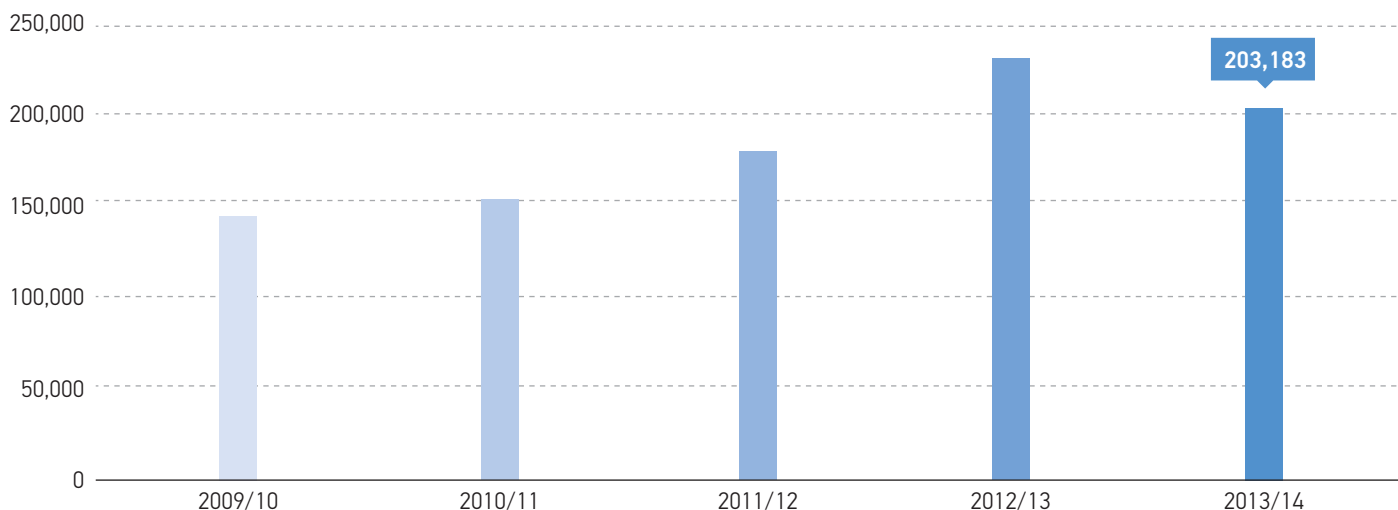
Council undertook important environmental sustainability initiatives in 2013/14 to protect and enhance the natural environment and implement actions to reduce water use, energy use, and greenhouse gas emissions, divert waste from landfill, manage and maintain the coastal foreshore, and plant and maintain street and park trees (see page 50 for more information). Council also provided a range of environmental planning and education services.

Council was a leader with implementing the Integrated Water Cycle Strategy, promoting water conservation and reducing water

use. The Kingston Master Plan, the next generation in stormwater strategies, will guide construction of environmental projects and identify the best locations to harvest stormwater flowing in large drains. The water is then treated in vegetated basins to remove pollutants before being pumped into large rainwater tanks.

Council water use is shown in Figure 9. This highlights that following several years of water use increasing after the millennium drought and water restrictions, Council water use is again decreasing with a renewed focus on water conservation and recycling under the Integrated Water Cycle Strategy.

Figure 9: Council Water Use (kL)



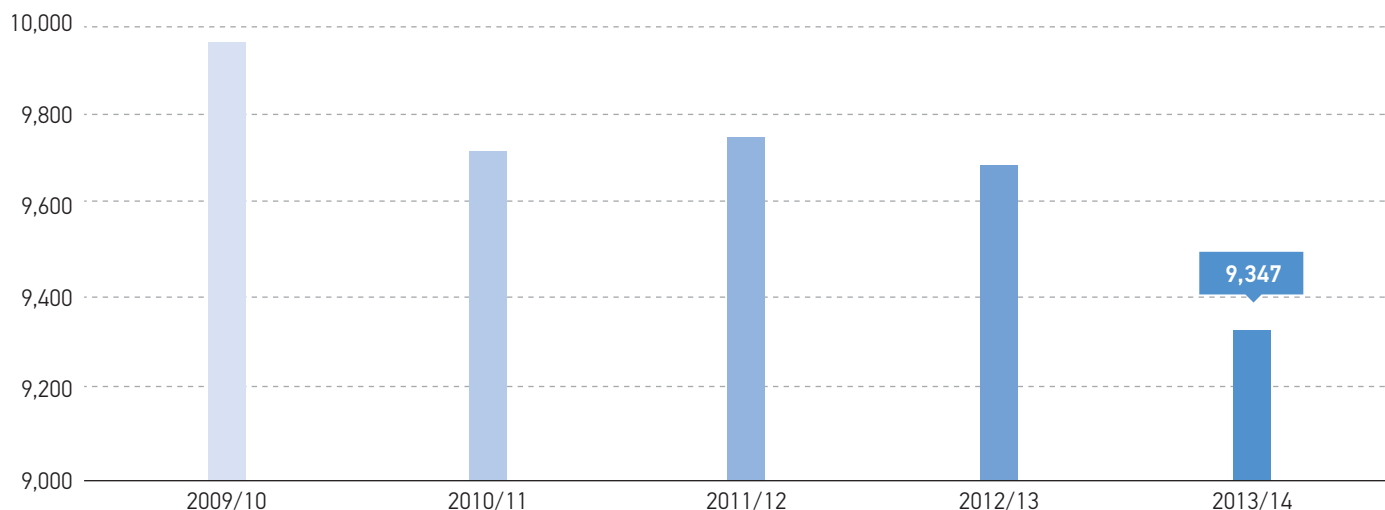
Note: water use in 2013/14 includes estimated data for the fourth quarter.

The Kingston Energy Efficiency strategy continued to be implemented with building upgrades to Council's offices at 1230 Nepean Highway resulting in a 40% reduction in the amount of energy used. The Our Place education program continues to promote behaviour change when it comes to conserving energy. Solar Hot Water units were installed at Council's Cheltenham office and two sporting pavilions to reduce energy consumption and greenhouse gas emissions.

Kingston's iconic City Hall's heating, ventilation and air conditioning systems were upgraded, together with new windows, doors and lights. In all, the energy savings from all the upgrades will range from 50 to 90 per cent. This type of extensive energy efficiency upgrade and refurbishment is an outstanding example of integrating the new and old, where leading technologies required to reduce global emissions can be achieved whilst maintaining the heritage and cultural significance of the buildings, fittings and fixtures.

Through various energy efficiency programs and building upgrades, Council is steadily reducing its greenhouse gas emissions from its operations (See Figure 10).

Figure 10: Council greenhouse gas emissions (Scope 1 and 2)



Council continued to work with the development industry to improve Environmentally Sustainable Development (ESD) and urban design outcomes in urban development. 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.

Looking ahead, to help make Kingston a more environmentally sustainable city, Council will direct \$1.5 million to the introduction of LED street light fittings which will see Kingston's older street lights, particularly those still using mercury vapour lamps, progressively phased out for new, energy efficient lighting technology. Council will also continue implementing the Integrated Water Cycle Strategy to further

advance water conservation in Kingston. An internal review of the Biodiversity Strategy will be completed and community consultation will take place as part of the process of developing a new strategy.

ACHIEVEMENTS	CHALLENGES
Started construction of two new integrated Family and Children's Centres at Parkdale and Edithvale at a cost of over \$12.5 million.	Addressing areas of disadvantage and particular population groups which are more at risk of poorer health and social outcomes.
Redevelopment of major recreational facilities and pavilion renewals at Edithvale and Heatherton.	An aging and growing population that will increase demand for Council services.

Kingston City Council has a range of strategies and plans that support and promote social sustainability in Kingston including the:

- Public Health and Wellbeing Plan 2013–2017 – outlines how Council contributes to the health and wellbeing of those who live, work and participate in the life of Kingston.
- Family and Children's Strategy – provides strategic direction in the support of young children residing in Kingston through the integration of education, care and health services and local developments.
- Open Space Strategy (2012) – guides local policy and decision making regarding open space provision, acquisition and management.

Other important Council social strategies and plans include the: Aboriginal Policy and Action Plan, Arts and Cultural Strategy, Community Safety Strategy, Disability Action Plan, Gambling Policy and Action Plan, Multicultural Action Plan, Municipal Emergency Management Plan, Pavilion Development Strategy, Playground Strategy, Public Art Strategy, Regional Soccer Strategy, Tennis Strategy, and Youth Strategy.

Council undertook important social sustainability initiatives in 2013/14 including delivery of family, children, youth, aged and disability services, provision of Aboriginal and multicultural services, delivery of leisure and culture, and sport and recreation services, construction of new early years and family facilities, and upgrading of recreational and sporting facilities (see page 45 and 60 for more information).

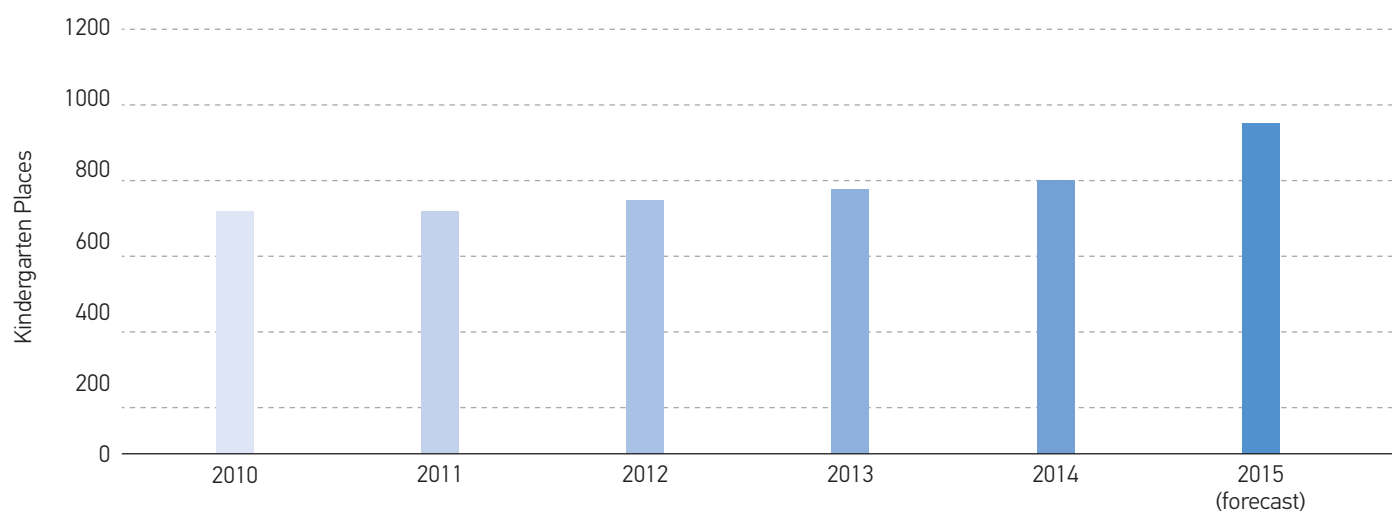
Council has long recognised its role in the delivery of care and support services to the older community. In 2013/14, Council delivered over 158,000 hours of domestic, personal and respite care services. Support services delivered by Council's Community and Aged Services Department are currently a high priority focus as it enables residents who are frail, aged or who have a disability to remain living in their own home and stay connected with their community (see page 69 for more information).

Many of the actions in the Family and Children's Strategy were implemented including planning and development of significant new early years capital infrastructure, ongoing promotion of family friendly events and activities, Children's Week

Grant Program, implementation of the new Council website with improved information for families and children, and various partnership projects (see page 68 for more information).

In late 2013, construction started on two new integrated Family and Children's Centres at Parkdale Secondary College and at the Edithvale Recreation Reserve. The two centres cost over \$12.5 million and were funded in part with grants from the Victorian Government totalling \$3 million. The two centres are expected to be fully operational in early 2015 and will deliver high quality early years and family services for current and future generations in Kingston. Following the focused efforts on capital renewal within kindergartens and early learning centres in recent years to build capacity for current and future needs, the number of licensed kindergarten places has grown steadily from 717 in 2010 to a forecast 954 places in 2015, as shown in Figure 11. Kingston Council takes a precinct partnership approach to service delivery whereby we try to strike the balance between taking the heat out of demand so that more families can get their first preference in child care and kinders, but not oversupplying the market so that smaller centres and kinders end up with too few children to be viable.

Figure 11: Licensed community operated kindergarten places in Kingston (by calendar year)*



* The number of licensed places is based on a minimum indoor and outdoor space requirement per child. Kindergartens offer between one and three groups, which means that the number of places offered is greater than the number of licensed places.

A new Community Safety Strategy was adopted by Council and implementation of the actions are underway. Lifesaving Victoria was contracted to engage with Kingston's multicultural communities and undertake activities to improve beach safety.

Council redeveloped major recreational facilities and continued its program of pavilion renewals to improve facilities for local

sporting clubs. The new HD (Bert) Thomas pavilion at Edithvale Recreation Reserve was opened in February 2014. The new sports pavilion was fully funded by Council's capital program at a cost of \$3.8 million and also features improved landscaping and car parking. The \$950,000 redevelopment of the Heatherton Recreation Reserve Pavilion was also completed in mid-2014.

Looking ahead, following consultation, Council will complete the development of the Positive Ageing Strategy 2014–2019 and implement key actions. Council will also begin to redevelop the Bonbeach Reserve Sports Pavilion and delivered meals distribution facility to benefit local sporting and community groups.

YEAR IN REVIEW



July

7-14 July
NAIDOC Week

22 July Council Meeting
First live streamed Council meeting

22 July Ordinary Council Meeting
Council approved \$1.2 million worth of community grants

22 July
Evesham Road kindergarten certificate of occupancy granted following upgrade

25 July
Launch of One Vision: Council Plan 2013-2017 and Living Kingston 2035

August

2 August
Freeza annual 'Battle of the Bands'

24-27 August
The HeART of Kingston Art Show was launched

27 August
Kingston Business Professionals Showcase



September

22 September
Kingston Cat Show

23 September Council Meeting
Council adopts the Community Safety Strategy 2013-2017

23 September Council Meeting
Council adopts the Public Health and Wellbeing Plan 2013-2017

24 September
Construction starts at pavilion at Heatherton Recreation Reserve



October

October
Community Safety Month

1-31 October
Annual Kingston Seniors Festival

3 October
Mayoral Appreciation Function

12 October
Annual 'Skate of Mind' Youth Festival

19 October
Launch of Carrum Surf Life Saving Club, playground and precinct



November

7 November
Kingston Charitable Fund reaches \$1 million target and distributes \$37,000 to local charities

13 November Special Council Meeting
Cr Paul Peulich elected as the City of Kingston's 17th Mayor

18 November
Victoria State Government Community Cabinet meets in Carrum

25 November Council Meeting
Dales Park Development Plan adopted



December

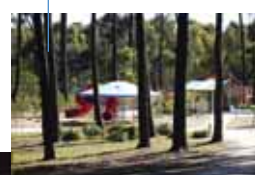
December
Kingston City Hall celebrated its 50th anniversary

7 December
Kingston Arts Makers Market

12 December
The Grange UFO playground in Clayton South was launched

12 December
Council adopts Planning Scheme Amendment C126 to rezone Sigma Site in Clayton South

15 December
Carols by the Bay event





January

16 January
Kingston announced as having top two playgrounds (Bicentennial Park and Carrum Foreshore) in South East Melbourne

26 January
Globe to Globe World Music Festival

• **26 January**
Australia Day Breakfast, Awards and Citizenship Ceremonies at Kingston City Hall

February

3 February
Council approve five-year street sweeping contract

16 February
The community registered 36 sites for Clean Up Australia Day

• **21 February**
Edithvale Recreation Reserve Pavilion official opening



March

1 and 2 March
Mordialloc Food, Wine and Music Festival

7 March
Kingston City Hall street art work was launched

• **23 March**
Harmony Day

29 March
Council supports Earth Hour



April

1 April
Smoking now prohibited at or near outdoor children's playgrounds and skate parks

• **25 April**
Upgrades at Mentone Parade Memorial Gardens and Honour Roll completed

28 April Council Meeting
Naveen Satish Kumar, presented as the next Junior Mayor of Kingston

28 April Council Meeting
Council commits \$2.5 million to the construction of the new Mordialloc Life Saving Club



May

2 May
Heatherton Pavilion reopens

• **3 May**
Council confirmed its contribution of \$1.5 million to help redevelop Moorabbin Reserve

7 May
Community consultation for improvements at Waves Leisure Centre commence

10 May
Harvest Festival



June

3 June
Council advised of successful grant for Westall Hub

11 June
Council releases Draft Budget 2014/15

17 June
Council confirms \$3 million contribution to redevelop Bonbeach West Pavilion

• **19 June**
Kingston receives Special Award at ARAs for Governance Reporting



Snapshot of Kingston

The City

The City of Kingston is located in the middle and outer southern suburbs of Melbourne, approximately 20km south of the Melbourne CBD, and is surrounded by Bayside, Monash, Glen Eira, Greater Dandenong and Frankston. The municipality features bushy reserves, tranquil wetlands, world-class golf courses, safe bicycle and walking paths, as well as top retail outlets that attract residents and visitors alike.

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

Kingston is one of the state's main employment centres, having one of the largest and most concentrated industrial sectors in Victoria. There are approximately 15,500 businesses with over 70,000 people employed throughout the City of Kingston. Community and business networks play an important role in linking and supporting local businesses. Almost 30 per cent of the community work locally and are able to enjoy shorter arrival times and an improved work-life balance.

Kingston's shopping amenities range from local neighbourhood shops and friendly village strips, to Southland Shopping Centre and major activity centres in Moorabbin, Cheltenham, Mentone, Mordialloc and Chelsea.

Population

Kingston is a diverse community with its current estimated resident population of 151,686 spanning a wide range of ages, household types and cultures. Our community is constantly growing; by 2031 Kingston's population is expected to reach 167,000, making up an anticipated 15,234 dwellings.

Consistent with national trends, Kingston's oldest residents comprise the fastest growing population group in the municipality as seen in Table 3. 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%

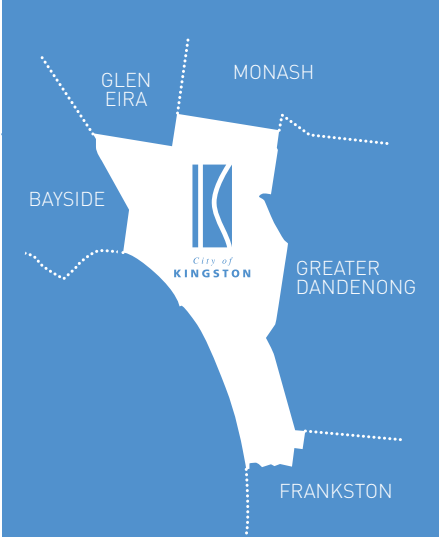
Kingston is a culturally diverse city with residents from over 150 countries who speak over 120 languages. About 30 per cent of Kingston's population was born overseas, with 22 per cent from non-English speaking backgrounds including Vietnamese, Indian, Sri Lankan, Greek, Italian and Chinese societies.

Our History

In December 1994, the City of Kingston formed following the amalgamation of the former cities of Moorabbin, Mordialloc, Chelsea, Springvale and Oakleigh. In the intervening years, Kingston rose to the challenge to build a vibrant and lively municipality which residents could feel proud to call home.

Kingston has a rich Aboriginal history that dates back thousands of years, with the Kulin nation as the traditional owners. European settlement of the area dates back to the 1840s, and the region has supported varying land uses including farming, fishing, market gardens, quarrying, manufacturing, retailing and transport.

Further Reading:
📖 localhistory.kingston.vic.gov.au



Our suburbs

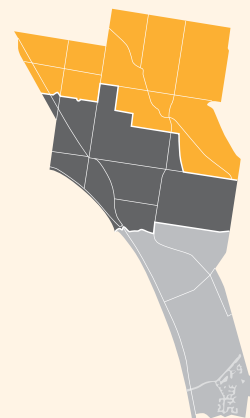
Kingston's suburbs include

- 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



Our Councillors

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



North Ward:



Cr Tamara Barth

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

Cr Barth was elected to Council in 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 2013/14

- Implementation of the Moorabbin Junction Urban Renewal Strategy, including the large scale street artwork at the City Hall car park and innovative new Moorabbin Junction website.
- Council approving the Community Safety Strategy 2013-2017 and the Public Health and Wellbeing Plan 2013-2017 to enhance the health and safety of residents.
- Information signs alerting the community to the impact of violence against women and raising awareness of services which can assist were officially launched by Kingston Council on White Ribbon Day.



Cr Paul Peulich

Email: 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 2008. Cr Peulich has served as the City of Kingston's 17th Mayor since November 2013. A finance graduate, Cr Peulich has worked 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 2013/14

- Led a delegation of fellow Mayors to Canberra to meet with senior members of the Federal Government to discuss key issues affecting the south east.
- It has been great to see the Moorabbin Structure Plan begin to be realised and to be part of the visioning process for Moorabbin into the future.
- The upgraded Heatherton Recreation Reserve Pavilion delivered a modern \$950,000 facility for the local community and supports the Heatherton Football and Cricket Clubs.



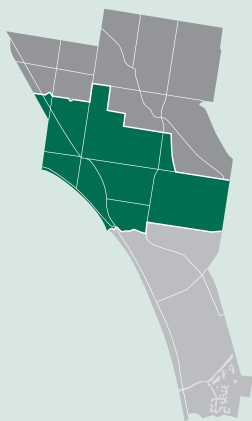
Cr Steve Staikos

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

Cr Staikos was elected to Council in 2008. A Clarinda resident, he is passionate about social justice and the environment. He served as Mayor of Kingston in 2009-2010. 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 the Vice President of the Victorian Local Governance Association.

Highlights for 2013/14

- It was great to be a part of the announcement of the new \$1.8 million kindergarten at Clayton South, which will deliver new kinder rooms, new meeting space and training room for the community.
- Council developed its Disability Action Plan 2014-18, which demonstrates Council's commitment to provide equitable access to its buildings, services, communications, information and employment processes for all people in the community.
- In 2013/14, Council worked to transform the Centre Dandenong Road, Dingley roundabout with a unique piece of public art 'Tillage'. The works have created an impressive entry into Dingley Village and are complimented by native plantings.



Central Ward:



Cr Ron Brownlees OAM

Email: ron.brownlees@kingston.vic.gov.au
Phone: (03) 9581 4706
Mobile: 0418 172 725

Cr Brownlees OAM was a Kingston Councillor from 1992-2003 and, after retiring in 2005, was re-elected in 2008 and 2012. He also served as Mayor in 1998-99, 2010-11 and 2012-13. He is married with three children and has been a Cheltenham resident for the past 40 years. Before retiring in 2011, he was the Chief Radiographer at Sandringham Hospital for 38 years. Cr Brownlees OAM is also a past Councillor and Mayor of the former City of Moorabbin, 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 2013/14

- Official reopening of the \$900,000 upgraded Evesham Road Kindergarten in Cheltenham which increased its capacity from 27 to 55 licensed places.
- Extensive upgrades to the Mentone Parade Memorial Gardens and Honour Roll. The new granite Honour Roll will commemorate local members of the Australian Armed Forces who died serving their country.
- It is always great to see the tireless work of the volunteers who give their valuable spare time to support and improve the wellbeing of others in the Kingston community.



Cr Geoff Gledhill

Email: geoff.gledhill@kingston.vic.gov.au
Phone: (03) 9588 1524
Mobile: 0427 102 926

Cr Gledhill was elected to Council in 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 2013/14

- Seeing so many people enjoy the community events that have been held in Kingston: the Mordialloc Food, Wine and Music Festival, Globe to Globe World Music Festival, Harvest Festival, and Carols by the Bay.
- Consultation with the community on the Bay Trail.
- Council confirming the reconstruction of the Mordialloc Life Saving Club, including the replacement of the existing building with modern facilities, which will provide more space and equipment for members.



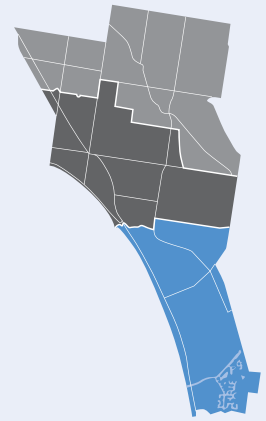
Cr Rosemary West OAM

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

Highlights for 2013/14

- 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.



South Ward:



Cr Tamsin Bearsley

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

↑ tamsinbearsley.org
 f facebook.com/tamsinbearsley
 t twitter.com/tamsinbearsley

Cr Bearsley was elected to Council in 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 2013/14

- Council's upgrades to the Wi-Fi at the Patterson Lakes Library and Community Centre have greatly benefitted the users of these facilities, allowing them enhanced and faster access to the free service.
- It was wonderful to see Roy Dore Reserve in Carrum come to life as part of the Harvest Festival in May. Harvest Festival had entertainment for the whole family with fresh food cooking demonstrations, market stalls, non-stop live music and amusement rides.
- July marked the end of the \$6.4 million Chelsea Renewal Project, including more than 60 significant community projects. The positive outcomes of this project will benefit the Chelsea and Bonbeach community for years to come.



Cr David Eden

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

↑ davededen.org
 f facebook.com/davededen2012
 t twitter.com/DEden2012

Cr Eden was elected to Council in 2012 and completed his schooling at Mentone Grammar at the end of that year. 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 2013/14

- Making Kingston a safer place through the Community Safety Strategy 2013-2017 by introducing a 24-hour alcohol free zone in Carrum to help police crackdown on anti-social behaviour.
- Council scored higher than the state average on five core performance measures in the 17th annual Local Government Community Satisfaction Survey Results coordinated through the Department of Transport, Planning and Local Infrastructure (DTPLI).
- Launching the new Carrum Surf Life Saving Club in October and seeing it put to good use over summer.



Cr John Ronke

Email: 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 2013/14

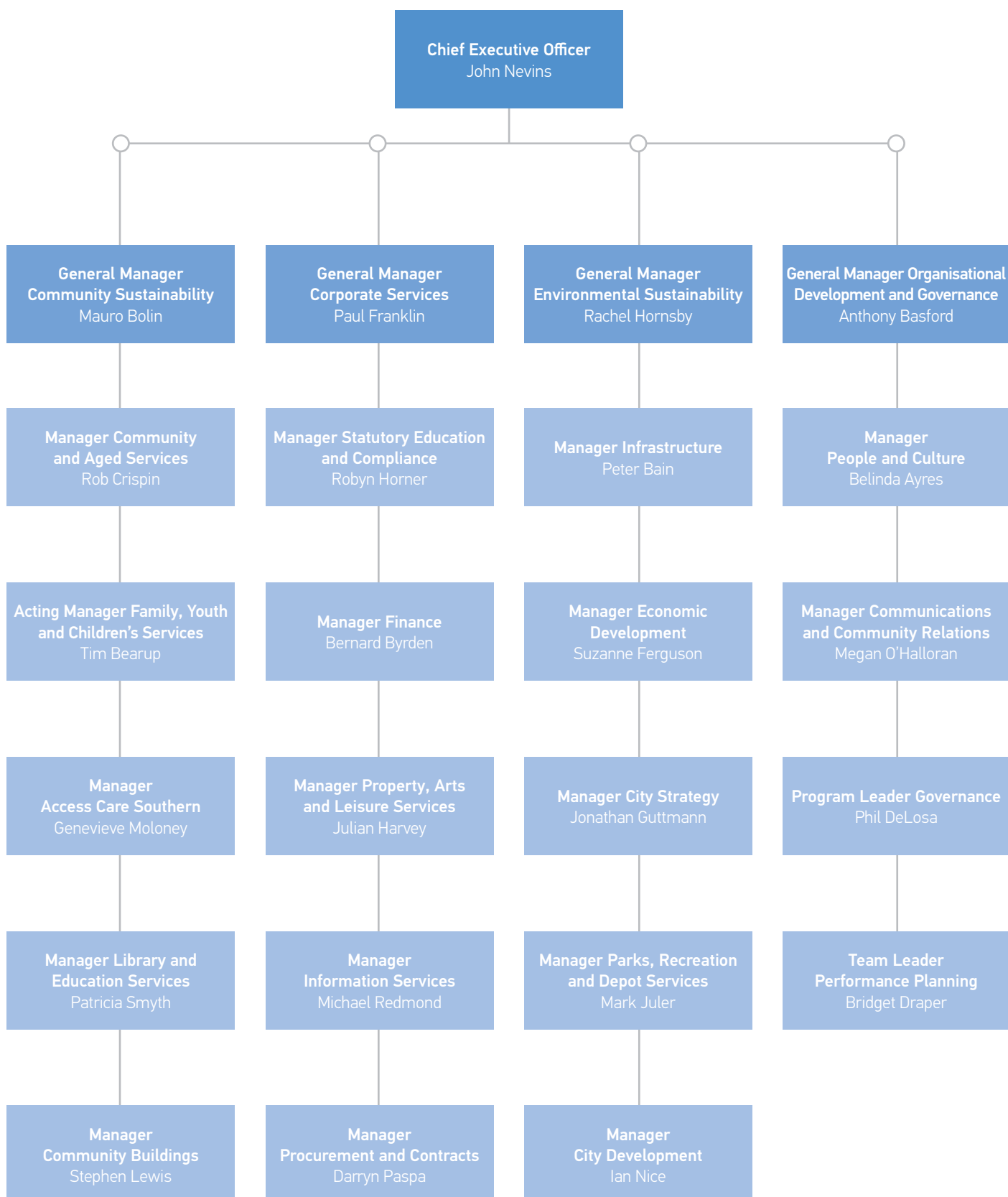
- The new H.D (Bert) Thomas Pavilion at Edithvale Reserve has been a fantastic addition to the community, with over 500 sporting club members already using the new facilities.
- Kingston's new volunteer 'Beach Patrols' were launched in effort to keep litter off our 13km stretch of beautiful foreshore.
- Upgrades to the kitchen, kindergarten room and outdoor play spaces at Patterson Lakes Kindergarten have made a world of difference to families and user groups in Patterson Lakes.

Our Organisation

Kingston Council's organisational structure is made up of four sectors: Community Sustainability, Environmental Sustainability, Corporate Services, and Organisational Development and Governance.

Each division is directed by a General Manager who reports to the Chief Executive Officer (CEO). The four General Managers and the CEO are collectively referred to as the Corporate Leadership Group (CLG). The CEO is directly accountable to the Council elected by Kingston residents.

Organisation Chart as at 30 June 2014



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 Acting Chief Executive Officer (1 July 2013 – 1 June 2014)*

Bachelor of Business (Accounting), CPA, AAICD, AAMC, 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. Before joining Kingston, Paul was Manager, Treasury and Commercial Activities at RMIT University for two years after 14 years with the State Electricity Commission working in a range of finance and audit roles.



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 and change management. Rachel started her career as a coastal planner in Victoria and is enjoying working in a municipality that includes 13km of foreshore.



Mauro Bolin

General Manager, Community Sustainability

Diploma Applied Science (Environmental Health); Graduate Diploma in Health Education; Advanced Management Certificate

Mauro has over 30 years of experience in Local Government. Prior to joining the City of Kingston in 2009, Mauro held numerous positions within the City of Boroondara, the most recent being Acting Director, Strategic Development. Before this, Mauro was the 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.



Anthony Basford

General Manager, Organisational Development and Governance

Bachelor of Education (Secondary); Graduate Certificate of Business (eBusiness & Communication); Master of Social Science (Policy and Human Services); AAICD

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 General Manager, Organisational Development and Governance. Anthony has more than 17 years of experience in the local government sector across a number of Councils. In addition, Anthony has held roles in the education and community sectors.



Julian Harvey

Acting General Manager Corporate Services (1 July 2013 – 1 June 2014)

Bachelor of Business Property (Valuation)

Julian joined Kingston in December 2005 as Manager Property Services. In July 2013 Julian was appointed as Acting General Manager of Corporate Services. Julian has over 24 years' experience in Local Government having worked at the City of Maribyrnong, Shire of Yarra Ranges and Shire of Lilydale.

*Paul Franklin acted in the position of Chief Executive Officer from 01 July 2013 until 01 June 2014 while John Nevins was on extended sick leave.

Our People

The values that underpin our organisational culture, Community Inspired Leadership, guide our employee behaviours. It is through our employees' behaviours that Council defines and determines our organisational reputation. Engaged, high-performing employees help us to deliver an exemplary level of service to our community. As a result, the wellbeing of our staff is one of our highest priorities.

Our major achievements

- Kingston's Enterprise Agreement no.7 was successfully negotiated and approved by Fair Work on 20 September 2013. The Agreement is effective until 24 February 2017 and provides the terms and conditions of employment for our employees.

- Kingston's new Human Resource and Payroll system, myCONNECT, was successfully implemented in November 2013. This new system replaces a high volume of manual payroll and human resource processes and also brings increased functionality to our employees.
- Continued management of the third party brokerage system for engagement and use of temporary agency staff delivered in excess of \$150,000 of savings for Kingston.
- Council undertook a public tender process to engage a provider for the delivery of Council's Employee Assistance Program.
- Planning and development work commenced to develop an industry-leading Health and Wellbeing program during 2013/14. This program will be launched across the organisation in 2014/15.

Our people profile

Our employees represent our community, with 41 per cent of our employees both living in and choosing to work for the City of Kingston. As at 30 June 2014, Kingston employed 1,450 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 424 full time, 538 part time, 446 casual and 42 temporary employees.

Table 4: Number of Kingston Employees 2011-2014

POSITION BREAKDOWN	2011/12	2012/13	2013/14
Full-Time Positions	371	374	424
Part-Time Positions	500	501	538
Casual Positions	424	423	446
Temporary Part-Time Positions	50	57	16
Temporary Full-Time Positions	74	78	26
TOTAL	1,419	1,433	1,450

The average age of our workforce is 44 years, which is the same as in 2012/13, 44 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. Most of our employees

are positioned at the officer level (98.6 per cent) with senior management representing just 1.4 per cent of the total workforce. As reflected in Table 5, our employee retention rate for 2013/14 was 89.1 per cent, which is a slight increase from the retention rate for 2012/13 (88.3 per cent).

Table 5: Workforce Profile 2011-2014

WORKFORCE PROFILE	2011/12	2012/13	2013/14
Retention Rate**	87.1%	88.3%	89.1%
Average Age (years)	44	44	44
Percentage of Females	71%	73%	73%
Percentage of Males	29%	27%	27%
Officer Level	98.4%	98.3%	98.6%
Senior Officers*	1.6%	1.7%	1.4%
Total Separations/ Exits**	179	118	112

*comprises CEO, general managers and managers

**excludes casuals

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 employee numbers compared to (equivalent full-time) budgeted employees as shown in Table 6.

Table 6: Employee Costs and Numbers

DETAILS	2012/13			2013/14		
	ACTUAL 2012/13	BUDGET 2012/13	INCREASE/ (DECREASE) COMPARED TO BUDGET	ACTUAL 2013/14	BUDGET 2013/14	INCREASE/ (DECREASE) COMPARED TO BUDGET
Employee Costs (\$000)	65,386	65,433	(47)	68,554	68,615	(61)
Employees Numbers (FTE)	852	822	30	783	822	(39)

Conditions of employment

Employees at Kingston are currently covered by the Kingston City Council Enterprise Agreement No. 7 2013. The agreement covers the terms and conditions of employment and provides for a 3.7% wage increase per annum for the duration of the agreement.

Kingston offers a range of benefits to employees including:

- Employee Assistance Program (for employees requiring personal or professional support. This program provided confidential and independent support).
- Access to the Local Government Employees Health Plan.
- Health and Wellbeing program which provides a diverse range of health initiatives.
- Flexible working arrangements.

Celebrating achievements

Kingston recognises and celebrates the milestones and achievements of our employees through an annual Employee Recognition Event.

The Employee Recognition Event brings employees and their families together with the Chief Executive Officer, the Mayor, General Managers and their colleagues to acknowledge the contribution made by employees to the organisation and community. In 2013/14, an event held on 14 May 2014 recognised career milestones for 268 employees.

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. All nominees for the Kingston Excellence Awards demonstrated outstanding achievement and the highest standards of professionalism and expression of Kingston's values. Recipients of these acclaimed awards received 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 Louise Barren from the Performance Planning Team, acknowledged for her achievements in project managing the last seven Kingston Annual Reports all of which have achieved a gold Award from the Australasian Reporting Awards (ARA) from 2008-2014.

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 the Library Youth Services Team for their work developing a "Virtual Storytime". After assessing the changing needs of the community, the Youth Services Team evaluated the idea of offering a storytime beyond the traditional format.

A **Commendation Award** was also made to Matthew and Anthony from Community Buildings for their excellent work in managing emergency repairs to the ceiling at Waves Leisure Centre.



Keeping employees informed

Communication with employees is critical given the number of different work sites and employment types. Communication is also vital to share information and ensure the vision of Council is understood. Council continued to use a variety of communication platforms including:

- **CONNECT:** six hardcopy editions of Kingston's official employee newsletter were published in 2013/14 with the continued key focus being on inspiring, celebrating, connecting and communicating with each other.
- **View and Values Forums:** three forums were held during 2013/14, bringing 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, and to ask questions of the senior leadership group.
- **Internal publications and social media platforms:** such as Yammer and eConnect, Kingston's online monthly newsletter to provide updates on relevant organisational programs, projects and activities.
- **Staff Consultative Committee:** Kingston's Consultative Committee met six times in 2013/14 to provide input into draft policy documents, and raise issues on behalf of all staff.



Learning and Development

Kingston is committed to providing access to ongoing learning and development opportunities to build the capacity of our employees.

In 2013/14, \$685,888 was invested in development opportunities for employees. This equates to \$473 per employee. See Table 7 for current and previous years' data.

Table 7: Expenditure on Employee Learning and Development

2011/12	2012/13	2013/14
\$678,177	\$661,742	\$685,888

In 2013/14, Kingston's learning and development opportunities for employees included:

- 68 professional development programs.
- 683 employees attended a program.
- One Diploma of Management program for 18 staff, conducted over nine months.
- Four organisation Induction programs were facilitated for 42 new employees.
- Leadership Forums including the Senior Management Colloquium and one Kingston Leadership Forum for Managers and Team Leaders were conducted.

Online learning

Online learning continued to be a preferred method for delivering compliance training for new employees during 2013/14. The online learning program ensures employees are aware of their obligations and the importance of compliance. Specific modules for new employees included those related to health and safety, workplace bullying, sexual harassment, equal opportunity and OHS manual handling.

Employee development

The Employee Development Assistance Program is a study assistance scheme. Kingston employees are provided with up to \$3,000 per year for tuition, books and other study related expenses, as well as up to four hours a week of study leave and exam leave. In 2013/14, 19 employees accessed the Employee Development Assistance Program and \$32,552 was reimbursed following successful completion of courses.

Leadership development

In 2013/14, City of Kingston offered leadership development including:

Kingston Leadership Forum: In 2013/14, the Kingston Leadership Forum explored aspects of personal development, team leadership, resilience, communications preferences and interpersonal effectiveness.

Kingston Senior Management Colloquium: The colloquium, conducted through the Australian School of Applied Management during 2013/14, enabled Kingston's senior managers to participate in intensive personal and team development.

Breakthrough Leadership Program: Kingston's Breakthrough Leadership Program is designed to develop and inspire our next generation of leaders and has been operating since 2008. During 2013/14, one program successfully concluded with 18 participants graduating with a Diploma of Management from RMIT University.

Case study:

Sasha, Support Officer,
Performance Planning

Sasha, Jo and Sue at the Breakthrough
Leadership Graduation Ceremony



I applied to participate in Kingston's Breakthrough Leadership Program with the aim of learning skills and theories to improve my performance and to increase my knowledge of Council. What I enjoyed most about the program was building relationships with people from across Council with whom I would not otherwise have worked.

The program reinforced the importance of every employee's role to our organisation and that we can only achieve our goals by working together.

Breakthrough Leaders has also made me realise the importance of personal values and organisational values, Community Inspired Leadership.

I feel that the program has really brought those principles alive and has renewed my enthusiasm for promoting the Council Plan within the organisation.

Our Volunteers

The City of Kingston values the wonderful and extensive contribution volunteers make to our community. Volunteers provide valuable assistance and knowledge to enrich the lives of the people and groups they help. Council values the volunteers who support the delivery of an assortment of services and programs. More than 1,250 volunteers donated over 29,000 hours to Kingston community programs, which was a decrease from last year's 1,460 volunteers and 30,000 hours.

Highlights of the extensive contribution volunteers made to the Kingston community in 2013/14 include:

Environmental and community events

More than 100 environment-related community events held in 2013/14 were enhanced by the participation of volunteers:

- A Litter Prevention Grant supplied by the Metropolitan Waste Management Group (MWMG), helped Council establish two Beach Patrol groups on Kingston beaches.
- Council supports National Tree Day and Clean Up Australia Day. More than 400 volunteer hours were spent planting more than 3,000 seedlings and collecting more than 10 tonnes of rubbish.
- 32 sustainability community workshops were delivered to 900 participants.

Community groups and committees

In 2013/14, 691 local residents volunteered over 1,240 volunteer hours on Council's committees and groups, including:

- Positive Ageing Committee.
- Positive Ageing Volunteers.
- Access and Equity Committee and subgroups.
- Fairtrade Sub-Committee.
- Interfaith Network Committee.
- Chelsea Activity Hub Working Group.
- Strengthening Clayton and Clarinda Committee and subgroups.
- Probus and Service Club Network Committees.
- Book Swap Story Time Volunteers.
- Seniors Festival Working Groups.
- Melaleuca Community Garden Volunteers.
- Village Committees.

In addition, 31 volunteers contributed 1,280 hours at Kingston's seasonal festivals including Carols by the Bay, Globe to Globe World Music Festival, Harvest Festival and Mordialloc Food, Wine and Music Festival.



Marlene Heron has volunteered in Mordialloc for 40 years

Aged and disability support

More than 294 volunteers spent approximately 8,300 hours assisting with social support programs for residents who are frail, aged or who have a disability. Services provided include:

- Delivered meals.
- Social support services.
- Community transport service which takes eligible residents to medical appointments and specialist visits.



Clean Up Australia Day at Chelsea Station



Artz Blitz at Kingston Arts Centre

Enhancing Kingston's arts and culture

Twenty-four dedicated and experienced volunteers contributed 1,642 hours to support Kingston's diverse arts and cultural programs. They helped with key programs and events, including:

- The Massed Band Concert.
- Lens Mist exhibition.
- Arts Blitz.
- Moviehouse sessions.

Assisting at libraries

In 2013/14, a total of 80 volunteers spent 2,722 hours assisting Kingston's library services with roles including:

- Hosting community bus visits.
- Selecting library materials and delivering them to people through the Home Library Service.
- Recording Kingston Your City newspaper.
- Providing local history and genealogy assistance.

Young people getting involved

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. Council supports young volunteers by offering a six-week training program to facilitate discussion and activities that focus on communication, young people's issues, leadership and youth work ethics. The following are examples of key volunteer-related programs and initiatives:

- KYSS (Kingston Youth Services Supplement) Youth Magazine written, edited and designed for young people by young people.
- Live music and cultural all-ages events for young people within Kingston run by the FREEZA committee and the FUSE Production Crew, made up of young people aged 14 to 24 from the local area.
- The Youth Consultative Committee (YCC) provides a youth perspective on issues that impact the community.

Keeping Kingston prepared

The Municipal Emergency Management Planning Committee (MEMPC) consists of representatives from all emergency services (Victoria Police, Ambulance, CFA, and MFB) and related agencies (including EPA, DHS, Parks Victoria, Melbourne Water, and Moorabbin Airport) as well as volunteers from a range of organisations (including VICSES, Volunteer Coastguard and Australian Red Cross).

For more information on volunteering within Kingston, visit our website kingston.vic.gov.au/volunteer or call 03 9581 4905.

Awards and Recognition

In 2013/14, a number of prestigious awards were presented to the City of Kingston. Awards acknowledge and celebrate the constructive work Council does to ensure a vibrant and lively future for all our residents. These awards also demonstrate that Kingston continues to be a leader in Local Government, and is committed to continually improving the facilities, programs and services it offers to the community. Highlights include:

- In partnership with Design Flow, Kingston was named the winner of the Excellence in Strategic and Master Planning category at the Victorian Stormwater Awards.
- Waves and Don Tatnell Leisure Centres were awarded a near perfect safety score by Life Saving Victoria, resulting in the top platinum accreditation ranking.
- Waves Leisure Centre was named 2013 Swim School of the Year at the Aquatics and Recreation Victoria industry awards.

- Council was recognised at the 2014 Australasian Reporting Awards, with its 2012/13 Annual Report winning Gold Standard for the seventh consecutive year and the Special Award for its Governance reporting for the first time. It also received Best Summary, Best Governance Reporting, An Honourable Mention for Annual Report (Overall), and an Honourable Mention for Performance Reporting from the Municipal Association of Victoria (MAV).
- In partnership with the Dolphin Research Institute, Kingston Council was named joint first place winner in the community action and partnerships category at the Victorian Coastal Awards.

Australia Day Awards

Over 350 guests celebrated Australia Day at Council's Australia Day Breakfast and Awards held at Kingston City Hall. In 2013/14, the **Citizen of the Year** was awarded to Lesley McGurgan who has been active in valuable community activities for over 20 years.

During that time Lesley has helped with many community-focused organisations including Parkdale Life Saving Club, Royal Life Saving Australia, Victorian Life Saving Clubs, Women's Royal Australian Naval Service, Keep Australia Beautiful, Mordialloc Benevolent Society, Australia Remembers Committee and Mordialloc Community Festival.

The 2014 **Outstanding Citizen of the Year** went to David Catchpool in acknowledgement of his community service and goodwill on issues of social justice and community cohesion for over 40 years.

The 2014 **Community Group of the Year** was awarded to Special Olympics Victoria – Melbourne Southern Region. Special Olympics Victoria – Melbourne Southern Region has a 26-year history dedicated to bringing the joy of sport and competition to children and adults with an intellectual disability to support achievements of personal best on and off the sports field.



Community Group of the Year



Outstanding Citizen of the Year



Citizen of the Year



Victoria Coastal Awards



Australasian Reporting Awards



The City of Kingston understands the importance of sustaining and developing strong relationships with our community. Council is committed to transparent communication about programs, services and major issues.

Customer service

There continues to be a significant focus on customer service, as we seek to cement the move from customer service to customer care, reflecting a whole-of-organisation approach to achieve excellent support for our community.

Our Customer Service Team operates a call centre at Cheltenham and three Customer Service Centres located in the municipality.

Several improvements that have been implemented in 2013/14 include:

- Implementing procedures to allow for the processing of requests received through social media, including Live Chat.
- Creating a database of Council knowledge that gives staff information about all of Council's services in the one format and in one location.
- Ongoing work with other departments to process more customer contacts.
- A review of language services provided by Council to ensure optimum responsiveness to customers whose preferred language is not English.

Communication

The Kingston community receives consistent and open communication through numerous communication channels, including our newspaper Kingston Your City (KYC), Kingston Council's website kingston.vic.gov.au, publications, advertising, monthly community radio broadcasts, community events and social media platforms.

Preserving positive connections with local and metropolitan media has been crucial to keeping the community up to date. In 2013/14, 152 issued media releases led to 757 media stories or briefs, compared to 137 media releases and 435 stories in 2012/13.

Kingston Council develops a diverse range of other publications including the Council Plan, annual reports, regular business newsletters as well as an Artscape magazine, which showcases events at Council's Kingston Arts Centre.

Council also hosts a monthly hour-long radio show on 88.3 Southern FM as a forum to discuss and share important Council programs and issues.

Council's website and social media tools are our fastest growing communication channels

Council's fastest growing and largest communications medium is online, and includes websites, social media, live chat and YouTube. In 2013/14, Council received 803,116 website visits and over 2 million webpage views for Council's websites including business, libraries, festivals and projects (Living Kingston and Moorabbin Junction). We expect web visits to increase even more with the development of further microsites.

Social media likes and follows across our accounts have grown from 5,900 to 10,200 and YouTube video views increased by 257 per cent in 2013/14 compared to 2012/13. This growth in community online participation has been achieved organically, with an increasing number of Council stories being shared online and in-real time to give the community the opportunity to get involved. In 2014, Council introduced Live Chat, which involves over 400 online chat sessions per month with community members.

A newly introduced digital channel this year was the Mayoral Video Blog, on which the Mayor gives updates on what's happening around Kingston. See kingston.vic.gov.au/mayoralvideoblog for more details.

Case study:

Tracey, Kingston Customer Service Officer

Tracey in the Customer Service Call Centre at Cheltenham



As a Customer Service Officer with the City of Kingston for the last 16 years, my duties have included working on the front counter at our three sites, and taking payment and enquiries. I have worked in the Call Centre responding to many calls relating to rates, trees, foreshore and many other issues. In May 2013, Kingston decided to embrace social media and other electronic means to inform and respond to residents within our municipality, which has been met with

overwhelming support from our community. Our contacts with customers through social media alone have grown by over 70 per cent in the last 12 months.

My position is now Social Media/Electronic Officer. My working day includes responding to any posts on our Facebook page and Twitter that relate to Council activities. I also respond to residents who send in their request for maintenance issues via the application 'SnapSendSolve.' In March 2014,

Kingston initiated the 'Live Chat' facility on our website, which allows the user to type questions and receive a real-time response from us. We are among only a handful of councils using this medium.

Using these types of social media and electronic devices enables us to give our residents better and faster service than has been possible before. This response capacity also goes a long way to enhancing Kingston's strong customer service reputation.

Business support

Council supports Kingston's 15,500-plus businesses by facilitating networking opportunities such as Meet Your Mates and the Kingston Business Women's Network. The city also provides our business community with 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 2013/14 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.

Community education and compliance

Council believes it is important to help the community understand and comply with local laws and regulations. To help achieve this, every year it delivers community education programs including visits to schools and community groups across Kingston where the community can learn about local laws issues (such as road safety, responsible pet ownership and the role of local laws in the community).

In 2013/14, Council hosted 30 responsible pet ownership school programs, five stalls at festivals, 29 primary school road safety programs, 10 Local Law information sessions and four School Crossing Victoria Programs.

Engaging our diverse community

Kingston is home to different communities and Council seeks to ensure all residents are supported and have the opportunity to be involved in community life. This is particularly important for people who may previously have had difficulty accessing support or services.

Kingston worked with the community throughout 2013/14 to develop a strong and engaged community, and to encourage residents to build connections with their local community.

Council liaises with community groups including seniors, social welfare service providers, multicultural groups, community centres and neighbourhood houses. By establishing connections with these groups, Council can help identify their needs, provide information and support grants applications.

Community Grants

In 2013/14, \$1.2 million was distributed to 200 community groups through the Community Grants Program (see page 126).

Services and support for people with a disability

Kingston Council has a range of services and support for people with disabilities and their carers. 2013/14 highlights include:

- **YouMeUs** is a partnership project designed to provide disability awareness training to leisure and recreational staff.
- **Drum Circle** sessions provide a unique and inclusive opportunity for people living with disabilities in Kingston to actively participate in a learning experience and build new skills.
- In partnership with **Beyond the School Gates**, Council ran a series of workshops for teenagers with mild to moderate intellectual disability at Berendale School.
- Clayton-Clarinda Arts' Disability Art Group have been meeting for over a year and the artists have enjoyed developing their artistic skills with Clayton-Clarinda Arts tutor Margaret Storey's expert guidance.

Health and wellbeing initiatives

The City of Kingston is involved in many different health and wellbeing initiatives to help improve health outcomes for the community, including:

- **Play Parks**, a pilot project aimed at increasing levels of physical activity in children.

- In partnership with Mental Illness Fellowship of Victoria, the City of Kingston delivered a series of workshops in the community on mental health and wellbeing following the success of the **Kind 2 Mind Expo**.

New Citizens

Welcoming new citizens is one of the highlights on the calendar for the Mayor who attended all six ceremonies to confer citizenship on new Kingston residents in 2013/14. 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.

Citizenship Ceremonies are coordinated by Council on behalf of the Department of Immigration and Citizenship, and in liaison with the Australian Electoral Commission.

Kingston Charitable Fund

The Kingston Charitable Fund was established in 2007 by the City of Kingston in partnership with The Lord Mayor's Charitable Foundation, and the Fund's volunteer event committee and grants assessment panel. The fund raises money and distributes it back to the community in the form of grants.

Since it was established, the fund has given back more than \$271,000 to more than 40 Kingston organisations. In 2013/14, the fund awarded \$37,000 to 10 community groups for projects on health and education, emergency and financial counselling, a community garden and hampers to give disadvantaged children a brighter Christmas.



Clayton-Clarinda Arts Group relish the open air at Bald Hill Park



Kingston Pet Expo



Consultation

The City of Kingston consults closely with our community to provide updates on our long term plans and strategies. We aim to make our programs and services responsive to the diverse needs of our community. Every year Council seeks feedback on its budget, key strategies, policies and master plans through a range of channels including community forums, surveys, online discussions, advisory committees, focus groups and written submissions. Consultation highlights from 2013/14 include:

- Council consulted with key stakeholders about the **Moorabbin Junction Urban Renewal Strategy**, an initiative to guide change in Moorabbin and work towards the vision that is outlined in the Moorabbin Activity Centre Structure Plan.
- Council consulted with the community about the **Draft Public Health and Wellbeing Plan 2013-2017** that outlines our commitment to residents in promoting healthy, strong and connected communities.
- A community consultation was led about **beach access improvements at Bank Road in Edithvale**.
- When developing the **Rating Strategy** to inform the 2014/15 Budget, Council was able to communicate the key issues and the rationale for applying rates in the way they do and helping the community understand Council decisions better.
- A Landscape Concept Plan was prepared to illustrate the restoration of **Mentone Parade Memorial Gardens** which the community commented on through Council's website.
- **The Community Safety Strategy 2013-2017** was developed and endorsed by Council in 2013, to provide a strategic framework to improve the safety of all residents and visitors to Kingston.

Community festivals and events

Council helps the community come together and celebrate what is special about the City of Kingston through a series of free public festivals and events. Its yearly program attracts more than 100,000 people and includes a mix of events that aim to inform, connect, engage and empower the local community.

Major festivals

- **Carols by the Bay** was held on 15 December 2013. More than 7,000 people enjoyed the free family event featuring performances at Peter Scullin Reserve in Mordialloc.
- **Globe to Globe World Music Festival** on 26 January was a family friendly community event that celebrated the rich multicultural community on Australia Day 2014. More than 10,000 people were entertained by the best in world music, dance, art and cuisine.
- Over 350 guests celebrated **Australia Day** at Council's traditional Australia Day Breakfast held at Kingston City Hall. Winners of Kingston's 2014 Australia Day Awards were announced at the breakfast, which included a citizenship ceremony.
- **The Mordialloc Food, Wine and Music Festival** was held over two days in March 2014. 50,000 people came to experience quality food, wine and beer from the region's best producers and a stellar line-up of the best jazz, soul, funk and swing musicians, including Saskwatch, Vika and Linda and Geoff Achison.
- **Harvest Festival** was held at Roy Dore Reserve in Carrum on 10 May 2014. Huge crowds came to see Australia's top country, bluegrass and rockabilly artists including headline act McAlister Kemp.
- **Kingston Seniors Festival** was held throughout October 2013, and featured more than 130 events and activities across the municipality including bike riding, indoor bowls, badminton, exploring gardens and creating pottery pieces.

Arts and music events

Council's Arts and Cultural Services presented theatre, music, film, children's education and professional development experiences for the Kingston and wider community throughout 2013/14. The new initiative to bring live music back to the Kingston City Hall, **Endless Winter Nights**, was designed to follow in the footsteps of the City Hall's long history of being a live entertainment venue. The Lounge began its season of playing intimate live performances each week from local musicians, bands and DJ's. The popular Pop-Up Bar at Kingston City Hall returned in full swing with one of Melbourne's most popular world music groups, the **Woohoo Revue**. Other arts and music events run during 2013/14 included:

- Kingston Youth Services and Fuse productions presented the **Push Start Battle of the Bands** on 2 August 2013, which saw young local performers showcasing their talents.
- Some of Melbourne's most talented artists and designers showcased their talents at the **Kingston Arts Makers Market** on 7 December 2013.
- Approximately 150 works by professional artists were displayed at the **HeART of Kingston Art Show** from 24-28 August 2013 at the Woodlands Golf Club.
- **Skate of Mind** event hosted by Kingston Council on 12 October 2013. The free event, aimed at engaging young people, coincides with Mental Health Week.

Community events

In 2013/14, Council also supported and facilitated more than 150 community events, held on Kingston's foreshore and in reserves throughout Kingston. These ranged in scale from large events such as the Ironman Event to small family gatherings or weddings.

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 2013-2017 establishes Council's planning framework for 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.

Further Reading:

📌 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 2013/14 Annual Report describes Council's operations for the financial year from 1 July 2013 to 30 June 2014. It also presents our plans for the forthcoming financial year of 2014/15.

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 2013/14. Each outcome presents the achievements and challenges we experienced in delivering our objectives. It sets out Council's plans for 2014/15 and provides a series of 'fast facts' relating to that outcome.







How this annual report is used

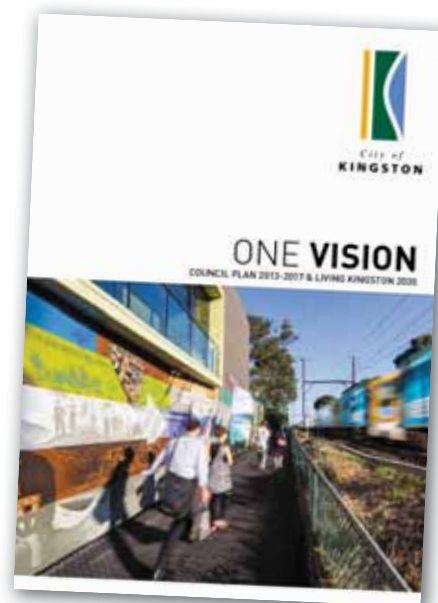
The performance of each outcome presented in the report is benchmarked against the Council Plan and the triple bottom line* results for the outcome. This provides a measure of how effective we are in achieving our goals, budgeting efficiently and highlights where there is room for improvement. This strategic 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 following tables reflect the progress percentage of our key work during 2013/14. Each milestone is linked to the strategies and priorities set in the 2013-2017 Council Plan and depicts the percentage of the action that has been completed or whether the service is ongoing.

-  Completed
-  On track
-  Slightly delayed
-  Delayed
-  Ongoing
-  Deferred



1 FACILITIES AND ASSETS THAT ARE WELL USED AND EFFECTIVELY MANAGED

Goal: Council will manage and maintain safe and accessible facilities and assets that are fit for purpose for today's community, as well as future generations.

Council has achieved this goal by continuing to invest in improvements and upgrades through the capital works and the asset renewal programs, finding the balance between the level of investment, meeting the community's expectations and providing value for money. Our aim is to continue to ensure that both new and existing facilities and assets have multiple uses as well as being well utilised. We have continued to provide and maintain recreational facilities which support an active, connected community. Effective long-term planning ensures our facilities and assets are functional, accessible, and safe.

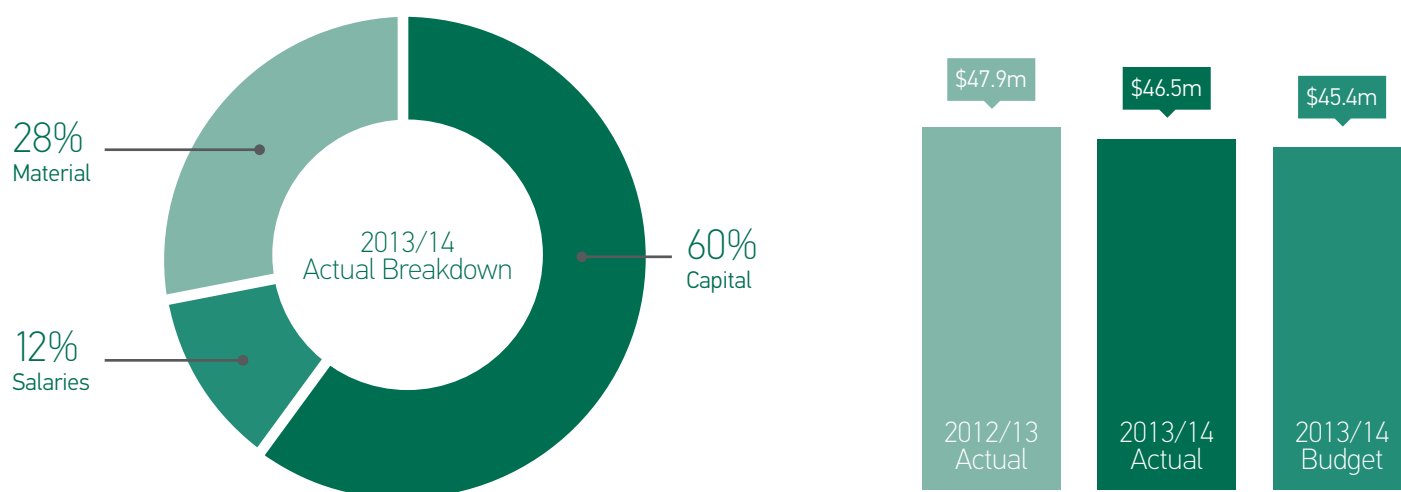
Our services include managing, maintaining and upgrading Council-owned buildings and facilities (halls, pavilions, libraries, child care centres etc.); managing, maintaining and upgrading Council-owned assets (roads, bridges, drains, footpaths); engineering design; planning for development and maintenance of sport and recreational facilities and playgrounds.

This year Council invested \$48.1 million in safe, accessible and appropriate infrastructure compared to the budgeted \$48.7 million. Of this investment, \$29.6 million is attributed to our capital works program. This overall investment in Goal 1 represents a 30.5 per cent increase on the \$36.8 million invested in 2012/13.

Our major achievements

- Opened the new Carrum Life Saving Club, Clayton South playground, Mentone Parade Memorial Gardens, Heatherton Recreation Reserve Pavilion, and HD (Bert) Thomas Pavilion at Edithvale Reserve.
- Over \$2 million worth of drainage improvement projects including Nepean Highway pipe upgrade beside Thrift Park in Mentone.
- Major road and flood mitigation works (\$1.4 million) were undertaken along Bondi Road, beside the Bonbeach Sports Reserve.

- Commenced construction of the new Family and Children's Centres in Parkdale and Edithvale.
- Facilitated the fit out and relocation of the new Depot at Mills Road, Braeside.
- Roof replacement at Waves Leisure Centre.
- The Dales Park Development Plan was adopted by Council which features the redevelopment of the playground, upgrade and renewal of the eight netball courts, and 144 car park spaces.
- Council confirmed its contribution of \$1.5 million to help redevelop Moorabbin Reserve.
- Successful re-tendering of Council's street sweeping contract for a five-year period for residential, commercial and industrial areas and footpaths in commercial areas.
- MAV Step program advised Kingston it was one of 22 Victorian municipalities to achieve Core Maturity Rating for asset management.
- Delivered the annual building cyclical maintenance program for Council buildings, including works at Parkdale Bowls Club and the demolition of Chelsea Air Scouts Building.



Our challenges

- Detailed environmental studies were undertaken as part of proposed major drainage improvements in Edithvale. This work has been successfully completed but resulted in some project delays associated with the preparation of detailed Environmental Management Plans involving extensive investigations into geotechnical conditions, acid sulphate soils, high water tables, cultural heritage and construction risks due to the former swamp lands in this area.
- The VAGO and internal audits of Asset Management and Maintenance by Councils were unplanned activities that required reprioritisation of resources to coordinate responses, gather data and prepare submissions for audit review.
- Managing the successful delivery of grant funded projects within required timelines and grant program requirements.
- Successfully managing larger, more complex projects and ensuring that record and data systems are maintained.
- Managing open space/reserves with an increase in flooding due to peak rain events.
- Managing delivery within budget and to meet customer expectations has meant that close monitoring and co-ordination of capital works projects has been at the forefront of work.
- The loss of the Project Manager for the Asset Management System in July 2013 placed the implementation plan on hold for nine months.

For more on 2013/14 achievements and challenges see pages 40 to 44.

Our plans for the next 12 months

- A Steering Committee will be coordinated to drive the various components of the Moorabbin Reserve Master Plan which will include a district level playground, improved community access and connections with an estimated completion date of 2016.
- Finalise the playground upgrade at Dolamore Reserve which includes a tree house, swings, picnic tables and a spinning cup ride.
- Construction of Bonbeach West Pavilion to commence in August 2014 to benefit local sporting and community groups after Kingston Council confirmed it will contribute \$3 million towards the redevelopment.
- Respond to and understand the impact on Kingston in relation to the changes to Development Contribution Legislation which will change the framework for contributions made by developers such as drainage and open space.
- Progress the development of Westall Community Hub after securing external funding from State Government under DEECD and Living Libraries Grant Programs.
- Reconstruction of local roads including Walkers Road in Carrum, Tiffany Avenue in Mentone, Goulburn Street in Cheltenham, Foy Avenue in Chelsea, Bayside Avenue in Edithvale, and Randall Avenue in Edithvale.
- Drainage improvements including Ninth Avenue in Chelsea Heights and Greenwood Village Mews in Dingley Village.
- Open new early years community hubs at Parkdale and Edithvale.
- Commence construction of Mordialloc Life Saving Club and Mordialloc kindergarten, and refurbishment of Nola Barber kinder.
- Commence construction of the new Mentone Activity Hub to replace the existing Mentone Senior Citizens building.

Fast Facts

	2012/13	2013/14	Change	% Change
Value of Council buildings	\$202.2 million	\$199.8 million	- \$2.4 million	- 1.2%
Value of Council land	\$1.12 billion	\$739.9* million	- \$380 million	- 33.9%
Kilometres of local roads resurfaced	18.0	9.1	- 8.9	- 49.4%
Kilometres of footpath renewed	11.6	7.6	- 4	- 34.5%
Drainage pits cleaned	9,200	8,860	- 340	- 3.7%
Improvements to Kingston playgrounds	\$485,000	\$532,000	47,000	9.7%
Number of organised sporting teams allocated to Council facilities	460	478	18	3.9%
Requests responded to for building maintenance	4,416	5,760	1,344	30.4%
Number of boatshed permits issued	190	190	0	0.0%
Enforcement matters from Statutory Planning	981	1,077	96	9.8%

* A significant land area correction was done for the foreshore land asset resulting in a circa \$420 million reduction in value. The other major discrepancy in land size was at Grove Reserve from 8.4ha to 8000sqm, which was an \$8 million dollar reduction.








How We Performed Against The Council Plan – Our Scorecard















Outcome 1.1 Assets are managed and used to meet the needs and provide for current and future generations

2013/14 MILESTONE	PROGRESS
1.1.1 PROVIDE ONGOING MANAGEMENT OF EXISTING ASSETS	
<i>Manage Council's property portfolio, acquisition and disposal of assets. Providing strategic property guidance and supporting the organisation with property related agreements</i>	→ Ongoing
The lease for Council depot services was finalised and took effect 1st January 2014. Parkland in Cheltenham was acquired. Allocations of mooring sites in Mordialloc Creek were completed.	
<i>Provide maintenance and repair services to Council's roads, drains, footpaths, signs and street furniture</i>	→ Ongoing
Road and footpath programed inspections and maintenance works are on schedule and within 95% of Council's nominated timeframes. Work has continued on programed pit cleaning, drain cleaning work, and street sweeping.	
<i>Deliver an annual building cyclical maintenance program for Council buildings</i>	100%
Projects completed include Parkdale Bowls Club kitchen and toilets; Chelsea Bowls Club – kitchen, change rooms, and disabled toilet; demolition of 3rd Chelsea Air Scouts building; Combined Club Rooms Highett – kitchen and toilet upgrade; Keeley Park Mens Shed/Yet Kiue Scouts kitchen upgrade and public toilet installation project.	
<i>Provide reactive maintenance on Council managed buildings</i>	→ Ongoing
All building maintenance requests have been completed in line with the department's time frames with a close-off rate of 74%. The increase in workload in 2013/14 was due to community building audit requests being directed to Building Requests in large bundles which only occurs every two years.	
<i>Work to ensure statutory compliance for Council's habitable buildings</i>	→ Ongoing
As part of a three to four year rolling program to upgrade Essential Safety Measures in all Council buildings, work is well underway on the installation and upgrade of fire hydrants at community buildings that require fire-fighting capacity.	
1.1.2 IMPLEMENT COUNCIL'S ASSET MANAGEMENT STRATEGY	
<i>Implement the Asset Management System</i>	60%
The Asset Management System (AMS) implementation was without a project coordinator for almost seven months, during this time the AMS was updated to the latest version and existing implementations refined and supported. With the commencement of a new project coordinator mid-January a review of past implementations and stakeholder expectations was undertaken with the outcomes reported to the steering committee in April 2014. The AMS implementation plan has been refreshed and refocused on roads and civil infrastructure. Once the roads register is established in July 2014, the next objective is to activate inspection programs and works management.	
<i>Implement the National Asset Management Framework</i>	100%
The updated Asset Management Policy and Strategy documents were adopted by Council in November 2013. Along with the continuous development of AMS and other improvements Kingston, has lifted its Core Maturity rating to above our target of 90% which is based upon the outcome of a 78 question performance survey. Core Maturity was achieved in December 2013, one year ahead of schedule.	
<i>Provide Asset Management Services to oversee and report on the delivery of the Annual Capital Works Program and coordinate the development of the Capital Forward Plan</i>	→ Ongoing
The annual review of the Capital Works Forward Plan was presented to Council for review in April 2014. Year one of the Plan becomes the capital delivery program for 2014/15. This is presently advertised for public consultation before final adoption, which is expected in July 2014.	
1.1.3 IMPLEMENT COUNCIL'S CAPITAL WORKS PROGRAM	
<i>Provide Infrastructure Planning Services to deliver capital works for road, footpath and drainage construction</i>	→ Ongoing
Overall the program has tracked well but was limited by sub-surface soil for road resurfacing and issues with implementation of two major road reconstruction contracts being Knight Street, Clayton South and Bondi Road, Bonbeach. Condition rating inspections of road infrastructure are on schedule. 100% of the \$11.1 million Capital Works budget was committed with 91% implemented.	
<i>Develop standardised specifications and procedures for new facilities/projects that improve functionality and long term maintenance of Council's buildings</i>	100%
Work is currently underway on: draft Environmentally Sustainable Design (ESD) Policy; Building Asset Management Plan; Standard Consultant Appointment Brief; Standardised Materials Policy; piloting of the new OMTRAK system to improve arrangements between capital projects and facilities maintenance teams.	
<i>Develop, review and maintain a five year Capital Works program</i>	100%
The annual review of the Capital Works Forward Plan commenced in November 2013 with officers reviewing strategic objectives for the next 5 to 10 years in line with corporate goals. Council is expected to adopt the Plan in July 2014.	
<i>Maintain awareness of utilisation and suitability of Council buildings</i>	→ Ongoing
It is proposed to maintain awareness of building utilisation in Council buildings and their suitability for use by undertaking a further analysis during early 2014/15.	

2013/14 MILESTONE	PROGRESS
1.1.4 ADMINISTER COUNCIL'S PROPERTY PORTFOLIO	
<i>Manage all Council's leasehold properties</i>	
Management of leasing work continued for boatsheds, moorings, Council community and sports buildings. In addition, highlights included running an Expression of Interest for a proposed cafe at Carrum Life Saving Club, liaison with Mooring Permit Holders at Mordialloc Creek, tendering of Mobile Food Vendor Licenses, and final contract negotiations for the Environmental Consultancy panel.	 100%
<i>Council to consider and determine the future permanent depot site</i>	
Council has entered into a lease for the property at 62 Mills Road, Braeside with tenancy commencing in January 2014. This property will be initially used to relocate Council's depot services from Collins Street, Mentone.	 100%
<i>Council to determine development and utilisation of Linton Street oval and reserve</i>	
Council has received confirmation of funding from State and Federal Government for the development of the Moorabbin Reserve Master Plan. Contributions will also be made by AFL Victoria and local football leagues. A Steering Committee has been established to drive the various components of the project, with an estimated completion date of 2016.	 100%
<i>Council to consider potential uses for Council owned land in Spring Road, Dingley</i>	
Council is undertaking a period of environmental monitoring and has engaged environmental consultants prior to commencing a master plan at the site. The test results will be considered when determining appropriate future uses of this land in conjunction with the Sport and Recreation team.	 100%
1.1.5 PLAN FOR AND DEVELOP INFRASTRUCTURE THAT RESPONDS TO STORM EVENTS AND OTHER ENVIRONMENTAL IMPACTS	
<i>Review the Flood Emergency Management Plan</i>	
A review of the Kingston Flood Emergency Management Plan has been conducted and a new version of the plan is in development with VicSES, Melbourne Water and Council for completion towards the end of 2014.	 100%

Outcome 1.2 Quality community facilities that are well used and accessible (including sports and recreation, libraries and arts facilities)

2013/14 MILESTONE	PROGRESS
1.2.1 PROVIDE AND FACILITATE THE DEVELOPMENT OF COMMUNITY FACILITIES AND SPACES	
<i>Plan and develop building facilities that meet community needs</i>	
Forward planning work has progressed well on the following future priority projects: Mentone Senior Citizens Building Refurbishment; Westall Community Hub; Mordialloc Kindergarten; Nola Barber Kindergarten; Bonbeach West Sports Pavilion; and Mordialloc Life Saving Club and associated Resource Centre.	 100%
<i>Manage major corporate facility upgrades, maintenance and environmental performance</i>	
As part of an annual maintenance program, work completed during 2013/14 included: Kingston City Hall heating and air conditioning upgrade; Building Energy Monitoring Systems roll out; solar boosted hot water system at 1230 Nepean Highway; relocation of the Finance Department, IT Training Room and Staff Room. Further progress has also taken place for 1230 Nepean Highway lighting upgrade (contract awarded and work to commence in July 2014), back-up generator (design completed), and Collins Street depot relocation (commenced in May 2014 and due to finish in July 2014).	 100%
<i>Support capital expansion to early years service provision</i>	
After securing funding in the DEECD Children's Capital Grants 2013/14 program, planning is underway for the re-development and expansion of the Mordialloc Preschool, Nola Barber Kindergarten, and the development of the proposed Westall Community Learning Centre. The new Clayton South Kindergarten is under construction and expected to be operational in February 2015. See page 42 for more information on the construction of the Parkdale and Edithvale Family and Children's Centres, and page 41 for the Patterson Lakes Kindergarten renovation.	 100%
<i>Actively ensure that Library buildings and Community Centres are maintained and in good repair and support the ongoing development of facilities</i>	
Work at Chelsea Library included the removal of obsolete exterior columns, interior lighting replacements, sealing the roof, and an updated main electrical switchboard. Further work in 2014/15 will include replacing the flooring and installing a new circulation desk. The Clarinda Community Centre floor has been stripped and resurfaced. Interior blinds have been installed at the Chelsea Activity Hub to support the usage of the projector equipment.	 85%
<i>Patterson Lakes Kindergarten, Terrigal Drive renewal and expansion</i>	
Council's DEECD grant application was successful and \$300,000 has been awarded to the project. This funding is in addition to Council's contribution of \$750,000. Construction on site was completed in February 2014 and the centre opened for business on schedule.	 100%
<i>Progress the refurbishment of the Mentone Senior Citizens Centre</i>	
The original concept designs were signed off by all stakeholders in the December quarter. However, as the existing building is in a poorer condition than originally thought, a knock down and rebuild option has been developed, based on the agreed concept plans. Works on site will commence in early 2014/15.	 100%
<i>Review community use of Mordialloc Masonic Hall</i>	
A Community Reference Panel determined that the best use of the Masonic Hall should have a Youth and Arts focus. This proposal was presented to Council in May 2014. Further feasibility work has been requested and will include potential management models, a demand/needs analysis, and resourcing and service implications. Family, Youth and Children's Services, together with Kingston Arts will report their findings back to Council in 2014/15.	 100%

2013/14 MILESTONE	PROGRESS
1.2.1 PROVIDE AND FACILITATE THE DEVELOPMENT OF COMMUNITY FACILITIES AND SPACES (CONTINUED)	
<i>Oversee building facilities renewal and development at Major Halls including Kingston Hall and Masonic Hall</i>	
Kingston City Hall was the subject of a number of capital projects in 2013/14. Works completed include the new lounge bar, the replacement of windows, and a new HVAC system was installed. All major (superstructure) works at Masonic Hall were completed with future use to be determined in 2014/15.	 100%
<i>Investigate the establishment of an online community asset register to book and hire facilities</i>	
Council is continuing to assess various options before finalising a specification to provide an online booking service for Council-owned or controlled facilities. New leisure software will enable online booking functionality. Expected implementation is in 2014/15.	 100%
<i>Progress construction of Clayton South Kindergarten</i>	
Construction is on schedule and due for completion in January 2015. A successful "meet the builder" session was held in partnership with Council's Economic Development Team, to inform potential sub-contractors on work requirements and opportunities with Council's appointed lead builder.	 100%
<i>Scope the enhancement of the Park Street Preschool, Mordialloc</i>	
An application for a \$350,000 DEECD grant was submitted in February 2014 and approved in June 2014. Detailed work and consultation with the staff and parent committee commenced to enable construction to begin in January 2015. Initial concept design work and cost estimates have been agreed in principle.	 100%
1.2.2 PROGRESS COUNCIL'S COMMITMENT TO COMMUNITY SERVICE HUBS IN THE NORTH, CENTRE AND SOUTH REGIONS OF THE MUNICIPALITY	
<i>Commence scoping of the Westall Community Hub</i>	
Initial concept designs and cost estimates have been finalised. In June 2014, Council was notified its application for a DEECD Major Facilities grant of \$1.6 million was successful. Detailed design work will now commence early 2014/15.	 100%
<i>Progress the scoping of an integrated facility for the Dingley Village Neighbourhood Centre</i>	
A concept plan has been prepared and feedback from the community is expected early in 2014/15.	 100%
<i>Progress construction of the Edithvale Children's Hub</i>	
The contract was awarded in early September 2013 by Council and work commenced on schedule in early October 2013. Work is progressing well and completion is expected in November/December 2014.	 100%
<i>Progress construction of the Parkdale Inter-generational Hub</i>	
Construction of the hub commenced on schedule in August 2013. The project is scheduled for completion during October 2014. Work has continued to progress well on site, with interior fit-out and landscaping commencing in the June quarter.	 100%
<i>Lead the development and operational planning for the Parkdale and Edithvale Children's Centres</i>	
Planning and contractual arrangements for the transfer of staff from existing locations to the new centres has been completed with affected staff and services. Continued change management processes are being undertaken to support a smooth transition process. An integrated culture focusing on how to continue to achieve positive outcomes and experiences for children and families in the new service settings is being developed and fostered.	 100%
1.2.3 IMPLEMENT THE PAVILION DEVELOPMENT STRATEGY	
<i>Oversee the development and refurbishment of pavilions</i>	
The HD (Bert) Thomas Pavilion redevelopment at Edithvale Recreation Reserve was launched in February 2014. The redevelopment of the Heatherton Recreation Reserve Pavilion was launched in May 2014. The design process for the Bonbeach Sports Reserve - West Pavilion has been completed with construction to commence in August 2014.	 100%
<i>Refurbishment of the pavilion at the Grange</i>	
Initial consultation has been undertaken with club representatives. All parties confirm that the project scope is to include any outstanding works. Final sign off of the suitability of the previous club-led work was obtained from the Municipal Building Surveyor during the March quarter, which enabled the project to recommence after a period of hiatus.	 100%
<i>Progress construction of the new HD (Bert) Thomas Pavilion at Edithvale Recreation Reserve</i>	
Practical completion of the HD (Bert) Thomas Pavilion was issued in December 2013 and was officially opened in February 2014. The new pavilion is well used by sporting clubs and will be available for community use, e.g. playgroups during the week.	 100%
1.2.4 INCREASE OPPORTUNITIES TO ACCESS RECREATIONAL FACILITIES AND SPACES	
<i>Investigate partnership options for regional sporting centres</i>	
Completion of the Green Wedge Sports Facilities Opportunities Paper has provided some guidance about future partnership options for consideration by Council. The Opportunities Paper will be considered by Council in September 2014.	 100%
<i>Review the Sportsground Lighting Policy</i>	
Council has reviewed the Sportsground Lighting Policy and adopted a new Sportsground Infrastructure Policy which provides guidance on the provision, maintenance and renewal of sportsground infrastructure, including sportsground lighting.	 100%



Outcome 1.3 Parks, playgrounds and reserves that meet community needs

2013/14 MILESTONE	PROGRESS
1.3.1 DEVELOP AND IMPLEMENT MASTER PLANS	
<i>Implement Stage 2 of the Chelsea Bicentennial Skate Park Master Plan</i>	
The master plan for all stages has been completed, including consultation and detailed designs. Construction was due to commence in May 2014, however, it has been delayed as a result of a staff departure and to allow additional funding to be sought.	35%
<i>Develop and implement Reserve Master Plans in line with the capital budget</i>	
Plans have been developed for ten areas, including Bicentennial Skate Park, Yammerbook Park, and Dales Park. Construction of The Grange, Reg Marlow Reserve and Mentone Memorial Gardens is complete. First stage construction work has been completed at Keeley Park and Sir William Fry Reserve. Construction at Dolamore and Watkins Reserve has commenced with completion expected in August 2014.	100%
1.3.2 IMPLEMENT THE PRIORITISED ACTIONS IN THE OPEN SPACE STRATEGY	
<i>Advocate to improve the quantity and quality of open space in Kingston</i>	
Ongoing advice has been provided to Council on open space issues. See Goal 5 (page 84 to 93) for further information on advocacy.	100%
<i>Provide Parks Project and Design Services for the responsible development and improvement of open space</i>	
This is incorporated into all designs and is checked as part of consulting with key stakeholders and the broader community.	Ongoing
<i>Develop Open Space Contributions Policy and review and respond to changes to Development Contribution Legislation</i>	
Council resolved at its September 2013 Council meeting to seek authorisation to begin the planning scheme amendment to introduce the Policy into the Kingston Planning Scheme. Officers are finalising amendment documentation to seek authorisation for the amendment late in 2014.	100%
1.3.3 IMPLEMENT THE KINGSTON PLAYGROUND STRATEGY	
<i>Develop play spaces and implement the playground renewal program in line with the Kingston Playground Strategy and capital budget</i>	
Carrum Foreshore Playground was completed in September 2013 and officially launched as part of the overall precinct in October 2013. The Grange Playground Renewal was opened in December 2013. Landscape Concept Plans for Gerry Green Reserve and Dolomore Reserve in Parkdale were finalised with public consultation undertaken in February 2014. Construction of Dolomore Reserve commenced in late May 2014.	100%

Case study:

Steve - Manager,
Community Buildings

Carrum Surf Life Saving Club



The redevelopment of the Carrum Life Saving Club started in September 2012, although the project really started in February 2010 after a severe storm forced the demolition of the original clubhouse constructed in 1977. The Club continued to operate from shipping containers for nearly three years, whilst funding was secured (in partnership with Life Saving Victoria), statutory approvals obtained and construction work completed in October 2013.

With over 25,000 people using Carrum beach annually, the area is considered a high risk location for life saving services, with two deaths in recent years and 15-20 incident call outs per year. The new, state of the art Life Saving Club

building is in line with the design requirements set out within Life Saving Victoria's "Clubhouse of the Future" Design Guide.

The new landmark building has become a catalyst for the regeneration of the foreshore precinct. As a Council we have coordinated landscaping, car park improvements and wider asset renewal work via a shared master plan, which has led to an entire, new beachside playground and pedestrian precinct, which fully compliments and enhances the new building. After securing approval for the first new municipal building on Kingston's foreshore in 50 years, we have ensured that the building supports Council's wider regenerative efforts.

Customer feedback on the facility has been overwhelmingly positive and club membership has increased since opening from 20 to 250 and now has the largest membership base in its history. The building design has become a benchmark for other life saving clubs to emulate. As a manager I do certainly feel very proud of all that we have accomplished during the construction of this wonderful community facility.

Outcome 1.4 A community linked through trails, tracks and pathways

2013/14 MILESTONE	PROGRESS
1.4.1 IMPLEMENT THE CYCLING AND WALKING PLAN	
<i>Continue implementation of the adopted actions from Cycling and Walking Plan</i>	
Design process for the upgrade of a shared path in Aspendale Gardens/Edithvale Wetlands was completed to concept level plans. Preliminary consultation with the Village Committees was completed. Council will engage with local stakeholders and statutory bodies before progressing plans to a detailed level.	 100%
<i>Facilitate Cycling and Walking Management Group</i>	
The Cycling and Walking Management Group are currently meeting as the working group for the Integrated Transport Strategy. See 4.5.1 (page 77).	 100%
<i>Completion of the bay trail to provide the community with a useable asset in a cost effective way</i>	
Back of kerb alignment was confirmed by Council as the preferred option for Charman Road to Mentone Life Saving Club section. Concept designs have been completed and community consultation was finalised in January 2014. Currently awaiting planning approval from Council and Coastal Consent from DEPI. Construction is expected to commence in October 2014.	 80%

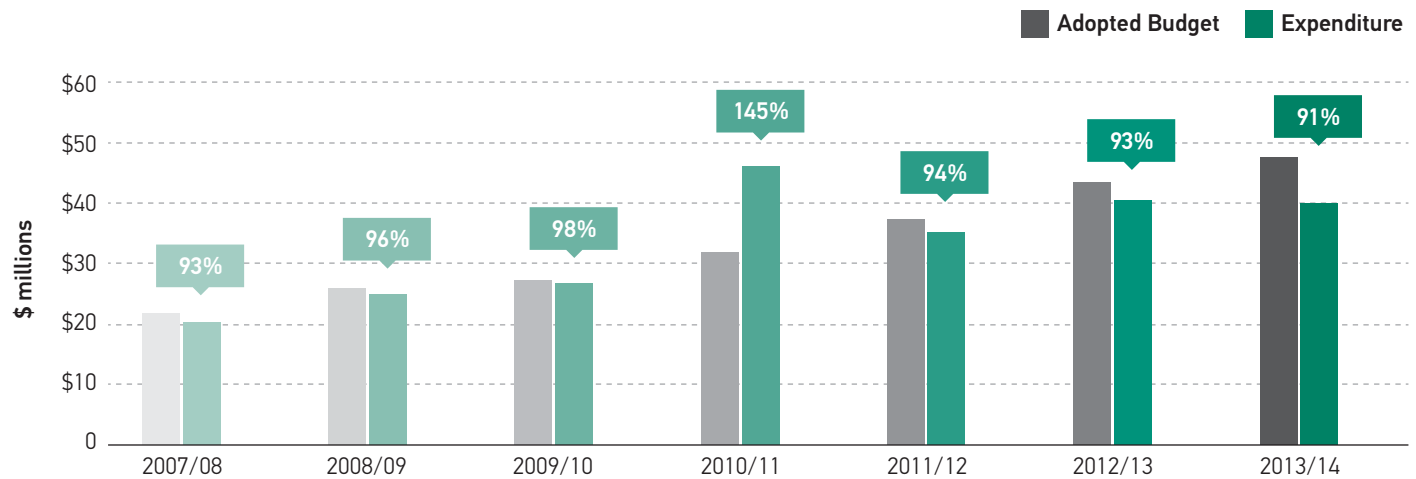
Infrastructure Projects Total Expenditure

The adopted 2013/14 Capital Program of \$47.7 million is an 8.5% increase over the 2012/13 budget of \$43.7 million. Final expenditure for the 2013/14 Capital Works Program was \$40.1 million with a further \$3.5 million in contributions to Green Wedge and Foreshore Reserve Funds committing 91.4% of the adopted budget.

The variance to the adopted budget is more than compensated by over \$11.6 million of contractual commitments as at 30 June 2014. The variance is a reflection of cash flow requirements for major project delivery rather than an indicator of performance.

Historic capital project expenditure and adopted budget comparisons are presented in Figure 12 below.

Figure 12: Capital works expenditure and percentage



Note: the peak in 2010/11 includes one off expenditure of \$21.5 million for the purchase of 1230 Nepean Highway in Cheltenham
Source: Council's Finance Department records.

Construction of the Carrum Sea Wall



Table 8 shows how this capital expenditure was divided across the major service areas of Council.

Table 8: Capital Works Expenditure by Service Area

AREA	2011/12	2012/13	2013/14
Information Services	\$800,300	\$1,718,000	\$1,685,000
Sport and Recreation (formerly Leisure and Recreation)	\$4,318,000	\$3,243,000	\$5,917,000
Leisure Centres, Arts and Halls	\$2,837,600	\$1,167,000	\$3,371,000
Community Services, Libraries and Hubs	\$290,400	\$2,953,000	\$6,665,000
Activity Precincts and Local Shopping Centres	\$4,395,900	\$3,241,000	\$1,084,000
Parks and Property	\$2,492,000	\$3,820,000	\$5,045,000
Foreshore and Mordialloc Creek	\$5,730,500	\$10,404,000	\$2,182,000
Community Buildings	\$5,153,300	\$4,552,000	\$4,087,000
Roads Infrastructure (including footpaths and car parks)	\$9,750,200	\$6,436,000	\$7,589,000
Drainage Infrastructure	\$1,574,400	\$3,128,000	\$1,577,000
Traffic Management	\$223,300	\$427,000	\$852,000
TOTAL:	\$37,718,300	\$40,677,000	\$40,054,000

The July 2013/14 Adopted Capital Budget of \$47.7 million was revised to a Final Adjusted Budget of \$42.3 million at the end of financial year.

Actual expenditure during 2013/14 was \$40.1 million (94.7% of adjusted budget).

The July 2013/14 Adopted Capital Budget of \$47.7 million was revised to a Final Adjusted Budget of \$42.3 million at the end of financial year. In summary the amendments are made up of:

- \$2.4 million additional Grant and Contribution received in 2013/14.
- -\$0.2 million Grant incomes budgeted not received – relisted in 2014/15 for final claim.
- -\$1.9 million Grant incomes required for 2014/15 project delivery - relisted in 2014/15.
- \$0.9 million Reserve funded project budget adjustments from 2012/13.
- -\$3.5 million Foreshore and Green Wedge Reserve fund contribution.
- \$1.0 million Reserve funded new approved projects.
- \$0.9 million Rates budget new funding (Waves ceiling and Collins Street Depot).
- -\$3.6 million carry-over projects identified in mid-year review and 2014/15 advertised budget.
- -\$1.4 million Reserve funded projects remaining budget – relisted for 2014/15 completion.

Actual expenditure during 2013/14 was \$40.1 million (94.7% of adjusted budget).

Expenditure included \$500,000 of unbudgeted projects that are funded by the 2013/14 operational surplus. These include remediation and monitoring of former land fill sites required by the EPA and variations for completion of HD Bert Thomas Pavilion.

End of year supplementary carry-over of \$2.7 million include budget adjustments required for project funding continuity into the new 2014/15 financial year. The following are examples of planned project expenditures that missed the 30 June 2014 cut-off date:

- \$290,000 of new truck purchases – expected to be delivered in July 2014.
- \$500,000 of asphaltting works – rescheduled due to contractor availability.
- \$230,000 of lighting upgrades at 1230 Nepean Hwy – expected to be completed in July 2014.
- \$450,000 for backup generator at 1230 Nepean Highway – currently at tender.
- \$450,000 Mills Road Depot establishment – expected to be completed in July 2014.

Carry-over and budget adjustments are mechanisms to assist with transition of approved project funding across financial years. It does not alter the projects approved overall funding allocation.

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:	ASSET MANAGEMENT SUSTAINABILITY INDEX
Responsibility:	Kingston City Council
Council Plan target:	Achieve a score between 0.95 and 1.05

The Sustainability Index is calculated annually during October/November and is based on best available asset condition and valuation information as at the end of the previous financial year; i.e. 2012/13. The model for the index is based on a standardised performance measures survey from the former Department of Planning and Community Development (DPCD).

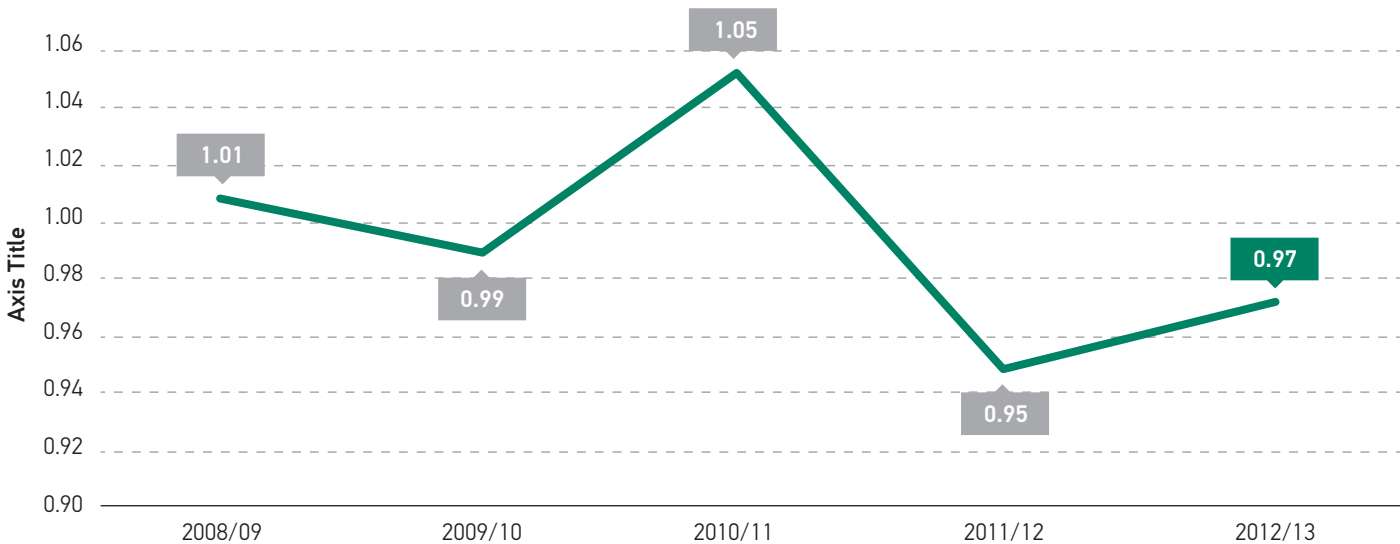
The indices compare the required expenditure (calculated in Asset Renewal Modeling) with proposed budget allocations in the Capital Works Forward Plan. The analysis has a narrow focus on asset renewal needs for existing “Built” assets in pre-defined categories. It does not include expenditure on software systems, new purchases or developments.

The Sustainability Index has a fifteen year outlook. Target range is to achieve a score between 0.95 and 1.05. A score less than 0.95 indicates potentially unsustainable investment, whereas over 1.05 is an indicator that the proposed spend is possibly more than required.

The Sustainability Index is influenced by new information on asset condition and replacement valuations. It is actively considered in the annual review of Capital Works Forward Planning to maintain the result within the target range. Kingston has a performance objective to not let this score go below 0.95, and this objective was successfully achieved in 2012/13.



Figure 13 shows the last five Sustainability Index scores from 2008/09 to 2012/13.



ECONOMIC INDICATOR:**BUILDING FACILITIES ASSESSMENT RATING**

Responsibility:

Kingston City Council

Council Plan target:

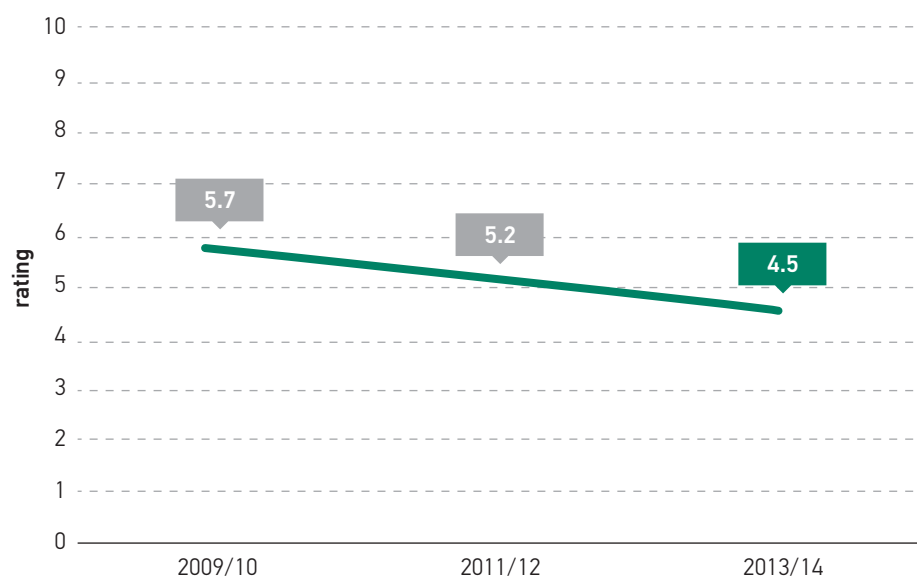
Continue to improve the condition of Council's building stock

Council has been undertaking comprehensive building condition audits on its buildings since 2009/10 on a bi-annual basis using the Moloney Rating System. This has been crucial in helping track improvements in the condition of Council's building stock, which as shown in Figure 14 has improved to 4.5 in 2013/14 (the rating is out of 10 and less is better).

Council officers have also developed additional assessment methodology and base line data in 2012 for the following areas:

- Environmental performance.
- Fit for purpose rating score.
- Future needs/building suitability rating.

These variables were developed as part of the work on preparing Council's Strategic Review of community buildings in 2011/12 to fully understand Council's building assets and their ability to meet Council's and the community's requirements. They will be reassessed in 2014/15 as part of a three year refresh of the review document.

Figure 14: Moloney Rating System**SOCIAL INDICATOR:****COMMUNITY SATISFACTION: CONDITION OF LOCAL STREETS AND FOOTPATHS**

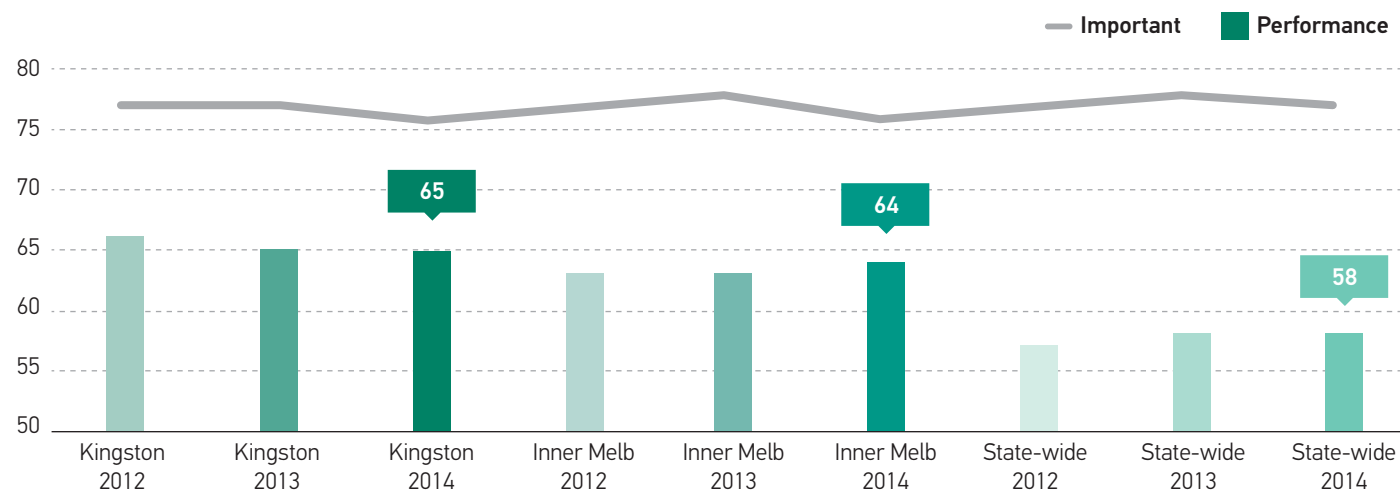
Responsibility:

Kingston City Council

Council Plan target:

Maintain or improve resident perception of performance

When residents were asked to rate the importance and performance of the condition of local streets and footpaths over the last 12 months at Kingston City Council, performance remained steady at 65 while importance decreased by one point. Kingston's performance was significantly higher than the state average (index score of 65 compared to 58), while differences compared to Inner Melbourne Metro Councils were minimal. The gap between performance and importance at Kingston was 11. The service is considered more important than performance. However, Kingston's result was one point less than the Inner Melbourne Metro score and much less than the state average with 19 as the difference.

Figure 15: Condition of local streets and footpaths

Source: Community Satisfaction Survey 2014



This positive result reflects the investment made on local roads (\$5 million) and footpaths (\$1.9 million) during 2013/14. Below are a number of specific projects completed during the financial year.

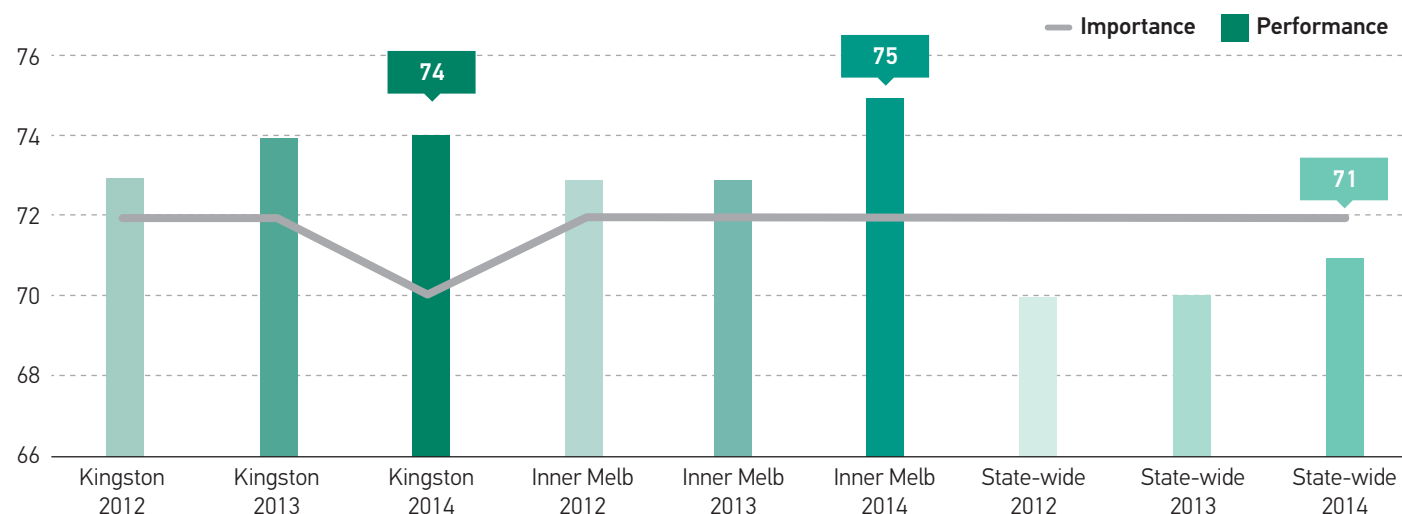
Table 9: Completed local road and footpath projects

PROJECTS	\$
Watkins Street Aspendale – Road resurfacing and streetscape	\$380,000
Alleyne Avenue, Bonbeach – Road Reconstruction	\$425,000
Arunta Crescent, Clarinda – Road Reconstruction	\$436,000
Amaroo Drive Reserve, Chelsea Heights – Shared Path Reconstruction	\$93,000
Kurrawa, Linear and Arrunga Court Reserve, Patterson Lakes – Shared Path Reconstruction	\$265,000
Nepean Highway, Bonbeach – Footpath Reconstruction	\$200,000

SOCIAL INDICATOR:	COMMUNITY SATISFACTION: PERFORMANCE OF RECREATION FACILITIES
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

As part of the Community Satisfaction Survey, residents were asked to rate the importance and performance of recreational facilities for Kingston City Council over the last 12 months, which includes the provision of halls, sporting grounds and facilities, swimming pools, parks, reserves and playgrounds, skate parks, walking, running and cycling tracks. Kingston continued to perform very well in 2014 with resident satisfaction at 74 as shown in Figure 16. This result was significantly higher than state average where performance was 71, and similar to the result for Inner Melbourne Metro Councils of 75. Performance exceeded residents' expectations by four points at Kingston and by three points for Inner Melbourne Metro Councils. In contrast, the average result across the state saw importance exceed performance by one point. In 2013/14, Kingston invested heavily in the recreational facilities we offer to our community. These include Parkdale Bowls Club, Keeley Park Mens Shed, HD (Bert) Thomas Pavilion redevelopment, Heatherton Recreation Reserve Pavilion, Reg Marlow Reserve, The Grange Reserve, and Carrum Foreshore Playground.

Figure 16: Performance of recreation facilities



Source: Community Satisfaction Survey 2014



2

A SUSTAINABLE NATURAL AND BUILT ENVIRONMENT

Goal: *A sustainable and balanced approach to our natural and built environment is key to managing and responding to a constantly evolving municipality, we will protect and enhance all areas of high environmental value.*

We are fortunate to support an extensive and diverse range of natural assets including wetlands, 13km of Port Phillip Bay coastline, Green Wedge, beautiful parks and open space. As a leader in foreshore management we continue to provide an enhanced, accessible and vibrant foreshore for our current and future communities. Through the Green Wedge Plan there is considerable opportunity to further improve Kingston's open spaces and trail links.

Our management practices are adaptable to respond to the effects of a changing climate, such as rising sea level and flooding. Planning for urban change enables us to achieve a balance between community needs, residential amenity, heritage and environmental values.

Our services include parks and public open space management; environmental planning and management; beach cleaning and patrol;

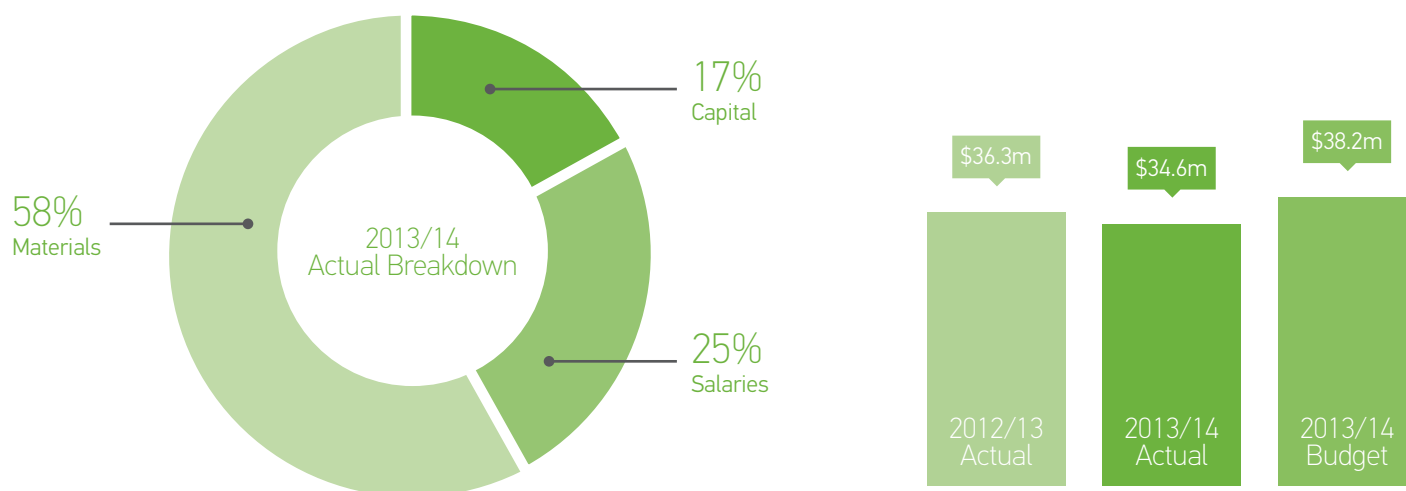
water conservation and recycling; street sweeping; waste minimisation through reuse and recycling; statutory and strategic planning; building and design; protection of heritage sites.

This year the City of Kingston invested \$34.6 million to achieve sustainable environment outcomes for Kingston, compared to the budgeted amount of \$38.2 million. This is a decrease of 4.6 per cent on the \$36.3 million spent in 2012/13.

Our major achievements

- Council responded to State Government-initiated planning zone reforms by undertaking strategic work to refine the application of the new residential zones. Extensive community consultation was undertaken to enable community input on the implementation of the new residential zones in Kingston.

- The ministerial approval of Amendment C126 - Sigma Site in Clayton South rezoning 11.6 ha of industrial land to General Residential and Mixed Use zones.
- Council enhanced the delivery of Statutory Planning services, by introducing new online services to improve customer access to planning applications and all planning advertising material. Planning objections can also be received via the website.
- Replacing the out-of-date sports ground lighting with a new modern lighting system for Keys Road Reserve (cost of \$100,000).
- Successful re-tendering of the processing of green organics from Council's green waste collection service for the next 15 years as a part of joint tenderer arrangement with the Metropolitan Waste Management Group and seven neighbouring councils. The new contract is due to commence in 2016.
- Council introduced a new subsidised on-call hard waste collection service in April 2014.
- The planting of 2,000 trees within the Green Wedge along Old Dandenong Road for amenity and habitat was completed in May 2014 and will provide colourful native vegetation for the area.



Our challenges

- During 2013/14 extensive legislative change has impacted the way the Council processes planning applications. Changes to referrals, permits and the implementation of a new S173 planning application necessitated changes to business systems and processes to ensure that all required information is recorded.
- Further work is required in order to conduct a planning scheme amendment to implement changes requested by Councillors. The amendment would seek to introduce the Green Wedge A Zone with a minimum subdivision of 40 hectares and the Rural Living Zone with a minimum subdivision of 2,000 square metres, and introduce and/or modify as appropriate any overlays.
- The review of the Biodiversity Strategy, deferred from the 2012/13 financial year, commenced in early 2014. Work will continue into 2014/15 with plans to brief Council and consult with the community.
- Delays in developing projects beyond Council's authority, including the development of the Structure Plan at Southland on which officers are awaiting direction from the State Government and the new Metropolitan Planning Authority; and lack of support from the State Government (despite previous commitments) to implement the Chain of Parks concept.
- Rehabilitation of Council's former landfill sites.

For more on 2013/14 achievements and challenges see pages 52 to 57.

Our plans for the next 12 months

- Achieving a National Australian Built Environment Rating System score of four at 1230 Nepean Highway once the lighting upgrade is completed.
- In partnership with the Australian Youth Climate Coalition (AYCC), City of Bayside and City of Monash, Kingston will implement the "Start the Switch" program for secondary students. A two-day summit will be delivered by young people for secondary student leaders in September 2014. Each school will implement an environmental project in their school or community with guidance from their AYCC mentor.
- Implement changes to the Local Planning Policy Framework and Planning Zones and Particular Provisions as appropriate in relation to the changes to the State Planning Policy.
- A Planning Scheme Amendment is expected to be initiated to introduce open space requirements into the Kingston Planning Scheme.
- Update our population forecasts so that we can determine the impact on housing supply into the future.
- Work to improve environmentally sustainable design outcomes for Community Buildings projects for Council buildings.
- Further tree planting of 3,000 trees across four Green Wedge sites has been planned for the 2014/15 financial year and a contractor engaged.
- Design work for the Green Wedge Wetlands Feasibility Project is expected to be undertaken in conjunction with Melbourne Water.
- Investigate compliance of landfills and controversial land use matters within the Green Wedge.
- Implement the 2014/15 actions of the Kingston Energy Efficiency Strategy and Kingston Integrated Water Cycle.
- Continue ongoing work on the Flood Mitigation Strategy.

Fast Facts

	2012/13	2013/14	Change	% Change
Planning applications received	941	1162	221	23.5%
Building applications received	114	98	-16	-14.0%
Foreshore maintenance	\$337,000	\$365,000	\$28,000	8.3%
Street (and park) trees planted	2,212	2,232	20	0.9%
Greening Our Place, Greening Kingston community workshops	19	32	13	68.4%
Diversion of waste from landfill	48.4%	49.9%	1.5%	3.1%
Tonnes of garbage collected	29,320	29,868	548	1.9%
Tonnes of recyclables collected	15,207	15,398	191	1.3%
Tonnes of green waste collected	14,053	14,520	467	3.3%
Number of mattresses collected	5,560	6,015	455	8.2%
Kilometres of streets swept	11,253	12,628	1,375	12.2%

How We Performed Against The Council Plan – Our Scorecard

Outcome 2.1 Intergenerational land use, planning and delivery

2013/14 MILESTONE	PROGRESS
2.1.1 MAINTAIN AN EFFECTIVE KINGSTON PLANNING SCHEME	
<i>Implement changes to the Local Planning Policy Framework and Planning Zones and particular provisions as appropriate</i> Officers prepared documents for Kingston Planning Scheme amendments to implement the Kingston Planning Scheme Review. The amendments will make changes to the Local Planning Policy Framework more effective, correct anomalies, and align proposed changes to the State Planning Policy Framework. The proposed Draft Amendment C140 to introduce the new residential zones into the Kingston Planning Scheme is awaiting ministerial approval.	→ Ongoing
<i>Administer the Statutory and Building Permit related responsibilities of Council under the Building Act 1996</i> The Statutory and Building Permit team continued to provide services to the Council and community. Council Building surveyors provided significant support to the Community Buildings department on key Council building initiatives.	→ Ongoing
<i>Implement process improvement for Statutory Planning services</i> 2013/14 improvements to increase the efficiency of delivering statutory planning services to the community included software enhancements, developing workflows for amendment applications, providing titles to applicants, and updating the online planning register to show extension of time and secondary consent applications. A new envelope folding and stuffing machine improved the efficiency of mailing out over 50,000 letters a year.	→ Ongoing
<i>Provide efficient and responsive Statutory Planning and Compliance services</i> In 2013/14, work focused on being more responsive to applicants. New information guides and checklists were developed to streamline the planning process for the applicant and will be released early in 2014/15. A long-term project to develop an info graphic will also be released and will be displayed on the web, at the counter and in local printed distributions.	→ Ongoing
<i>Administer Kingston Planning Scheme Amendment proposals submitted to Council for its consideration</i> Amendments submitted include C133 regarding 1 The Fairway, Bonbeach, Amendment C121 Moorabbin ACZ and Amendment C124 Mentone ACZ, Amendment C128 Mentone Junction and Amendment C125 44 First Avenue, Chelsea Heights.	🌿 100%
<i>Implement the Flood Mitigation Strategy</i> The Flood Mitigation Strategy is a long-term program that investigates and prioritises drainage improvements and will continue in 2014/15. Investigation of flooding within Kingston's older suburbs has gradually been completed over the last 14 years with only a few areas remaining. The program is currently focusing on modelling catchments within Moorabbin and is on track to be completed by December 2014.	🌿 100%

Outcome 2.2 Green Wedge planned and improved for current and future generations

2013/14 MILESTONE	PROGRESS
2.2.1 PRIORITISE AND IMPLEMENT ACTIONS FROM THE GREEN WEDGE MANAGEMENT PLAN	
<i>Work with land owners and key stakeholders to improve the amenity of the land in the green wedge</i> Officers continue to monitor planning permit applications for opportunities to work with land owners. In May 2014, 2,000 trees were planted along Old Dandenong Road. Support and funding was secured from project partner, key landowner and stakeholder Melbourne Water for the Green Wedge Wetlands Feasibility Project. Melbourne Water's support is critical to furthering this major integrated stormwater project within Kingston's Green Wedge.	🌿 100%



Market gardens and sheds, Heatherton


2013/14 MILESTONE	PROGRESS
2.2.2 ADVOCATE FOR TRANSITION FROM LANDFILL ACTIVITIES <i>Review co-ordination and alignment to legislation and enforcement within the green wedge</i> Sites in Tootal Road, Spring Road and Boundary Road, Dingley Village, Old Dandenong Road and Pietro Road, Heatherton, and Clayton Road, Clarinda were subject to investigation for compliance within the Green Wedge Zone 2. Issues investigated include storage of items, vehicles and rubbish, erection of signs and operation of businesses on the land which were inappropriate or without required permits.	100%
<i>Manage the rehabilitation of Council's former land fill sites</i> Maddocks solicitors contacted Council tenants at the Victory Road site regarding their future lease and the terms of a VCAT order. We await further communication from the tenant. Officers continued to respond to the Environmental Protection Agency regarding the closed Pollution Abatement Notices for Spring Road and Heatherton Park.	→ Ongoing
2.2.3 IMPLEMENT PLANNING SCHEME AMENDMENTS FROM THE GREEN WEDGE MANAGEMENT PLAN <i>Conduct a planning scheme amendment to implement findings of the Kingston Green Wedge Plan based on direction from Council</i> Direction from the Council was provided at the Council Meeting on 3 March, 2014. Officers are currently working through the resolutions of the Council.	100%
2.2.4 FURTHER DEVELOP CHAIN OF PARKS LINKS <i>Implement shared trail links as identified in the Green Wedge Management Plan</i> Council Officers worked with VicRoads to ensure optimal design arrangements are made as part of the Dingley Arterial to provide trail crossings at appropriate locations. Work commenced on identifying short and longer term opportunities to create recreational trails through the Green Wedge. Council met with the Minister for Environment during the March quarter to reinforce the importance of the Sandbelt Open Space Project. The Kingston Green Wedge Horse Trail Demand and Feasibility Investigation report was completed in the June quarter.	100%






Mordialloc Pier during May 2014 storms

Outcome 2.3 Leaders in foreshore management, ensuring a vibrant, accessible and enhanced foreshore

2013/14 MILESTONE	PROGRESS
2.3.1 PROTECTION AND ENHANCEMENT OF BEACHES <i>Develop a strategy for protection of Kingston's beaches against storm events</i> Kingston Council worked with the Association of Bayside Municipality and 'Port Phillip Bay Managing Better-Now' project to better share information regarding coastal processes across the bay. Data on storm surges (such as wind direction and speed, tide heights) for the bay is being gathered to facilitate the modelling of storm events and identify areas at risk to erosion and infrastructure damage. This information provides base data to identify what infrastructure is at greatest risk of damage by storm surges and erosion.	100%
2.3.2 IMPLEMENT KINGSTON'S COASTAL MANAGEMENT PLAN <i>Review the Coastal Management Plan</i> A new 2014 Coastal Management Plan was prepared, building upon the work of the City of Kingston Coastal Management Plan (2009). The new Plan was formally adopted by Council and sent to the Minister of Environment in May 2014 for formal approval.	100%
<i>Implement adopted actions from the Coastal Management Plan</i> The Coastal Management Plan continued to be implemented. Works completed under the plan received positive community feedback. These include the Carrum Foreshore Activity Precinct, and drainage and boardwalk improvements at Foy Avenue, Chelsea and Bank Road, Edithvale. Concept plans for Gnotuk car park, Dixon Street car park and Antibes Street car park, and the Mentone Coastal Precinct were drafted and presented for community consultation.	100%
<i>Coordinate the management and maintenance of the foreshore</i> Council continued to manage and maintain Kingston's foreshore to provide for safe, clean and sustainable use. Programed works such as weed control, revegetation, erosion and fencing works were completed as planned. The Growing the Foreshores Future program saw volunteers grow 2,250 hairy spinifex, which were planted to stabilise dunes. In the June quarter, efforts were concentrated around restoring the beach after a significant storm event.	→ Ongoing

2013/14 MILESTONE	PROGRESS
2.3.3 PREPARE AND IMPLEMENT THE MENTONE AND MORDIALLOC COASTAL PRECINCT PROJECTS <i>Implement Council's adopted actions for the Mentone and Mordialloc coastal precinct projects</i> As at June 2014 Council had yet to adopt either a Mentone or Mordialloc Coastal Precinct Plan. In June 2014 the draft Mentone Coastal Precinct Plan was put out for public consultation. The Mentone Coastal Precinct Plan will be staged over several years in line with Council's capital works program and budget. Implementation will begin in 2014/15 following consultation and Council adoption. The Mordialloc Coastal Precinct Project is a three-year project and is still at the development stage. The redevelopment of the Mordialloc Life Saving Club (LSC) will inform the plans for the project. Following consultation of the Mordialloc LSC concept plans, a landscape plan will be prepared to create an integrated Coastal Precinct Plan.	 80%

Outcome 2.4 Protect and enhance areas of high natural environmental value

2013/14 MILESTONE	PROGRESS
2.4.1 IMPLEMENT THE CITY OF KINGSTON TREE MANAGEMENT POLICY <i>Implement programed and reactive tree pruning</i> Programed tree pruning saw all suburbs pruned in line with the two year cycle and an additional suburb in Waterways also pruned. Trees around high voltage power lines and 'defined sites' such as Beach Road and Station Street were also pruned. Reactive tree pruning undertook action requests from the community and backed up the programed works. Storms in May 2014 saw a significant number of additional requests managed according to priority.	 100%
<i>Plant and maintain street and park trees</i> Over 2,230 street and park trees were planted throughout the municipality, mainly during the May 2014 planning season. The number of street and park trees planted for the year was slightly below target due to larger and more expensive stock being planted to address vandalism issues and stock availability. Tree establishment maintenance under the programed tree maintenance contract resulted in an excellent establishment rate of 98.2% excluding vandalism.	 100%
2.4.2 IMPLEMENT KINGSTON'S BIODIVERSITY STRATEGY <i>Review Kingston's Biodiversity Strategy</i> Following a Council resolution in March 2013, the review of the Biodiversity Strategy was placed on hold until 2013/14. The internal review and benchmarking for the Biodiversity Strategy commenced in the March 2014 quarter. This internal review should be completed early in the 2014/15 and community consultation will take place once Council is briefed.	 50%
<i>Implement adopted actions from Kingston's Biodiversity Strategy</i> All 2013/14 adopted actions were implemented with the exception of the review of the Biodiversity Strategy. Vegetation surveys of remnant areas in natural reserves were completed and incorporated into reserve management plans.	 75%
2.4.3 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> Council's Urban and Sustainable Design Advisor continued to provide ESD advice to members of the development community throughout all stages of the application process, and worked with the Strategic Planning team on submissions relating to planning policy and Water Bill Exposure Draft. The advisor also continued to work with ESD officers from other local municipalities through the Council Alliance for a Sustainable Built Environment network, on the development of Built Environment Sustainability Scorecard, an integrated sustainability assessment tool, due for release in 2014.	 100%
<i>Provide environmental planning and education services</i> 32 Greening Our Place, Greening Kingston sustainability workshops were held in 2013/14, including 'Grow Your Own' workshops. Over 900 people attended and evaluation surveys showed satisfaction exceeded 90%. The schools education program continued to help integrate sustainability into the curriculum. Kingston is a member of the South East Councils Climate Change Alliance and works to complete climate change adaptation and mitigation projects, such as the Scoring for the Environment Project which involves working with sporting clubs on behaviour change projects.	 Ongoing



Growing herbs workshop, October 2013

Case study:

Belinda - Urban and Sustainable Design Advisor



Belinda and David at work in the City Development Department

As Urban and Sustainable Design Advisor, my work aims to improve the design quality and environmental performance of Kingston's built environment. Construction and development have a significant impact on the environment. The Sustainable Design Assessment in the Planning Process (SDAPP) framework, which was introduced by Council in 2009, aims to address this issue by considering environmental performance of development during the planning permit approvals process.

In 2013/14, I have assessed over 200 planning applications under the SDAPP program, and have advised applicants on how to improve environmentally sustainable design (ESD) aspects of their proposal, including natural daylight and ventilation, energy efficiency, water efficiency, stormwater management and sustainability of building materials. Working directly with developers, we were able to achieve significant improvements in stormwater treatment for a recent industrial development, incorporating collection and

harvesting of rainwater for re-use in toilet flushing and vehicle washing, and a large landscaped raingarden. These initiatives will improve the quality of water entering waterways including Mordialloc Creek and Port Phillip Bay.

Applicants proposing significant projects have been offered the opportunity to participate in a workshop with Moreland Energy Foundation Limited (MEFL), aimed at achieving improved ESD outcomes early in the design process. This service is free to applicants, and participants have reported that the process was very helpful and allowed them to identify specific opportunities relevant to their project.

I have also developed procedures to ensure that Council's Community Buildings department consider environmental performance in the design of all new buildings as part of an integrated design process. In 2013/14, Council undertook specific research and modelling of stormwater treatment associated with

the design of the proposed Mordialloc Life Saving Club. Energy modelling of the proposed Mentone Community Hub has also allowed us to understand the impacts and likely performance of these buildings more thoroughly and design accordingly.

This year, I have provided training to Council officers to build their capacity to respond to ESD issues internally and externally. I have particularly enjoyed working with a diverse range of people to improve the performance and liveability of Kingston's built environment.

Outcome 2.5 Adopt and implement sustainable practices

2013/14 MILESTONE	PROGRESS
2.5.1 IMPLEMENT KINGSTON'S ENERGY EFFICIENCY STRATEGY	
<i>Implement 2013/14 actions of the Kingston Energy Efficiency Strategy</i>	
The Kingston Energy Efficiency Strategy continued to be implemented. Building upgrades to 1230 Nepean Highway resulted in reduced daily energy use. The Our Place education program continued to promote behaviour change and energy conservation. Solar Hot Water units were installed and lights will be changed to energy efficient options at 1230 Nepean Highway in 2014/15, further reducing costs and delivering on actions in the Energy Efficiency Strategy.	100%
<i>Upgrade street lights to energy efficient globes</i>	
The project plan is nearing completion and the project is now in implementation phase with the first stage to be completed by June 2015.	100%
<i>Introduce new service controls at Waves to improve management of HVAC and lighting systems</i>	
New controls software was installed at Waves during the December quarter. Fine tuning of the controls was undertaken during the March quarter and the project is now fully complete, enabling more control to air handling within the building.	100%
<i>Install energy efficient lighting and controls on one floor at 1230 Nepean Highway as a pilot demonstration project</i>	
A \$272,666 Federal Government grant was confirmed and received in January 2014, which enabled a complete change of energy efficient sensor based LED lights in the whole of the Cheltenham Municipal Building. A contract was awarded in May 2014 and work to level 2 was completed in June with remaining work to be completed in 2014/15.	100%
<i>Install new solar boosted hot water systems at three buildings</i>	
New solar boosted hot water systems were installed at Council's Cheltenham office at 1230 Nepean Highway, and at the Ron Brownlees and Regents Park pavilions.	100%
<i>Implement the Kingston Arts and Town Hall Energy Efficiency Program</i>	
Projects for HVAC and window replacement commenced in February 2014 and were completed in May 2014.	100%
2.5.2 IMPLEMENT KINGSTON'S INTEGRATED WATER CYCLE STRATEGY	
<i>Implement the 2013/14 actions of the Kingston Integrated Water Cycle Strategy</i>	
The Integrated Water Cycle Strategy continues to be implemented. Council has recently been informed that Melbourne Water will provide \$360,000 during 2014/15 to fund a number of key projects that will continue to advance water conservation for the city.	100%
2.5.3 MANAGE AND IMPROVE THE DISPOSAL OF WASTE AND PROMOTE RECYCLING	
<i>Continue waste collection systems</i>	
Waste collection services for garbage, recycling and green waste continued, with the number of requests for missed bins at 3,260, which was similar to the figure of 3,228 in 2012/13. There was a slight increase in garbage, recyclable and green waste collected tonnage compared to the previous year (see page 51 for further information). Dumped rubbish requests continued to be completed on schedule. A subsidised weekly 'on-call' hard waste collection service commenced in April 2014.	→ Ongoing
<i>Install drink taps along shopping centres and beaches to decrease the reliance on plastic bottles</i>	
The provision of additional drink taps on foreshore areas was considered as part of overall foreshore precinct planning. New drinking fountains were installed at Carrum foreshore, Monica Ave, Bonbeach, Bonbeach Foreshore Car Park, Wimbourne Ave, Showers Ave and Victory Park, Chelsea, and Beeson Reserve, Edithvale.	100%



Recycling sorting machinery at the Polytrade Materials Recovery Facility in Dandenong South



Drainage works on Nepean Highway, Mentone



2013/14 MILESTONE

PROGRESS

2.5.4 IMPLEMENT KINGSTON'S FLOOD MITIGATION STRATEGY

Progressively implement the required capital works defined in the Kingston Flood Management Plan

The 2013/14 capital works program included a budget of \$2.7 million for flood mitigation. A number of projects identified within this strategy were successfully implemented including drainage improvements along Bondi Road in Bonbeach, Watkins Street in Aspendale, Nepean Highway opposite Thrift Park in Mentone and flood mapping in Moorabbin. The highest priority projects identified within the strategy are located within the low lying areas between Edithvale and Bonbeach with flood modelling and design being a key focus over the last 12 months. Plans are well advanced in these areas with major drainage improvements to be constructed in Edithvale in stages over the next 1 to 2 years.

→ Ongoing

Outcome 2.6 A community sense of pride in the amenity of our parks, streetscapes and public spaces

2013/14 MILESTONE

PROGRESS

2.6.1 IMPLEMENT KINGSTON'S LITTER AND GRAFFITI STRATEGY

Implement graffiti response actions

Council continued to respond and work with the community and police in addressing graffiti. Graffiti removal kits continued to be distributed to Kingston residents. In June 2014 a funding submission was made to the Department of Justice for graffiti funding for the mural at the Moorabbin bus interchange.

100%

2.6.2 MAINTAIN AND FACILITATE IMPLEMENTATION OF THE COMMUNITY SAFETY STRATEGY THROUGH A PARTNERSHIP APPROACH

Implement the Community Safety Strategy and the Community Safety Action Plan

The Community Safety Strategy 2013-2017 was adopted by Council in September 2013 aims to improve the safety and security of the Kingston community. The four priority areas are: Safe Built Environment; Community Connection; Preventing and Responding to Crime; and Injury Prevention. Examples of initiatives in the Community Safety Action Plan include the establishment of contracts for CCTV, ongoing work to tackle graffiti (see above), delivering beach safety programs, and regular meetings with Victoria Police and the Community Safety Reference Group to discuss community safety issues.

100%

2.6.3 IMPROVE OUR PARKS AND URBAN PUBLIC SPACES

Maintain and develop Kingston's parks and open space

Horticulture rounds were restructured before 2013/14 to make resource allocation more efficient and improve service delivery. Ongoing maintenance of parks and reserves through regular weed management and mulching of garden beds was a strong focus, as well as increased revegetation. Parks will review changes to the rounds in July 2014 to assess the impacts on the service over the last 12 months.

→ Ongoing

Indicators of Success for Goal 2

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.

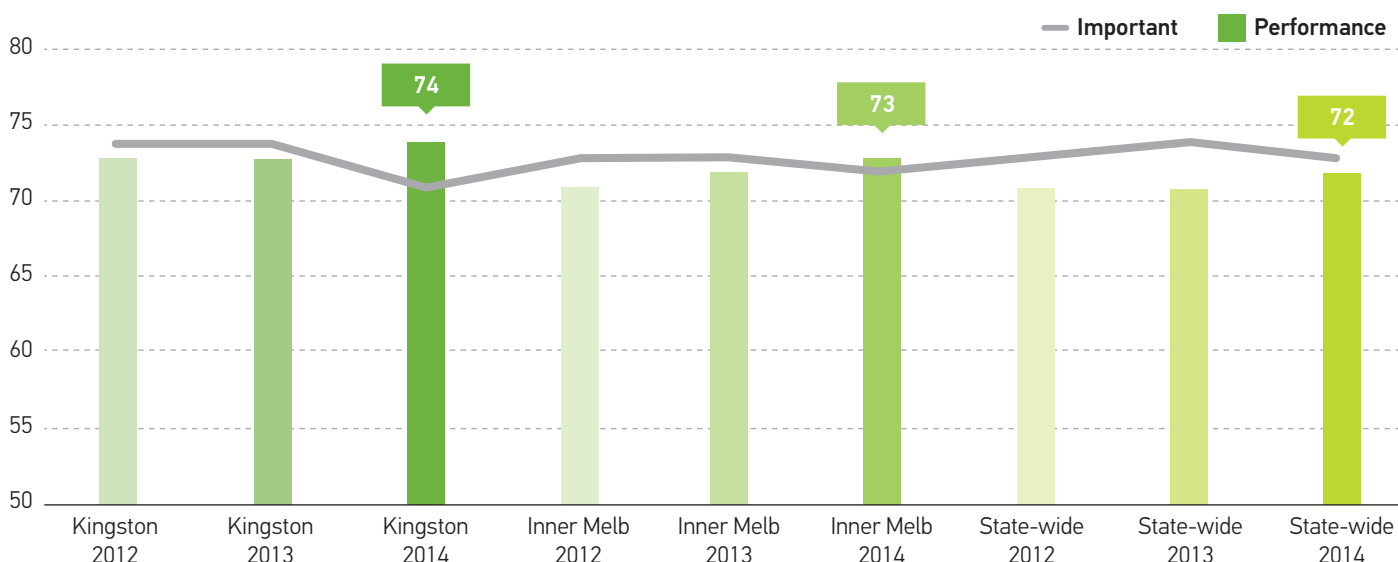
SOCIAL INDICATOR:	COMMUNITY SATISFACTION: THE APPEARANCE OF PUBLIC AREAS
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

As part of the Community Satisfaction Survey, residents were asked to rate the importance and performance of the appearance of public places for Kingston City Council over the last 12 months, which includes local parks, gardens, reserves and nature strips. 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 scored 71 in 2014, down slightly from 74 over the previous two years. As shown in Figure 17, the resident

satisfaction among Kingston residents was higher compared to satisfaction at other Inner Metropolitan Melbourne Councils and State-wide Councils but differences were not significant. The gap between performance and importance saw performance exceed importance by three index points compared to differences of one each for Inner Melbourne Metro and State-wide Councils, suggesting community expectations are being met for this service area within Kingston and state-wide. Some projects completed in 2013/14 to

improve the appearance of public areas within the municipality included implementing the new Community Safety Strategy 2013-2017 and working with Victoria Police to address issues with graffiti. Horticulture maintenance was restructured to improve the appearance of parks and open spaces. In 2014/15, work will continue on maintaining and developing Kingston's parks and open spaces, conserving street and park trees, and protecting our foreshore.

Figure 17: Appearance of public places



Source: Community Satisfaction Survey 2014

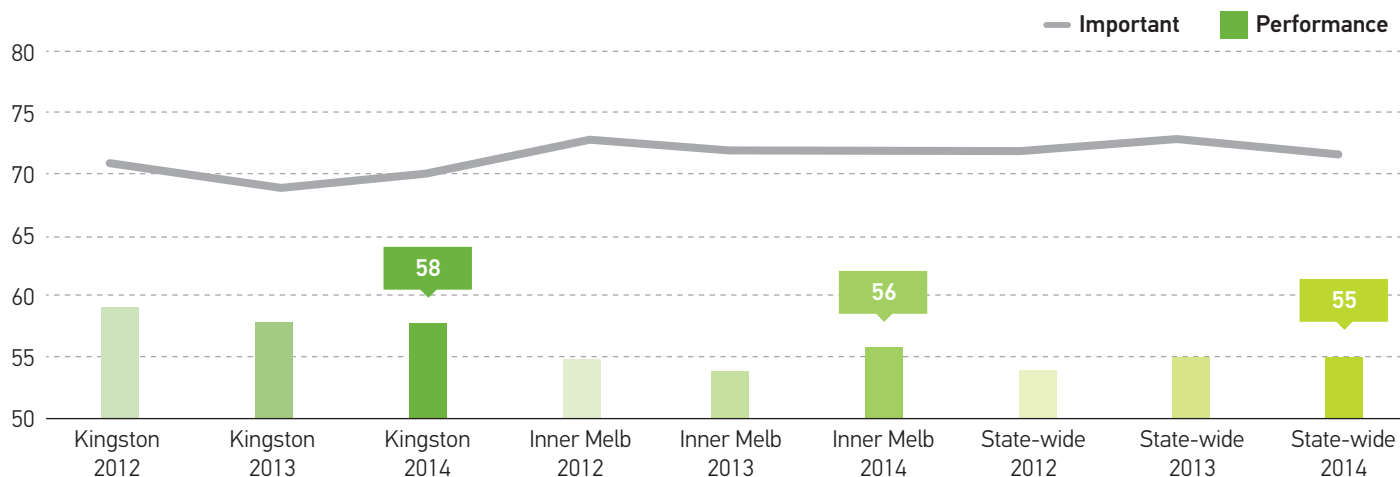
SOCIAL INDICATOR:	COMMUNITY SATISFACTION: COUNCIL'S GENERAL TOWN PLANNING POLICY
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

As part of the Community Satisfaction Survey, residents were asked to rate the importance and performance of Council's general town planning policy for Kingston City Council over the last 12 months. The City of Kingston's performance for this service remained steady at 58, and was higher than other inner Melbourne Metro Councils at 56, and significantly higher than State-wide Councils performance was 55, as shown in Figure 18. The importance of Council's general town planning policy at Kingston was slightly lower than Inner Melbourne Metro and State-wide Councils.

The gap between performance and importance was greatest at State-wide Councils with 17, compared to 16 at Inner Melbourne Metro Councils and only 12 at Kingston. Kingston continued to implement process improvements within the Statutory Planning Team to enhance communication, processing times and consistency of outcomes for customers. In 2013/14, process improvements specifically focused on being more responsive to applicants. Improving and developing new Pathway modules (Customer Management database) provided a more effective way to process

applications and deliver the services of the City Development team. These community services include developing workflow for amendment applications, providing titles to applicants, and updating the online planning register to now show extension of time and Secondary Consent applications. This work will continue and be consolidated during 2014/15, and include new information guides and checklists to help streamline the planning process for the applicant.

Figure 18: Council's general town planning policy



Source: Community Satisfaction Survey 2014

SOCIAL INDICATOR:

COMMUNITY SATISFACTION: COUNCIL'S PLANNING FOR POPULATION GROWTH

Responsibility:

Kingston City Council

Council Plan target:

Maintain or improve resident perception of performance

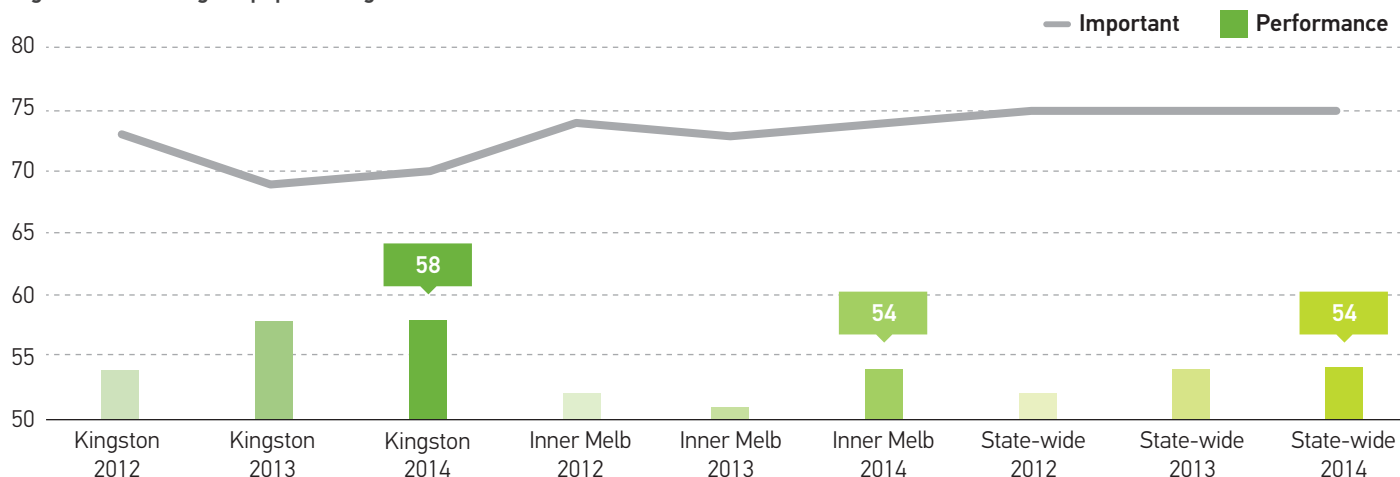
Residents were asked to rate the performance and importance of Council's planning for population growth, and Kingston's performance remained steady at 58 in 2013/14. This result was significantly higher than Inner Melbourne Metro and State-wide Council averages where performance was 54. There were also wide variations in the difference between performance and importance across the board, with Kingston having the smallest difference of 12 compared to 20 for Inner Melbourne Metro Councils and 21 for State-wide Councils as shown in Figure 19. Many ongoing issues faced by Council relate to planning for population changes. By 2031, the number of households within Kingston is expected to increase from approximately 60,000 in 2013/14 to 68,000 and from a population of almost 152,000 in 2013/14 to 167,000. There is likely to be an increase in the number of residents aged over 70, so planning continues around providing high quality care services and implementing a



visionary approach to positive ageing (see 62 for more information). Investing in improving local road networks for increased traffic flow, access to open space in an environment of increased housing density, public health and wellbeing as the average age of residents increases, maximising multiple usage of

new and existing community assets, and ensuring energy efficiency continued as a priority for the City of Kingston. Kingston's LivingKingston 2035 community plan sets the vision for Council until 2035 based on input from the community (see 87 for more information).

Figure 19: Planning for population growth in the area



Source: Community Satisfaction Survey 2014

3

HEALTHY, STRONG AND CONNECTED COMMUNITIES

Goal: Kingston is home to a number of different communities across all ages and backgrounds. Our focus is to bring people together to strengthen our sense of community, celebrate diversity and build quality of life.

Council continued to offer many programs to support and strengthen groups, including young people, people with disabilities, seniors, families with young children, Aboriginal people, people from culturally diverse backgrounds, and sporting and recreational groups, to build healthy and cohesive communities. We aim to have an inclusive city by promoting diversity, supporting community interaction, and providing accessible and equitable services. This was achieved through extensive and focused community planning, and analysis to identify community needs and develop priorities. Our planning and service delivery adapted to the changing needs and expectations of the community.

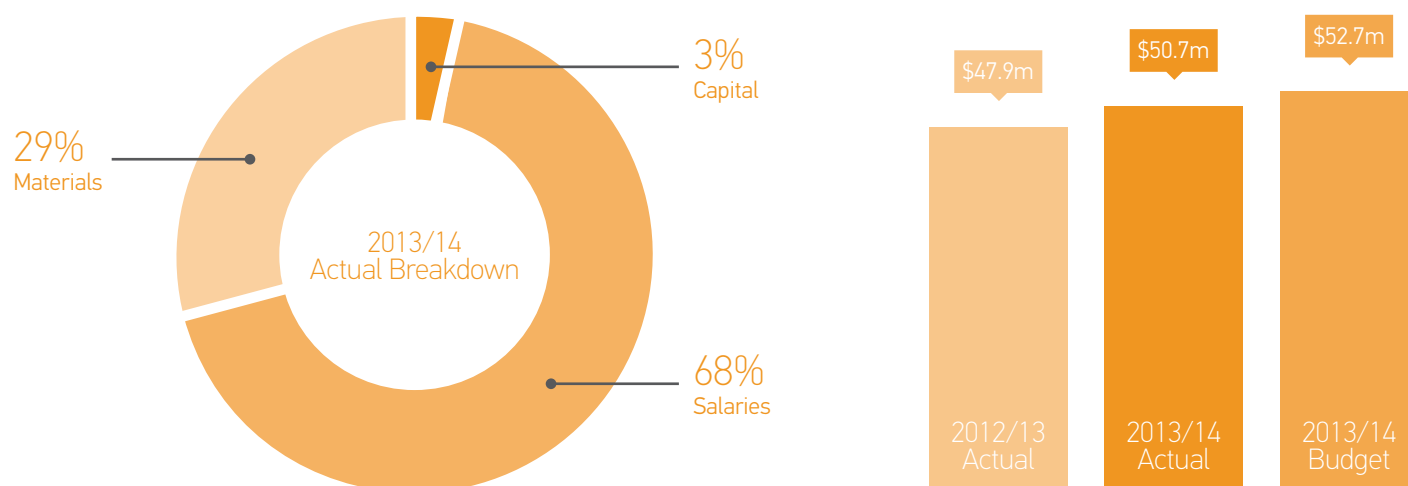
Our services include aged and disability services; delivered meals; indigenous and multicultural services; maternal and child health; youth services; family day care;

child care; leisure centres; arts centres; environmental health services; community development and planning, and Kingston Charitable Fund.

This year Council invested \$50.7 million on the wellbeing of the community against a budgeted \$52.7 million. This represents an increase of 5.7 per cent on \$48.0 million in 2012/13.

Our major achievements

- Council issued a ban on smoking. Smoking is now prohibited at or within a 10 metre radius of outdoor children's playground equipment and skate parks that are open to the public.
- Kingston's major festivals were successfully delivered: Carols by the Bay, Globe to Globe World Music Festival, Mordialloc Food, Wine and Music Festival, and Harvest Festival.
- Kingston Council introduced a 24-hour alcohol free zone to the Carrum foreshore, shopping centre precinct and railway station to help police crackdown on anti-social behaviour.
- Kingston Youth Service celebrated National Youth Week in April 2014.
- The Kingston Charitable Fund reached \$1,000,000 following a successful year of fundraising and after receiving the Community Initiatives Foundation Grant from the Department of Human Services.
- Council's new Public Health and Wellbeing Plan, Community Safety Strategy, and Multicultural Action Plan 2013-2017 were officially launched at the Globe to Globe Festival in January 2014 after extensive community and stakeholder consultations.
- Don Tatnell and Waves Leisure Centres were awarded near perfect safety scores by Life Saving Victoria, resulting in the top platinum accreditation ranking.
- The Kingston Aboriginal Policy was adopted in June 2014 and it enhances the former Indigenous Policy, adopted in 2008. The updated policy aims to further strengthen the community's understanding of Aboriginal issues and to promote cultural connection.



Our challenges

- Limited information available from Commonwealth and State Governments made it difficult to plan for and implement changes in several funded services within the timeframes allocated.
- The introduction of significant changes to the funding and standards relating to Aged Care Services by the Commonwealth Government continued to impact on Council's aged care service delivery. This included impacts on consumers (or their carers) who are encouraged to engage their own services and control the expenditure of their packaged care services; all approved service providers must provide consumers with a monthly itemised statement to manage their funding; approved service providers need to make publically available their fees and services to foster transparency and promote informed consumer choice; quality systems are to reflect the changes in legislation in their policies and procedures; and service promotion material (website and brochures) must reflect the new Commonwealth Government messaging. All of Council's Aged Care services are expected to remain viable within an increasingly competitive market.
- Planning and implementation started in preparation for the new Family and Children's Centre Hubs while continuing usual operations of our services.
- Council successfully engaged with a growing number of children and families experiencing vulnerability in our services. This created challenges for managing risks and behaviours as well as incurring costs for providing the additional support needed.
- The Education and Care Services National Regulations continued to be progressively rolled out. The regulations were integrated into our services.
- Managing the implementation of the My Aged Care Gateway and Commonwealth Home Support Program.

Our plans for the next 12 months

- Implement Council's residential aged care reforms.
- Transition community members currently receiving a Commonwealth funded Home Care Package to the new Consumer Directed Care model.
- Introduce new staffing structure to facilitate AccessCare Southern to better respond to the Aged Care reforms and redevelop promotional material.
- Implement the new Community Care Information System in Aged and Disability Services and AccessCare Southern.
- Installation of a new aquatic play area at Waves Leisure Centre.
- Continued delivery of actions as stipulated in the 2012-2016 Kingston Youth Strategy.
- Continued delivery of 1:1 youth support, youth counselling, community-based programs, activities and family support services to our local community.

- Deliver the actions as per Council's Public Health and Wellbeing Plan, Community Safety Strategy, and Multicultural Action Plan.
- Generate greater understanding on a local level regarding young people's wellbeing needs via collation of data from young people's participation in the annual resilience survey.
- Deliver five FReeZA drug, alcohol and smoke free events for young people.
- Participate in the My Aged Care Early Implementation project in partnership with Federal and State Government, Cities of Bayside and Greater Dandenong.
- Review Council provided community transport.
- Remain informed of Commonwealth and State Government reform and implementation plans, especially in regard to the delivery of state funded linkages packages.







Fast Facts







	2012/13	2013/14	Change	% Change
People attracted to Waves and Don Tatnell Leisure Centres	873,301	793,411	- 79,890	- 9.1%
Number of people attended events at Kingston's cultural facilities	124,627	124,327	- 300	- 0.2%
Number of people attended events at Kingston's community halls	16,368	14,912	- 1,456	- 8.9%
New babies born in Kingston	1,980	1,900	- 80	- 4.0%
Number of Kindergarten Central Enrolment applications received	1,153	1,678	525	45.5%
Domestic, personal and respite care services provided				
- Hours of services provided	151,988	158,318	6,330	4.2%
- Number of residents who received assistance	4,592	4,611	19	0.4%
Percentage of utilisation of Kingston's childcare centres	96.6%	97.0%	0.4	0.4%

For more on 2013/14 achievements and challenges see pages 62 to 67.

How We Performed Against The Council Plan – Our Scorecard

Outcome 3.1 Enhanced community wellbeing and participation in community life

2013/14 MILESTONE	PROGRESS
3.1.1 MAINTAIN A COLLABORATIVE AND 'VISIONARY' APPROACH TO THE POSITIVE AGEING STRATEGY	
<i>Implement the Positive Ageing Plan</i>	
The Draft Positive Ageing Strategy was approved for community consultation in May 2014 following extensive feedback from a number of internal and external stakeholders. Results of the community consultation will be presented to Council in August 2014.	 100%
3.1.2 PROVIDE HIGH QUALITY COMMUNITY CARE SERVICES FOR PEOPLE OF ALL AGES	
<i>Provide high quality residential aged care services, maintain accreditation and meet funding body standards</i>	→ Ongoing
High quality care was continually provided to residents at all three hostels and all accreditation requirements were met.	
<i>Provide high quality Aged and Disability Care services to assist the elderly and people with a disability to live independently within their home environments and the community</i>	→ Ongoing
Council provides a range of services including delivered meals, respite care, domestic assistance, personal care, home maintenance, and transport assistance to enable frail elderly and younger people with disabilities, to remain living in their own homes. The services met the standards and targets set by funding bodies through Funding and Service Agreements and made a real difference to the quality of everyday life for these residents and their carers.	
<i>Implement Council's resolutions associated with the residential aged care review</i>	
Council resolved at its March 2013 meeting to cancel arrangements with service provider Gold Age. Council agreed to sell the Northcliffe residential aged care facility's bed licenses and depot site in Collins Street Mentone to a selected residential aged care provider to build a new facility on site and transfer existing Northcliffe residents there. The depot relocation is due in July 2014 and then the site can be remediated. A request for proposal will be released around November 2014 and the process will continue during 2014/15.	 100%
<i>Strengthen operational practice in Aged and Disability Services through the implementation of the selected computerised management system</i>	 100%
A tender for a new community care information system has been selected and the contracting process is now complete. Recruiting the Community Care Information Systems Project Manager was finalised in April 2014. This officer will oversee the implementation of the project across the relevant Council departments.	
<i>Provide Home Maintenance Services that assist the elderly to live independently in their home environment</i>	→ Ongoing
This year 3,691 clients received the Home Maintenance Service which equates to 5,395 individual jobs totaling 12,087 hours of service delivery. Both urgent and non-urgent customer requests continue to be completed within the nominated time frames.	
<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>	→ Ongoing
This year the Community Bus Service transported 23,402 clients to a range of destinations and activities including shopping, leisure centres, senior citizen clubs, libraries, community groups and day trips. The bus travelled 95,298 kilometres.	
3.1.3 IMPLEMENT THE MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN	
<i>Implement the Public Health and Wellbeing Plan and actions</i>	
Implementation of the first year's actions was achieved. Planning has also commenced for a range of strategies to increase levels of healthy eating and physical activity, participation in community life, and minimise harm caused by tobacco, alcohol and other drugs on the community. Integrated health place-based initiatives in partnership with Bayside Medicare Local will focus on improving health and wellbeing across the lifespan of people living in Kingston.	 100%
<i>Implement the Healthy Communities (Good Living) Project</i>	
The Commonwealth Government extended this project until June 2014. All actions and budget commitments have been implemented in accordance with the funding and service agreement. Projects implemented include the establishment of a community garden at Melaleuca Activity Hub, Lift for Life strength based training programs, community kitchen programs, and walking groups.	 100%
3.1.4 SUPPORT PEOPLE WITH COMPLEX NEEDS	
<i>Partner with service users and carers to deliver person-centred services for the aged and people with disabilities.</i>	
AccessCare Southern is meeting all expectations and targets in line with the delivery of 294 Linkages packages, 105 level 2 Home Care Packages and 15 Level 4 Home Care Packages. In August 2013, an additional 10 level 1 and 35 level 2 Home Care Packages were received. These packages will be delivered under new legislation. A customer satisfaction survey indicates that consumers and/or their carers are highly satisfied with the service they receive with areas for improvement reflected in the 2014/15 AccessCare Southern Business Plan.	→ Ongoing
<i>Support people with disabilities and their families to develop individual support plans</i>	
AccessCare Southern completed facilitation of new and existing individual support plans for people with a disability. The Department of Human Services allocates the people who require facilitation. AccessCare Southern is currently meeting the service delivery targets.	 100%
<i>Provide emergency after hours service</i>	
The emergency after hours service enables consumers to contact AccessCare Southern in an emergency (such as power failure) when they do not have other contacts. It allows residents to change or cancel appointments for the next day so that the care agencies involved can be informed immediately. The emergency after hours service is also used to ensure that all Case Managers who are out visiting consumers are accounted for at the end of the day.	→ Ongoing

2013/14 MILESTONE	PROGRESS
3.1.5 MEET THE NEEDS OF YOUNG PEOPLE, CHILDREN AND THEIR FAMILIES	
<p><i>Deliver a quality and responsive Maternal and Child Health and Immunisation Service</i></p> <p>The Maternal and Child Health and Immunisation teams continued to deliver high quality and responsive programs to the community. New introductions to the team and services included the Saturday Dads' Maternal and Child Health (MCH) playgroup; the Young Mums MCH playgroup run jointly with Bayside Council MCH; new software allowing great understanding of the issues of the service; and Immunisation HPV vaccine for teenage boys.</p>	→ Ongoing
<p><i>Support the development, quality and compliance of Children and Family Services</i></p> <p>Work continued on the development of an early years care and education service model, philosophy, policies and governance model for the Edithvale and Parkdale Hubs. The aim is to develop an integrated model that promotes a 'no wrong door policy' with a focus on children and families experiencing vulnerability. Relevant officers from the Family and Children's Services team have been active participants on the Bayside Medical Local project 'Better Beginnings' to develop an integrated approach to support vulnerable families to access range of services. Council operated early years' education and care services (Long Day Care, School Aged Care and Family Day Care) are compliant under relevant regulations and frameworks.</p>	→ Ongoing
<p><i>Deliver high quality and responsive Early Years child care services</i></p> <p>All council child care centres meet the requirements of Education and Care Services National Regulations, 2013 Amendments and the National Quality Framework. All staff in the child care centres and family day care have the appropriate qualifications to meet the January 2014 Regulations, including the required access to an Early Childhood Teacher for centre based care.</p>	→ Ongoing
<p><i>Deliver quality family and youth support services</i></p> <p>A marketing campaign was produced to raise awareness of existing services and programs through the Youth Consultative Committee. Various school, centre and community based events were delivered and all programs continued to attract a large number of participants. Events and activities include: the National Youth Week calendar; Picture This Awards Night and Launch of the 2014 Ink About it Creative Writing Competition; Launch of the 2014 Intergenerational Theatre Project; and 1,053 young people surveyed under the Youth Resilience partnership. Family Support continues to receive complex case referrals, resulting in increased service demands, while the parenting support groups at Clarinda and Chelsea continue to attract active participation.</p>	→ Ongoing
<p><i>Deliver high quality and responsive school aged childcare (before and after school care, vacation care)</i></p> <p>Demand for school age care programs continues to grow within the Kingston municipality. The team continued to consolidate changes within the leadership and management processes which have resulted in positive enhancements in the service experienced by families. The BPay options introduced in 2013/14 have been popular, and staff worked with our current software vendor to commence a trial of online enrolment processes to provide further ease of access for families. The trial will commence in 2014/15 with a view to roll-out the program in time for 2015 enrolments.</p>	→ Ongoing
<p><i>Support kindergarten operators in Kingston to adapt to regulatory changes and maintain sustainable service provision</i></p> <p>Nine community operated kindergartens in Kingston are managed by Cluster Managers. Officers work in partnership with the kindergartens to provide support for the sustainable delivery and management of community operated services. Kindergartens sought guidance from Council in recent months in relation to the uncertainty of future Federal Government kindergarten funding.</p>	 100%
<p><i>Consider Council's role with relation to the Friendship Square Child Care Centre</i></p> <p>Council undertook strategic planning to match early year's infrastructure to current and future community demand. Discussions were undertaken with Friendship Square Childcare Centre in relation to future planning. It was determined that there will be no change in the foreseeable future to the current arrangements and relationship between Council and the service.</p>	 100%
<p><i>Review engagement and active spaces for young people, with a focus on marginalised young people</i></p> <p>Youth and Family Services continue to advocate and seek support for marginalised young people and their families. Partnerships were extended with Youth Resilience Australia, local schools and other providers. Council committed funds to a municipal-wide partnership with Resilient Youth Australia which provides free access for every Primary and Secondary School to a powerful data tool which will guide interventions and investment in supporting young people. Other place-based programs were also investigated and presented to Council to improve engagement opportunities.</p>	 100%
<p><i>Review the uptake of four-year old kindergarten in the community and provide support to areas as required</i></p> <p>A review of the Central Enrolment Scheme for Funded Kindergarten Policy is planned for 2014/15. Applications for funded kindergarten opened on 1 May 2014 for the 2015 kindergarten year. It is anticipated that approximately 1,400 applications will be received from families seeking a funded kindergarten year. Current and future demand for funded kindergarten continued to be monitored.</p>	 100%
3.1.6 IMPLEMENT THE FAMILY AND CHILDREN'S STRATEGY	
<p><i>Implement scheduled actions relating to the Family and Children's Strategy</i></p> <p>Actions implemented in 2013/14 included: delivering the Smalltalk program; implementing the new Council website with improved information for families and children; planning and development of significant early years capital infrastructure which continues on schedule; Children's Week Grant Program 2014 opened in June 2014; ongoing promotion of family friendly events and activities; vacation care partnerships; and Better Beginnings project.</p>	 100%
3.1.7 IMPLEMENT THE KINGSTON YOUTH STRATEGY	
<p><i>Implement specified actions relating to the Kingston Youth Strategy</i></p> <p>Actions implemented in 2013/14 included: continued engagement and support of youth programs and school based activities; a youth specific marketing strategy; a municipal-wide process and procedure to respond effectively to youth suicide and related critical incidents; and high levels of participation in photography, writing and movie making competitions. Officers continue to facilitate monthly Youth Consultative Committee Meetings. The FReeZA and Kingston Youth Services Supplement (KYSS) programs encourage leadership and innovation by supporting committee members.</p>	 100%

Case study:

Sandra – Early Years Parenting Educator

Dads' playgroup at Myuna Farm



In past generations mum stayed at home to take care of the children and fathers were the breadwinners and the disciplinarians. For many reasons society has changed and fathers are spending more time with their children and research shows the many advantages of being an involved dad. In Australia today the stay at home dad is a growing phenomenon increasing 36% in the past two years to 12,000, according to the Bureau of Statistics.

Dads want to spend quality time with their children but traditional playgroups often

are intimidating and dads do not have the networks to have play dates with like-minded parents. Instead they may attend expensive organised activities or go on outings to fast food venues. Home dads can be very isolated.

Kingston's Maternal Child Health identified the need for a Dads' Playgroup that supports dads to spend quality time with their children. There are only a few groups to cater for dads throughout Victoria. We currently facilitate two groups that run on Wednesday and

Saturday mornings and both groups are well attended. Parents are encouraged to spend valuable time with their children by providing a range of experiences, reading stories, having tea parties, kicking balls or just hanging out in the sand pit.

The Dads' Playgroup is a place that both dads and children look forward to and has continued to be well attended. Importantly outside the group there have been many play dates, outings and social networks; and lifelong friendships have been formed.

Outcome 3.2 A city responsive to the needs and aspirations of the community

2013/14 MILESTONE

PROGRESS

3.2.1 UNDERTAKE COMMUNITY DEVELOPMENT AND SOCIAL RESEARCH INITIATIVES TO RESPOND TO COMMUNITY NEEDS

Maintain awareness of community social needs and priorities



Community consultation was undertaken to determine transport needs in the community. Results will inform the development of the Integrated Transport Strategy.

 100%







Provide retailers with essential customer socio-demographic information for end to end business planning



Council was awarded \$20,000 under the Victorian Government's StreetLife program to inform businesses about the demographic profile changes of their retail catchments. The 'Know Your Customer' project is almost complete. Briefings were provided to Cheltenham, Mordialloc, Mentone, and Dingley businesses, while Chelsea traders showed minimal interest. Booklets will be printed and delivered to all businesses in the eight targeted centres in 2014/15.

 100%












2013/14 MILESTONE	PROGRESS
3.2.2 MAINTAIN AWARENESS OF AND RESPOND TO RELEVANT COMMONWEALTH AND STATE LEGISLATION, POLICIES AND STRATEGIES	
<i>Monitor and respond to relevant legislation, policies and strategies that impact on family, children's and youth services</i>	
Continued monitoring and advice relating to Federal government policy and budget announcements has been taking place particularly in relation to 15 hour kindergarten funding, ratio regulations and Family Day Care funding. Support was provided to kindergarten providers in planning for future operations. Council's early years capital developments were reviewed to ensure designs allow for operational delivery irrespective of government policy decisions.	 100%
<i>Participate in "Tomorrow's Library" review</i>	
A report was released in November 2013. The Ministerial Advisory Council on Public Libraries recommended six statewide initiatives proposing a borderless digital enhanced model. Funding is not attached to the report and industry-wide advocacy was undertaken by industry bodies in the March quarter before the State Budget, but no funding was offered.	 100%
<i>Continue to work with MAV and communicate details of the fire services levy</i>	
Fire service levy was implemented and MAV coordinated communication and surveys.	 100%
<i>Maintain professional networks and respond where appropriate to proposed changes</i>	
The Property department continues to ensure that changes to legislation and subsequent requirements for Council are known and acted upon, including Environmental Protection Agency requirements for closed landfills.	→ Ongoing
<i>Report government practice notes and legislative changes to Council</i>	
In April 2014, Councillors were informed of the introduction to the State Parliament of the Local Government Amendment (Governance and Conduct) Bill 2014 and provided with a summary of the proposed changes. The Bill is yet to receive Royal Assent and a date for this is not known. The purpose of this Bill is: (i) to enhance the understanding of Councillors in relation to the standard of conduct expected; (ii) to enhance the governance standards of Councils; (iii) to provide for the appointment of the Chief Municipal Inspector; (iv) to provide for the appointment of municipal monitors; and (v) to provide for the resolution of allegations of Councillor misbehaviour using the internal processes of Councils.	 100%
<i>Review and provide input into State and Commonwealth initiatives and respond to changing government policy</i>	
The Commonwealth Government's Living Longer Living Better aged care reform agenda is being monitored and appropriate action is being taken to prepare for the new arrangements. The policy changes and implications will be more apparent from July 2015. Council will pilot, with several other nearby councils, an assessment model in the Home Support Service during 2014/15.	 100%

Outcome 3.3 Connected and effective community groups

2013/14 MILESTONE	PROGRESS
3.3.1 SUPPORT AND STRENGTHEN COMMUNITY ORGANISATIONS AND NETWORKS	
<i>Maintain, review and develop the Community Grants Program</i>	
The 2013/14 community grants program was approved by Council in July 2013 (see page 126 for more information). The 2014/15 Community Grants application closed in March 2014 and is expected to be endorsed by Council in July 2014.	 100%
<i>Participate in a range of cross departmental working groups and a range of networks that support community strengthening</i>	
Libraries and community centre staff contributed to the following networks: historical network, customer interface, principal's breakfast, user group coordination for Sundowner, Melaleuca Activity Hub, Chelsea Activity Hub and Clarinda Community Centre. Further participation in Digital Working Group, Emergency Management and ACDC was undertaken.	 100%
3.3.2 ENCOURAGE VOLUNTEERING TO CREATE ACTIVE, CONFIDENT AND RESILIENT COMMUNITIES	
<i>Engage volunteers from community groups from diverse backgrounds to participate in the Kingston Farmers' Market</i>	
The Pilipino Elderly Association of South East Region (PEASER) was the volunteer community group at the market from September to November 2013. A diverse community group was given an opportunity to participate in the next round of markets. Efforts were made to encourage the participation of other groups from diverse backgrounds, but no group came forward.	 100%
<i>Create a positive and supportive volunteering environment and facilitate enhanced volunteering opportunities in Kingston</i>	
Council's Community Engagement team is working with web-based design company "Seamless" to implement an online community support directory. Volunteers are being interviewed to develop a volunteering educational video and to improve management and volunteer recruitment opportunities. The Volunteer Development Officer worked on increasing volunteer participation in existing avenues as well as volunteering to programs within the broader Kingston community.	 100%
<i>Continue to provide opportunities for community participation in Parks activities</i>	
Council's Parks team continued to provide community support and participation through working bees and 'friends' days with school and community groups including Mordialloc College, Friends of The Grange, and Friends Of Bradshaw Park. Council hosted a community appreciation barbeque to thank groups for their efforts. School group engagement is rising due to demands from various schools in Kingston. See page 30 for more information.	 100%
<i>Maintain and expand existing volunteer networks</i>	
Libraries and the Aged and Disability Services teams provided the annual Volunteer Lunch in November 2013 at the Dingley International. Volunteers were acknowledged by the Mayor and certificates given to volunteers who completed 5, 10 and 15 years of service. See page 31 for more information.	 100%

2013/14 MILESTONE	PROGRESS
3.3.3 UTILISE THE KINGSTON CHARITABLE FUND TO SUPPORT THE COMMUNITY	
<i>Deliver grants from Kingston Charitable Fund to the community</i>	
The 19 grant applications received from community groups located in or servicing the City of Kingston were assessed in October 2013. The Fund's Grant Assessment Panel recommendations were submitted to the Lord Mayor's Charitable Foundation for approval and nine organisations received \$33,033 at the Annual Grant Giving Ceremony in November 2013. The Panel met in April 2014 to review current application guidelines and 2014 grants open in August 2014.	 100%
<i>Grow the Kingston Charitable Fund to sustain the value to the community</i>	
The Kingston Charitable Fund reached \$1,000,000 in the corpus following a successful year of fundraising and after receiving the Community Initiatives Foundation Grant from the Department of Human Services. The Fund is now mature and has the ability to be self-sustaining whereby annual grants will be funded through interest earned. This amount will be supplemented by fundraising events, including the annual dinner on 3 October 2014.	 100%

Outcome 3.4 A diverse and inclusive community

2013/14 MILESTONE	PROGRESS
3.4.1 PROMOTE INTERGENERATIONAL ACTIVITIES AND SPACES	
<i>Undertake programs that support interactions across generations within existing services</i>	
The intergenerational youth and seniors programs continued to involve contributions from the Youth Consultative Committee and the Positive Ageing Committee with a performance scheduled for late 2014. Ongoing playgroups/child care programs continued in partnership with Corben House residential aged care facility.	 100%
3.4.2 DEVELOP AND IMPLEMENT SPECIFIC PLACE BASED PROGRAMS FOR DISADVANTAGED COMMUNITIES	
<i>Implement Strengthening Clayton project</i>	
The Strengthening Clayton and Clarinda Project concluded in December 2013, although Council will continue to support ongoing meetings. Recent achievements included: consolidation of a Men's Shed, the construction of a community garden at Melaleuca Hub, and attempts to establish an incorporated community group for neighbourhood cleanup days in Westall. Community use of Melaleuca Hub has continued to expand.	 100%
<i>Support Sundowner Neighbourhood communities</i>	
Various meetings were held with reference groups to explore, plan and implement additional programs for 2014/15. The centre continued to be reinvigorated under Council's operation and community use continues to increase. A diverse range of programs and activities are hosted at the centre, including playgroups that attract new and emerging communities from the local area.	 Ongoing
<i>Oversee community facilities and facilitate programs for disadvantaged groups</i>	
With the increase of diverse programs and events being delivered from existing and remodelled council facilities, community participation has greatly increased. Examples of these included the Mentone Senior Citizens Centre and the Chelsea Activity Hub at Showers Avenue.	 Ongoing
3.4.3 PROMOTE ACCESS AND EQUITY PRINCIPLES TO BUILD INCLUSIVE COMMUNITIES	
<i>Implement Kingston's Indigenous Policy</i>	
The Aboriginal Policy was adopted by Council in April 2014. Various successful events and celebrations were held during NAIDOC week in July 2013.	 100%
<i>Facilitate the Access and Equity Committee and its associated activities</i>	
Ongoing officer support was provided to the three subcommittees of Disability, Aboriginal and Multicultural. The Committee recently provided input into the redevelopment of the Disability Action Plan and associated proposed actions. The Committee will oversee and contribute to the development of the actions.	 100%
<i>Implement specified Disability Action Plan actions</i>	
The Disability Action Plan was endorsed by Council in June 2014. The Strategy was distributed internally and externally and was forwarded to the Access and Equity Committee, the Department of Human Services, and 32 various support services. Hard copies were made available at all customer service outlets, libraries, community centres and neighbourhood houses. Ongoing projects for people with a disability will continue during 2014/15.	 100%
<i>Implement specified Multicultural Action Plan actions</i>	
Activities under the Multicultural Action Plan are currently being implemented. The multicultural subcommittee supported Harmony Day cultural performances (held in March 2014) and planned activities for Refugee Week (held in June 2014).	 100%
<i>Implement the Metro Access Program</i>	
Metro Access is part of the Disability Services Community Building Program. Workers plan and develop strategies across the full range of community infrastructure including education and training, transport, health, accommodation and housing, physical access planning, sport, recreation and the arts. The progress against the Metro Access Action Plan is reported to the state funding body (Department of Human Services) and is being achieved satisfactorily.	 100%
3.4.4 FACILITATE LOCAL FESTIVALS AND EVENTS TO CONNECT THE COMMUNITY	
<i>Deliver local festivals and events to promote community involvement</i>	
Council delivered three major festivals during the 2013/14 year as planned. Carols by the Bay was held in December 2013 at Peter Scullin Reserve, with over 5,000 community members attending. The Australia Day Awards Breakfast and Globe to Globe World Music Festival took place on Australia Day 2014, and were well attended. The Mordialloc Food, Wine and Music Festival was successfully delivered on 1 and 2 March 2014 and record crowds enjoyed two stages of live music along with food, wine and beer from local producers and businesses.	 100%
<i>Facilitate and support community run events in Kingston</i>	
Throughout 2013/14, 157 community events, weddings and smaller family celebrations were facilitated in the parks and reserves throughout Kingston. In March 2014 Council facilitated the successful running of Ironman Melbourne which saw over 2,000 triathletes from all over the world return to the bayside area. Additional community events included the Gnome and Fairy Festival run by the Mordialloc Rotary Club and the Big Band Sunset Series run by Mordialloc Jazz Orchestra, both of which are facilitated and funded by Council.	 100%

Outcome 3.5 Increased participation in physical activity through sport and recreation services

2013/14 MILESTONE	PROGRESS
3.5.1 PROMOTE AND FACILITATE THE USE OF SPORTS AND RECREATIONAL FACILITIES	
<i>Provide recreation, fitness and aquatic education programs and services to the community via the Don Tatnell Leisure Centre</i>	
Learn to Swim enrolments are progressing well. The centre was made available to Waves members and casual users while Waves was closed for three weeks. Centre staff strengthened the relationship with Mordialloc Community Centre (MYCC) and now run some programs from their dance studio. It is hoped that over time these two businesses can offer a full complement of services to the community. For example, MYCC has a cafe and child care centre which Don Tatnell is unable to offer, however Don Tatnell has swimming pool and gym which would be complemented by the MYCC offering.	→ Ongoing
<i>Provide recreation, fitness and aquatic education programs and services to the community via Waves Leisure Centre</i>	
Waves Leisure Centre showed improvements in memberships and Learn to Swim over summer despite the three week closure for ceiling works in July 2013. Memberships continued to progress favourably, although Learn to Swim attendances dropped leading into winter. General Aquatic Entry has performed poorly over the year, dropping an additional 10% since the previous financial year to 34% of attendances since Glen Eira Sports and Aquatic Centre (GSAC) opened. The biggest drop was in the family recreation market and rehab/older adults. Scheduled capital works in 2014/15 should improve this income area.	→ Ongoing
<i>Provide direction and support in the planning, development, coordination and delivery of services to sport and recreation organisations</i>	
Council continued its ongoing liaison with sport and recreation clubs and organisations. Sportsground allocations for over 470 teams were completed. The Sport and Recreation Reference Group met four times during 2013/14. The Teaming Up - Sports Club Development Program continued to deliver education and development sessions to sports club stakeholders. Council's monthly e-newsletter was distributed throughout 2013/14.	→ Ongoing
<i>Implement the adopted actions from the Active Leisure Plan</i>	
The Active Leisure Plan provided opportunities for people to become more active, with successful outcomes providing physical, mental and social benefits to our community. The desired outcome of this strategy is that awareness will increase on the many opportunities people have to become more active. Ongoing involvement in promoting active, healthy lifestyles and opportunities to be physically active continued throughout 2013/14.	🌿 100%
3.5.2 IMPLEMENT THE REGIONAL SOCCER STRATEGY	
<i>Continue implementation of actions from the adopted Regional Soccer Strategy</i>	
Soccer pitch usage at Kingston Heath Regional Soccer Centre was managed for use by clubs within the region. Sports lighting for the soccer pitch at Parkdale Secondary College was commissioned May 2014.	🌿 100%
3.5.3 IMPLEMENT THE KINGSTON TENNIS STRATEGY	
<i>Continue implementation of the adopted actions from Kingston Tennis Strategy</i>	
Rolling implementation of Standardised Tennis Club Occupancy Agreements commenced. Funding was received from Sport and Recreation Victoria (SRV) for lighting at Highmoor Tennis Club and will start in 2014/15. Commenced fencing replacement project at Chelsea Heights Tennis Club in May 2014. Supported Parkdale Tennis Club's funding proposal from SRV. Commenced joint governance and board support project with Tennis Victoria and VicSport.	🌿 100%
3.5.4 IMPLEMENT THE ACTIVE YOUTH SPACES STRATEGY	
<i>Implement the adopted actions from the Active Youth Spaces Strategy</i>	
Awaiting implementation of Bicentennial Park Skate Park Master Plan, for which construction of Stages 1 and 2 will commence in 2014/15 as per action 1.3.1.	🌿 75%



Aqua aerobics group class at Waves

Indicators of Success for Goal 3

Various economic, social and environmental indicators are used by Council to measure our achievements in relation to the wellbeing of the community. These indicators are described below.

SOCIAL INDICATOR:	COMMUNITY SATISFACTION: FAMILY, YOUTH AND CHILDREN'S SUPPORT SERVICES
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

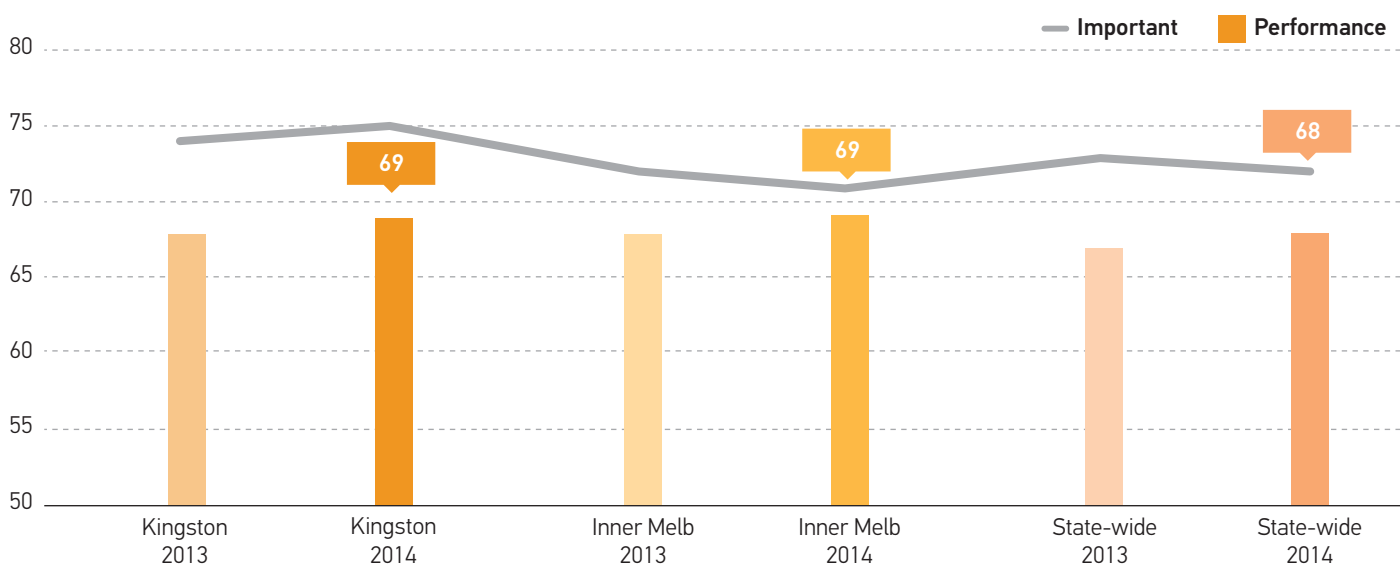
As a relatively new service measure selected from the Community Satisfaction Survey, there are only two years of comparison that relate to performance and importance on the basis of family, youth and children's support services. This measure includes services for children, youth and families such as maternal and child health, immunisation, family day care and support and activity groups. As shown in Figure 20, performance

at Kingston increased by one point to 69 in 2014, which was the same as at Inner Melbourne Metro Councils and one point higher than State-wide Councils. The importance of family, youth and children's support services was significantly higher in Kingston (index score of 75) compared to Inner Melbourne Metro and State-wide Councils (index scores of 71 and 72 respectively). The gap between performance

and importance was six at Kingston and although higher than Inner Melbourne Metro (difference of two points) and State-wide (difference of four points), this variance is still within an acceptable range.

Examples of family, youth and children's support services are shown in Table 10 below and compare figures from 2013/14 to 2012/13.

Figure 20: Family support services



Source: Community Satisfaction Survey 2014

Table 10: Family, Youth and Children's Support Services 2012/13 to 2013/14

SUPPORT SERVICE	2012/13	2013/14	CHANGE	% CHANGE
Attendances at before and after school care programs during the 40 weeks of operation and vacation care that opened over 38 days	66,245	65,980	-265	-0.4%
Family day care program				
- Hours of care provided	355,532	338,946	- 16,586	- 4.7%
- Number of children	693	1,659	966	139.4%
Number of family support active cases	439	344	- 95	- 21.6%
Number of maternal child health consultations	24,919	25,182	263	1.1%
Number of places used by children in After School Care	41,196	41,337	141	0.3%
Number of places used by children in Before School Care	16,308	17,238	930	5.7%
Number of places used by children in Vacation Care	6,903	7,405	502	7.3%
Number of young people supported	11,984	11,914	-70	- 0.6%

SOCIAL INDICATOR:

COMMUNITY SATISFACTION: ELDERLY SUPPORT SERVICES

Responsibility:

Kingston City Council

Council Plan target:

Maintain or improve resident perception of performance

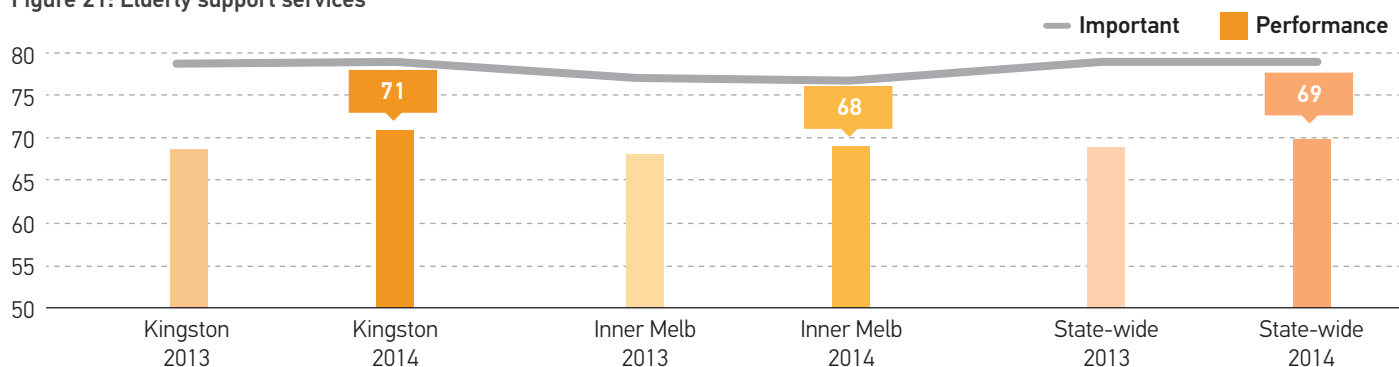
As another relatively new service measure asked within the Community Satisfaction Survey, Kingston residents were asked to rate the performance and importance of elderly support services. This measure includes services for elderly people and their carers and families such as meals on wheels, home help and support and activity groups. Elderly support services was rated by Kingston residents as the equal most important service in the survey with an index score of 79 (along with waste management). Kingston's performance increased by two points to 71 in 2014 which

is higher (although not significantly so) than both Inner Melbourne Metro and State-wide council averages, as shown in Figure 21. The importance scores for this measure were also comparable across different groupings, as were the differences between performance and importance which were eight for Kingston, eight for Inner Melbourne Metro and nine for the state average.

Kingston's Aged and Disability Services program provides support to residents who are frail aged or who have a disability and their

carers, to help them stay living at home and remain connected to 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. Examples of the level of support provided are shown in Table 11.

Figure 21: Elderly support services



Source: Community Satisfaction Survey 2014

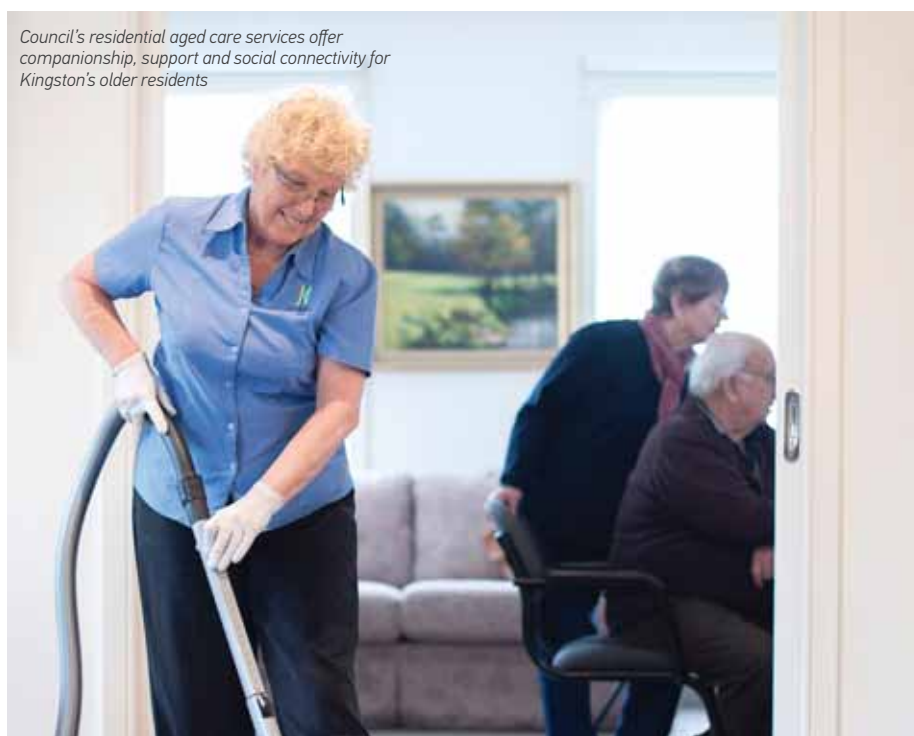
Table 11: Aged and disability service provisions 2012/13 to 2013/14

	2012/13	2013/14	CHANGE	% CHANGE
Number of residents supported	5,505	5,400	-105	-1.9%
Number of direct care workers	242	237	-5	-2.1%
Number of delivered meals	87,892	78,007	-9,885	-11.2%
Number of residents receiving delivered meals	913	822	-91	-10.0%

Of the three residential aged care services, Corben House and Nixon Hostel maintained an average occupancy rate of 96 per cent and 86 per cent respectively. These occupancy rates were mainly due to these facilities having reasonably attractive 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 51 per cent. The average overall occupancy rate for hostels was 78 per cent.

In May 2012, Council resolved to sell Northcliffe Lodge's bed licences 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 for the purchase, construction and operation of a residential aged care facility, and meeting all compliance and statutory requirements.

Council's residential aged care services offer companionship, support and social connectivity for Kingston's older residents



SOCIAL INDICATOR: FAMILY SUPPORT SERVICE ACCREDITATION	
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

<p>Kingston Family Support Services delivers high quality services to support the wellbeing of children, young people and families and provide a diverse range of services to meet the needs of families with children from birth to 25 years. Services include Maternal and Child Health, Immunisation, Family Day Care, Long Day Care, Kindergarten, Kindergarten Central Enrolment, Supported Playgroups, and School Age Care (before and after school and vacation care).</p>	<p>Family Support Services maintained its accreditation in compliance with the Department of Human Services (DHS) standards and ISO 9001. The DHS promote empowerment, access, engagement, wellbeing and participation while ISO 9000 is a series of standards, developed and published by the International Organisation for Standardisation (ISO) that define, establish, and maintain a quality assurance system for manufacturing and service</p>	<p>industries. In April 2014, Kingston also received its Certificate of Registration to meet the requirements of the DHS Quality Management System providing family support services for families and children aged 0-18 years with social and emotional needs.</p>
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SOCIAL INDICATOR: RESIDENTIAL AGED CARE ACCREDITATION	
Responsibility:	Kingston City Council
Council Plan target:	Maintain accreditation

<p>Council operates three residential aged care services; namely Nixon Hostel in Mordialloc, Corben House in Mentone, and Northcliffe Lodge in Edithvale. The operation of residential aged care is regulated by the Commonwealth Government, and includes a requirement for each facility to achieve</p>	<p>and maintain standards relating to the care of residents and the management of the facilities. There are 44 standards to be met and each facility is subject to a detailed audit to ensure full compliance with each standard. Meeting these standards is required for the Commonwealth to grant</p>	<p>accreditation for each facility. This ensures the continuation of government funding and compliance with the Aged Care Act. Council's facilities were awarded accreditation, and continued to receive satisfactory results and commendations during the regular spot checks in the reporting period.</p>
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Carers at Nixon Hostel, Mordialloc



Maternal child health services at Mentone

SOCIAL INDICATOR:

STATE GOVERNMENT REVIEWS AGAINST THE NATIONAL QUALITY FRAMEWORK FOR CHILDREN, YOUTH AND FAMILY SERVICES AND COMMUNITY CARE

Responsibility:

Kingston City Council

Council Plan target:

Maintain compliance with the National Quality Framework (NQF)

A number of Early Years Services were audited through the DEECD Rating and Assessment Process according to the NQF and were found compliant. Within these assessments, staff relationships with children and families were consistently identified as a key strength and Council's Child Care Centres were recognised as leaders in early childhood. Their professional knowledge and practice including the planning, documentation, and

evaluation of children's learning is sought by other children's services and tertiary organisations. The centres are preferred providers of both TAFE and university student placements and receive regular visit requests from teams at other services.

Council was assessed by, and achieved Policy Compliance with elements 1.1.2 and 4.1.1 of the NQF. To meet the requirements of the Framework, additional

planning time per week is required. Within this framework there is an expectation that qualified educators will be Educational Leaders and required to build reflective practice, explore programing and potential for intentional teaching, investigate perspectives and theories to facilitate children's learning, mentor other educators, model approaches to teaching, provide assessment for and of children's learning, and document children's learning.

SOCIAL INDICATOR:

MAINTAINING AND IMPROVING ENGAGEMENT OF VOLUNTEERS

Responsibility:

Kingston City Council

Council Plan target:

Maintain or improve engagement of volunteers

Council is fortunate to have volunteers who support its capacity to deliver a range of services and programs. More than 1,250 volunteers donated over 29,000 hours to Kingston community programs, which was a decrease from last year's 1,460 volunteers and 30,000 hours. See page 30 for more information about our volunteers.



Violeta Lorenzana at International Volunteer Day, 2013

4 A PROSPEROUS AND DYNAMIC CITY

Goal: *We will continue to promote Kingston as a smart, creative and progressive city with well planned, functional and attractive urban centres and hubs.*

To deliver a prosperous city it is critical that we continue to foster innovation, research, learning and skill development, and encourage knowledge sharing. In 2013/14, we continued to create a city with rich cultural vitality, supporting diverse arts and cultural events and activities. Kingston is a hub for business and industry in Melbourne's southeast, with thriving industrial estates and strong retail sectors providing opportunities for business operators and investors. We continued to support a strong local economy to encourage the availability of local jobs. We ensured resources, industry knowledge and skills were available to benefit the community. This requires a free-moving transport network with access to parking and a connected transport system. We ensured effective enforcement of local laws and regulations.

Our services include transport and road networks; traffic and parking management; activity centre planning and implementation;

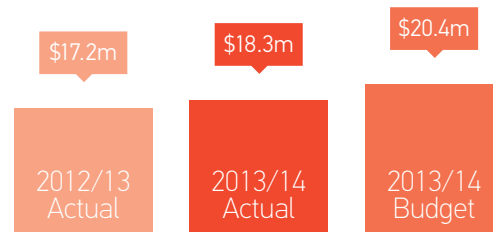
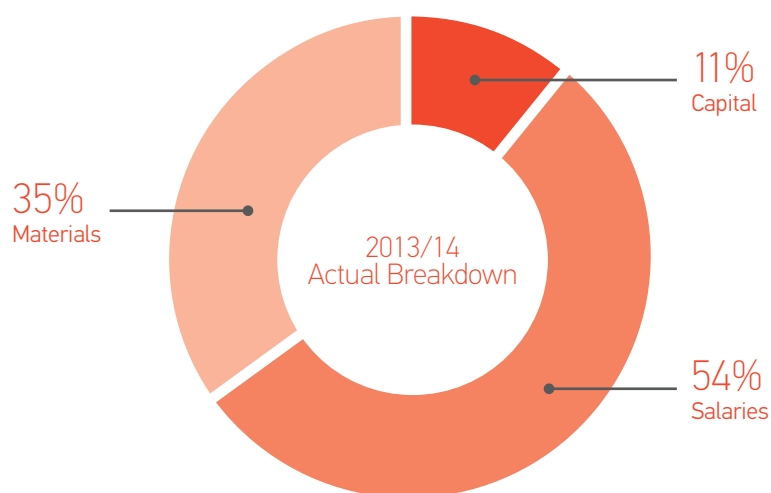
improved amenity in urban centres and retail precincts; business development opportunities; library services; support for regional collaboration and partnerships; arts and cultural activities; and local laws and regulations.

This year the City of Kingston invested \$18.3 million (lower than the budgeted amount of \$20.4 million) to develop a prosperous and dynamic city. This represents a 6.3 per cent increase on the \$17.2 million investment in 2012/13.

Our major achievements

- Supporting Kingston's 15,500 strong businesses by facilitating networking opportunities including the Business Sustainability Network, CEO Roundtables and the Kingston Business Women's Network. We also provided businesses with access to a range of development opportunities.

- Safe Routes to School program successfully ran at four schools, with Chelsea Primary School reducing car dependence by encouraging walking and cycling to school by over 20 per cent and at St Louis de Montforts Catholic School by about 10 per cent.
- Creating the Vulnerable Road User Committee which works with Police, VicRoads and Council to reduce road trauma for vulnerable road users.
- Introducing a trial of the Pay-By-Phone system in our Kingston foreshore car parks.
- "Kingston's Virtual Storytime" brought story time online, allowing families access anywhere, anytime on any mobile device.
- Securing funding of \$750,000 from Living Libraries for the Westall Hub.
- WiFi hours extended for libraries, and WiFi access provided across all library branches.
- Launching the Lounge Bar and Mural at Kingston City Hall.
- Holding the highly successful Pop-Up music series.
- Council secured government funding for the CCTV community safety project.



- Successfully held the Pet Expo in Dingley Village.
- Environmental Health Services continued to support the State and Federal Governments to undertake mosquito surveillance program for disease prevention in Australia.
- Introducing smart phone technology to help Officers to work more effectively in the field due to the increased accessibility to relevant data and educational and enforcement resources.
- Continuing to improve mobile practices and technology and improve the way in which evidence is collected on site and then recorded.

Our challenges

- Facilitating the orderly renewal of established areas including Moorabbin, Mentone Activity centres, the residential growth areas and significant sites.
- Introducing the National Heavy Vehicle Regulations and the related legislation significantly increased requests for special permits from industry to move large vehicles and heavy loads.
- The Lower Dandenong Road shopping centre upgrade was delayed pending the removal of an electricity pole and the need for additional drainage works.
- Reducing the growth in road trauma, particularly for older road users and cyclists in Kingston.
- Enforcing changes from the Domestic Animals Act 1994, including additional search warrant powers and Tobacco Act 1987 changes prohibiting smoking within 50 metres of all patrolled beaches, public swimming pools, all children's playgrounds, skate parks and all children's sporting events.
- Meeting the statutory responsibilities under the Food Act. These included inspecting all registered premises as well as exceeding our statutory food sampling requirements.

- Resourcing additional overtime patrols to proactively educate and enforce regulations.
- Improving payment options for users for ticket parking service areas.
- A number of staffing changes occurred in the Environment Health Team, which put additional workload on the team.
- Responding to changes in the organisation's structural requirements which saw the reallocation of staff into acting roles.

For more on 2013/14 achievements and challenges see pages 74 to 78.

Our plans for the next 12 months

- Develop a schedule of traffic projects (local area traffic management plans) for consultation and implementation.
- When construction starts on the Dingley Bypass, the Traffic Team will work closely with Thiess (the contractors) so traffic is minimally affected by construction.
- Further review online services and permit applications to improve service options for customers.












- Run Safe Routes to School program at Clarinda Primary School, St Andrews Catholic Primary School, Clayton South Primary School and Westall Primary School.
- Continue the current trial of the mobile inspections application with intent to implement a system in the coming year.
- Explore notice issuing devices and administrative back office systems to facilitate improved efficiencies in this area.
- Further review online services and permit applications improving service options for customers.
- Businesses will have an option of continuing with the current Department of Health Food Safety Program template, or move to the new more user-friendly templates recently released by the department. Businesses that decide to adopt the new version will require more education.
- Plan for Westall Learning Hub particularly incorporating learning and cultural elements.
- Develop a Governance Structure for a future Southland Structure Plan.

Fast Facts





	2012/13	2013/14	Change	% Change
Number of people attending business development activities and events	917	970	53	5.8%
Number of businesses Kingston's quarterly business newsletter was distributed to	6,000	6,831	831	13.9%
Number of new mentors accredited for the Business Mentor Partners Program	3	4	1	33.3%
Number of new library members enrolled	6,280	6,789	509	8.1%
Number of school children involved in library class visits	5,125	6,369	1,244	24.3%
Percentage of Kingston residents who are library members	62%	66%	4%	6.5%
Number of library items borrowed	1,150,537	1,226,041	75,504	6.6%
Road Safety programs	29	29	0	0.0%

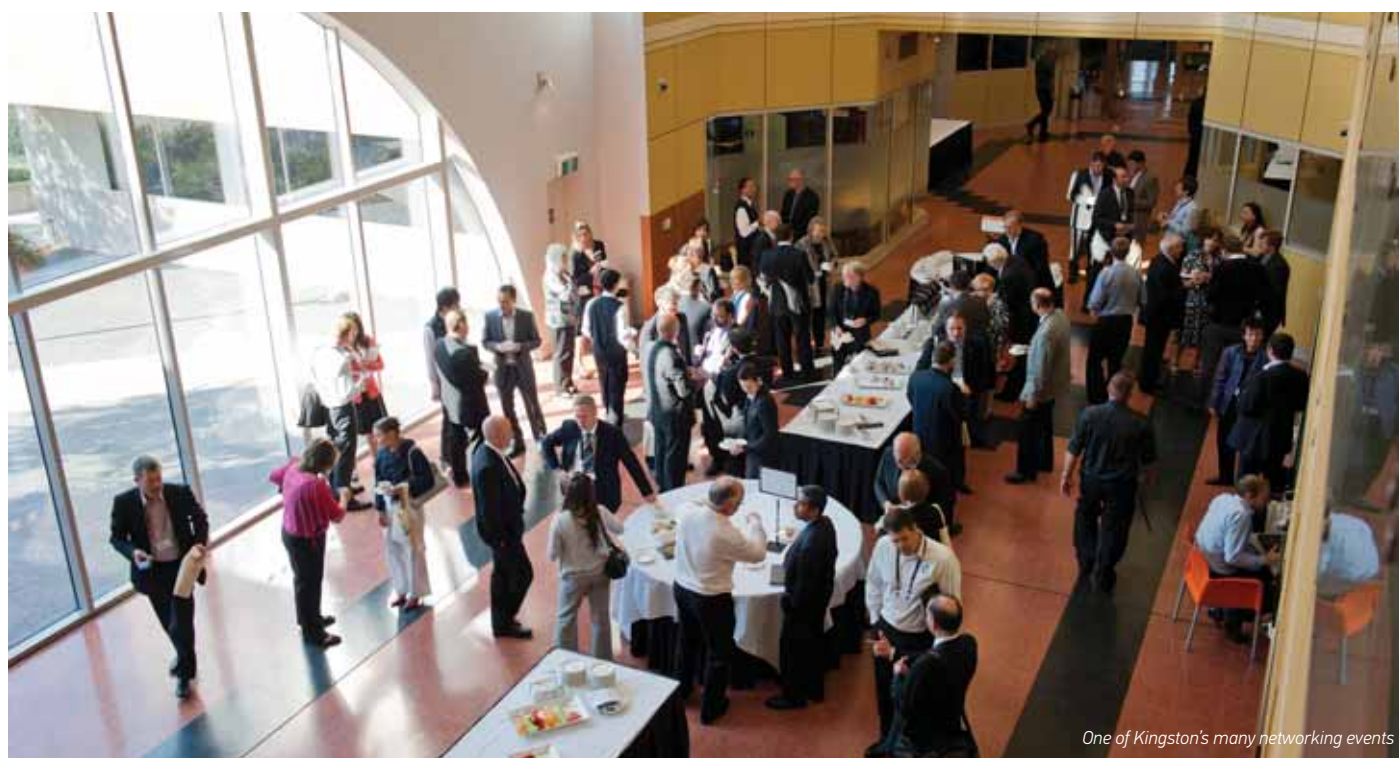
How We Performed Against The Council Plan – Our Scorecard

Outcome 4.1 Vibrant active urban centres

2013/14 MILESTONE	PROGRESS
4.1.1 ENHANCE AND UPGRADE THE AMENITY OF SHOPPING PRECINCTS	
<i>Implement capital upgrade in Lower Dandenong Road/ Warren Road shopping centre and commence design works for Charman Road centre</i>	
The Lower Dandenong Road shopping centre upgrade was delayed pending the removal of an electricity pole. Once additional drainage works are completed, the shopping centre upgrade will be tendered and works are expected to be completed in 2014/15. The survey work was completed for Charman Road/Balcombe Road and urban design will be undertaken in the first half of 2014/15 with the upgrade scheduled for 2014/15 completion.	 50%
<i>Revise and update Kingston's Footpath Trading Policy to support the emerging café culture and embed Council's retail strategic direction in local strip shopping precincts</i>	
Council adopted the revised Footpath Activities Policy at the November 2013 Council meeting. There was consultation with the community and business operators as part of revising the draft policy that was originally presented in July 2013.	 100%
<i>Implement the Mordialloc Activity Centre Structure Plan</i>	
11 The Centreway was demolished and a planning permit to use the space as a car park was granted. Construction is expected to start in the first half of 2014/15. Economic Development and Traffic and Transport Planning will be responsible for implementing the parking changes and trader permit schemes as outlined in the Council Report.	 95%
<i>Prioritise urban renewal projects in each centre to give certainty to private investors and the community</i>	
The Moorabbin Junction Urban Renewal Strategy was instrumental in building momentum and capacity for urban renewal change in Moorabbin. Traffic modelling in Mentone is examining road improvement initiatives identified in the Structure Plan. Preliminary discussions for development applications in the Cheltenham Activity Centre were provided for the objectives identified in the Structure Plan.	 100%
4.1.2 IMPLEMENT AND CONTINUE THE DEVELOPMENT OF ACTIVITY CENTRE STRUCTURE PLANS	
<i>Implement the Moorabbin Activity Centre Structure Plan</i>	
Projects at Moorabbin Activity Centre aim to visually strengthen the arts precinct, improve amenity and perceptions of safety, and bring more people into the area. The Moorabbin Junction Urban Renewal Strategy was presented to Council in February 2014 and is now publicly available. The engagement strategy aims to connect with new residents and visitors to the centre and includes the new website with business profiles and events (see www.moorabbinjunction.com.au for more information). Ongoing relationships with key stakeholders, such as Regional Hospital, St Kilda Football Club and Woolworths, are critical. Kingston Arts is also reviewing events held at the Moorabbin precinct.	 95%
<i>Develop a Governance Structure for a future Southland Structure Plan</i>	
Officers are awaiting a direction of the State Government on the development of a panel to oversee a future Structure Plan. This matter will need to be reviewed against other priorities for the new Metropolitan Planning Authority.	 Deferred
<i>Progress the implementation of the Activity Centre Zone for Mentone and Moorabbin major activity centres</i>	
The Moorabbin Planning Scheme (C121) amendment that implements the Structure Plan is with the Minister for Planning. Briefings were undertaken with the Community Cabinet in November 2013 and Ministerial Advisors in the March quarter, on the importance and value of this amendment due to the new housing opportunities it creates. The Mentone Planning Scheme Amendment (C124) was adopted in October 2013 and submitted to the Minister for Planning for approval.	 100%
<i>Implement the Mentone Activity Centre Structure Plan</i>	
A draft concept plan of the traffic changes and development sites has been presented to Ward Councillors for further direction. The traffic changes are currently being reviewed in detail by traffic consultants, with consultation with VicRoads, PTV and the bus companies.	 95%
<i>Develop and implement a program of capital and other works to provide for upgrades across Council's Activity Centres</i>	
A four year program for Activity Centre minor works was developed. This program focuses on implementation initiatives aligned with the capital program and discussed in more detail in relation to the actions for the Bay to Rail – Mordialloc (see page 44), Moorabbin Arts Link and Bus Interchange, and Implementation Plan for Mentone Activity Centre (see page 74).	 Ongoing
<i>Facilitate the redevelopment of Dingley Village Shopping Centre</i>	
A planning permit to expand the existing supermarket and car parking was approved. A gateway to the western entrance on the Centre Dandenong Road roundabout was constructed as part of Council's commitment to improving the Dingley Village streets. The Pauline Avenue Shopping strip improvements are underway and include new landscaped plaza spaces, providing attractive, shady places to sit while allowing space for footpath trading. Distinctive coloured surfaces at key pedestrian crossings will improve safety.	 100%
<i>Complete traffic management plan for Mentone triangle</i>	
An independent consultant has been appointed to develop options for the Mentone Triangle. Survey data has been assessed and options discussed with key stakeholders. Council is currently seeking feedback from the community on the work that has been done and any additional issues that need to be considered.	 75%

Outcome 4.2 Informed, learning and connected city

2013/14 MILESTONE	PROGRESS
4.2.1 FACILITATE BUSINESS EDUCATION AND SKILLS DEVELOPMENT	
<i>Deliver business workshops, seminars and other education programs to meet a broad range of business needs</i>	
Workshops held during the year included the topics of Starting Your Business, Marketing for Growth, Getting Your Business Organised, Go Online – a Start-up Guide, Building Your Online Strategy, Going Global Online, Business Planning, Marketing Basics, Online Tools and Applications, Improving Cashflow, Leading Through Turbulence, and Developing an e-strategy.	 100%
4.2.2 PROMOTE A BROAD RANGE OF LEARNING, SHARING AND NETWORKING OPPORTUNITIES	
<i>Facilitate a diverse range of forums to provide business leaders with appropriate networks in which to share, debate and discuss current business issues and challenges</i>	
The CEO Roundtable, the Rising Stars Roundtable, the Sustainable Business Network and the Kingston Business Women's Network met on a regular basis. The Mayor chaired two Automotive Supply Chain Roundtable discussions for Council to better understand the implications of decisions relating to automotive manufacturing in Australia. Outcomes will form the basis of advocacy and other local support for affected businesses.	 100%
4.2.3 PROVIDE ACCESSIBLE AND ENTICING SPACES THAT FOSTER OPPORTUNITIES TO PROMOTE LIFELONG LEARNING	
<i>Deliver reputable information, quality resources and services to strengthen and support the community</i>	
Internet classes were run to meet community needs. There were 85,362 information enquires answered, of these 30.4% were related to technology and digital access. In addition, 33,842 new items were processed for the collections.	→ Ongoing
<i>Strengthen and optimise facility utilisation at the Sundowner and Clarinda Community Centres</i>	
Both Sundowner and Clarinda Community Centres continued to thrive. Additional programs were introduced and proved popular. Clarinda's attendance increased by 31% to 86,191 and weekly attendance at Sundowner increased by at least 65%. Staff continued to meet with working groups and liaise with the community to meet expectations.	→ Ongoing
4.2.4 INFORM AND ENCOURAGE COMMUNITY PARTICIPATION IN COUNCIL EDUCATION INITIATIVES	
<i>Continue education services to contribute to a safe and healthy community</i>	
Education programs continue to be delivered to schools and community groups and included monthly Responsible Pet Ownership, Road Safety and School Crossing Supervisors programs. The Pet Expo held in Dingley in April 2014 was very successful and was visited by many families. Library staff delivered information literacy programs to 6,369 primary and secondary students. Council Community Hubs provided 41,374 instances of educational, social inclusion, playgroups, and sessions to the community.	 100%
<i>Provide waste education programs to the community</i>	
'Waste and Recycling Education Week' was delivered to schools in May 2014 in addition to ongoing programs. The waste education website page was updated to promote the new program dates and provide booking information. A total of 35 education sessions were delivered to eight schools and engaged over 900 students. The feedback from schools was overwhelmingly positive.	 100%
4.2.5 ENABLE PARTICIPATION IN THE EVOLVING DIGITAL ENVIRONMENT THROUGH OUR LIBRARY SERVICES	
<i>Integrate new technology and innovation into libraries and community centres</i>	
New technologies and innovations into libraries helped expand and improve services. Applications and products implemented include: Axis 360 (new eBook resource), Freegal Music (eMusic product), WiFi internet upgrades (internet access speed upgraded and public computers upgraded to windows 2010), and Library Management system upgrade.	 100%



One of Kingston's many networking events





Case study:

Barb - Team Leader
Library Operations and
Information Technology







Barb (pictured right) providing
iPad assistance

Literacy is vital to everyone. Digital Literacy is the new challenge for communities to ensure everyone in the community is informed, learning and connected. Library staff lead community digital initiatives. Regular classes on the internet, email and specific sites are now complemented by one on one instruction on iPads and applications for iPads. We scheduled one on one sessions for the community with iPads and while many took time to get it, the support of our staff enabled them to finally load e-books and understand the wonderful experiences available in the digital space.





Outcome 4.3 A city rich with cultural vitality

2013/14 MILESTONE	PROGRESS
4.3.1 IMPLEMENT THE ARTS AND CULTURAL STRATEGY <i>Implement year three actions of Arts and Cultural Strategy</i> Actions included distributing \$19,846 to eight projects as part of Council's inaugural Arts Grants program; the first mural as part of Council's Graffiti Diversion Program, the Sub-Urban Art Program, at Kingston City Hall car park; completing an Internal Steering Committee and the Public Art Advisory Panel; the literary festival 'Write Up' was held in July 2013; the Lens Mist photographic exhibition in March 2014; an internal working group provided feedback around Council's new Busking Guidelines adopted in June 2014; the Open Studios weekend was a unique opportunity to see leading artists at work in June 2014.	 100%
4.3.2 IMPLEMENT THE PUBLIC ART STRATEGY <i>Implement year two actions of Public Art Strategy</i> Actions included the Dingley Village Gateway permanent public art project, 'Tillage'; funding was received for a work at the Ahie Repouar Kiosk at Moorabbin Train Station; planning got under way to transform disused shop fronts in Moorabbin to activate the precinct; opportunities to incorporate public art into existing capital works projects saw the transformation of the disused walking bridge at Kingston City Hall into a new digital arts space and the expansion of G2 incorporating another digital arts space in The Vault.	 100%
4.3.3 FACILITATE DIVERSE ARTS AND CULTURAL ACTIVITIES <i>Develop and provide professional and community based arts and cultural experiences and venue hire services</i> Kingston Arts delivered over 135 performances, exhibitions, events, professional development and community based activities. Venue hire services were interrupted at the City Hall for three months due to capital works. Shirley Burke Theatre continued to perform strongly as a desired venue hire option. Highlights included the Victorian regionals of the International Youth Silent Film Festival (IYFFF), a HealthPlay performance as part of the Kingston Seniors Festival program, and Big Break that offers arts-based skills development workshops to people living with a disability. Council Community Hubs provided commercial hire to 5,465 people.	 Ongoing
4.3.4 PROTECT AND SHARE THE COMMUNITY'S UNIQUE CULTURAL HERITAGE AND CREATE A LEGACY FOR THE FUTURE <i>Create and strengthen community historical awareness</i> The City Historian continued to provide regular updates on the historical website. Historical Network meetings continued as scheduled. The City Historian's book "By the Creek" was printed ready for launch in July 2014. Support was provided for the forthcoming publication of a book on the World War I Photographic Exhibition. See www.localhistory.kingston.vic.gov.au for more information.	 100%







Outcome 4.4 Thriving, profitable and sustainable local economy

2013/14 MILESTONE	PROGRESS
4.4.1 IMPLEMENT STRATEGIC ECONOMIC PLANNING AND POLICY DEVELOPMENT	
<i>Provide Economic Development Services to support and assist Kingston's strong business community</i>	
The team provided a range of services to businesses. These included business education workshops and seminars, networking opportunities, and advocacy and linkages with other tiers of government. In 2013/14, 14 workshops and 35 network events were held.	→ Ongoing
<i>Deliver a community campaign for residents and businesses to think local first before purchasing</i>	
Kingston participated in the State Government's "Support Small Business Day" on 19 October 2013 by holding a family event in the Chelsea Shopping Centre to encourage more visitors. Council is also participating in Destination Melbourne's "In Your Own Backyard" to encourage residents to take visiting family and friends to local venues and activities.	 100%
4.4.2 SUPPORT REGIONAL COLLABORATION AND PARTNERSHIPS	
<i>Actively partner with neighbouring councils, research institutions, industry associations and other relevant organisations on initiatives that support regional economic growth</i>	
Local companies were given the opportunity to learn about emerging technologies around additive manufacturing (also known as 3D printing) with a seminar held at CSIRO. Work commenced on updating the Regional Economic Strategy for Melbourne's South East. This is in collaboration with nine other councils. Kingston is leading a regional project, funded through the Victorian Government's Digital Futures fund, to enable local companies to re-use by-products. Three other Councils, the CSIRO, and numerous small businesses are also involved.	 100%
4.4.3 FOSTER INNOVATION AND TECHNOLOGY ADOPTION	
<i>Develop a "Connected Communities" strategy to ensure that both businesses and residents are well-equipped to take full advantage of the National Broadband Network</i>	
Kingston worked in partnership with a number of local councils and VECCI to provide digital business training for organisations. Training will be rolled out over the next two years and is part of the Connected Communities strategy to ensure businesses are prepared for the NBN. Three training sessions have been held to date. Kingston continues to advocate for high speed broadband in industrial areas.	 100%
4.4.4 IMPLEMENT THE BUSINESS SUSTAINABILITY FRAMEWORK	
<i>Establish a Business Sustainability Network to facilitate collaboration and knowledge in all areas of business sustainability</i>	
The Kingston Sustainable Business Network provides a forum for businesses to explore sustainable initiatives including new business opportunities. Meetings focused on emerging opportunities for SMEs (small to medium enterprises) in clean technologies, water savings, investing in solar, and materials efficiency.	 100%
4.4.5 REVIEW FREIGHT TRAFFIC MOVEMENT IN INDUSTRIAL AREAS	
<i>Access South East Melbourne regional data on freight traffic movements and monitor changes impacting industrial precincts</i>	
MAV and the Ministerial Freight Advisory Council established a working group with councils, including Kingston, to develop good practice guidelines for freight vehicle access. This will help Kingston with data on regional freight movements and therefore improve Council's opportunity to advocate for improvements to the strategic freight routes.	 100%
<i>Review changes in industrial areas in consultation with internal traffic department, VicRoads and Department of Transport</i>	
New National Heavy Vehicle Regulator system is still only partly operational, with Council retaining control of approvals and VicRoads coordinating applications in Victoria. This allows Council to monitor freight movements and ultimately better plan for freight needs.	 100%

Outcome 4.5 A community with functional traffic, parking and transport links

2013/14 MILESTONE	PROGRESS
4.5.1 DEVELOP AN INTEGRATED TRANSPORT STRATEGY	
<i>Provide strategic traffic and transport planning, including parking services</i>	
This is an ongoing core service with around 30 active projects at any one time. Projects in design/analysis include local area traffic management plans in Wilson Street/Childers Road/Viney Street areas in Cheltenham. Projects in design include Rowans Road, Moorabbin and Eulinga Road, Clarinda. Parking issues were dealt with on a day to day basis and selectively through studies or small projects. A major study of Mentone was progressed and Cheltenham Activity Centre planned with some implementation scheduled for 2014/15.	→ Ongoing
<i>Develop an Integrated Transport Strategy through consultation with the community</i>	
Preliminary background information was gathered and the principle report structure is to follow the current Council Plan structure. Consultant assistance will be sought to gather together data to develop future direction. The second phase will continue in 2014/15.	 100%
4.5.2 IMPLEMENT KINGSTON'S ROAD SAFETY STRATEGY AND REALIGN WITH STATE GOVERNMENT INITIATIVES	
<i>Review Road Safety Strategy objectives</i>	
Police statistics and VicRoads CrashStat data continued to show an increasing safety issue for older road users and an emerging issue for motorcyclists. Council continued to target older drivers through safety programs. The Vulnerable Road User Committee set up by Victoria Police, worked with VicRoads, Kingston and nearby councils to identify road safety issues and develop solutions. Work progressed on the highest crash sites, Nepean Highway, with support from Victoria Police, VicRoads and Southland, and remedial treatments were examined.	 100%
4.5.3 ENGAGE THE COMMUNITY IN PARKING REVIEWS	
<i>Review traffic management and parking strategies for the City of Kingston, inclusive of community consultation</i>	
On track to be completed in conjunction with the Local Law review due in September 2015 (see page 78 for more information).	 100%
<i>Increase community understanding and engagement on Council parking initiatives</i>	
This action is an ongoing process for the Traffic and Transport Planning team. Finalised policies and procedures will be shared with the community.	 100%

Outcome 4.6 Effective enforcement of local laws and regulations

2013/14 MILESTONE	PROGRESS
4.6.1 ENFORCE AND PROMOTE STATUTORY COMPLIANCE	
<i>Conduct food sampling program throughout the year to ensure safe food supply for the community and ensure Council and businesses meet their statutory obligations</i>	
Officers obtained 426 food samples for testing, which is 144 above the statutory target. The sampling program tests food products that are manufactured, prepared or sold within Kingston. A further 72 food samples were collected from Nursing Homes and Child Care Centers to ensure safe food delivery for vulnerable residents. Council participates in regional and state-wide sampling surveys when appropriate.	 100%
<i>Encourage statutory compliance through continuing education and enforcement services to contribute to a safe and healthy community and environment</i>	
Summer months beach patrols were undertaken daily to encourage compliance and address any offences detected. Litter patrols continued throughout the green wedge and known litter dumping hotspots. Highly visible mobile CCTV was used successfully in these areas. Parks, streets and reserves were patrolled and officers interacted with the community. Local Law complaints were investigated and appropriate education and enforcement action was taken. See page 83 for more information.	→ Ongoing
<i>Provide parking services to the community</i>	
Parking services are provided under private contract. Outputs exceeded contract expectations and the parking contractor was involved with site assessments to improve traffic and parking management. A Pay-by-Phone service along Kingston foreshore parking areas was successfully trialed. Council is now considering a more permanent arrangement so this service can continue.	→ Ongoing
<i>Conduct annual statutory inspections of food, health and domestic animal businesses</i>	
Annual inspections of registered premises were conducted in 2013/14 to ensure they met the safety standards and legislative requirements under the Food Act and the Public Health and Wellbeing Act. All domestic animal businesses were inspected and met compliance. Council undertook additional investigations into the alleged illegal breeding and selling of animals from unregistered premises to detect illegal activities and protect the welfare of animals.	→ Ongoing
<i>Review and develop effective and responsive community Local Laws</i>	
Internal stakeholders met in June 2014 to review clauses in the existing local laws. Progress reports will be submitted to Councillors and the public will be consulted during the review. Most work will occur in 2014/15 because new local laws must be adopted before September 2015 for the Meeting Procedures Local Law and November 2015 for the Community Amenity Local Laws.	 100%
<i>Review local laws enforcement during summer high temperatures</i>	
Reassessed OHS requirements indicated that officers need to be better protected from extreme weather conditions. Officers were given modified uniforms to protect them further from heat stress and sun damage. Standard operating procedures were reviewed and will continue to be used in training and patrol briefings.	 100%
4.6.2 IMPLEMENT KINGSTON'S DOMESTIC ANIMAL MANAGEMENT PLAN	
<i>Review all current dog off-leash areas to ensure all are gazette</i>	
All areas were reviewed and are compliant. This process is now complete. Local Laws will continue to work with the Parks department to identify future off-leash opportunities in the municipality. Council will consult with the public about any areas identified as off-leash options before proceeding with an area.	 100%
<i>Develop a Kingston Animal Welfare Emergency Management Plan</i>	
Officers finalised the operational document that confirms the roles and responsibilities of Council and private organisations. Part of the plan was tested in December 2013 to ensure the correct systems are in place. This is not a statutory responsibility but Council developed the document to support emergency management.	 100%
<i>Council to consider having dedicated 24 hour off-leash dog areas on its foreshore reserve</i>	
A 24-hour off-leash foreshore zone in Mentone north, of the life saving club, is being trialed for 12 months. Further consultation during and at the end of the trial will determine the appropriateness of the area and the option for it to continue as a permanent zone. The report is due to be presented in August 2014 to CLG and Councillors on the outcome of the statutory consultation.	 75%



Dedicated 24-hour off-leash area to be trialed in Mentone

Indicators of Success for Goal 4

Various economic, social and environmental indicators are used by Council to measure our achievements in relation to the wellbeing of the community. These indicators are described below.

SOCIAL INDICATOR:	COMMUNITY SATISFACTION: PERFORMANCE IN TRAFFIC MANAGEMENT
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

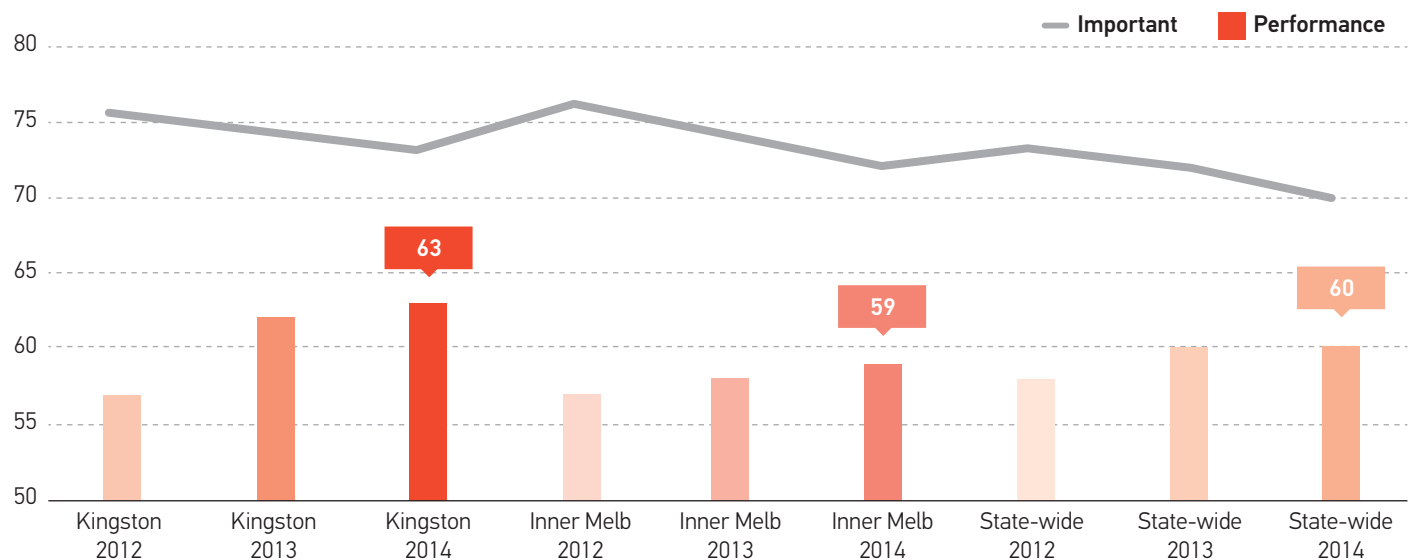
As shown in Figure 22, Kingston residents were asked to rate the performance and importance of traffic management. This measure includes congestion and local road safety for vehicles, cyclists and pedestrians. Community satisfaction with traffic management has steadily increased since 2012 from an index score of 57 to 63 in 2014. Kingston's performance for traffic management was significantly higher than both Inner Melbourne Metro Councils (index

score of 59) and State-wide Councils (index score of 60). While performance at Kingston improved, importance decreased by one point to 73 in 2014. However, importance remained higher than Inner Melbourne Metro Councils and significantly higher than for State-wide Councils. The gap between performance and importance was 10 at Kingston (the same result found at State-wide Councils), but lower than the difference at Inner Melbourne Metro Councils of 13.

During 2013/14, in addition to the \$5.0 million invested on local roads and \$1.9 million on footpaths, \$600,000 was spent on traffic management works and \$1.5 million on drainage upgrades. Some specific 2013/14 traffic management projects are included in Table 12 on the next page.



Figure 22: Traffic management



Source: 2014 Community Satisfaction Survey

Table 12: Examples of Traffic Management Projects for 2013/14

AREA OF FOCUS	\$
Local Shopping Centres and Activity Centre Upgrades	\$200,000
Traffic Management Treatments in Chelsea Heights	\$88,000
Traffic Management Treatments in Dingley Village Safe Routes to School, Jacks Avenue Dingley	\$70,000
Traffic Management Treatments McSwain Street Parkdale – School Crossing Reconstruction	\$55,000
Eel Race Road, Carrum – School Crossing Reconstruction	\$58,000

A further \$675,000 is budgeted to be spent on traffic management in 2014/15. Some of these projects are highlighted in Table 13.

Table 13: Examples of Traffic Management Projects for 2014/15

AREA OF FOCUS	\$
Thames Promenade, Chelsea Heights – Pedestrian signals at Chelsea Heights Primary School	\$200,000
Queen Street, Parkdale - Intersection treatments at Seventh Street and Fifth Street	\$100,000
Patty Street / Elizabeth Street, Mentone - Roundabout	\$80,000

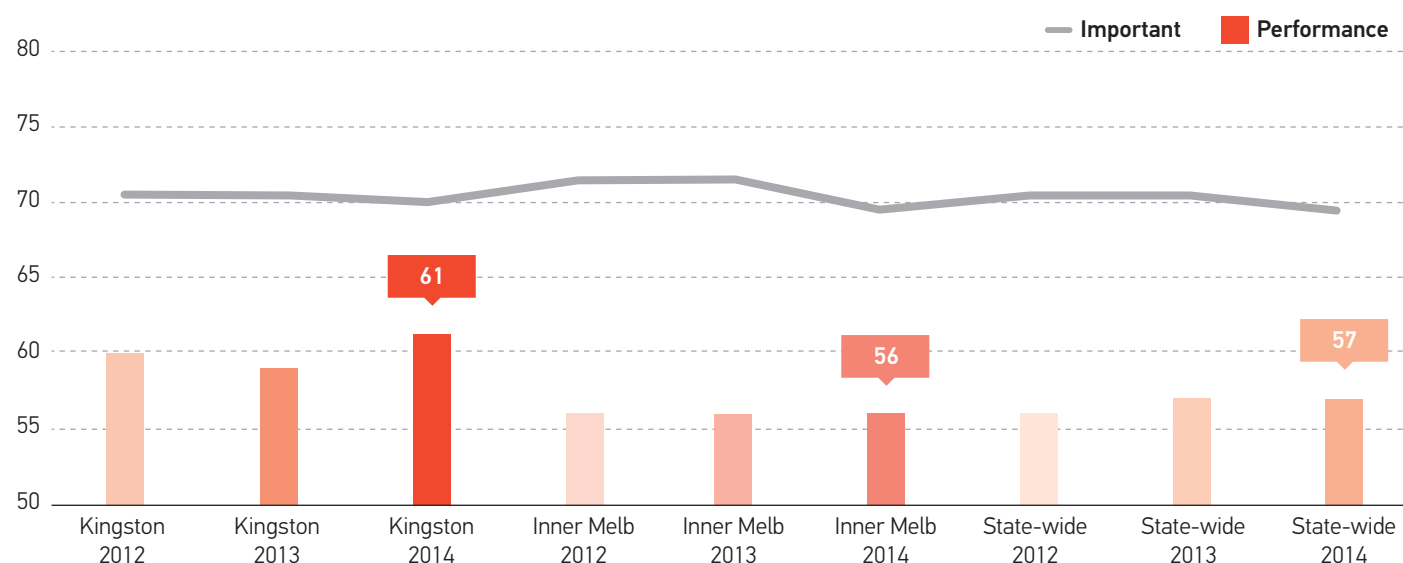
SOCIAL INDICATOR:	COMMUNITY SATISFACTION: PERFORMANCE IN PARKING FACILITIES
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

As shown in Figure 23, Kingston residents were asked to rate the performance and importance of parking facilities. This measure includes the provision of on-street and off street parking. Kingston's performance for parking facilities increased by two points in 2014 to 61, which was significantly higher than the performance at both Inner

Melbourne Metro Councils and State-wide Councils. The importance rating of parking facilities was the same across all three comparison groups and generally remained steady at 70. The gap between performance and importance was nine at Kingston, 13 for State-wide Councils and 14 at Inner Melbourne Metro Councils.

During 2013/14, Kingston spent approximately \$400,000 on car parks at Carrum Foreshore and The Grange Reserve carpark. In 2014/15, a further \$400,000 will be invested to improve car parks in Kingston, including Antibes Street, Parkdale and Keeley Park, Clayton South.

Figure 23: Parking facilities



Source: 2014 Community Satisfaction Survey

SOCIAL INDICATOR:

COMMUNITY SATISFACTION: ARTS CENTRES AND LIBRARIES

Responsibility:

Kingston City Council

Council Plan target:

Maintain or improve resident perception of performance

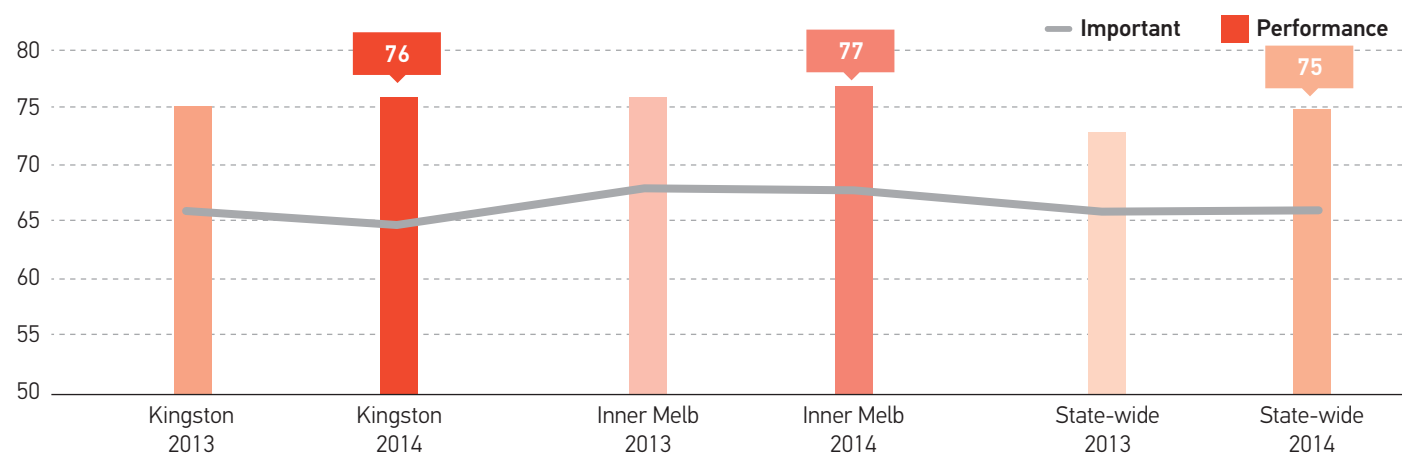
As shown in Figure 24, Kingston residents were asked to rate the performance and importance of arts centres and libraries. Community satisfaction with arts centres and libraries increased slightly to 76 in 2014. This service was one of the highest performing service areas at Kingston when the survey was conducted. Kingston's performance for arts centres and libraries is similar to the performance at Inner Melbourne Metro Councils (index score of 77) and State-wide Councils (index score of 75). The importance of arts centres and libraries at Kingston decreased slightly to 65. As a result, Kingston's performance is exceeding importance by 11 points. By comparison, the gap between performance and importance was nine at both Inner Melbourne Metro and State-wide Councils.

During 2013/14, significant renewal works took place at the new lounge bar at Kingston Hall, upgrading heating and air conditioning throughout Kingston Hall, and Chelsea Library. Total library clients contacts exceeded 5.5 million and over 2.2 million items were borrowed by library members during the year. Kingston Libraries delivered 24 hour access to the community via the web site, and 14,541 opening hours across eight sites. Kingston Libraries provide services to bridge the digital divide, including digital literacy and e-resources classes and one on one tutoring. Computer use sessions increased to 70,005, and 39,668 WiFi sessions were provided. Kingston libraries loaned 1,140,798 physical and 85,243 electronic resources. While 598,030 people visited the libraries, over 108,000 people attended an arts and cultural event at

Kingston City Hall, Shirley Burke or the Arts Centre. Although attendances at arts centres were down slightly on figures from 2012/13 (approximately 125,000), given the hall was closed for three months due to renovation works, attendances are expected to rise again in 2014/15.

In 2014/15, the libraries team will work closely with the community buildings team to develop the Westall Library as part of the Westall Community Hub after receiving a \$750,000 Living Libraries grant from the State Government. The focus for the arts centres will be working to rejuvenate the Moorabbin precinct and change the perception of the retail area through the arts. In addition, new projection and video spaces will be launched as part of the expansion works.

Figure 24: Arts centres and libraries



Source: 2014 Community Satisfaction Survey



Jennifer Foley and her daughter Keeley at Kingston Arts Centre



Sub-Urban Art Program at Moorabbin Junction

SOCIAL INDICATOR:	COMMUNITY SATISFACTION: COMMUNITY AND CULTURAL ACTIVITIES
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

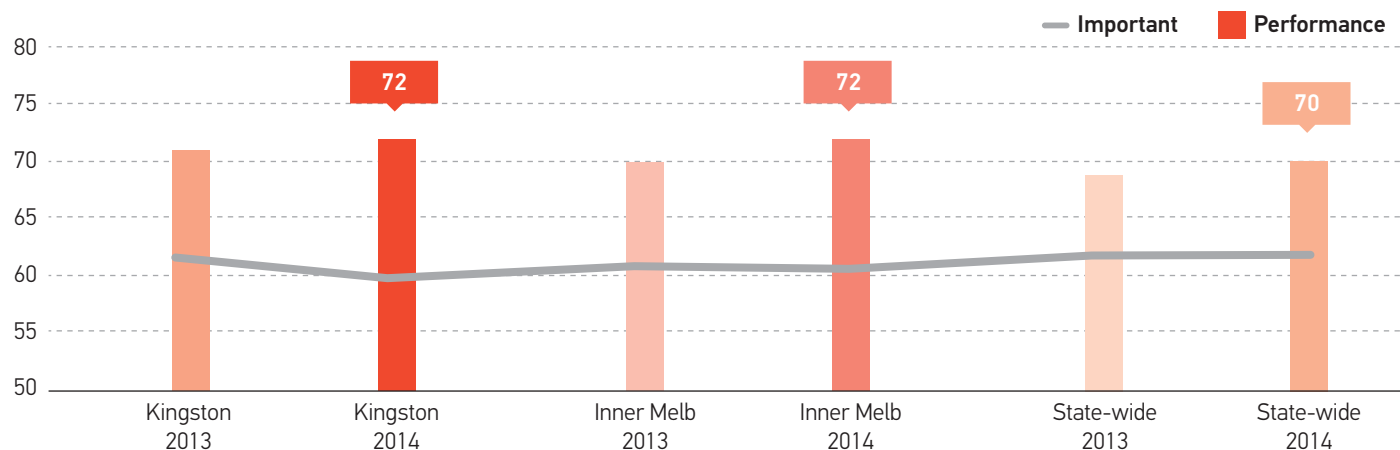
Kingston residents were asked to rate the performance and importance of community and cultural activities, as shown in Figure 25. This measure includes art exhibitions, music festivals and other council sponsored community events in parks and public spaces. Community satisfaction with community and cultural activities increased slightly to 72, which was similar to the result at Inner Melbourne Metro and State-wide Councils. Importance across the three comparison groups is also similar ranging from 60 at Kingston to 62 at State-wide Councils. Performance exceeded importance at

Kingston by 12 points compared to 11 points Inner Melbourne Metro and eight points for State-wide Councils. This indicates that Councils are exceeding the community's expectations in delivering community and cultural activities.

During 2013/14, Kingston Arts delivered more than 135 performances, exhibitions, events, professional development and community-based activities. In addition, four festivals were held during the year; Carols by the Bay, Globe to Globe, Mordialloc by the Bay Fine Food, Wine and Music Festival, and Harvest Festival were attended by

over 60,000 people (see page 36 for more information). In 2014/15, the four major festivals along with many community run events will again be delivered. Kingston is looking forward to continuing our extensive arts program delivery, in particular in the newly expanded 'G2' arts space, the new digital arts spaces, 'The Vault' and 'The Bridge', as well as the key arts and cultural development programs; Moorabbin Arts Link project, Arts Grants, Busking, Public Art Program, NAIDOC Week, Makers Market, Lens Mist Photography Award and Exhibition and Sub-Urban Art Program.

Figure 25: Community and cultural activities



Source: 2014 Community Satisfaction Survey

SOCIAL INDICATOR:
COMMUNITY SATISFACTION: ENFORCEMENT OF LOCAL LAWS

Responsibility:

Kingston City Council

Council Plan target:

Maintain or improve resident perception of performance

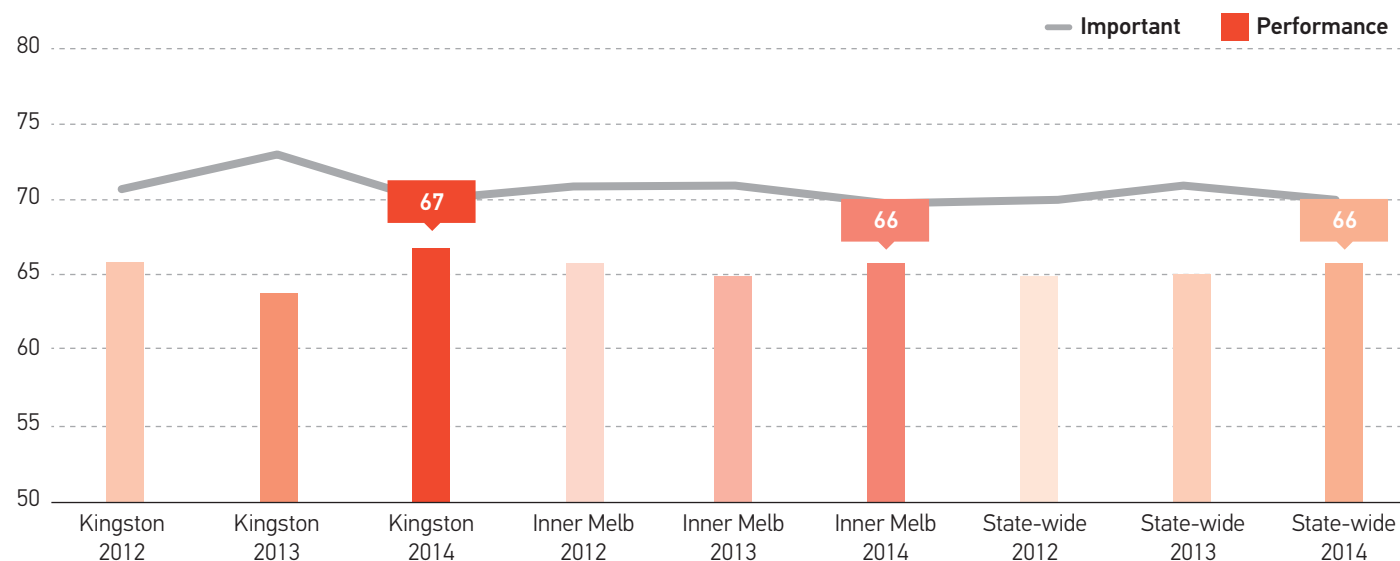
As shown in Figure 26, residents were asked to rate the performance and importance of the enforcement of local laws within Kingston. This service measure includes the enforcement of local laws by rangers and Council officers, including food, health and noise laws, animal control and parking enforcement. Performance with the enforcement of local laws increased by three index points in 2014 to 67, which was consistent and not statistically different from performance at Inner Melbourne Metro and State-wide Councils. The importance of this service measure was also the same across all three comparison groups suggesting both performance and importance for the enforcement of local laws across Victoria experiences minimal variations. Hence, the difference between performance and importance was three at Kingston, and four for both Inner Melbourne Metro and State-wide Councils.



Carrum foreshore restrictions

Officers following Kingston Enforcement Protocols ensure they provide education to encourage statutory compliance and also enforce clear identified legislative

breaches. During 2013/14, prevention, education, and enforcement continued to ensure local laws are adhered to as shown in Table 14.

Figure 26: Enforcement of local laws


Source: 2014 Community Satisfaction Survey

Table 14: Enforcement of Local Laws activities

	2012/13	2013/14	CHANGE	% CHANGE
Number of premises inspected by Environmental Health Officers	1,772	1,698	- 74	- 4.2%
Number of Infringement Notices issued by the Parking Contractor	30,884	32,140	1,256	4.1%
Number of animals registered with Council				
Dogs	17,510	16,882	- 628	- 3.6%
Cats	6,526	6,371	- 155	- 2.4%
Number of animals impounded				
Dogs	504	563	59	11.7%
Cats	257	230	- 27	- 10.5%
Number of dog attacks investigated	159	119	- 40	- 25.2%
Local laws education school and community visits	83	78	- 5	- 6.0%

5 AN EFFECTIVE VOICE

Goal: *We will champion the community's voice on issues that we cannot directly control, to influence those who can, through effective advocacy and strategic alliances.*

The people in Kingston's diverse community have participated in shaping their neighbourhood and the future of our city. Council provided timely and accurate information to strengthen community knowledge and understanding of key issues to inform community participation and debate. We maximised opportunities to seek and listen to the diverse views of the community to inform decision making, and be open about our decisions, how they were reached and the outcomes. Council forged innovative and strategic partnerships with community organisations, educational institutions, private industry and all levels of government. We leveraged opportunities to enhance services, facilities and programs that were responsive to the needs of the community.

Our services include communications; social media; community engagement and consultation; LivingKingston 2035; committees; submissions to relevant authorities; and liaison and advocacy with

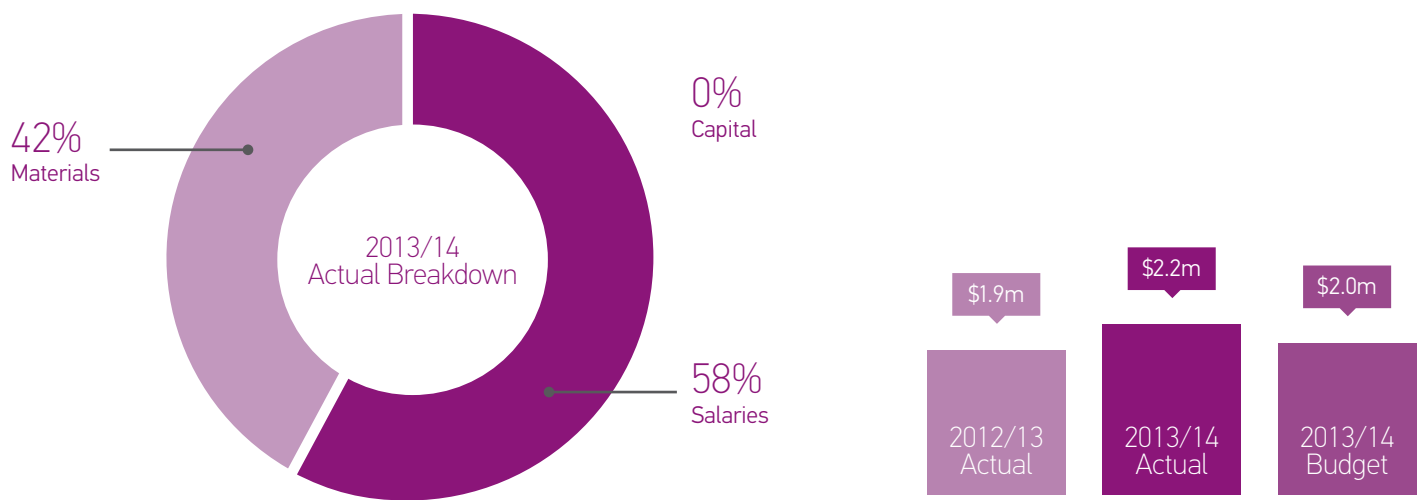
other government organisations including other councils.

This year Council invested \$2.2 million in this goal compared to the budgeted \$2.0 million. This is a 15.2 per cent increase on \$1.9 million in 2012/13. As the focus of this goal is on advocacy, there was no direct capital investment required in achieving this goal.

Our major achievements

- Council worked with automotive businesses affected by the downturn in the industry and welcomed State Government's recently announced \$30 million assistance package to the sector over the next two years for reskilling automotive supply chain workers.
- Council sought State Government cooperation to progress traffic changes in South Road to support the enhancements and revitalisation of the Moorabbin Junction.

- Liaised with various state government departments on the proposed Dingley Bypass project and community road safety campaigns to ensure the best outcome for our local community.
- Continued to advocate for various traffic management projects, including reduced speed zones around schools and the northern extension to the Mornington Peninsula Freeway.
- Numerous rail interface improvements in the city, including additional CCTV surveillance, improved platform lighting, and track upgrades.
- Liaised with Melbourne Water on the Victorian Flood Management Strategy.
- Findings from Council's most significant ever community consultation project, LivingKingston 2035, informed the development of Council plans and strategies. One Vision Council Plan 2013-2017 and LivingKingston 2035 was launched on 25 July 2013.
- After nearly two years of advocating on behalf of the community, Telstra is set to deliver additional ADSL ports for the Aspendale Gardens community.



- Kingston's Mayor and a delegation of Mayors from other councils met with senior members from Federal Government to discuss priority issues including high speed broadband, the future of the manufacturing industry in the South East and the impact of the downturn in the automotive industry.
- A new private hospital at the Holmesglen TAFE site will help strengthen the health service industries and boost local employment opportunities in Kingston.
- Council supported the Costco Preliminary Major Development Plan in June 2014 which will result in an increased number of visitors to the city as well as local employment opportunities.

Our challenges

- Advocating on external issues of strategic importance to Kingston but outside direct control, including issues relating to Moorabbin Airport such as aircraft noise and retail use of Commonwealth land, legislative reforms, and Plan Melbourne implementation.
- Construction of Dingley Bypass and implications for nearby South Road.
- Responding to State Government reforms to residential and commercial zones.
- Several staff changes have impacted on the ability to develop a revised Crisis Communications Plan.
- Opportunities to collaborate with housing associations were deferred until 2014/15 due to competing priorities with the introduction of proposed new residential zones.

For more on 2013/14 achievements and challenges see pages 86 to 89.

Our plans for the next 12 months

In 2014/15, priority projects identified for this Goal include:

- Implement changes to the Local Planning Policy Framework and Planning Zones and particular provisions as appropriate in relation to the changes to the State Planning Policy. Once the Minister has determined the new residential planning zones for Kingston, community consultation will be required.
- Improve collaboration on planning issues with surrounding municipalities such as information sharing to consider impacts on each other's planning decisions and participate in the Southern Sub regional planning group to look at issues such as housing projections, infrastructure, land use and environmental impacts at a regional level.
- Evaluate opportunities for collaboration with housing associations to ensure we are looking for opportunities to maximise the supply of affordable housing particularly in new developments.

- When construction starts on the Dingley Bypass, the Traffic Team will need to work closely with Thiess (the contractors) to ensure traffic is not unduly impacted by the construction works.
- Advocate for the Northern Mornington Peninsula freeway extension.
- Continue to use feedback provided from the community through LivingKingston 2035 to inform the future direction for Council.
- Develop an advocacy and engagement plan for Moorabbin Urban renewal, Mentone Structure Plan, fast broadband, manufacturing transition support, chain of parks, and waste and resource recovery. This plan will be implemented at an MP breakfast at Kingston in July 2014.
- Continue to expand and utilise social media and online tools to inform and hear from the community.

Fast Facts









	2012/13	2013/14	Change	% Change
Number of publications produced on behalf of the organisation	216	305	89	41.2%
Visits to Kingston's website – kingston.vic.gov.au*	803,005	780,742	- 22,263	- 2.8%
Number of Facebook likes	1,494	8,209	6,715	449.5%
Number of Twitter followers**	NA	1,894	-	-
Advocacy campaigns delivered	21	23	2	9.5%
Proportion of positive versus negative references about Kingston City Council in the media	78.0%	81.0%	3.0%	3.8%
Pick up rate for all media releases issued in local papers	82.3%	75.5%	- 6.8%	- 8.3%

* Previously, visits to Kingston's website included all website sites managed by Kingston City Council, including Kingston Arts and Kingston Libraries. However, since the website was redeveloped in 2012/13, each website is now managed and counted separately.

** New measure for 2013/14

How We Performed Against The Council Plan – Our Scorecard

Outcome 5.1 Being the voice on community issues beyond Council authority

2013/14 MILESTONE	PROGRESS
5.1.1 IDENTIFY KEY ISSUES ON WHICH COUNCIL SHOULD ADVOCATE	
<i>Undertake proactive issues management and advocacy strategies</i>	
A number of advocacy strategies continued including communications on the new residential zones and development of a Green Wedge communications plan. The communications team continued to advocate on key issues including the promotion of activity centres such as Moorabbin, improvements to our rail and bus networks, Spring Road landfill, parking, Green Wedge and improvements to our rail network. An advocacy and engagement plan for Council in the lead-up to the State election was endorsed.	 100%
<i>Advocate for 40km/h speed zones and school crossings around South Oakleigh Secondary College, Heatherton Christian College, and Clayton South Primary School</i>	
On 10 April 2014, Council again requested flashing 40km/hr speed signage in Clayton Road, in the Clayton South primary school zone. VicRoads acknowledged the value of such signage but no funding is currently available. In the speed limit review, VicRoads proposes to reduce the speed limit on Kingston/Heatherton Road, from 70km/hr to 60km/hr, at all times. When this is introduced, it may be appropriate to install a 40km/hr school zone speed limit, at Heatherton Christian College, if pedestrian and cyclist numbers warrant such a reduction. Glen Eira Council is in the best position to provide all supporting information regarding South Oakleigh Secondary as the college lies within that municipality. Kingston would then provide additional support as requested.	 100%
<i>Council to engage with the owner of Clarinda Woolworths site on options to stop pooling of rainwater in the car park</i>	
The Economic Development team has contacted the property manager who has advised that the issue has been addressed.	 100%
5.1.2 ADVOCATE EFFECTIVELY ON SIGNIFICANT ISSUES AFFECTING THE COMMUNITY	
<i>Advocacy for the Northern Mornington Peninsula Freeway Extension</i>	
Council officers continued to advocate with VicRoads for the northern section of the Mornington Peninsula Freeway to be constructed. VicRoads were investigating the need for this new road link and made proposals to Council. Council provided comment and requested further information, and some changes to ensure suitable access to key industrial areas and the Dingley Village community is maintained. The State Budget allocated funds for planning tasks.	 100%
<i>Continue to advocate on behalf of the community concerns relating to Moorabbin airport</i>	
Kingston and Greater Dandenong Council welcomed the decision by the Commonwealth Minister to refuse the Moorabbin Airport Major Development Plan Proposal in August 2013. Council worked with the Moorabbin Airport Corporation to develop and distribute fly friendly material for the Airport. Council is currently investigating with the Airport through the Community Aviation Consultation Group to undertake some noise testing in areas affected by aircraft noise. Council supported the Costco Development Plan Draft in June 2014.	 100%
<i>Support Council departments to advocate on key issues through all communications channels, internally and externally</i>	
Departments across the organisation were assisted with various advocacy issues through media, publications, Kingston Your City, social media, website and direct methods such as briefings, letters and meetings.	 100%
<i>Advocate effectively on behalf of businesses on an as needs basis</i>	
An Automotive Supply Chain forum was held in November 2013 and January 2014 as a precursor to advocating for transition support for those companies affected by the closure of Ford and Holden. Kingston continues to advocate for fast broadband in industrial estates. Internal advocacy regularly occurs to assist businesses navigate Council processes. Other advocacy issues included developing processes to help small businesses in shopping strips to apply for footpath trading and drop-down blind permits.	 100%
<i>Seek opportunities to advocate on key social issues affecting Kingston, including implementation of the Council approved advocacy actions contained within Council's plans and policies such as Aboriginal and Electronic Gaming Machine policies</i>	
An updated Aboriginal Policy and Action Plan was adopted by Council. A Gambling Policy and Action Plan were also adopted by Council. A Disability Action Plan was approved by Council for public comment and is due to return for Council determination in August 2014. See page 66 for more information.	 100%



Moorabbin Airport

Outcome 5.2 Representative and inclusive of diverse views and communities

2013/14 MILESTONE

PROGRESS

5.2.1 CONSULT AND ENGAGE WITH OUR DIVERSE COMMUNITY TO INFORM DECISION MAKING

Conduct planning consultation meetings for planning applications that receive three or more objections

71 planning consultation meetings were held during the year. Two Council officers attended all meetings to carry out the roles of Chairperson. The assigned planning officer took minutes and provided technical advice. For applications that receive one or two objections a planning officer contacts the objectors by telephone to discuss their submission. However, an objector can request a planning consultation meeting to be held.

 100%

Maintain effective communication with key stakeholders

This is an ongoing requirement for Community Buildings for the delivery of capital improvements and building maintenance programs. During the September quarter a project steering group was established to coordinate the improvement of building maintenance services at Waves and Don Tatnell leisure centres. In addition, the team implemented a series of 'post project review' questionnaires to stakeholders involved in new and enhanced community buildings to provide feedback to the department on performance.

→ Ongoing

5.2.2 CONTINUE TO WORK TOWARDS THE COMMUNITY'S LONG-TERM ASPIRATIONS FOR THE FUTURE

Manage and promote the ongoing use of "LivingKingston 2035" Community Vision data within the planning and reporting framework

The LivingKingston 2035 vision and data continued to be integrated in developing policies and strategies, and embedded into the way we plan and report across the organisation. The achievement of many projects and strategies in the Council Plan align with delivering against the longer term vision of the community. The Community Vision will continue to be realised throughout the Council Plan 2013-2017, with an expected review of the data at the completion of the four-year term.

 100%



LivingKingston 2035

In 2012, more than 5,800 of our citizens shared their hopes for the future of our city through surveys,

community forums and online discussions. Over 13,500 ideas were sorted into themes and tested to develop our shared vision for Kingston in 2035.

The principle underlying LivingKingston is simple – this is a place where people love to live. We want to keep it that way... and make it even better. So, we're taking the steps now to create the Kingston of 2035 – a city which has everything we're renowned for now, and everything we'll want in the future.

The Kingston of 2035 will be safe, supportive and full of opportunities for people of all ages, backgrounds and abilities, to learn, grow and contribute. It will be a place where we can live productive, happy lives. We will be a healthy and active community where everyone belongs and shares opportunities to enjoy sporting and cultural activities that celebrate our bayside lifestyle and identity – all the options expected in one of Victoria's leading municipalities. Everything we need in employment, services and facilities will be there to help us maximise our potential as citizens and individuals contributing to the Kingston community. Our natural environment will underpin this special sense of community and belonging – vibrant neighbourhoods will be connected by beautiful parklands, waterways, community spaces and paths.

Led by Kingston's Councillors and Council staff in partnership with the community, private industry, governments and not-for-profits, this vision was incorporated into all aspects of Kingston's Council Plan, and subsequently our 2013/14 annual report.







LivingKingston 2035 Reference Panel members at the launch

This is the future you want for Kingston... growing and thriving, changing and evolving but still remaining the place you love to live.






As well as referencing the vision throughout the annual business planning sessions for 2014/15 in October and November 2013, the LivingKingston 2035 data was used to inform the following projects and strategies:

- Developing the Public Health and Wellbeing Plan.
- Developing the Community Safety Strategy.
- Securing external funding for several projects.
- Numerous community HUB development projects.
- Undertaking public consultation to further investigate the option of introducing an all year round 24 hour off leash area on the Mentone Foreshore.
- Reviewing "Stoop and Scoop" clean up your dog program to increase compliance patrols and inspections. Dog litter bag dispensers were trialled at Carrum Foreshore. Additional educational material was provided to the community.
- Reviewing the Kingston Planning Scheme, particularly the rewriting of the Municipal Strategic Statement, which sets the overarching land use policy direction for the municipality.
- Informing the Kingston City Council Aged Care Approval Round application and developing the three-year strategic plan for AccessCare Southern in 2014/15.
- Developing the 2014/15 Rating Strategy.
- Developing the leisure centre customer needs survey.
- Identifying priorities for the capital works forward plan.
- Pinpointing transport and access issues around Kingston to inform strategic planning.
- Developing community education programs and community activities to ensure the future protection of our natural and built environments.

Outcome 5.3 Enhanced understanding of the complexity of issues impacting Council decisions and outcomes

2013/14 MILESTONE	PROGRESS
5.3.1 PROACTIVE COMMUNICATION ON KEY ISSUES TO INFORM COMMUNITY UNDERSTANDING	
<i>Effectively communicate Council's rating strategy to the community</i>	
A Rating Strategy Sub Committee was established comprising of Officers and Councillors. The revised Rating Strategy was incorporated in the 2014/15 operating budget scheduled to be adopted by Council in July 2014.	 100%
<i>Review and develop a revised Crisis Communication Plan</i>	
Due to multiple Communications staff changes in 2013/14 work did not commence, but is scheduled to be complete before the end of 2014.	 Deferred
<i>Maintain local and state media relations</i>	
Work with local media remained a consistent and critical way for us to communicate with our community. During 2013/14 we issued 152 media releases and responded to many more media enquiries. We continued to run fortnightly press briefings with journalists; a meeting which was also attended by our Mayor and CEO. Over 750 mentions of Kingston were made in the media throughout the year.	 100%
5.3.2 PROACTIVE COMMUNICATION OF DECISIONS AND OUTCOMES	
<i>Develop and deliver communications plans to proactively inform the community of Council decisions and outcomes</i>	
The Communications and Public Affairs team continued to develop and promote communications plans to inform the community. Channels include media releases, website, social media and KYC. Key activities and outcomes promoted during 2013/14 included: new residential planning zones, 2014/15 Council Budget, Moorabbin Junction, and festivals and events.	 100%

Outcome 5.4 Working together in productive and supportive partnerships

2013/14 MILESTONE	PROGRESS
5.4.1 FOSTER PARTNERSHIPS WITH COMMUNITY ORGANISATIONS AND ACADEMIC INSTITUTIONS TO DEVELOP SERVICES AND ACCESS FUNDING OPPORTUNITIES	
<i>Contribute to current and new initiatives in partnership with Kingston Bayside and Inner South East Primary Care Partnerships and Medicare Locals</i>	
AccessCare Southern has regular contact with the Medicare Locals and Primary Care Partnerships and updates are circulated to all staff. AccessCare Southern has also become involved in the Southern Metropolitan Region Home and Community Care Alliance. This is a Department of Health funded initiative that brings together management staff from Home and Community Care, Packaged Care, Aged Care Assessment Services, Royal District Nursing Service and Carer agencies to work together in light of the sector undergoing significant reform. The Manager AccessCare Southern is the deputy chair of this meeting.	 100%
<i>Maintain existing partnership projects and initiatives and look for new partnership opportunities which will further contribute to the wellbeing of children, youth and families</i>	
Partnership projects have continued with MOIRA Youth and Disability Services in the delivery of Mill Street Vacation Care. The partnership with Resilient Youth Australia and local schools/agencies was signed off and is being rolled out. This partnership seeks to work collaboratively to provide an evidence base for prevention and resilience building activities. Continued partnership initiatives with Bayside Medicare Local including co-facilitated working groups to assist services to target support for vulnerable children and families within Kingston. A new interagency suicide response procedure was also developed.	 100%
5.4.2 DEVELOP 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>	
The Community Engagement Framework is being used by Council departments in their interactions with the community. Service and demographic information for new initiatives, reviews and legislative change was provided in the development of Council's Aboriginal Policy, Gaming Policy, Public Health and Wellbeing Plan, the Community Safety Strategy, and the Disability Action Plan. See page 62 and 66 for more information.	 Ongoing
<i>Participate in industry based groups and partnerships to improve quality of services</i>	
The Community Buildings team continued to participate in industry networks, including LGPro Buildings Special Interest Group and RMIT ARC Research Group.	 Ongoing
<i>Participate in sector-wide forums potentially impacting overall employee conditions</i>	
Officers attended industry forums to understand legislative changes to Fair Work Act. A focus was the introduction of the revised anti-bullying legislation and revised Council policies and procedures. Ongoing participation with sector-wide forums will involve the Victorian Local Government Modern Award and other sector-wide benchmarking surveys to understand trends for employee related conditions.	 100%

5.4.3 WORK WITH OTHER LEVELS OF GOVERNMENT AND AGENCIES TO STRENGTHEN THE PHYSICAL ENVIRONMENT AND SERVICES

Work closely with health, housing and community services to support people at risk of homelessness to access safe, affordable housing and relevant community supports.

The Community Connections Program exceeded its targets in 2013/14. Funded by the State Government to provide support to 100 people who are homeless or at risk of across the Kingston and Bayside municipalities, AccessCare Southern supported 140 people. This work was in partnership with local housing agencies. During the June quarter, AccessCare Southern provided feedback to the Commonwealth Government on how housing services could be more effectively delivered, given current reforms.

 100%

Continue to implement the Mills Street Vacation Care project with MOIRA youth and disability services

The Mill Street Vacation Care program continued to be delivered in partnership with MOIRA Youth and Disability Services. Demand and utilisation remained very high for the places provided to children with disabilities. The program was recently audited via the Department of Education and Early Childhood Development and received an excellent result.

 Ongoing

Improve collaboration on planning issues with surrounding municipalities; information sharing to consider impacts on each other's planning decisions

Council Officers participated in discussions with the new Metropolitan Planning Authority and Cities of Greater Dandenong and Monash to improve the focus on regional collaboration. Council also made a submission to the new metropolitan strategy PLAN Melbourne to reinforce the importance of projects within Kingston of regional importance to the South East of Melbourne. Officers held discussions with the City of Bayside on its preparation of a Structure Plan for Hampton East which is adjacent to the area covered by the completed Moorabbin Structure Plan. Eastern councils are considering solutions to the closure of the Clayton South regional landfill in 2016. Its closure was negotiated at VCAT in January 2014. Kingston shares the EPA licence for the landfill with Monash, Boroondara, Stonnington, Glen Eira and Whitehorse.

 100%

Advocate for better broadband access in Kingston, particularly the Mordialloc exchange

Officers are awaiting the outcome of the Federal Government review of the NBN roll-out before considering further advocacy action. During the September quarter a survey was developed to seek feedback from the community on internet needs. The responses will help us determine knowledge gaps and training needs. Kingston is partnering with Regional Development Australia to undertake further research and consultation with businesses in Braeside, South Dandenong and Carrum Downs. Council was recently advised that construction will begin shortly on the NBN roll out in Waterways Estate and a small section of Chelsea Heights.

 100%

Identify and secure external funding to support the renewal and replacement of out-dated community facilities

Community buildings are well advanced with grant applications. Priority areas were: RDAF round five bid for Waves ceiling (submitted in August 2013 but was not approved following the withdrawal of the RDAF program by Federal Government); early learning capital funding bid (submitted during the March quarter for Mordialloc kinder, refurbishment of Nola Barber kinder, and the construction of the new Westall Community Hub, all of which have been approved); State Government funding of \$1 million towards the new Mordialloc LSC building (funding secured); EOI grant bid for \$750,000 for the Westall Community Hub from the State Government's Living Libraries program (funding approved); three applications, totaling \$100,000 for State Government shade grants (still awaiting decision); federal CEEP round two grant application for lighting upgrade at 1230 Nepean Highway (funding approved); grant for \$500,000 for the State Government's Multicultural Facilities Grant to support the community space element of the proposed Westall Hub (still awaiting decision).

 100%

Evaluate opportunities for collaboration with housing associations

This project was deferred for 2013/14 due to competing priorities such as the introduction of the new residential planning zones. It is proposed that a report be prepared over the 2014/15 financial year in relation to opportunities in this area.

 Deferred

Introduce and undertake community consultation on the new residential zones

The first round of community consultation on the proposed residential zones was completed during the September quarter and feedback was provided to Council. Council resolved in September 2013 to form a planning scheme amendment that would seek to implement the new residential zones. The Minister for Planning wrote to Council on 24 December 2013 indicating the options which are available to Council to implement the new residential zones. To ensure community involvement, Council opted to go through the Standing Advisory Committee process and initiated draft Amendment C140 to the Kingston Planning Scheme. Draft Amendment C140 was exhibited for public comment during March 2014. All submissions to the draft amendment were considered by an advisory committee on 12-15 May 2014. Council is now awaiting the Minister's final decision on the advisory committee recommendations.

 100%

Lobby for former Cheltenham Court House to be used as a historical museum

Consideration of historic and heritage items was ongoing. The provision of a historical museum was considered in community meetings. Officers met to consider this as part of Cheltenham precinct. An internal meeting was convened in April 2014 regarding storage/archive requirements and a report is to be presented to Council in November 2014.

 80%



Council continues to advocate for better broadband access in Kingston

Case study:

Aidan – Place Manager Activity Centres

Aidan at Moorabbin Junction Arts Link



Council plays a significant role in shaping the built and natural environment within its boundaries. As the Place Manager, I have been working on realising the potential of Moorabbin Junction as a central place that people live, work and conduct business.

In 2012 Moorabbin was identified as an activity centre that has remained largely unrealised and one that could benefit from a process of renewal. While we could see the potential for change, a key challenge was getting all stakeholders on board and excited about a renewal project that could change the face of Moorabbin forever.

Through the Moorabbin Junction Urban Renewal Strategy the community's vision as outlined in the Moorabbin Activity Centre Structure Plan is beginning to come to life. The project builds on the area's strong arts and culture precinct, creative industries, supports existing and promotes new business; while encouraging development

and collaborating with other government agencies to ensure community amenity and connections are fostered.

To facilitate the project, we have worked from the bottom up to work with existing community groups, businesses and developers to identify and embrace the potential of Moorabbin Junction; and also top down, ensuring engagement and collaboration with other government agencies whose support plays a critical role in the concept of renewal becoming a reality.

A website was developed for the project, showcasing everything on offer in Moorabbin including local business, events and activities. Through the development and launch of the website, social media and events; local businesses and the community became excited and engaged in the project, generating an organic drive for change.

A landscape architecture competition run in partnership with the Australian Landscape Institute of Australia called 'Street 14' has further engaged the community in shaping the future of Moorabbin. Students, professionals and community members alike were invited to participate in an ideas competition to envisage what the retail heart of Moorabbin could look like in the future.

I believe much of the success of the ongoing project can be attributed to the collaborative approach taken with relevant agencies, including Public Transport Victoria, VicTrack, Metro Trains and VicRoads.

Indicators of Success for Goal 5

Various economic, social and environmental indicators are used by Council to measure our achievements in relation to the wellbeing of the community. These indicators are described below.

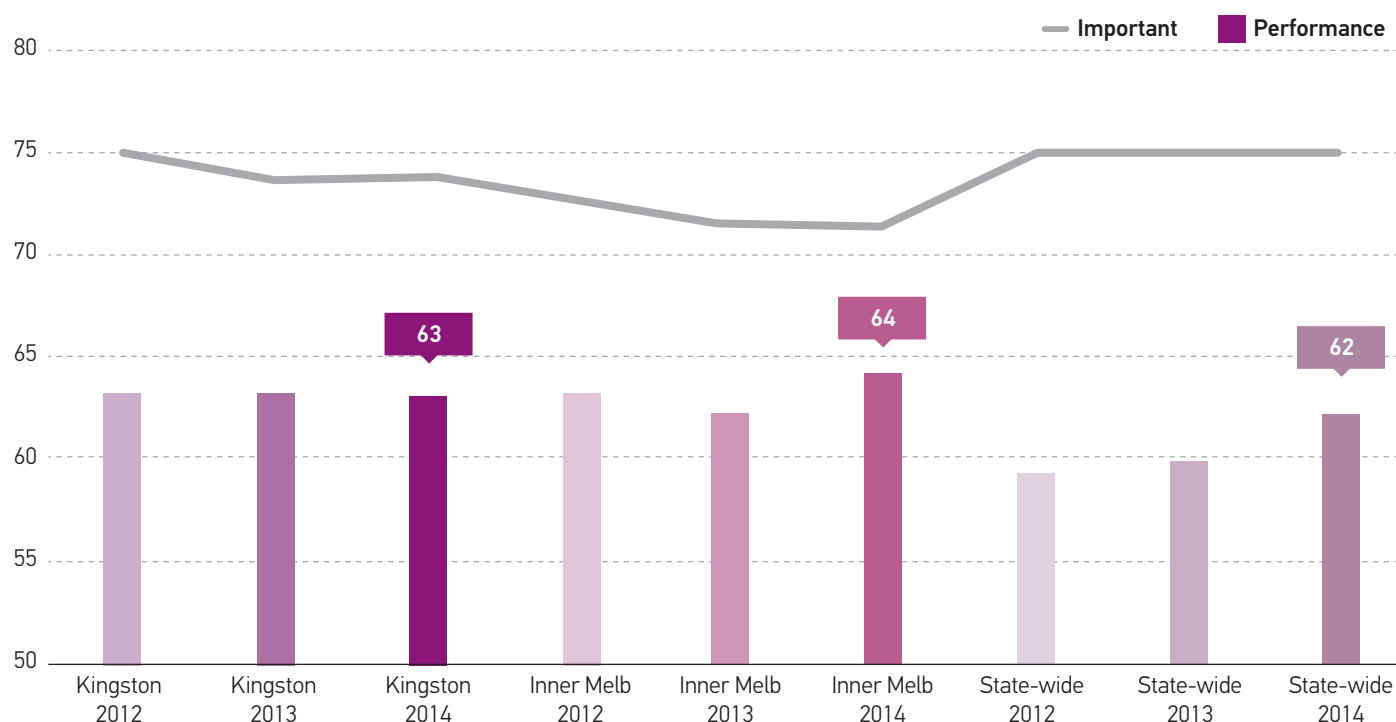
SOCIAL INDICATOR:	COMMUNITY SATISFACTION: HOW WE ARE INFORMING THE COMMUNITY
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

Kingston residents were asked to rate the performance and importance of informing the community which includes communicating information on Council events and programs through advertising, pamphlets, brochures, newsletters, emails and through the website. Kingston's performance on informing the community remained the same over the last three years at 63, as shown in Figure 27. There were no significant differences on the basis of performance compared to Inner Melbourne Metro or State-wide Councils. The gap between performance and importance at Kingston was 11 in 2014 which is higher than Inner Melbourne Metro Councils where the difference was eight, but lower than State-wide Councils where the difference was 13.

For more information on how Kingston Council connects and communicates with our community, see page 33 to 36. In 2014/15, the growth in the community's use of social media tools as a popular communication channel is expected to continue and will require an appropriate allocation of resources to meet this demand.



Figure 27: Informing the community



Source: 2014 Community Satisfaction Survey

SOCIAL INDICATOR: COMMUNITY SATISFACTION: COMMUNITY CONSULTATION AND ENGAGEMENT	
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

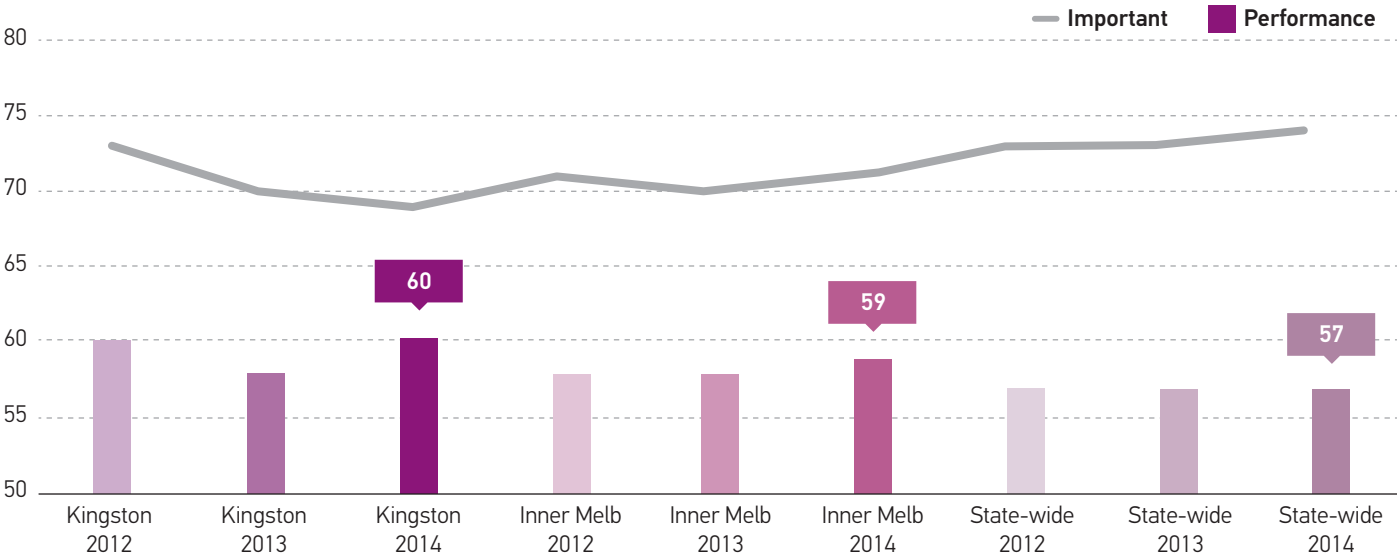
Kingston engages the community in planning for the future and making decisions about their local areas. Community consultation and engagement is measured annually through the Community Satisfaction Survey and includes perceptions of consulting and engaging directly with the community on key local issues requiring decisions by Council. In 2014, Kingston's performance increased from 58 to 60, as shown in Figure 28. This result is on par with Inner Melbourne Metro Councils but significantly higher than State-wide Councils.

Even though importance exceeds performance at Kingston by nine points, the difference at Inner Melbourne Metro Councils was 12 and 17 for State-wide Councils.

In 2013/14, Kingston actively sought to engage the community through the changes to the residential planning zones, the Green Wedge Plan, annual budget, Moorabbin Junction, and Mentone Structure plan to name a few. In addition, the new consultation framework introduced in July 2013 supports Council to engage our community better in its decision-making processes.

A new 'Have Your Say' icon is now available on Kingston's public website which provides a link to all current Council consultation processes. In 2014/15, following a Council decision to place Village Committees in recess from 30 June 2014, Council will consider a review of the committees and community consultation structure for the City of Kingston and the best way to improve community engagement. Public consultation will also take place throughout the review process of Kingston's local laws which is due by the end of 2015.

Figure 28: Consultation and engagement



Source: 2014 Community Satisfaction Survey





SOCIAL INDICATOR:

Responsibility:

COMMUNITY SATISFACTION: LOBBYING ON BEHALF OF THE COMMUNITY

Kingston City Council

Council Plan target:

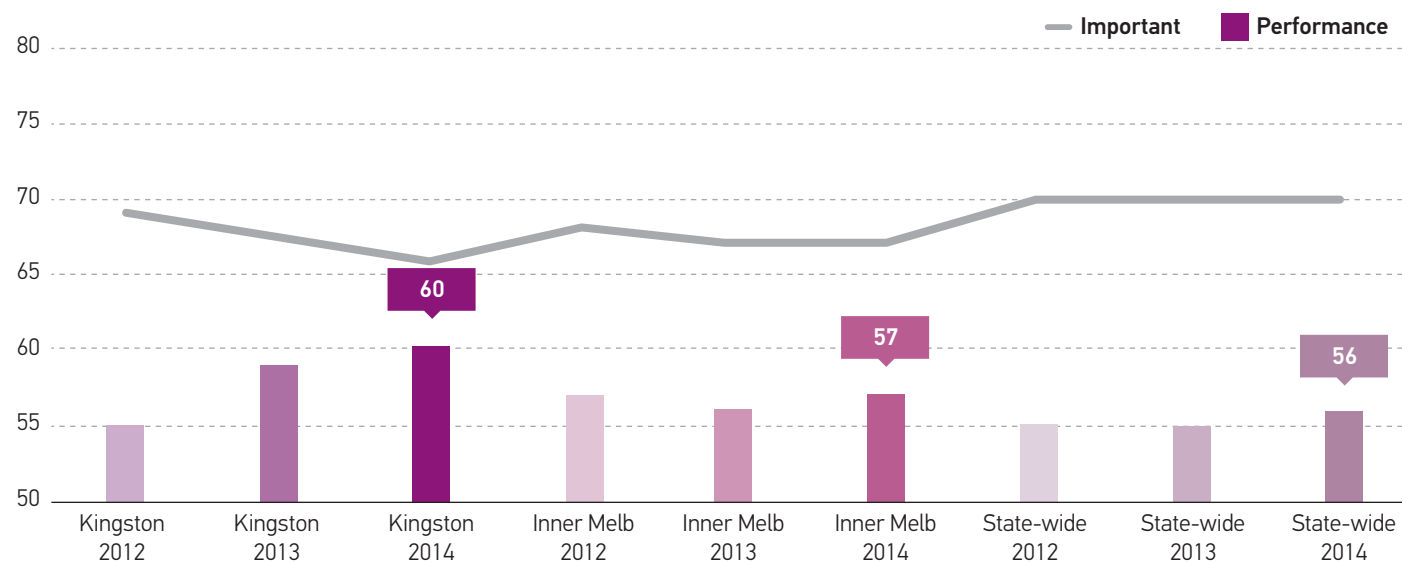
Maintain or improve resident perception of performance

Effective lobbying on behalf of the community, or advocacy, is measured as part of the Community Satisfaction Survey and includes making representations to State and Federal Government and other organisations on key issues that affect the local community. As shown in Figure 29, lobbying on behalf of the community was steady at 60, which was one point higher than in 2013, but five points higher than 2012. Kingston's performance for this measure was significantly higher in

2014 than both Inner Melbourne Metro and State-wide Councils. The importance of lobbying was also higher at Inner Melbourne Metro Councils and significantly so at State-wide Councils. Kingston's gap between performance and importance was six compared to 10 at Inner Melbourne Metro and 14 at State-wide Councils. Performance for this indicator increased and the gap between perceived performance and importance fell from 12 in 2012 to six in 2014.

This result was very positive given a number of high profile campaigns that Council continued to participate in including Moorabbin airport retail proposal, Dingley Bypass and its surrounding areas, high speed broadband, and the future of the manufacturing industry. In 2014/15, in the lead-up to the state election, the focus will be on six strategic priority areas identified by Council, such as Moorabbin Urban renewal, Mentone Structure Plan, fast broadband, manufacturing transition support, chain of parks, and waste and resource recovery.

Figure 29: Lobbying on behalf of the community



Source: 2014 Community Satisfaction Survey.

6 A WELL MANAGED AND EFFECTIVE ORGANISATION

Goal: *Our organisation will focus on governing Kingston in a way that is well informed, responsive, accountable, transparent and involves and draws inspiration from the community.*

Our responsible stewardship of the community's resources continued to be inherent in everything we do. We fostered a corporate culture that promotes service excellence, good governance and accountability within a fair, safe and healthy work environment. We remain committed to improving the experience of our customers at every opportunity. We created a workplace where people are inspired and supported, with a commitment to maintaining financial sustainability, and providing the highest standards of professional conduct.

Our services include Council and Councillor support; governance; financial systems and management; human resource management; information management; public relations and communications; occupational health and safety; risk management; audit programs; strategic performance planning

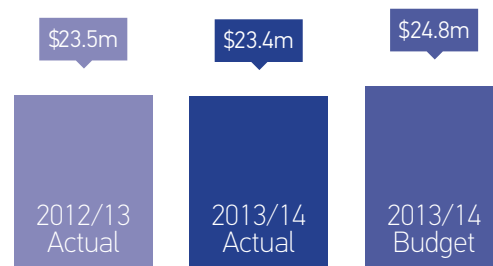
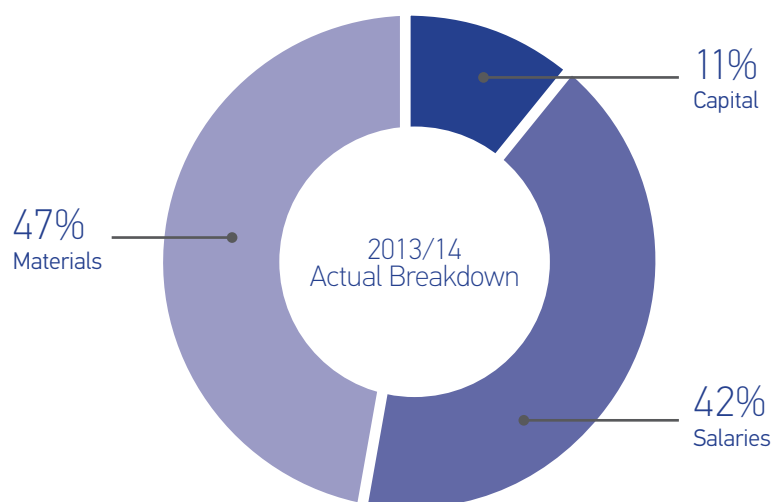
and reporting, customer service centres; training and education.

This year Kingston Council invested \$23.4 million in this goal compared to the budgeted \$24.8 million. This is a small 0.7 per cent decrease on \$23.5 million in 2012/13.

Our major achievements

- Council adopted our One Vision Council Plan 2013-2017 and LivingKingston 2035 in July 2013.
- Council scored higher than the state average on five core performance measures in the 16th annual Local Government Community Satisfaction Survey.
- Kingston's new 24-hour language line services by Translating and Interpreting Services (TIS) was implemented with one contact number for all languages.

- Introduced Live Streaming of Council Meetings and Ward Meetings.
- Wi-Fi implemented at the Cheltenham and Mentone offices and Waves Leisure Centre.
- Introduced brand guidelines to ensure a consistent look and feel for the organisation.
- Implemented Council's social media monitoring program which includes formal triage processes.
- Engagement and use of temporary staff continued to be managed through the third party brokerage arrangement with Comensura through the MAV procurement panel for recruitment services.
- Council undertook a public tender process to engage a provider for the delivery of Council's Employee Assistance Program (EAP).
- Work focused on delivering a comprehensive injury management and rehabilitation program.
- Council developed a program, 'My Wellbeing,' to support better health and work practices for all employees.



- Various systems were upgraded and implemented across the organisation, including the commencement of Windows 7, invoice scanning in Accounts Payable, and stage 1 of MyConnect which included payroll, HR processes, leave management and self-service modules.

Our challenges

- The new Fire Services levy began operation on 1 July 2013 and profoundly increased the number and type of interactions Customer Service had with customers after rates notices were released in September 2013.
- The migration of the payroll system from Fujitsu to the new system supplied by Aurion, and branded as MyConnect.
- Preparation for new Local Government performance reporting measures which will be reported publically in July 2015.
- New reporting and budgeting legislation came into effect for the preparation of Budget 2014/15 whereby adoption is now required by 30 June rather than 31 August each year. The new reporting legislation will affect the annual report for 2014/15.
- Attracting and retaining suitably skilled specialists across the organisation.
- Fair Work Act and anti-bullying legislation.
- Conflicting priorities and projects, specialist skills, data storage, increased demand for mobility, and managing system integrations for the Information Services department.
- Website usability for the community.
- Effectively servicing customers within our key performance parameters. The more time we spend with our customers the less time we have available to service new clients within budgeted timeframes.

For more on 2013/14 achievements and challenges see pages 96 to 101.

Our plans for the next 12 months

In 2014/15, priority projects identified for this Goal include:

- Implement the Local Government Amendment (Governance and Conduct) Bill 2014.
- Coordinate the Governance and Management checklist as a result of the Local Government Amendment (Performance Reporting and Accountability) Act 2014.
- Prepare for the new reporting legislation which will affect the annual report for the period 2014/15.
- Implement the new Privacy and Data Collection Act 2014.
- Implement Stage 2 of MyConnect web recruitment module to enhance Council's recruitment and selection activities.
- Undertake a tender process to engage a provider to support Council with an employee engagement survey.
- Review Council's Risk Management Framework.
- Improve information for employees via our intranet.









- The agreed framework for the Kingston People Strategy is expected to be implemented by December 2014.
- Review the profile of our current workforce to enhance Council's ability to attract, recruit, reward and retain an engaged, motivated and capable workforce to deliver Council services into the future.
- Verify Council's Disaster Recovery Plan.
- System upgrades of TechOne finance system, TRIM document management system, and Community Care Information System.
- System enhancements including photo library pilot and mobility of TRIM on smart devices.
- Replace old PCs with energy efficient options across Council.
- Review potential use of Cloud services.
- Continue to utilise contemporary communication channels including Instagram, applications, etc.
- Examine client contacts with Council to help inform the future of service delivery and resource allocation for Council.

Fast Facts

	2012/13	2013/14	Change	% Change
Telephone calls to Customer Service	108,574	112,855	4,281	3.9%
Over the counter contacts with customers at service centres	71,538	74,419	2,881	4.0%
Percentage of requests actioned through the Customer Request Management System within service standards	94.1%	96.2%	2.1%	2.2%
New Resident Kits provided	2,439	1,804	- 635	- 26.0%
Number of meetings provided for	1,323	1,239	- 84	- 6.3%
Number of external mail items processed for collection	222,162	199,420	- 22,742	- 10.2%
Top two requests for action:				
- Waste	9,881	10,618	737	7.5%
- Tree Pruning	4,865	4,737	- 128	- 2.6%
Number of IT Help Desk Calls responded to	9,518	5,743	- 3,775	- 39.7%
Number of Documents registered				
- Inwards Documents	91,221	108,069	16,848	18.5%
- Outwards Documents	109,791	134,765	24,974	22.7%

How We Performed Against The Council Plan – Our Scorecard

Outcome 6.1 A well-governed, efficient and responsive organisation

2013/14 MILESTONE	PROGRESS
6.1.1 IMPLEMENT EFFECTIVE GOVERNANCE STRUCTURES	
<i>Establish, monitor and maintain Governance Framework to service Council, Councillors and the organization</i>	
Council considered the Committees Review and Revised Community Consultation Structure in May 2014 and resolved to place Village Committees in recess from 30 June 2014 and until Council determine its position. Community consultation on the proposed consultation structure commenced and officers will report back to Council in August 2014. In May 2014 a revised CEO to Staff instrument of delegation was executed after a comprehensive review of delegated authority encompassing legislative and organisational updates.	→ Ongoing
6.1.2 EMBED SOUND RISK MANAGEMENT FRAMEWORKS TO MITIGATE STRATEGIC AND OPERATIONAL RISKS TO COUNCIL	
<i>Manage OHS compliance in Council buildings</i>	
During the 2013/14 financial year, key actions included: installing fire hydrants to meet ESM regulations in Council Buildings; further development of Emergency Evacuation plans for all Council buildings and undertaking training for fire wardens in accordance with new Australian standards; the switchboard replacement program; asbestos removal program; bi-annual building condition audit was completed in October 2013; and intrusive building and compliance audits completed at Waves and Don Tatnell Centres.	 100%
<i>Review and update strategic risk management framework and ensure appropriate risk mitigation actions implemented and reported</i>	
Following an audit by Pitcher Partners, their report and recommendations to Council's Audit Committee during the March quarter saw new actions scheduled for 2014/15 implementation. These actions include a reassessment and update of the strategic risk register to identify new/emerging strategic risks and to re-evaluate existing risks; a revision of the rating criteria within the risk management policy to improve Council's ability to rate risks and determine appropriate risk treatment actions; and a re-examination of the risk management framework to ensure that there is a consistently high level of risk monitoring and reporting. Request for quotation occurred and saw the appointment of a consultant to support the update of the Strategic Risk Register during 2014/15. See page 118 for further information.	 100%
<i>Verify Council's Information Systems, disaster recovery and business continuity plans</i>	
Data is backed up continuously to a disaster recovery site in Mentone. Random checks were performed to ensure the data is stored correctly and can be recovered if required. A full recovery simulation is difficult to achieve without significant planning and cooperation of all users. This has been delayed pending the replacement of server and storage hardware. A substantial test is planned for November 2014.	 50%
<i>Continue to monitor and remove asbestos bearing materials from within Council buildings</i>	
Council assesses all of its relevant buildings on a rolling basis over a five year period. All of 2013/14 asbestos inspections were completed.	 100%
<i>Undertake bi-annual condition audits on all Council habitable buildings</i>	
Council's bi-annual building condition audit was undertaken in 2013/14. Inspection work was completed during the December quarter and data received and cleaned for use during the March quarter. This data was used to develop a bi-annual planned works program for 2014/15 and 2015/16. The average building condition rating for Council's buildings improved to 4.5 in 2013/14. See page 48 for more information.	 100%
<i>Undertake four-yearly intrusive building condition audits to "high risk" buildings, e.g. Waves, Don Tatnell and foreshore buildings identified as deteriorating</i>	
Intrusive building inspections of high risk buildings are undertaken on a rolling four year basis. These were completed during the September quarter at Waves and Don Tatnell Leisure Centres and Chelsea Sailing Club. Last inspected in July 2010, planning to re-inspect foreshore buildings will take place at the start of 2014/15.	 100%
<i>Continue to deliver a program of switchboard upgrades and/or replacements to reduce the risk of fire within Council's buildings</i>	
Council undertook a series of thermal imaging inspections on electrical switchboards within its buildings in order to identify potential fire safety risks. This survey information is used to drive an annual switchboard replacement program for buildings of potential risk.	 100%
6.1.3 DELIVER OPEN AND TRANSPARENT COUNCIL AND ORGANISATIONAL DECISION MAKING AND REPORTING PROCESSES	
<i>Provide support for all Council's procurement activities, including purchasing, tendering, contracting, probity, category management and vendor management</i>	
Contract and tender templates were developed to improve procurement processes. The use of the eValua electronic tendering system allowed for tenders to be received electronically. Forums during the tender period facilitated the probity of the tender process and open and transparent information sharing. Participation in the South East Metropolitan Region Procurement Excellence Network (RPEN) includes networking, information sharing and collaboration. Procurement advice, support and information continue to be provided as required.	→ Ongoing
<i>Manage and coordinate the provision of appropriate insurance coverage for Council's activities</i>	
All Council insurances were renewed for 2014/15 by 30 June 2014. Insurance claims and under excess claims were managed with a significant number remaining under investigation, which is not unexpected as relevant reporting is completed and data is collated. Insurance overviews were presented to participants in Council's volunteer program in October and December 2013.	 100%
<i>Manage and coordinate Council's leased and owned passenger and light commercial vehicle fleet, including acquisition, disposal, utilisation review and accident management and associated administrative requirements</i>	
Approximately 200 passenger and commercial vehicles (leased and owned) are managed. Tenders for the provision of Vehicle Leasing and Fleet Management Services were evaluated and a three year contract was awarded to Toyota Fleet Management in November 2013. Ordering of replacement vehicles commenced with the new provider and competitive pricing through local dealers continues to be achieved.	→ Ongoing

6.1.3 DELIVER OPEN AND TRANSPARENT COUNCIL AND ORGANISATIONAL DECISION MAKING AND REPORTING PROCESSES*Deliver an effective planning and reporting framework and integrated improvement approach*

Significant work ensured Kingston is ready for the Local Government Performance Reporting Framework (LGPRF) which is effective from 1 July 2014. These reporting reforms ensure all councils across Victoria are strong, accountable and transparent. The Performance Planning Team continued to look for improvements to our planning and reporting across the organisation to ensure that we can improve our processes and continue to enhance use of our performance reporting systems. Work is underway on the 2013/14 Annual Report.

→ Ongoing

Develop a property clearance (unsightly/dangerous land) contract

This project was undertaken with the aim to establish a panel of providers. Officers identified several suppliers who are currently undertaking this function. Specifications were developed and will form part of a contract tender mid to late 2014.

 80%*Manage and coordinate various corporate contracts*

Since the introduction of the PaperCut contract in April 2013, Council has reduced its paper usage by more than half. Usage of 881 reams per month has now dropped to 400 reams per month. Savings of 1000kg of CO2 emissions and 750,000 litres of water each month are achieved by this reduction in paper usage as staff swipe their personal access card at any printer.

 100%**6.1.4 IMPLEMENT SYSTEMS AND PROCESSES TO ENHANCE ORGANISATIONAL CAPABILITY***Implement Integrated Project Manager (IPM)*

First implemented in October 2012 to capture and administer project bids, IPM was used to review and update bids for the 2014/15 capital program and capital works forward plan. Major one-off projects now have progress reports included in published quarterly reports. In 2014/15 reporting will incorporate the progress of works programs i.e. footpath renewals as a program group.

 100%*Provide communications services including telecommunications and postage to the organisation*

Telecommunications, phone, data, etc., are always available to users, and incoming and outgoing postage is handled daily.

→ Ongoing

Implement the new intranet content management system

During 2013/14, a plan to develop the intranet included extensive consultation with key stakeholders, benchmarking with other councils and detailed negotiations with the supplier. The statement of works with the software supplier was signed off in May 2014. Implementation was delayed due to employee departures within the Communications Department. Roll out is expected early in 2015.

 60%*Embed the Human Resource Information System (HRIS) to enhance organisational capability relating to people management*

Stage 1 of the HRIS Project was implemented on 25 November 2013 involving the modules for payroll, human resource processes, leave management and self service module. Information sessions at team meetings and system training for all supervisors took place in October/November 2013. Additional training focused on issues management and resolution. Customised support was provided to all operational work areas.

 100%*Deliver information technology services to the organisation*

During the September quarter, an upgrade of the corporate and public wide area network was completed along with a review of core communications equipment. In the December quarter, new PCs were rolled out to the Arts Centre, Shirley Burke Theatre, and Maternal Child Health and Child Care centres. The migration of AccessCare Southern into the Kingston network environment was completed. In the March quarter, the Home and Community Care test system was installed. New computers were evaluated and procurement was arranged. The new telecommunications contract was evaluated in line with MAV.

→ Ongoing

Maintain, develop and support existing IT applications and support the implementation of new systems.

All corporate applications were reviewed to ensure they are up to date with current legislative requirements and the functionality is aligned with Council's business practices. IntraMaps (corporate Geographic Information System) was successfully upgraded in July 2013. The Business Applications team will continue to assist with the implementation of HRIS and the Community Care Information Systems. The roll out of Windows 7 across Council contributed to the decline in responding to help desk calls between this year and previous year figures.

→ Ongoing

Implement the Aged and Community Care Application

Relevant staff visited and discussed data migration and implementation requirements with other Councils that recently went through a similar process. These discussions provided important lessons for staff. The contract between Council and Icon Global was signed in November 2013 and started in April 2014. However, the resignation of the Project Manager saw the project postponed until August 2014.

 Deferred*Manage Council's corporate information, including electronic and physical document management*

Over 108,000 inwards documents were saved into the electronic document and records management system (TRIM) including mail, faxes and online job applications. As part of the new Intranet, work is underway to enable staff to access records and documents currently on the Intranet including policies stored on the Policy Portal.

→ Ongoing

6.1.5 MAINTAIN COUNCIL'S EMERGENCY RESPONSE AND RECOVERY SERVICES*Implement Municipal Emergency Coordination Centre System*

The Municipal Emergency Coordination Centre System was installed and is operational with core data loaded including all map data. The remaining works are focused on loading additional data and establishing final operating procedures.

 100%*Review Emergency Recovery plans and maintain capacity for recovery efforts*

The Emergency Management Coordinator is coordinating the response, relief and recovery planning. Following an external audit conducted in April 2013 several Emergency Management sub plans and procedures were updated to reflect changes in statute and policies. The Municipal Emergency Planning Committee adopted a new Municipal Emergency Management Plan in November 2013. The Plan was audited by the SES and Council was presented with the certificate of full compliance in May 2014.

 100%



Councillors Bearsley and Eden with local SES volunteers

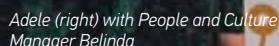
Outcome 6.2 A customer focused organisation

2013/14 MILESTONE	PROGRESS
6.2.1 IMPROVE AWARENESS OF THE SERVICES AND ACTIVITIES THAT COUNCIL DELIVERS	
<i>Support departments to promote and market council services and activities through all communications channels, internally and externally</i>	
The Communications team continues to provide broad communications, marketing, online and design advice to Kingston Council. During 2013/14 some of the key projects included advice and support for the Annual Report, development, design and delivery of KYC and KYC advertorial, implementation and design of brand guidelines for the organisation, and graphic design and marketing services panel.	→ Ongoing
<i>Develop clear and consistent branding guidelines</i>	
A Kingston Council style guide was completed and made available to all Kingston employees and providers in June 2014. The guidelines will ensure the Kingston brand is recognisable by community and staff to ensure our communications are clear and consistent.	🟢 100%
<i>Develop a Marketing and Public Affairs Strategy for City of Kingston</i>	
Initiatives were completed to inform the strategic marketing and public affairs approach including ongoing refinement of Council's website, a revised media and external communications policy, implementation of a Marketing Services and Graphic Design Panel to facilitate a centralised publishing service, and ongoing implementation of online tools and services such as the roll-out of Live Chat.	🟢 90%
<i>Implement centralised publishing service for the organisation</i>	
A marketing services and graphic design tender was completed in March 2014. A panel of graphic design and marketing services providers were established to facilitate an efficient publishing service. An inception meeting was held with the panel of suppliers in early May 2014 and from this time the panel was available for use.	🟢 100%
<i>Ensure community awareness of Council services at Library and Community Centres</i>	
Council services are promoted through the display of notices, reports, TV monitors, and free internet and Wi-Fi. Many strategies were displayed during public consultation such as the Draft Coastal Management Plan, Amendment C124 Mentone Activity Centre, and surveys including the Rating Survey. Community Centres directed the community on how to access Council services, and surveyed users at Sundowner Community Centre as part of DHS requirements.	🟢 100%
6.2.2 IMPLEMENT CUSTOMER SERVICE STRATEGY AND FOCUS ON 'CUSTOMER CARE'	
<i>Deliver exceptional Customer Service through the principles of the Customer Commitments</i>	
Customer interactions via social media became a full time activity of one Customer Service officer. Live Chat was introduced in May 2014 and quickly became one of Council's most popular contact media. Approximately 63.8% of calls received are handled in the call centre. Further activities are expected to be completed at the first point of call during 2014/15 as a result of future negotiations with other Council departments. Meetings of all customer-focused departments are held monthly to enable information sharing.	→ Ongoing
<i>Implement the Customer Service Strategy</i>	
A new policy to guide staff when dealing with some of our more challenging customers recognises the customers' rights to a fair interaction but also recognises staff rights. A review of our new resident kits has been completed with information developed to guide our customers when searching for services. A review of our Customer Request Management system (Pathway CRM) with input from user departments commenced in March 2014. The recommendations for future use included creating written business, integration with our electronic document management system, and redefining an online version. KING, the customer service knowledgebase system to aid staff when searching for topics about Council products and services, is expected to be expanded in 2014/15.	🟢 100%

Outcome 6.3 An organisation that demonstrates community inspired leadership

2013/14 MILESTONE	PROGRESS
6.3.1 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>	
<p>Professional development programs were conducted during the year to build the capability of Kingston employees. Online learning continued as a means of ensuring employees understand and are compliant with key policies and standards. In May 2014, the annual Employee Recognition Event was held. See page 27 for more information.</p>	 Ongoing
<i>Develop and implement the Kingston People Strategy</i>	
<p>The framework for the Kingston People Strategy was agreed by CLG. Strategic planning commenced with development of the strategy. Four workshops were facilitated with the People and Culture team with consultation undertaken with operational work areas. The People Strategy will be drafted for implementation by December 2014 to align with the review of Community Inspired Leadership.</p>	 100%
<i>Implement an internal communications and branding strategy for 'Community Inspired Leadership'</i>	
<p>The Communications team worked closely with People and Culture to better incorporate Council's Community Inspired Leadership and associated values into employees' everyday business. This project included internal communications to re-energise employees.</p>	 100%
<i>Build department efficiency and effectiveness by upgrading technology, reviewing work organisation and work processes, programing relevant competency training and improving team communications.</i>	
<p>Libraries Operations staff reviewed work flow to optimise efficiency. Internet access was substantially upgraded. Staff training included 'Dealing with difficult customers', training for two new OHS Representatives, and frontline training to encourage staff to see layout and promotion with fresh eyes. The Victorian Skills Audit was completed with contributions from staff.</p>	 100%
6.3.2 IMPROVE PEOPLE MANAGEMENT CAPABILITY	
<i>Undertake an annual review of people management policies and prioritise those that require updating in line with agreed policy framework</i>	
<p>Planning for the annual review of the people management policies commenced with prioritisation for the policies to support the implementation of Enterprise Agreement No. 7. Policies were reviewed and presented to the Staff Consultative Committee and the Senior Leadership Group. Policies reviewed include the Employee Code of Conduct, Performance and Disciplinary Policy, review of the Workplace Bullying, and Harassment and Violence policy.</p>	 100%
6.3.3 ENHANCE THE DELIVERY OF PEOPLE AND CULTURE SERVICES AND ADVICE THAT BALANCES LEGISLATIVE, INDUSTRIAL AND GOOD PRACTICE DEMANDS	
<i>Develop policies to support the implementation of Enterprise Agreement No. 7</i>	
<p>Enterprise Agreement No. 7 was voted upon by staff with a successful voting outcome being advised by the Victorian Electoral Commission on 2 September 2013. The Fair Work Commission formally approved the Agreement on the 20 September 2013. Policies were developed to support implementation and the enhanced conditions. These policies were then discussed with the Staff Consultative Committee and approved by the CEO.</p>	 100%
<i>Facilitate and enable People Managers to undertake employee management processes as part of People Strategy.</i>	
<p>Council's employee management processes were reviewed for the implementation of HRIS. Training and support was provided and will continue. When the People Strategy is implemented in 2014/15, additional areas will be identified to undertake employee management processes including performance management, succession planning, workforce planning and employee development.</p>	 100%
<i>Manage the review and tender for the Employee Assistance Program contract</i>	
<p>A public tender process was undertaken for Council's Employee Assistance Program and closed on 19 December 2013. Submissions were assessed and interviews undertaken in the third quarter. The tender was provided to the preferred supplier to align with the existing contractual requirements. The provider appointed was Converge International Resolutions RTK.</p>	 100%
6.3.4 IMPLEMENT COUNCIL'S INFORMATION SERVICES STRATEGY	
<i>Develop the Information Services Strategy</i>	
<p>Some initial work was completed for this initiative but was postponed due to other pressures. This project will recommence in the December quarter of 2014/15.</p>	 Deferred
6.3.5 IMPLEMENT TAKE CARE TAKE CONTROL – HEALTH, SAFETY AND WELLBEING FRAMEWORK TO DELIVER IMPROVED OHS AND WORKCOVER SERVICES	
<i>Work organisationally to deliver the Take Care Take Control – Health, Safety and Wellbeing framework</i>	
<p>Specific actions for 2013/14 included building a positive OHS culture through ongoing OHS training programs, providing safety leadership and ensuring line management accountability through the embedding of the Safety Max system, ongoing focus on reducing the severity and number of lost time injuries, and reviewing the OHS Contractor Management Policy. See page 130 for further information.</p>	 100%
<i>Deliver OHS and WorkCover Services to improve organisational outcomes</i>	
<p>As a component of Council's internal audit program, Deloitte reviewed the OHS program including the implementation of a preventive model for the ongoing management and rehabilitation of employees' who sustain work related and non-work related injuries. Information was sought from Interhealth, a local medical provider, to help manage injuries. An early intervention program was approved by CLG in February 2014.</p>	 Ongoing

Adele - People and Culture Support Officer

City of
KINGSTON

MY WELLBEING
building workplace health

The City of Kingston's Employee Assistance Program (EAP) offers free, confidential counselling and support services for our employees and their immediate families. Recently, the City of Kingston undertook a tender process to engage an EAP provider that could provide a service that catered for counselling services, critical incident counselling, workplace support and consultancy, training services and outplacement services. Converge International, incorporating ResolutionsRTK were successfully selected, as part of the tender process, to provide Kingston's EAP services.

Converge International work hard to deliver services beyond traditional counselling and support. This includes providing a dynamic, in depth web-portal for all Kingston employees to access promotional material, information on how to access the EAP service, article libraries, Healthy Work Healthy Life Tip sheets, and Management Coaching Tools. Beyond this, Converge are helping Council employees discuss different issues with “Bathroom Banter” posters that encourage employees to discuss different topics that may be relevant to one or all of us. In addition, Converge International worked with the People and Culture department to deliver lunchbox seminars on varied Health and Wellbeing

topics, including “Looking After Your Mates”, “Nutrition For Life” and “Authentic Happiness”.

Many people experience personal or professional hardship. It is important the City of Kingston provides an avenue for our employees and their families to discuss these issues privately, without concern for the financial cost. As a member of the People and Culture team, I have worked hard to ensure the benefits of having this type of service are well known and appreciated by staff, and I am grateful our organisation takes care to support us under all circumstances. While I am lucky enough to have not needed the service, I am glad that should I ever need support, it is only a phone call away.

Outcome 6.4 Robust and accountable businesses and financial processes

2013/14 MILESTONE	PROGRESS
6.4.1 MAINTAIN LONG-TERM FINANCIAL STRATEGY THAT IS INTEGRATED WITH COUNCIL'S ASSET MANAGEMENT STRATEGY	
<i>Prepare 2014/15 Budget for adoption by Council</i>	
Kingston Council released its Draft 2014/15 Budget in June 2014. The budget focuses on improving services, maintaining \$2.5 billion in community assets and delivering \$48.3 million in capital works. The budget was prepared in accordance with the new Local Government (Planning and Reporting) Regulations 2014. A public information session was held on 25 June 2014 and made available through our website, Customer Service Centres and Libraries. Written submissions on the Draft Budget are due by 9 July 2014. A special Council meeting will be held on 21 July 2014 to consider submissions with formal adoption by Council on 28 July 2014.	100%
<i>Long term (five year) Capital Budget maintained and adopted as part of 2014/15 Budget and 2013-2017 Council Plan</i>	
Preparation commenced in the December quarter and is tracking as expected. The long-term capital budget is expected to be adopted in July 2014 as part of the 2014/15 annual budget.	100%
<i>Provide Budget and Statutory Reporting Services</i>	
The team continued to manage the daily operations of accounts receivable, accounts payable and payroll to ensure all our statutory obligations are met. External auditors completed their audit of 2012/13 and Council received an unqualified audit report. Payroll continued to deliver pays on time, and implemented the new HRIS payroll system, with the first pay on 4 December 2013.	→ Ongoing
<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>	
Property Services continued to work toward a target of providing ten monthly batches of supplementary valuations per year to ensure Council returns valuations promptly for the benefit of ratepayers and Council's consolidated revenue. Officers worked closely with the Valuer General; Kingston's rating authority for the 2014 revaluation period.	→ Ongoing
<i>Provide rate revenue services</i>	
A total of 69,000 annual rate notices were distributed in September 2013 which included the Fire Services Levy amounts for the first time. A total of 31,587 fourth installment notices were issued on the 30 April 2014.	→ Ongoing
<i>Maximise return on investments within policy guidelines</i>	
Finance continued the management of investments in line with policy. As at 30 June 2014 Council had a total of \$48.3 million held in cash and investments.	100%



G3 Gallery at Kingston Arts Centre

Indicators of Success for Goal 6

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.

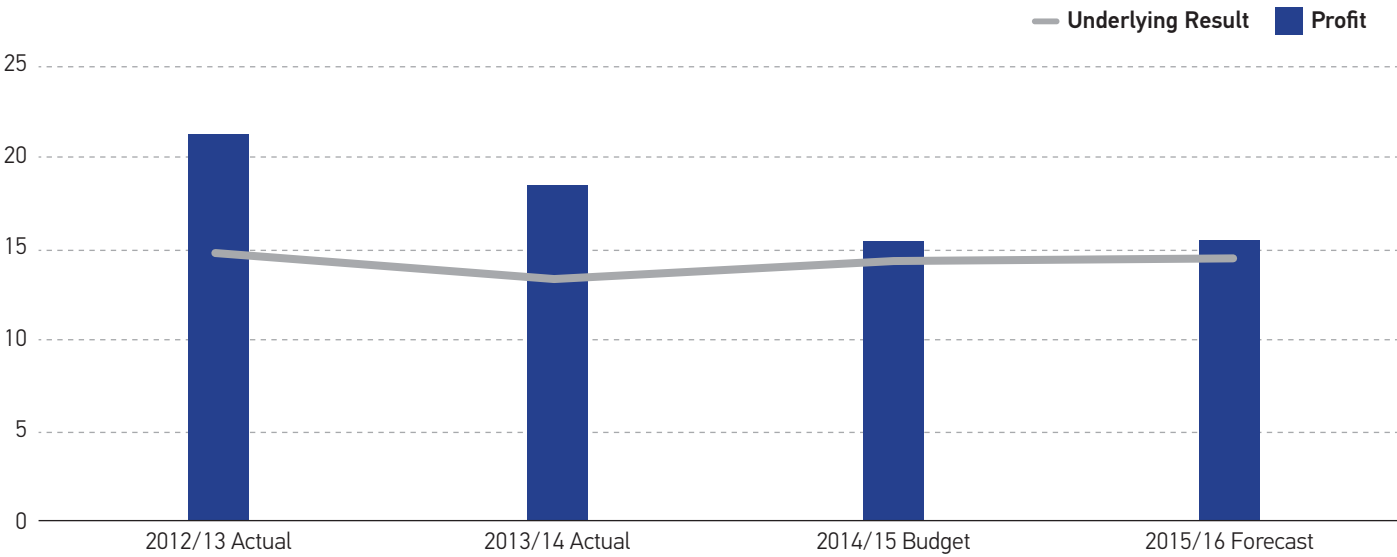
ECONOMIC INDICATOR:	UNDERLYING OPERATING RESULT
Responsibility:	Kingston City Council
Council Plan target:	Maintain net operating result

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 as shown in Figure 30,

should remain relatively consistent each year, and best represents Council’s ability to remain sustainable and continue with normal daily operations. The underlying result for 2013/14 was \$13.4 million compared to \$14.8 million in 2012/13.

Figure 30: Net Operating Result

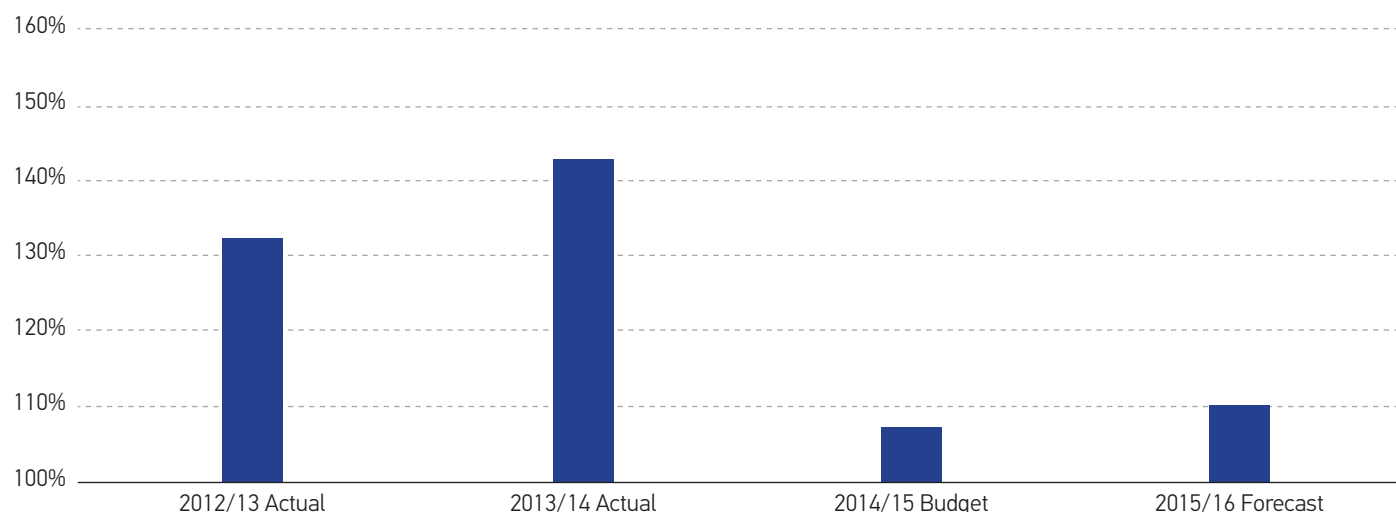


Mills Road Depot

ECONOMIC INDICATOR:	LIQUIDITY
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve the liquidity ratio

Liquidity is a measure of Council's ability to meet current commitments. It is calculated by dividing the total current assets by the total current liabilities. An increase represents an improvement in the ratio. In 2013/14, Kingston's liquidity was 143.3% compared to 132.7% in 2012/13. Council's liquidity is expected to remain strong and above the 100% target in future years. See page 10 for more information.

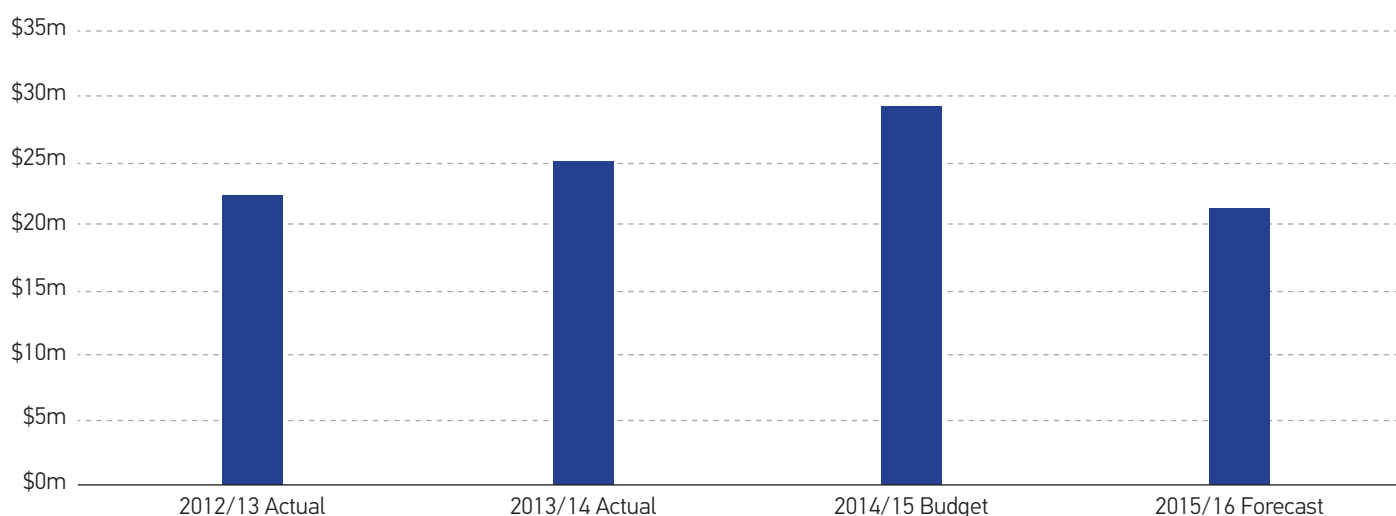
Figure 31: Liquidity



ECONOMIC INDICATOR:	CAPITAL REPLACEMENT
Responsibility:	Kingston City Council
Council Plan target:	Maintain spending on capital renewal to ensure the long term sustainability of Council's assets

Capital replacement is expenditure on the replacement/renewal of an existing asset which extends the service potential or the life of the asset, at its original service design standard. Over the next three years the required average annual spend on asset replacement is calculated to be \$23.5 million. Recent budgets were boosted by additional one-off borrowings for children's and family hub projects and grant incomes. However in 2017/18 the forecast budget returns to Council's base self-funded capacity.

Figure 32: Expenditure on capital replacement



SOCIAL INDICATOR:	COMMUNITY SATISFACTION: THE GENERAL OVERALL PERFORMANCE OF COUNCIL
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Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

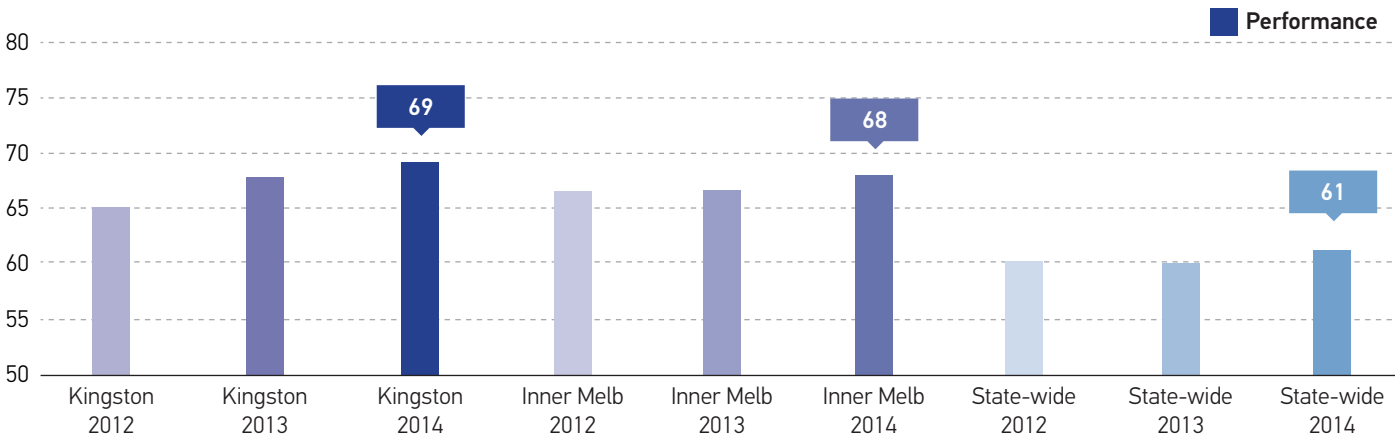
Residents were asked to rate the overall performance of Kingston City Council over the last 12 months. Performance has been rising steadily since 2011/12 and increased to 69 in 2013/14, as shown in Figure 33. Kingston's performance was slightly higher than Inner Melbourne Metro and significantly higher than the state average of 61. This is a pleasing

result for Kingston and meets our target to maintain or improve the perception of performance through the delivery of services and responding to community needs.

Another measure from the Community Satisfaction Survey asks residents whether they believe Kingston Council is generally heading in

the right direction or the wrong direction. From the responses, 80% of residents believe Council is generally heading in the right direction compared to 77% in 2012/13. By comparison, 77% believe other Inner Melbourne Metro Councils are heading in the right direction and 73% for the State-wide average.

Figure 33: Overall Performance



Source: 2014 Community Satisfaction Survey.

SOCIAL INDICATOR:	COMMUNITY SATISFACTION: OVERALL CUSTOMER SERVICE
--------------------------	---------------------------------------------------------

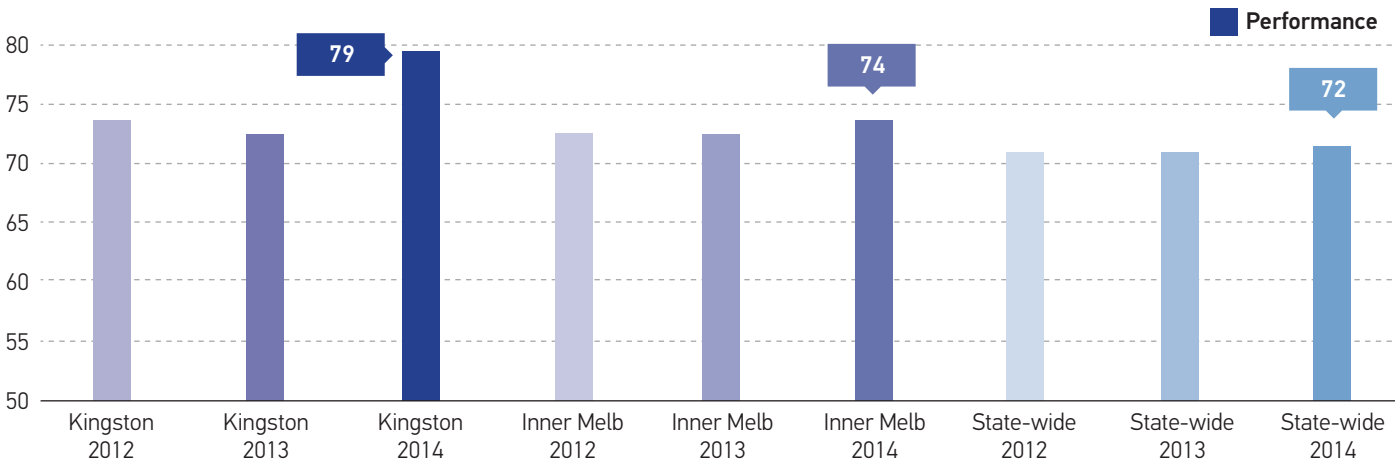
Responsibility:	Kingston City Council
Council Plan target:	Maintain or improve resident perception of performance

Kingston is committed to service and complaint management across all services. As shown in Figure 34, when residents were asked to rate performance of customer service for a recent contact over the last 12 months at Kingston City Council, performance significantly increased to 79. Kingston's performance was significantly higher compared to both Inner Melbourne Metro Councils and the state average. This result is based on the 60 per cent of

respondents who had contact with Kingston in the last 12 months, down from 62 per cent in 2012/13. The most frequent method of contact was by telephone (34 per cent, down from 36 in 2012/13), followed by in person (24 per cent, down from 25 per cent in 2012/13), in writing (16 per cent, down from 18 per cent in 2012/13), via the website (10 per cent, down from 13 per cent in 2012/13), and by email (9 per cent, significantly down from 16 per cent in 2012/13). Social media

(2 per cent, down from 3 per cent in 2012/13) was still the least preferred contact method. During 2012/13, Kingston implemented and promoted Council's customer commitments and the positive results in 2013/14 indicate that the effects are now being realised. 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 34: Contact with Customer Service



Source: 2014 Community Satisfaction Survey.



Kingston employees attending Emergency Management Training

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 2014/15.



Kingston employees at an employee training session



GOVERNANCE

Democracy in Kingston

Local government is the third tier of government in Australia, and is often considered the closest level of government to the community. Working in partnership with Federal and State governments, and other agencies, it plays a vital role by providing more than 100 services and programs to the community, and 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. Local government in Victoria spends over \$7.6 billion per year on infrastructure and services such as roads, bridges, sporting facilities and buildings, aged care, maternal and child health, and childcare.

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.

For more information on Kingston's Councillors see Our Councillors section on page 21.

Further Reading:

📌 kingston.vic.gov.au/councillors

Mayor's Role

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, although the mayoral term at Kingston is usually 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 Ron Brownlees OAM served as Mayor until 13 November 2013 when Cr Paul Peulich was elected as Mayor for a one-year term.

Our Governance System

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).

Good governance is important to ensure 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 making sure 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

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/Governance/Policies

Junior Mayor

Council's Junior Mayor program has run for over 50 years. It is integral to the Kingston Youth Festival, and gives primary schools in the City of Kingston an opportunity to showcase the talents and attributes of their young people. Each Primary School within the City of Kingston is invited to participate in the Junior Mayor Election. Through its own selection process, each school nominates one Grade 6 student as its head speaker and three other team members as its representatives to participate in the Junior Mayor Election. The Junior Mayor Election is coordinated by Kingston Youth and Family Services, and the Rotary Chelsea Club.

In 2014, 25 schools participated in the Junior Mayor Election, with 97 grade 6 students from across the City of Kingston involved in the process and attending on the day.

St Louis De Montfort School student, Daniel Passante, was Junior Mayor from April 2013 until March 2014. On 21 March 2014, Naveen Satish Kumar, a grade six school leader from Aspendale Gardens Primary School, was inducted as Junior Mayor. The Junior Mayor receives junior mayoral robes and chains and \$200 sponsored by the Rotary Chelsea Club. They are called on to help the Mayor at a range of official Council events.



The Junior Mayor takes part in many official Council events

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 preceding Friday at www.kingston.vic.gov.au/Your-Council/Council-Meetings/Minutes-and-Agendas.

There is an opportunity at Ordinary Meetings of Council for residents to submit written questions to Council on the night of the meeting. Questions may be responded to either verbally at the meeting, or later in writing. The question form is available on website at www.kingston.vic.gov.au/Your-Council/Council-Meetings

Councillors sitting formally as Council either make, or are accountable for all decisions taken at Council level. Decisions are made through the formal Council meeting or 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.

Council is sometimes required to discuss and consider confidential matters. 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 are asked to leave the meeting during these discussions.

In 2013/14, there were 12 Ordinary Meetings of Council and two Planning Committee Meetings.

Special Meetings of Council

Special Meetings of Council are called when an urgent item requires a Council resolution and 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 2013/14.

Live Streaming and Recording of Council Meetings

Council commenced the live streaming of meetings with the Ordinary Meeting of Council on 22 July 2013. All Ordinary, Special and Planning Committee Meetings are now streamed live. This means residents can watch Council Meetings in action and instantly know decisions without attending or relying upon the public minutes posted on Kingston's website. Live streaming is accessed at kingston.vic.gov.au/watch.

In 2013/14, there were 2,776 views of archived meetings. June 2014 had the highest number of archived views (434) and July 2013 had the lowest number (161).

The Recording of Public Council Meetings Policy is available on Council's website at: kingston.vic.gov.au/governance.

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 better understand the matter in question. Council decisions can only be made during Council meetings.

Councillor Committees

Councillors participate in internal and external committees throughout the year. These committee meetings are a valuable opportunity to communicate with residents, other councils and agencies, and other levels of government. For more information on Councillor representation on Committees see page 124.

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 Council approved strategies. The Chief Executive Officer further delegates 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 consistent with previously established guidance or direction from the Council. Powers that the Council cannot delegate include 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 www.kingston.vic.gov.au/Your-Council/Council-Meetings.

Table 15: Council Meetings held in 2013/14

ORDINARY MEETINGS OF COUNCIL	SPECIAL MEETINGS OF COUNCIL	PLANNING COMMITTEE MEETINGS
22/07/2013	08/07/2013	18/09/2013
26/08/2013	15/07/2013	19/02/2014
23/09/2013	29/07/2013	
28/10/2013	05/08/2013	
25/11/2013	18/09/2013	
16/12/2013	13/11/2013	
03/02/2014	02/12/2013	
24/02/2014	23/12/2013*	
24/03/2014	12/01/2014	
28/04/2014	13/01/2014	
26/05/2014	03/03/2014	
23/06/2014	07/04/2014	
	10/06/2014	
	26/06/2014	

*A meeting was not held at the scheduled time as there was no quorum and no quorum was achieved within 30 minutes of the time stated for the commencement of the meeting.

Table 16: Councillor Attendance at Council Meetings

COUNCILLOR*	MEETINGS OF ORDINARY COUNCIL ATTENDED	SPECIAL COUNCIL MEETINGS ATTENDED	PLANNING COMMITTEE MEETINGS ATTENDED
Cr Tamara Barth	12/12	13/14	0/2
Cr Tamsin Bearsley	12/12	13/14	2/2
Cr Ron Brownlees OAM	11/12	13/14	1/2
Cr David Eden	11/12	11/14	1/2
Cr Geoff Gledhill	12/12	14/14	2/2
Cr Paul Peulich	10/12	12/14	2/2
Cr John Ronke	8/12	7/14	0/2
Cr Steve Staikos	9/12	9/14	1/2
Cr Rosemary West OAM	12/12	12/14	2/2

* For more information on Councillors and dates of office, see pages 21 to 23.

Conflict of Interest

Councillors are required to disclose any direct or indirect conflict of interest that may impact on their impartiality. At the start 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, 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 in 2013/14. 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 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 delegated to a person or committee, but not including 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 possible after the Assembly of Councillors.

Councillor Ward Grants

In September 2013, Council adopted the Councillor Ward Grants Policy. Ward Grants are small grants provided to groups and individuals or towards projects or events consistent with Council's strategic directions, and of benefit to Kingston's residents and community. To be eligible for a Ward Grant, individuals or community groups must meet the criteria as outlined in the Councillor Ward Grants Policy, which is available on Council's website at kingston.vic.gov.au/governance. In some cases, it may be more appropriate for community groups to apply for funding through Council's Community Grants Program. For more information see pages 35 and 126.

Table 17: Councillor Ward Grants in 2013/14

WARD GRANT DONATIONS BY COUNCILLOR	AMOUNT (\$)	WARD GRANT DONATIONS BY COUNCILLOR	AMOUNT (\$)
Cr Tamara Barth		Cr Tamsin Bearsley	
South Oakleigh Wildlife Shelter	\$750.00	Chelsea Rotary	\$218.14
Kingston Residents Association	\$500.00	Aspendale Gardens Community Centre	\$300.00
Graham Whitehead	\$500.00	Carrum Primary School	\$527.27
Oakleigh Go Cart Club	\$1,150.00	Aspendale Gardens Residents' Association	\$600.00
Laura John	\$1,000.00	St Louis de Montfort's Primary School	\$500.00
Shelby Turone	\$300.00	Chelsea SES	\$500.00
Riding for the Disabled	\$475.00	Graham Whitehead	\$500.00
Nuer Community Foundations Australia Inc.	\$500.00	Carrum Indigenous Nursery	\$500.00
Bruthen Street Kindergarten	\$500.00	Chelsea Community Support Service	\$267.00
TOTAL	\$5,675.00	Edithvale Bowling Club Inc.	\$500.00
		St Louis de Montfort's School	\$150.00
		City of Kingston	\$388.00
		Club 2 Club Swim	\$500.00
		Aspendale Rotary	\$500.00
		Eisteddfod by the Bay	\$650.00
		Kerrie Moore-Cook	\$500.00
		TOTAL	\$7,100.41

WARD GRANT DONATIONS BY COUNCILLOR	AMOUNT (\$)
Cr Ron Brownlees OAM	
Mordialloc PreSchool	\$500.00
Parkdale Volunteers Football Club	\$500.00
St Louis de Montfort's Primary School	\$500.00
Graham Whitehead	\$500.00
Southern United Hockey Club	\$720.00
Laura John	\$250.00
The SUPVic Mad Paddle	\$1,000.00
Mordialloc Community Centre	\$500.00
Mentone RSL	\$600.00
Mordialloc Braeside Junior Football Club	\$750.00
Mordialloc Redbacks Junior Football Club	\$650.00
Kingston Historical Network	\$500.00
TOTAL	\$6,970.00

Cr David Eden	
Aspendale Gardens Residents' Association	\$500.00
Chelsea SES	\$500.00
Kingston Residents' Association	\$1,000.00
Carrum Indigenous Nursery	\$500.00
Daniel Glenister	\$500.00
Chelsea Community Support Service	\$400.00
Laura John	\$500.00
South Oakleigh Wildlife Shelter	\$1,500.00
Australian Animal Protection Society	\$1,000.00
Kerrie Moore-Cook	\$250.00
Carrum Primary School	\$1,000.00
TOTAL	\$7,650.00

Cr Geoff Gledhill	
Parkdale Football Club	\$500.00
St Brigid's Primary School	\$500.00
Graham Whitehead	\$500.00
Cheltenham Community Centre	\$770.00
Laura John	\$250.00
Mordialloc Community Centre	\$500.00
Parkdale Cricket Club	\$2,000.00
Scope Vic Ltd	\$525.00
Mentone Park Primary School	\$720.50
Mentone Tennis Club	\$902.00
Kingston Historical Network	\$500.00
TOTAL	\$7,667.50

WARD GRANT DONATIONS BY COUNCILLOR	AMOUNT (\$)
Cr Paul Peulich	
Bentleigh Greens Soccer Club	\$1,000.00
Moorabbin Primary School	\$1,000.00
Dingley Dingos Football Club	\$1,000.00
Graham Whitehead	\$500.00
Maccabi Snooker Club	\$1,500.00
Bentleigh Greens Soccer Club	\$2,000.00
Eisteddfod by the Bay	\$250.00
TOTAL	\$7,250.00

Cr John Ronke	
Chelsea Rotary	\$500.00
Aspendale Gardens Residents' Association	\$500.00
Chelsea SES	\$500.00
Kerrie Moore-Cook	\$500.00
TOTAL	\$2,000.00

Cr Steve Staikos	
South Oakleigh Wildlife Centre	\$750.00
Kingston Residents Association	\$500.00
Clayton Fishing Club Vic	\$1,000.00
Graham Whitehead	\$500.00
Dingley Village Community Association	\$500.00
Clarinda Greek Senior Citizens Club	\$1,000.00
Oakleigh Go Cart Club	\$1,150.00
Bayside Glen Eira Kingston Local Learning and Employment Network	\$2,600.00
Eisteddfod by the Bay	\$250.00
TOTAL	\$8,250.00

Cr Rosemary West OAM	
Mordialloc Historical Society	\$590.00
Kingston Arts Network	\$500.00
Union of Australian Women	\$500.00
Kingston Residents Association	\$500.00
The Defenders of the South East Green Wedge	\$500.00
Kingston Conservation & Environment Coalition	\$500.00
Mordialloc Beaumaris Conservation League	\$500.00
Mentone Cheltenham Parkland Action Group	\$500.00
South Oakleigh Wildlife Shelter	\$500.00
St Brigid's Primary School	\$500.00
Maureen Lim	\$445.00
Kingston Conservation & Environment Coalition	\$595.00
Graham Whitehead	\$500.00
Bayley House	\$500.00
TOTAL	\$7,130.00

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, council 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 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 per cent to take effect on 24 December 2013. The annual allowance for the Mayor is \$82,501.36 and Councillors are remunerated \$27,500.45 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 use 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 www.kingston.vic.gov.au/Your-Council/Governance/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) 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 2013/14

All Councillor allowances and expenses are related to Councillors' role as delegates and/or representatives of Council and have been incurred in the course of their duties as a Councillor.

Details of Councillors	Councillor Allowance	Communications mobile phones / wireless	Travel Intrastate	Travel Interstate	Travel Overseas	Training, Conferences and Education	Other Expenditure
Cr Tamara Barth	\$29,709.96	\$3,528.86					\$100.00
Cr Tamsin Bearsley	\$29,709.96	\$1,330.36					
Cr Ron Brownlees OAM (Mayor until 13/11/13)	\$56,062.18	\$1,566.59	\$214.00	\$235.00			
Cr David Eden	\$29,709.96	\$2,025.00	\$474.48				
Cr Geoff Gledhill	\$29,709.96	\$3,338.65				\$204.55	
Cr Paul Peulich (Mayor from 13/11/13)	\$62,677.32	\$2,709.53	\$161.28	\$497.33		\$1,752.72	\$785.00
Cr John Ronke	\$29,709.96	\$635.92					
Cr Steve Staikos	\$29,709.96	\$2,706.81	\$356.82			\$430.00	
Cr Rosemary West OAM	\$29,709.96	\$2,007.65	\$12.00			\$540.81	



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's delegated powers include awarding contracts up to \$750,000. The CEO's performance is reviewed annually by the Council.

Senior Officers

Senior Officers are employed under contracts of up to 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, 2014 the City of Kingston had 26 Senior Officers. The total remuneration for Senior Officers during the 2013/14 financial year was \$4,660,810 compared to \$4,124,542 in 2012/13. 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 \$133,000.

Council adopted these policies in 2013/14

In 2013/14 Council adopted the following policies:

- Council Office & Nomination for a State or Federal Election Policy.
- Councillor Ward Grants Policy.
- Recording of Public Council Meetings Policy.

All Council adopted policies can be found on Kingston's website at www.kingston.vic.gov.au/Your-Council/Governance/Policies

Citizenship ceremonies

During 2013/14, 1,005 people received Australian Citizenship in six separate ceremonies organised by Kingston and held at Kingston City Hall and LF Payne Chelsea Hall.

Kingston's Mayor attended all six ceremonies (including a special Australia Day ceremony on 26 January 2014) to confer citizenship on the new citizens. Local members of State and Federal Government and Kingston's Junior Mayor helped 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 2013/14:

- 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 Communications and Community Relations Department on behalf of the Department of Immigration and Border Protection and in liaison with the Australian Electoral Commission which coordinates the electoral enrolment process for new citizens.

Further Reading:

➤ citizenship.gov.au

Charter of Human Rights

The Charter of Human Rights and Responsibilities Act 2006 ('Charter') came into force in 2008. It sets out important human rights Council must consider when making a decision and prescribes that Council 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 in 2013/14 include:

- The Draft Public Health and Wellbeing Plan 2013-17 was released for public consultation and later adopted by Council.
- A community consultation on beach access improvements at Bank Road in Edithvale.
- The Community Safety Strategy 2013-2017 was developed and endorsed by Council in 2013, to provide a strategic framework to improve the safety of all residents and visitors to Kingston.
- Council's Multicultural Action Plan was updated following extensive consultation with members of the community.

In 2013/14, no Charter-related complaints were made to Kingston.

From 2013, the Victorian Equal Opportunity and Human Rights Commission will produce a stand-alone local government charter report every two years. The Commission did not require local government to report on the 2013 calendar year. The 2013 Report on the Charter of Human Rights and Responsibilities can be accessed at: humanrightscmission.vic.gov.au/index.php/our-resources-and-publications

Further Reading:

- kingston.vic.gov.au/governance
- humanrightscmission.vic.gov.au

Carers Recognition Act 2012

The Carers Recognition Act 2012 ('the Act'), came 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.



Intergenerational Art Project between residents of Corben House and Mentone Girls Grammar students

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 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. In 2013/14 Kingston met its obligations by:

- Assessment team attended in-service education sessions and external networking to enhance professional knowledge of the Act and associated principles and services available to support practical application of those principles (i.e. Education from Carers Victoria, Commonwealth Carelink and Respite Centre, regular attendance at NRCP meeting).

- Services introduced under crisis intervention policy applied as appropriate.
- Carer Respite being discussed with all Aged and Disability Care service recipient carers at service assessment and intake.
- Commonwealth Carelink Centre brochure provided in information packs for all Aged and Disability Care clients at service assessment.
- 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 kingston.vic.gov.au/Services-and-Support/Older-People/Aged-Disability-Services.

Disability Act 2006

The Disability Act 2006 specifies that public sector bodies (defined as government departments, prescribed statutory authorities and prescribed statutory corporations) must develop Disability Action Plans for the purpose of:

- Removing barriers faced by people with a disability in accessing goods, services and facilities.
- Removing barriers faced by people with a disability in obtaining and maintaining employment.
- Promoting the inclusion and participation in the community of people with a disability.
- Achieving tangible changes in attitudes and practices which discriminate against people with a disability.

Kingston City Council developed the Disability Action Plan 2009-2013 and is currently in the process of developing the Disability Action Plan 2014-2018. Implementing the 2009-2013 Disability Action Plan continued through 2013/14.

Removing barriers faced by people with a disability in accessing goods, services and facilities

Actions implemented as part of the Plan and that contribute to the Act include:

- In-house expertise was maintained that met Australian Standards on Accessibility, the Disability Discrimination Act (DDA) and the Disability Act through regular training of the Infrastructure Departments design team.

- Building policy and assessment criteria are applied when undertaking council building upgrades and refurbishments to ensure accessibility for people with disabilities is considered as part of the process.
- An access audit on Council Buildings was conducted, resulting in a prioritised list of works to ensure buildings meet appropriate standards.
- Council issues building permits in accordance with the Building Code of Australia which requires DDA compliance.
- The following Council facilities have been improved via upgrades to the facilities for people with disabilities: Carrum Life Saving Club, Chelsea Activity Hub, Evesham Kindergarten, Cheltenham Library, Mentone Museum, Chelsea Bowls Club, Mentone racecourse Reserve, Roy Dore Reserve, Mordialloc Shopping Centre, Bricker Reserve, Mundy Street Reserve, Mentone Life Saving Club, Edithvale Reserve Pavilion, Tom Johnston Pavilion, Shirley Bourke Theatre, Melaleuca Community Centre, and Kingston City Hall.
- A 'Liberty Swing' was installed at Bicentennial Park.
- Council advocated to State and Federal governments for improved access to public transport.
- Local Law Officers as well as Council contractors continued to monitor disabled parking bays and enforce penalties if permits are not displayed.

- Disabled Parking Permits continued to be distributed through Council's Traffic and Engineering Department.
- The 'Recharge Scheme' was implemented to improve access to public spaces for people with a disability.
- The 'Pump 'em Up Scheme' was implemented to improve access to public spaces for people with a disability.

Removing barriers faced by people with a disability to obtain and maintain employment

- A policy is being developed to ensure Council demonstrates best practice for access and equity in recruitment.
- A training program teaching the propagation of seeds and plants and open space management was established for students attending Yarrabah Special Development School.
- Council currently supports the following disability groups fortnightly in volunteer work:
 - Brotherhood of St Lawrence (five-eight participants)
 - Wesley Mission (three-four participants)
 - Yarrabah students (10-15 students) regularly work with Council Staff at Mordialloc Creek. They undertake revegetation and litter pick up.
 - Mordialloc Secondary College (10-20 students) assist with these works as part of a buddy system.

Drum Circle with Jessica Cheeseman



- Once/twice a year Oakleigh Gentleman's Club participate in litter pick up (six participants).
- New technologies were introduced through library services to improve access to information for people with a disability.

Promoting the inclusion and participation in the community of people with a disability

- The City of Kingston Website was upgraded to improve inclusion of people with disabilities.
- TTY information was included on Council's letterhead.
- The Community Services Directory was updated to ensure accurate information on disability services is provided.
- Council promoted the Access All Abilities program to all sporting clubs.
- Council continued to consult with the Access and Equity Advisory Committee and Village Committees on disability issues. A Disability Sub-Committee was also established.
- Community Safety Month Activities included people with disabilities through the Scooter Safety Workshops.
- The Event Check list was reviewed to ensure the needs of people with disabilities are considered in Council planned events.
- A Presentation Ball enabling people with disabilities to participate in leisure activities continued to be organised by Council.
- Inclusive swimming lessons commenced in 2012 at Waves Leisure Centre
- Council ran a series of 'Dance Fever' dance classes for people with a disability.
- A community bus with wheelchair access was provided by Council.

Achieving tangible changes in attitudes and practices which discriminate against people with a disability

- Staff continued to be trained in EEO legislation and anti-discrimination legislation, including the Disability Discrimination Act.
- Council facilitated a pilot disability awareness campaign for students of St Andrews Primary School in partnership with the Scope Young Ambassadors Project.
- Online training for leisure centre staff was developed to improve inclusion of people with disability in their programs and facilities.



Domestic Animal Management Plan

The Domestic Animals Act 1994 requires all Victorian councils to have a four year plan in place for the management of dogs and cats within their municipality. The Kingston Domestic Animal Management Plan 2012-2016 is designed to improve the provision of animal management services by maintaining the traditional Local Government role, respond to new and emerging animal management issues and implement identified treatments.

The Plan integrates the developing expertise in domestic animal management within Victoria and Australia and incorporates Council's investigations of its own local needs to produce a program of action to be undertaken over 2012-2016. Relevant issues include those prescribed under relevant legislation and local laws as well as the generally understood notion of responsible pet ownership.

In 2013/14 the Plan was reviewed and no amendments made. A copy of the Domestic Animal Management Plan 2012-2016 is available at kingston.vic.gov.au/Local-Laws-Waste/Local-Laws/Pets

Key achievements in 2013/14:

- Development and implementation of 'Lost & Found Pets' Facebook page.
- Introduction of a 12 month trial 24 hour off-leash area on the foreshore.
- Updated foreshore dog regulations signs.
- Updated foreshore maps.

Food Act 1984

In 2013/14, Council received no written direction from the Minister of Health in relation to any matter concerning the administration of the Food Act 1984.

Road Management Act 2004

In 2013/14, Council received no direction from the Minister of Roads pursuant to section 22 of the Road Management Act 2004 in relation to a function or exercise of a power of the road authority under this Act.

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.

- 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 \$150,000 (including GST) for contracts for the purchase of goods or services or \$200,000 (including GST) for contracts for the carrying out of works or more that Kingston entered into during 2013/14 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 donation 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 kingston.vic.gov.au/governance
- 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 kingston.vic.gov.au/governance.

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 2013/14, Council received 377 requests for personal information compared to 324 received in 2012/13.

The Information Privacy Policy is reviewed every two years by the Privacy Committee. This Committee approves Council's privacy statements, oversees privacy-related complaints (four were received in 2013/14 compared to three 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 kingston.vic.gov.au/Your-Council/Governance/Privacy.

Freedom of Information (FOI)

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:

foi.vic.gov.au/home

The following information 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, 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 Kingston's Customer Service Action Line - 1300 653 356. Refer to page 115 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 (such as 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 \$26.50 (effective from 1 July 2014) 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: 4 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 help making a valid application.

Appeals

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

FOI requests

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

Table 19: Requests Received in 2013/14

FOI REQUESTS TO COUNCIL	2009/10	2010/11	2011/12	2012/13	2013/14
Total number of requests	25	29	30	32	44
Requests where access was granted in full	7	2	4	6	10
Requests where access was granted in part	11	13	16	20	17
Other*	2	10	5	3	10
Requests refused in full	0	1	1	1	0
Requests still under consideration	5	3	4	2	
Number of internal reviews	2	4	2	0	7
Number of appeals lodged at VCAT	0	1	1	1	
Number of reviews referred to FOI Commissioner					1
Total fees and charges collected	\$1,082	\$1,276	\$1,562	\$2,146	\$1,859.19

* 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

Pursuant to The Protected Disclosure Act 2012 Kingston has implemented a Protected Disclosure Procedure to establish a system to facilitate the making of disclosures of improper conduct or detrimental action by Kingston or its employees. The procedure for making a disclosure can be found on Kingston's website at kingston.vic.gov.au/protecteddisclosure

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 Independent Broad-based Anti-corruption Commission (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. One Protected Disclosure was made in 2013/14.

Table 20: Protected Disclosure Reporting

Protected Disclosure Reporting Criteria	2012/13	2013/14
Number of disclosures notified to the IBAC during the financial year	0	1

Risk Management

Risk Management Framework

Risk is inherent in all Council activities and functions. All Councillors, employees, contractors and volunteers have a role to play in managing risk by:

- Taking action to prevent or reduce the adverse effects of risk.
- Applying the prescribed treatment of risks until the level becomes acceptable.
- Identifying and recording any risks, hazards or incidents.
- Reporting any problems relating to the management of risk.
- Initiating, recommending or providing controls through appropriate channels.
- Verifying the implementation of controls.

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

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

Council has identified eight key strategic risks:

- Health and safety.
- Information Technology (including security).
- Finance.
- Services Supply.

- Strategic Asset Management.
- Governance and Compliance.
- Legacy Environmental Issues.
- Environment and Planning.

As part of the 2013/14 Internal Audit Plan carried out by Council's newly appointed internal auditors Pitcher Partners, Risk Management was reviewed and the audit findings tabled with the Audit Committee. A Risk Consultant has been engaged to assist Council in developing its risk appetite, updating the Risk Management Policy and Strategic Risk Register. Strategic Risk Management is a key focus for the organisation in 2014/15.

Councillors Barth and Peulich at Namatjira Park in Clayton South



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 examples that demonstrate Council has responded to the Best Value Principles, including:

- *Quality and cost standards* are reported on and demonstrated within the Financial Report (see page 136 to 209 for further information). In addition, Goal 6 of the Council Plan relates to a well managed and effective organisation. Kingston Council has specific actions that relate to delivering open and transparent Council and organisational decision making and reporting processes, implementing systems and processes to enhance organisational capability, and ensuring the efficient use of resources (see page 94 to 105 for further information).
- An example of Kingston Council being *responsive to community needs* would be Council's commitment to ensure community assets maximise multiple usage opportunities. As part of its response, Kingston is currently progressing its commitment to community service hubs in the north, centre and south regions of the municipality (see page 38 to 42 for further information).
- *Accessibility* is demonstrated through the adopted Public Health and Wellbeing Plan, Community Safety Strategy, Multicultural Action Plan, and Kingston Aboriginal Policy during 2013/14. Council also supports 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. In addition, Kingston Council uses the results from the annual Community Satisfaction



Survey coordinated through DTPLI to benchmark our services against other Victorian Councils based on direct feedback from the community on the importance and performance of our services.

- *Community consultation* is shown in the 'Connecting with our Community' section on page 36, Living Kingston 2035 (see page 87), and include inviting feedback on the Council Budget, placing documents on public display and our Village Committees (see page 125). Further information under Goal 5 discusses specific actions that relate to consulting and engaging with our diverse community to inform decision making, and continuing to work towards the community's long-term aspirations for the future (see page 92 for further information). Councillors are also represented on a number of community committees (see page 124 for more information).
- *Reporting to the community* is established through our bi-monthly newspaper entitled 'Kingston Your City', local media, Kingston's website, Council and community meetings, the Annual Report, and quarterly progress updates against the Council Plan (see page 38 to 105 for further information). In addition, actions within Goal 5 specifically relate to providing proactive communication on key issues to inform community understanding (see page 84 for further information).

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 page 130 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 the policy to be reviewed each financial year. This policy was last reviewed and approved by Council in June 2014.



The Audit Committee

Kingston has in place a strong Audit Committee that has in 2013/14 undertaken a thorough and comprehensive review of many of Council's higher risk profile systems and processes. It has also continued to oversee the activities of Council's contracted Internal Auditor Pitcher Partners and of the External Auditor who is appointed by the Auditor-General as well as responded to occasional ad hoc issues and provided advice to Management and the Council on those issues.

The activities of 2013/14 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.

A copy of the Audit Committee Charter is available on Council's website at kingston.vic.gov.au/Your-Council/Governance/Policies.

The Audit Committee met on five occasions in 2013/14:

- 14 August 2013
- 27 September 2013
- 18 December 2013
- 19 March 2014
- 8 June 2014

Table 21: Audit Committee Members

NAME	QUALIFICATIONS	ROLE	PERIOD	ATTENDANCE
Mr Hugh Parkes	BA, MBA, FCA, CISA	Independent Member and Chair	July 2013-June 2014	5 of 5 meetings
Bachelor of Arts (Honours) in Economics/Economic History; Master of Business Administration; Fellow of the Institute of Chartered Accountants in Australia; Fellow of the Institute of Accountants in England and Wales; Certified Information Systems Auditor.				
Mr Bruce Potgieter	FCA - Australia ICA - South Africa	Independent Member	July 2013-June 2014	5 of 5 meetings
Fellow of the Institute of Chartered Accountants in Australia; Member of the Institute of Chartered Accountants in South Africa.				
Ms Claire Filson	LLB; MBA	Independent Member	July 2013-June 2014	4 of 5 meeting
Bachelor of Laws; Master of Business Administration; Graduate Diploma of Applied Corporate Governance; Fellow of the Governance Institute of Australia; Member of the Australian Institute of Company Directors.				
Cr Ron Brownlees	As Mayor	Internal Member	July 2013-November 2013	2 of 2 meetings
Cr Paul Peulich	As Mayor	Internal Member	November 2013-June 2014	4 of 5 meetings
Cr Geoff Gledhill	Councillor	Internal Member	July 2013-June 2014	3 of 3 meetings

The Chief Executive Officer/Acting Chief Executive Officer and General Manager Corporate Services/Acting GM Corporate Services attended all the Audit Committee meetings held 2013/14. Also during 2013/14 each of Council's General Managers attended in turn to brief the Committee on the current activities of their respective division within Council.



Audit Committee Members Cr Gledhill, Mr Potgieter, Ms Filson, Mr Parkes (Cr Peulich absent at time of photo)

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 2012/13 Annual Statements consisting of Management Letter: 2011/12 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.
- 2013/14 External Audit Strategy.
- 2013/14 Interim Management Letter from HLB Mann Judd.
- 2013/14 Annual Accounts Timetable.

2a. 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 – Follow Up of Internal Audit Actions
- Final Internal Audit Report – Public Obligation Inspections
- Final Internal Audit Report on CAATs – covering Accounts Payable, Rates, Payroll, General Ledger Controls
- Final Internal Audit Report – Purchasing Cards
- Final Internal Audit Report – Risk Management
- Internal Audit Scope – Risk Management
- Internal Audit Scope – Project Management and Capital Works
- Internal Audit Scope – Legislative Compliance Management
- Internal Audit Scope – Occupational Health and Safety
- Internal Audit Scope – Financial Controls

2b. Understanding the City's activities in context

The Audit Committee receives presentations from Council managers in rotation covering activities and services for which they are responsible. The committee also receives detailed updates from the IT Manager showing Council databases, the information they contain and the nature of the network viability. Briefings are also received on relevant topics such as flood mitigation measures, gas emissions from obsolete tips and developments in Local Government.

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 – Risk Management.
- Final Internal Audit Report – Risk Management.
- Final Internal Audit Report – Follow Up of Internal Audit Actions.

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 – Follow Up of Internal Audit Actions.
- Final Internal Audit Report – Public Obligation Inspections.
- Final Internal Audit Report on CAATs – covering Accounts Payable, Rates, Payroll, General Ledger Controls.
- Final Internal Audit Report – Purchasing Cards.
- Final Internal Audit Report – Risk Management.
- Final Internal Audit Report – Social Media.
- Internal Audit Scope – Risk Management.
- Internal Audit Scope – Project Management and Capital Works.
- Internal Audit Scope – Legislative Compliance Management.
- Internal Audit Scope – Occupational Health and Safety.
- Internal Audit Scope – Financial Controls.

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:

- Internal Audit Scope – Legislative Compliance Management.

- VAGO Report – Asset Management & Maintenance by Councils.

6. The effectiveness of the audit functions

Internal Audit

Council's current Internal Auditors, Pitcher Partners has extensive experience in the Local Government sector as Internal Auditors at other municipalities.

Pitcher Partners commenced its contract in July 2013 for an initial three-year period and immediately undertook an organisational risk assessment in consultation with Senior Management at Council. Together with the City's risk register and the information architecture diagram, this formed the basis of the Internal Audit Strategic Plan, which is reviewed by Internal Audit and Management and then adopted by the Audit Committee annually. The Internal Audit program that the Committee oversaw is in place to help Council and Management achieve sound control over all Council activities. Internal Audit is not involved in 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. 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 daily 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. During the year a number of significant actions were completed by management.

External Audit

Council's current External Auditor is the Victorian Auditor-General. The Auditor-General elected to contract this activity for 2013/14 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 June 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:

Table 22: Local Government Indicators

CATEGORY	MEASURE	ACTUAL RESULT 2013/14	ACTUAL RESULT 2012/13	ACTUAL RESULT 2011/12
Overall performance	Community satisfaction rating for overall performance generally of the Council (indexed mean)	65	67	79
Advocacy	Community satisfaction rating for Council's advocacy and community representation on key local issues (indexed mean)	55	59	60
Engagement	Community satisfaction rating for Council's engagement in decision making on key local issues (indexed mean)	60	58	60
All rates	Average rates and charges per assessment	\$1,464.98	\$1,577.42	\$1,603.31
Residential rates	Average rates and charges median residential assessment	\$1,298.64	\$1,388.72	\$1,448.52
Operating costs	Average operating expenditure per Assessment	\$2,404.72	\$2,273.60	\$2,247.63
Capital expenditure	Average capital expenditure per assessment	\$517.21	\$597.42	\$566.66
Infrastructure	Renewal	1.21	1.12	1.38
	Renewal and maintenance	2.11	1.95	1.89
Debts	Average liabilities per assessment	\$836.04	\$681.19	\$702.47
Operating result	Operating result prior to capital funding (deficit) per assessment	\$112.22	\$209.50	\$114.00

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). In 2013/14, 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 129 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 all principles of competitive neutrality were correctly applied and no complaints were received in 2013/14.

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.

These documents were reviewed and confirmed by Council on 25 November 2013. The next formal review is in 4 years however progress against key objectives are assessed and monitored annually.

Kingston was one of five municipalities selected by the Victorian Auditor General's Office (VAGO) to participate in an audit of Council Asset Management and Maintenance Practices. The audit commenced May 2013 and was tabled in Parliament in February 2014. Kingston represented itself well in this review, providing confirmation that our continuous improvement model to build organisational capacity is working.

Asset Management Plans (AMP's)

Asset Management Plans guide how we maintain our assets. The AMPs consider operational, renewal and development costs over at least a 10 year period to ensure that assets continue to support services delivery to a defined standard. They specify how we analyse asset condition, compliance, maintenance and renewal requirements, along with strategic development objectives and levels of service to determine current and future levels of investment required.

Assets are grouped in three main overarching plans:

- 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 and are now due for review. The review was to commence during 2013/14, however has been delayed due to changes in staffing and preparing responses for VAGO and internal audits. The next generation of AMPs will shift the focus from the technical management of our assets to service delivery outcomes and are now planned to be completed during 2014/15.

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 planning. While Victorian Councils have used this performance benchmarking tool since 2010, it became national for the first time in 2013.

A key milestone of NAMAF is for Council to achieve a 'Core Maturity' rating. Kingston was working toward achieving this milestone by December 2014, but to our delight Kingston was named by the MAV in March 2014 as one of 22 Victorian municipalities that meet the criteria for Core Maturity. Kingston has a continuous improvement plan that will consolidate and further improve our performance rating.

Asset Management System (AMS)

Kingston purchased specialist asset management software in February 2011. The full implementation of this system will provide many benefits to Council and the community. An implementation strategy is in place to progressively develop and expand core functionality of the Asset Management System. The intended development program for 2013/14 was unfortunately placed on hold due to the project manager leaving the organization. It has taken nine months to fill the position and undertake a stakeholder review to guide priorities for the next implementation phases.

Achievements for 2013/14 included:

- Major systems upgrade to latest software version 8.3 - August 2013.
- Recruitment of new Project Manager with technical expertise - January 2014.
- Stakeholder review and reflection of previous implementations - February/ March 2014.
- Qualitative and quantitative analysis of roads asset data (98 per cent accuracy) - April/May 2014.
- Migrated the verified roads asset data into AMS test environment - June 2014.

Priorities for 2014/15 are to link road segment data to the geospatial graphics then migrate this information into the live environment. Once the base building block of the roads register is established, the focus will be on developing operational functionality for inspections and works management.

Community Consultation and Representation

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

Councillor representation on Committees

Councillors were appointed as Council representatives on a range of special interest committees and networks at the Ordinary Meeting of Council on 16 December 2013.

Councillors also regularly attend Village Committee meetings. For more information on Village Committees see page 125.

Legislative Committees

Legislative Committees are established under the Local Government Act 1989. 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.

Councillor Committee appointments for 2013/14 were:

Table 23: Kingston Councillor Only Committee

KINGSTON COUNCILLOR ONLY COMMITTEE	2013/14 APPOINTEE/S
Planning Committee	All councillors
Audit Committee (Section 139)	Cr Peulich and Cr Gledhill

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

ADVISORY COMMITTEES	2013/14 APPOINTEE/S
Access and Equity Committee	Crs Brownlees and Gledhill
Arts and Culture Advisory Committee	Crs Peulich and Staikos
Australia Day Committee	Crs Peulich and Staikos
Carols by the Bay	Cr Gledhill
Climate and Biodiversity Reference Group	Cr West
Community Safety Reference Group	Cr Brownlees
Fine Food, Wine and Music by the Bay Festival	Crs Peulich, Gledhill and Ronke
Historical Societies Network	Cr West
Kingston Charitable Trust Community Grants Panel	Crs Peulich and Staikos
Kingston Harvest Festival Committee	Crs Bearsley, Eden and Ronke
Kingston Interfaith Committee	Crs Peulich and Staikos
Kingston Youth Advisory Committee	Crs Peulich and Eden
L F Payne Hall Usage Committee	Crs Bearsley, Eden and Ronke
Mordialloc Creek Advisory Committee	Crs Brownlees, Gledhill, Peulich, Ronke and West
Municipal Emergency Planning Committee	Cr Ronke
Public Art Advisory Panel	Crs Peulich and Staikos
Positive Ageing Steering Group	Cr Brownlees
Sport and Recreation Reference Group	Cr Gledhill
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	2013/14 APPOINTEE/S
Association of Bayside Municipalities	Cr West
Friends of Manatuto Committee	Cr Barth
Inter Council Aboriginal Consultative Committee	Cr Gledhill
Local Government Waste Management Forum	Cr Staikos
Melbourne Water Eastern Treatment Plant Community Liaison Committee	Cr West
Metropolitan Transport Forum	Cr Eden
Moorabbin Airport Consultative Committee	Crs Brownlees, Gledhill and West
Municipal Association of Victoria	Cr Peulich
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



Interfaith National Tree Day Planting

Village Committees

In 2013/14, Village Committees comprised of residents, property owners and representatives of sporting, educational, business and other community organisations. They provided feedback on major Council projects and goals and brought issues of local interest to Council's attention. Village Committees also made 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 2013/2014, 85 Village Committee meetings were held.

Highlights of Village Committee meetings and feedback were included in Ordinary. To be eligible applicants must have worked, lived or owned property in Kingston, or be associated with an educational, sporting or cultural community organisation in Kingston.

Kingston's Village Committees were responsible for the successful allocation of community grants to local community groups (see page 126 for more information).

Village Committees were governed by Council's Village Committee Policy. Council resolved at the Ordinary Meeting of 26 May 2014 that Village Committees be placed in recess from 30 June 2014 until Council has determined its position on a revised community consultation structure.

Village Committee Chairs

- Aspendale/Edithvale/Aspendale Gardens - James Middleton, Henry Corcoran*.
- Chelsea/Chelsea Heights - John Bainbridge, Maureen Lim*.
- Cheltenham - Simon Libbis, Kevin Gregory*.
- Clarinda/Clayton South/Oakleigh South - Anastasios Dimitriu, Anastasios Dimitriu*.
- Dingley/Heatherton - Jill Page, Jill Page*.
- Mentone/Parkdale - Barbara Taylor, Claire Houston*.

- Moorabbin - Les Heimann, Anne Caprackas*.
- Mordialloc - Barry Bush, Margaret Hunter*.
- Patterson Lakes/Carrum/Bonbeach - Glen Baker JP, Trevor Shewan*.

*Current Chairperson

Network Groups

Council 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. The networks include the Access and Equity Advisory Committee, Interfaith Network, Positive Ageing Advisory Committee, Services Clubs Network, Senior Citizens Network, Historical Society Networks, life saving clubs, golf and bowling clubs, neighbourhood houses, municipal bands and schools. For information see Council's website at www.kingston.vic.gov.au/Get-Involved

Community Grants

Kingston invites not-for-profit community groups 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 2013/14, \$1,223,573 (\$1,205,094 in 2012/13) was distributed through the Community Grants Program to assist not-for-profit organisations to deliver services and associated activities. Groups that received grants included:

- Chelsea Bonbeach train station group received a grant to support their activities in landscaping and environment enhancement at the Chelsea and Bonbeach train stations.
- Bentmoor Community Men's Shed in Moorabbin received funding to deliver and enhance activities within the men's shed.
- Cosenza Senior Citizens of Kingston received a grant to support their weekly social activities at Clarinda Community Centre.
- North Cheltenham Pre-school received funding to purchase children's play equipment.

A total of 337 groups and individuals (323 groups and individuals in 2012/13) received funding through the Grants Program this year.

Successful applications through the program included 92 Village Committee applications, 41 Triennial Grant applications, two Triennial Event Grant applications, 65 City Wide grant applications, 71 Individual Development

Grant applications, 45 Schools Awards and 23 Access and Equity Grants.

A cross-section of the community requested support including community service groups seeking 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

\$487,123 was distributed to Community Centres and Neighbourhood Houses in Kingston. A further \$361,240 was distributed to support other Kingston organisations that provide valued services to the Kingston community such as Community Advice Bureaux and emergency services.

Triennial Events Grants

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

Village Committee Grants

The Village Committee Grants are awarded to groups and organisations to support initiatives that benefit Kingston's nine Village Committee areas. Village Committee Grants totalling \$178,731 were distributed to the community this year.

City Wide Grants

The City Wide Grants are provided to groups and organisations to support initiatives with a Kingston-wide focus. Council distributed \$130,652 through the program this year.

Individual Development Grants

Individual Development Grants help eligible residents to achieve their full potential in pursuits such as arts and culture, sports and recreation, environmental or humanitarian initiatives, and academic achievement. 71 individuals shared a total of \$21,875 in Individual Development Grants this year.

Access and Equity Grants

\$22,182 in Access and Equity Grants was allocated based on recommendations from Council's Access and Equity Advisory Committee. These grants are designed to help 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.



Arts Grant recipient Jayson Patterson



External Grants and Funding

In 2013/14, Kingston Council received \$36.3 million in grants, contributions, subsidies, donations and reimbursements from external bodies as shown in Table 26. This is less than the \$40.6 million received in 2012/13, which included \$2.2 million of Grants Commission Funding in advance and \$6.6 million of capital non-recurrent grants (\$4.9 million in 2013/14). However, Kingston currently receives more Government grant funding both in absolute terms and as a percentage of total revenue than all inner metropolitan Councils. This enables us to deliver a comprehensive range of services in partnership with the community.

Table 26: Examples of grants, funding and contributions received in 2013/14 (excluding GST)

SOURCE OF FUNDING	PROGRAM BEING SUPPORTED	AMOUNT RECEIVED
Department of Education	Mordialloc Pre-School Redevelopment	\$350,000
Department of Education	Children's Facilities Capital Grant	\$600,000
Department of Education and Early Childhood Development	Maternal Child Health	\$949,494
Department of Health and Ageing	Hostels	\$3,261,165
Department of Human Services	Domestic/Specific Care	\$4,419,754
Department of Human Services	Family Support	\$140,478
Department of Infrastructure and Regional Development	Roads to Recovery	\$569,842
Melbourne Water Corporation	Living Rivers Funding	\$330,000
Department of Planning and Community Development	Public Library Grants Program	\$861,992
Department of Industry	Community Energy Efficiency Program	\$345,434
Department of Sustainability and Environment	Mordialloc Creek Dredging	\$2,000,000
Department of Transport Planning and Local Infrastructure	Westall Community Learning Hub	\$750,000
Federal Government	Commonwealth Parental Leave Contributions	\$149,486
Department of Sustainability and Environment	Beach Cleaning Subsidy	\$246,685
Various Developers	Cash Developer Contributions	\$2,595,740
VicRoads	School Crossing Subsidy	\$223,780
Victorian Grants Commission	Grants Commission Funding	\$2,129,694
Stall Holder Fee - Farmers Market	Farmers Market	\$20,880

Customer Service Commitment

In the City of Kingston we put our community first. We are committed to providing exceptional care and service to achieve the best possible outcome for the local community.

There was a significant focus on customer service in 2013/14, as we sought to strengthen the move from customer service to customer care, and reflect a whole-of-organisation approach to achieve excellent support for our community.

Our Customer Service Commitment is detailed on page 33. The locations of our Customer Service Centres are listed on the back cover and residents can visit them during opening hours.

Kingston's Customer Service Action Line – 1300 653 356 – is available on weekdays between 8.30am to 5.30pm except for public holidays. In an emergency call the Customer Service Action Line and you will be transferred to a duty officer. Our Customer Service Centres also provide current customer information sheets which detail most popular services. Information is also available on Kingston's website, www.kingston.vic.gov.au.

Council's Customer Service team assists with:

- 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.

Initiatives introduced in 2013/14 include:

- Council's new website was launched with 'live chat' functionality.
- A 'Have Your Say' icon on Kingston's website which provides a link to all current Council consultation processes in a central location.
- Relocating the Customer call centre to a new purpose built location.
- A review of language services provided by council to ensure optimum responsiveness to customers whose preferred language is not English.
- An increased focus on the use of the Pathway Customer relationship management (CRM) data-base as a tool to properly manage the relationship with our customers.
- Introduction of 'On-Call' Residential Hard Waste Collection Service.

Complaints

If you have lodged an enquiry with Council and feel we have not responded effectively to your concern within the agreed timeframe, please contact the Team Leader and/or Manager of the relevant department.

If you are still not satisfied that the issue has been resolved, contact our Issue Resolution Officer on 1300 653 356.

Alternatively, send a written enquiry to the Issue Resolution Officer, City of Kingston, PO Box 1000, Mentone 3194 or email: info@kingston.vic.gov.au. The Issue Resolution Officer will contact you to acknowledge your complaint and will aim to respond within 10 working days. You may be contacted for extra details or to discuss progress of the complaint, particularly if there are problems responding to you within the 10 working days.

If you are not satisfied that your complaint has been handled effectively, you can contact the Victorian Ombudsman via:

☎ 9613 6222 or 1800 806 314 (regional areas only)

💻 www.ombudsman.vic.gov.au and ombudvic@ombudsman.vic.gov.au

✉ Level 9, 459 Collins Street (North Tower), Melbourne 3000

Six escalated complaints in 2013/14 were resolved, compared to six in 2012/13 and 12 in 2011/12.

Customer Contacts

In 2013/14 Council's Customer Service team received over 180,000 customer contacts over the counters and via telephone.

These included:

- 112,855 telephone contacts (108,574 in 2012/13)
- 74,419 counter customer queries (71,538 in 2012/13)
- 8,518 social media contacts handled (first year of recording)

In 2013/14, 96.2 per cent of requests were actioned through the Customer Request Management System within service standards compared to 94.1 per cent in 2012/13 and 90.2 per cent in 2011/12. Examples of requests logged included:

Table 27: Examples of logged requests

	2012/13	2013/14
Waste	9,881	10,618
Tree Pruning Collection	4,865	4,737
Trees & Parks	3,227	4,094
Local Laws	6,625	3,752
Total customer requests	39,120	38,292

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, 8 and 9 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:
- Kerri, Council's Parking and Prosecutions Officer received the Local Government Service Award for Outstanding Service.
 - Introduced a trial of the Pay By Phone system in Kingston foreshore car parks. This allows our customers an additional payment method when parking in a ticket parking area by using a credit card via mobile phone for payment. This removes the need for drivers to carry around large quantities of coins to pay for parking. It further reduces coin collections and reduces paper used for paid parking tickets. Council promoted this new initiative through the local papers and information on Council's website.
 - CCTV project – Council successful in securing government funding for CCTV community safety project. Specification developed and tender process completed, appointment of contractor and commencement of camera installation.
 - Introduction of smart technology. The department introduced smart phone technology which has assisted Officers to work more effectively in the field due to the increased accessibility to relevant data and educational and enforcement resources. We are currently trialling additional mobile inspection applications.
 - Meeting the statutory responsibilities under the Food Act, these include inspection of all registered premises as well as exceeding our statutory food sampling requirements. We have obtained 426 samples, exceeding the required amount by 135. This compares to 436 in 2012/13.

In 2013/14, there were 74 Education Officer visits to schools and community groups compared to 75 in 2012/13.



Kingston's Local Laws Officers



Our Health, Safety and Wellbeing

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' was a key focus and Kingston has been gradually developing the framework to systematically manage its risks and maintain the wellbeing of its staff. Coordinating and managing health and safety strategies and initiatives is driven by the Risk and Safety Team within the People and Culture Department in the Organisational Development and Governance Division.

In 2013/14 Kingston continued to implement aspects of the 2010-2013 Health, Safety and Wellness Strategic Plan with 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 (see Table 28).

- Providing Safety Leadership from the top down.
- Strengthening line management accountability.
- The early reporting and investigation of all workplace incidents and injuries with a focus on rehabilitation
- Committing to its OHS Contractor Management Policy through rigorous OHS assessments of Contractors' OHS Management Systems and worksite inspections.
- Maintaining and improving daily management of OHS in the workplace by consistently focusing on identifying and controlling hazards through inspections, internal audits and risk assessments to ensure legislative compliance.

It is now timely to undertake a review of the 2010-2013 Health, Safety and Wellness Strategic Plan to align identified priorities with the overall strategic direction of Council.

Health and Safety Committees

OHS Committees are vital for workplace safety, which is one of the cornerstones of the OHS consultation framework at Kingston. Council has historically had six Health and Safety Committees made up of management representatives and employee elected health and safety representatives in accordance with the Occupational Health and Safety Act 2004. In 2013/14, changes at the Cheltenham Office necessitated a review of designated work group structure at this site and also provided an opportunity to review the number of OHS Committees in Council. After an extensive consultation process, it was agreed to integrate the Statutory and Compliance OHS Committee within the Cheltenham Office OHS Committee. Kingston's OHS Committee structure is described below.

1. Aquatic and Leisure Centres Arts Centre.
2. Community Services.
3. Cheltenham Office – 1230 Nepean Hwy.
4. Libraries and Education Services.
5. Parks Depot Services.

Table 28: OHS Training Course by Number of Participants

TRAINING COURSE	PARTICIPANTS
Five-day course for Health and Safety Representatives	3
Health and Safety Representatives Refresher	17
OHS Training for Managers, Team Leaders and Supervisors	11
Principles of Safety Incident Investigation	75
safetyMax training sessions	12
First Aid CPR and Defibrillator Refresher	46
Online training: Manual handling, EEO, bullying prevention	All new staff

Incident / Injury Data

In 2013/14, Kingston continued to build and consolidate its strong culture of reporting all workplace incidents. Kingston is committed to investigating all incidents, no matter how minor to determine the root causes through robust incident investigations, and ensuring corrective actions are undertaken. Implementing safetyMax (Council's electronic incident reporting and investigation system) improved incident reporting due to more efficient and timely work-flows.

One OHS performance indicator is the number of Lost Time Injuries (LTIs). An 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 2013/14 (as shown in Figure 35) shows a downward trend line indicating an overall reduction in LTIs over this period. The number of LTIs climbed from 41 in 2008/09 to 52 in 2009/10. The number of LTIs dropped consecutively each year to 34 in 2012/13. There were 37 LTIs in 2013/2014, which indicates a 9 per cent increase in LTIs, and represents an enhanced reporting culture

in the organisation. Overall LTIs are still continuing to trend downwards.

Figure 36 charts the LTI incident rate over the last five years. The LTI incident rate is the number of LTIs in each year for each 100 workers employed. The chart shows a significant drop in the LTI incident rate from 2009/2010 to 2012/2013 and a slight increase in 2013/2014.

Figure 35: Lost Time Injuries (LTI's) by Year

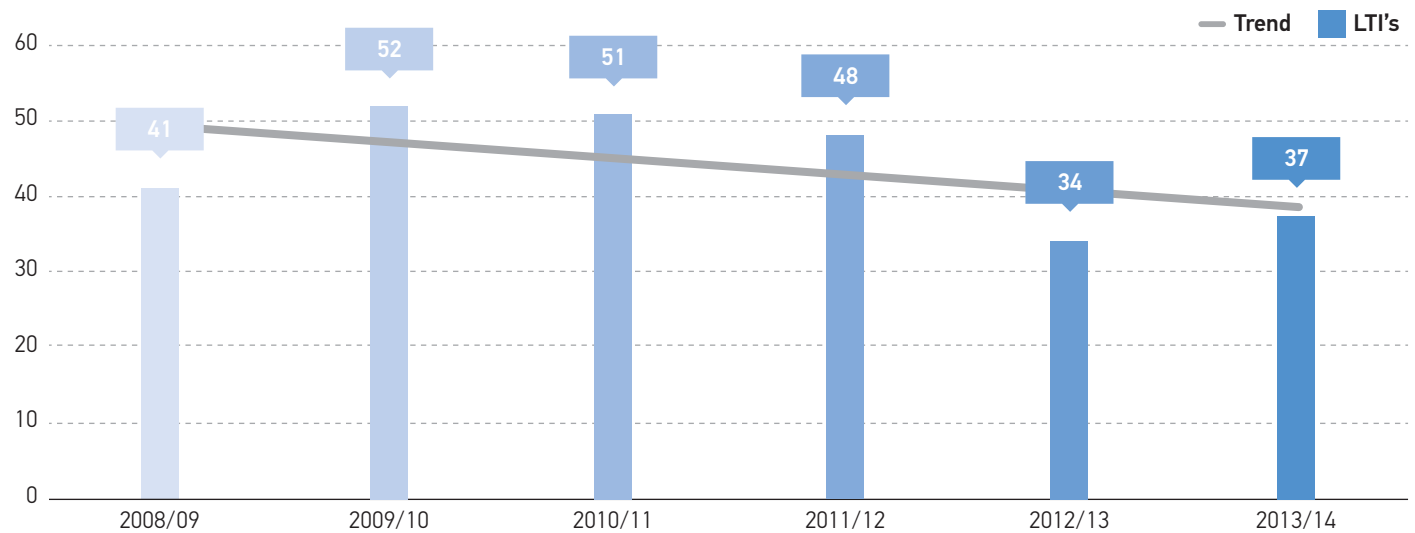


Figure 36: Lost Time Injury Incident Rate per 100 Employees

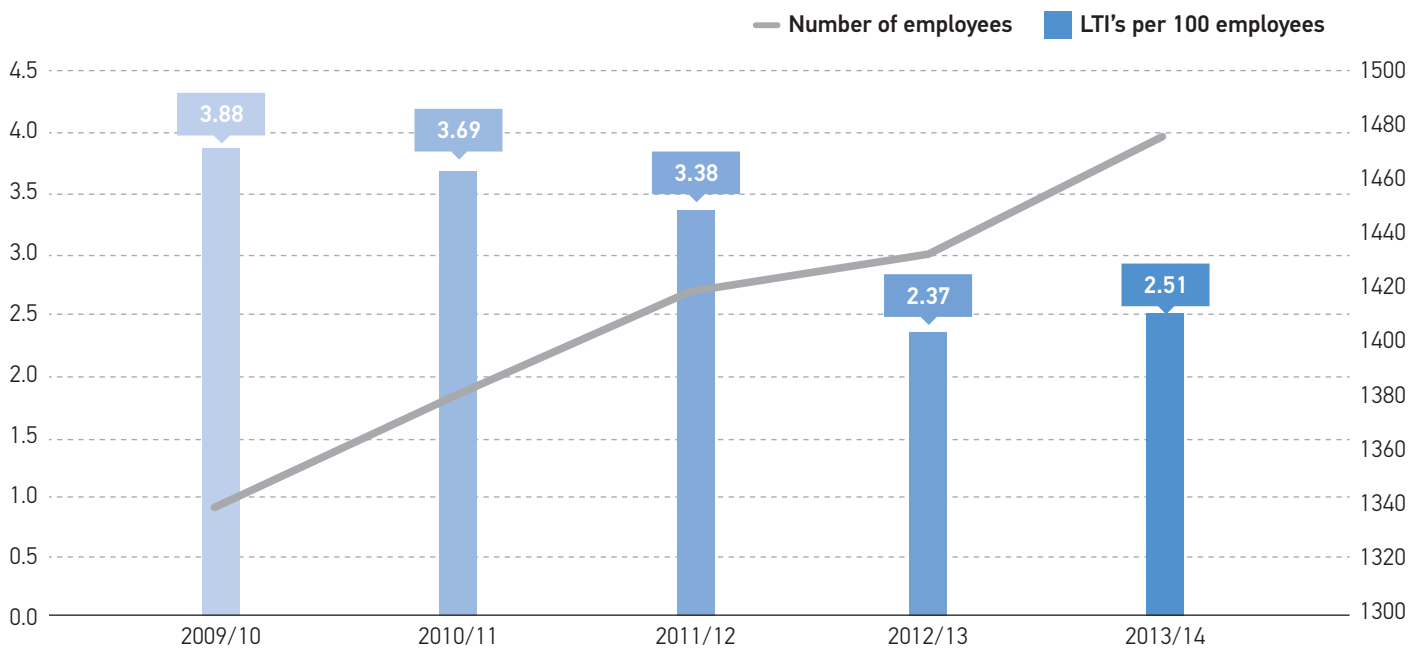


Figure 37 is a chart of LTIs by mechanism of injury. Mechanism of Injury is defined as the action, exposure or event, which is the direct cause of the most serious injury. The chart indicates that *muscular stress while lifting, carrying or putting down objects* and *repetitive movement* accounts for 7 and 3 respectively, (27 per cent) of the 37 LTIs. *Muscular stress – other* accounts for another 9 of the 37 LTIs (24 per cent). These three mechanisms collectively account for over 50 per cent of the LTIs and are essentially related to manual handling. Note that *falls on the same level* accounted for 8 of the 37 LTIs (22 per cent), with vehicle accidents accounting for another 4 LTIs (11 per cent).

Figure 38 is a chart of LTIs by primary cause. The chart indicates that 22 of the 37 LTIs (60 per cent) can be attributed to human related causes. Note that 13 of the 37 LTIs (35 per cent) are related to environmental causes, with the remaining 2 LTIs (5 per cent) being attributed to equipment.

Figure 37: Lost Time Injuries by Mechanism of Injury

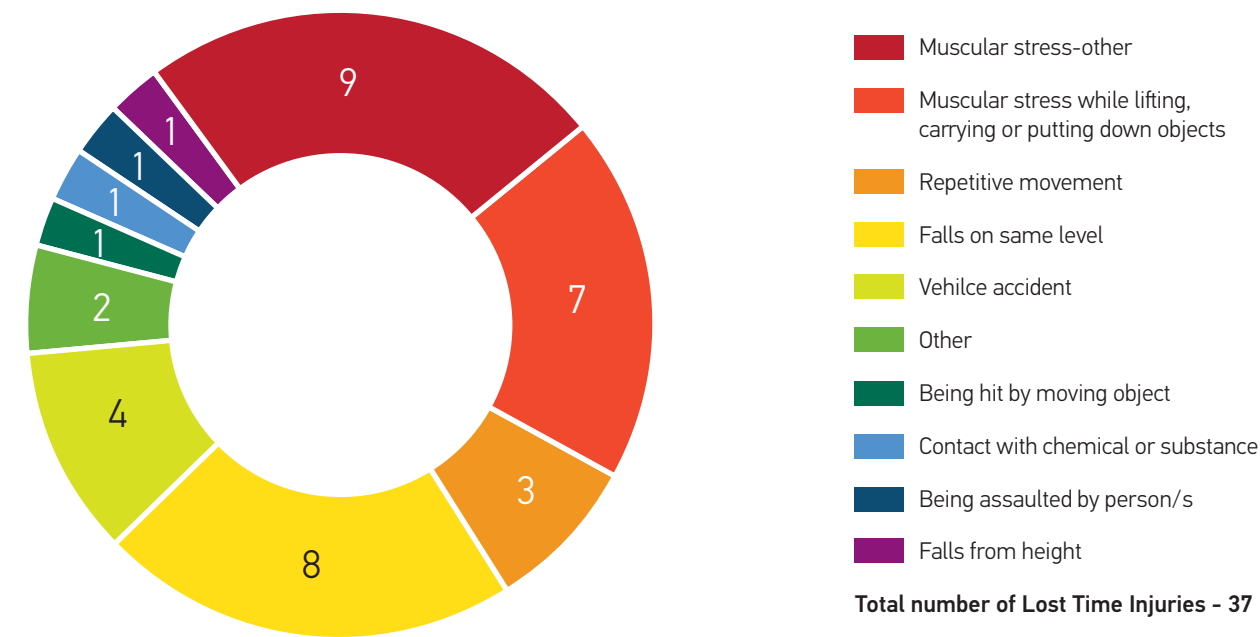
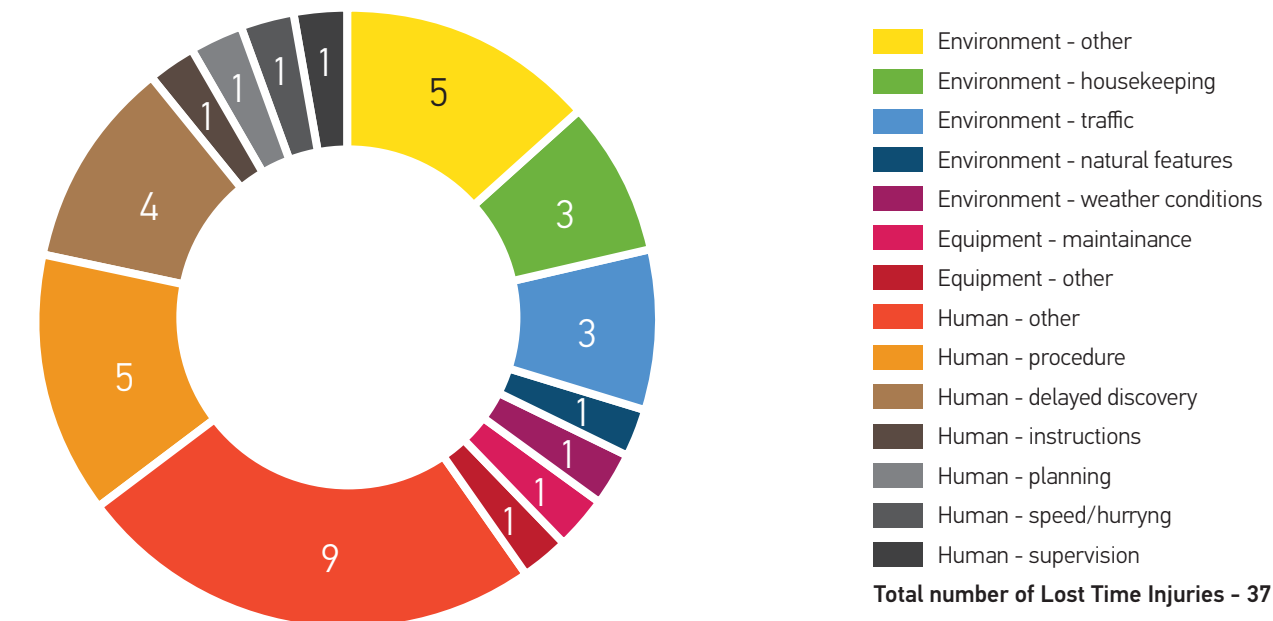


Figure 38: Lost Time Injuries (LTI's) by Primary cause



As shown in Table 29, there was a 9 per cent increase in LTIs between 2012/13 and 2013/14 and there was also a 28 per cent increase in Medical Treatment Injuries (MTIs). A MTI is a workplace injury that results in external medical treatment by a registered medical practitioner. However, there was a 33 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. Introducing an early intervention program in 2014/15 may lead to a decrease in the number of LTIs and MTIs through early reporting of incidents and timely injury management practices. The number of Hazard and Near Miss reports remains essentially unchanged from 2012/13 to 2013/14. A near miss is an incident

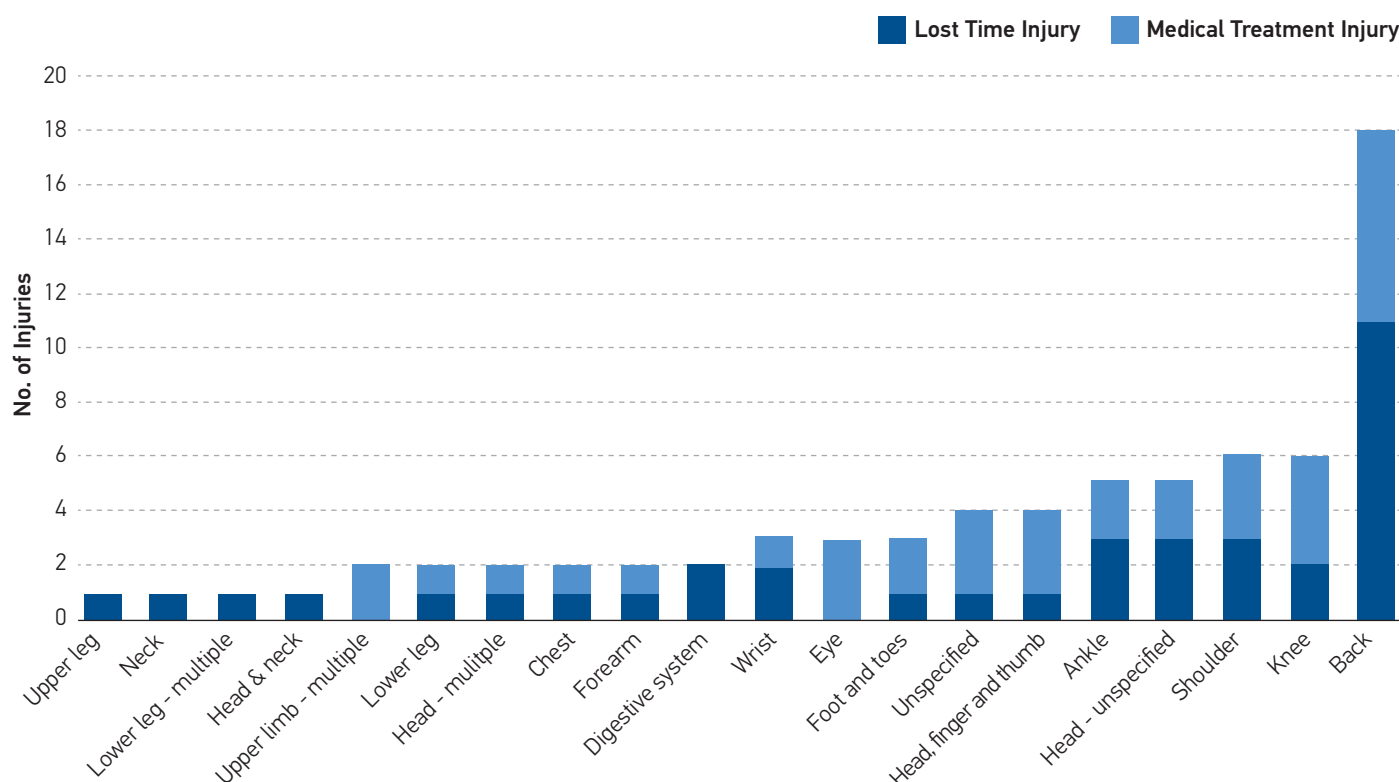
that has the potential to cause injury. The number of Notifiable Incidents to WorkSafe Victoria involving both employees and non-employees reduced by 67 per cent and 60 per cent respectively.

As shown in Figure 39, the most frequent part of the body injured with both LTIs and MTIs was the back. The next most frequent were the knee and shoulder. This is consistent with the trend shown in Figure 37, and indicates that manual handling continued to account for most staff injuries. Considering this trend, manual handling is a major focus, with manual handling risk assessments being conducted and online manual handling training for all staff, supplemented by specific manual handling training programs for staff in high risk areas.

Table 29: Injuries, Hazards and Notifiable Incidents Summary

	2012/13	2013/14	% Change
Lost Time Injuries (LTIs)	34	37	9%
Medical Treatment injuries (MTIs)	28	36	28%
First Aid Injuries	117	78	-33%
Hazard / Near Miss Reports	109	110	1%
Notifiable Incidents (Employees)	3	1	-67%
Notifiable Incidents (Non-Employees)	5	2	-60%

Figure 39: Number of Injuries by Body Part



Highlights in 2013/14

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 an OHS internal auditing program.* This program saw internal audits conducted on elements of Kingston's OHS management system including, Contractor OHS Management, Incident Reporting and Investigation and Personal Protective Equipment (PPE). Audit programs are a key requirement of Australian Standard AS4801: Occupational Health and Safety Management Systems and Kingston's Health, Safety and Wellness Strategic Plan 'Take Care, Take Control'.
- *The continued development of safetyMax, Council's online incident/hazard reporting and management system, implemented in October 2012.* The system allows line managers to review and monitor incident and hazard reports in real time. In 2013/14, the system has been refined, and, as staff have gotten used to the system, efficiencies increased in the incident reporting and investigation process.
- *The provision of health monitoring for staff required to wear hearing protection devices in the course of their employment.* Kingston conducted audiometric testing for Parks and Depot Services staff in 2013/14 as required by the Occupational Health and Safety (Noise) Regulations.
- *An ongoing program of contractor OHS assessments / re-assessments and inspections of contractor's workplaces to ensure compliance with OHS legislation.* Kingston has a rigorous Contractor OHS Management Policy that requires all contractors wishing to perform works for Council to undergo an assessment against Kingston's OHS management system.
- *Purchase and installation at depots of an additional three Automated External Defibrillators (AED) for the Parks and Depot Services Team.* The benefits of AEDs in cardiac arrest emergencies are well known and the Australian Resuscitation Council advocates the use of AEDs by trained and untrained people. Kingston already has a number of AED's in Council buildings and the inclusion of three additional AED's will further enhance employee health, safety and wellbeing at these sites.
- *Continued evolution and development of an Early Intervention Program.* The program focuses on injury management and rehabilitation for both work related and non-work related health conditions and injuries. Achievements included documenting a bank of Task Analysis for our high volume roles that are seen as being physically demanding and commencing a process to identify and document alternative duties that are available for the medium to longer term. Council also established a relationship with a local medical clinic to assist with its injury management program and developed a range of policies to support this process. These actions helped Council better support injured/ill workers in planning for their return to work and in building up to their pre-injury role. In 2014/15, Council will launch a health and wellbeing program incorporating various health initiatives that better support the health and wellbeing of employees.
- *The provision of a number of a corporate health and safety training programs for line management, health and safety representatives and staff.* There was a focus on first aid training to ensure staff retain these potentially lifesaving skills. Internal audit findings showed a particular focus on improving line management skills to ensure incident investigations identify root causes. Once root causes are identified, risk controls can be implemented to minimise recurrence of incidents.

Health, Safety and Wellbeing Week Highlights

Health, Safety and Wellbeing Week was conducted from 21 October to 1 November 2013 and featured a number of events including fruit deliveries to staff to promote healthy eating, employee health checks, family seven day passes to Waves / Don Tatnell leisure centres, pedometer team challenge, understanding food label seminars, weight watchers sessions, yoga sessions and healthy cooking demonstrations. There were also Understanding Mental Health and how to set up your workstation presentations conducted during the week. Kingston again offered annual refresher training for its Health and Safety Representatives (HSRs) as well as a forum for HSRs that was well attended. 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 acting CEO. The best solution award was presented to the Aged & Disability Services Team for developing and implementing a trial program to conduct formal, documented inspections of client homes (and their equipment). The inspections were conducted by Direct Care Workers (DCWs) who deliver domestic duties and identified hazards in their workplaces so that they could be controlled before DCWs or their clients were injured. The program was well received by Kingston DCWs and clients.

WorkCover and Return to Work

In 2013/14 workers compensation claims increased from 25 in 2012/13 to 38 in 2013/14. This represents an increase of 52 per cent.

Council's focus was to help injured workers return to work and ensure claims are managed in accordance with the legislative framework of the Accident Compensation Act 1985.

As at 30 June 2013, of the 38 workers who submitted a Workers Compensation claim in the 2013/14 year:

- 36 workers did not lose any time from work or had since returned to work.
- 2 workers remained unfit for work

Council's continued focus on supporting injured workers positively affected its workers compensation performance. This resulted in an 11 per cent reduction of the Premium Rate that will be applied to Council's premium for 2014/15 year. A reduction from 2.03 per cent (2013/14) to 1.81 per cent (2014/15).

In 2014/15, the focus will be on continuing to develop and implement a health and wellbeing program to limit the risk of injury, seriousness of injury and longevity of injury impairment.



Case study:

Mary - Direct Care Worker

Mary with Mr and Mrs McLaughlin



I have been a Direct Care Worker for Kingston for over 15 years. On 25 October 2013, as I was leaving a client's home after providing personal care, I walked on a gumnut in the client's driveway and fell onto my side sustaining an injury to my right shoulder, arm and left hip.

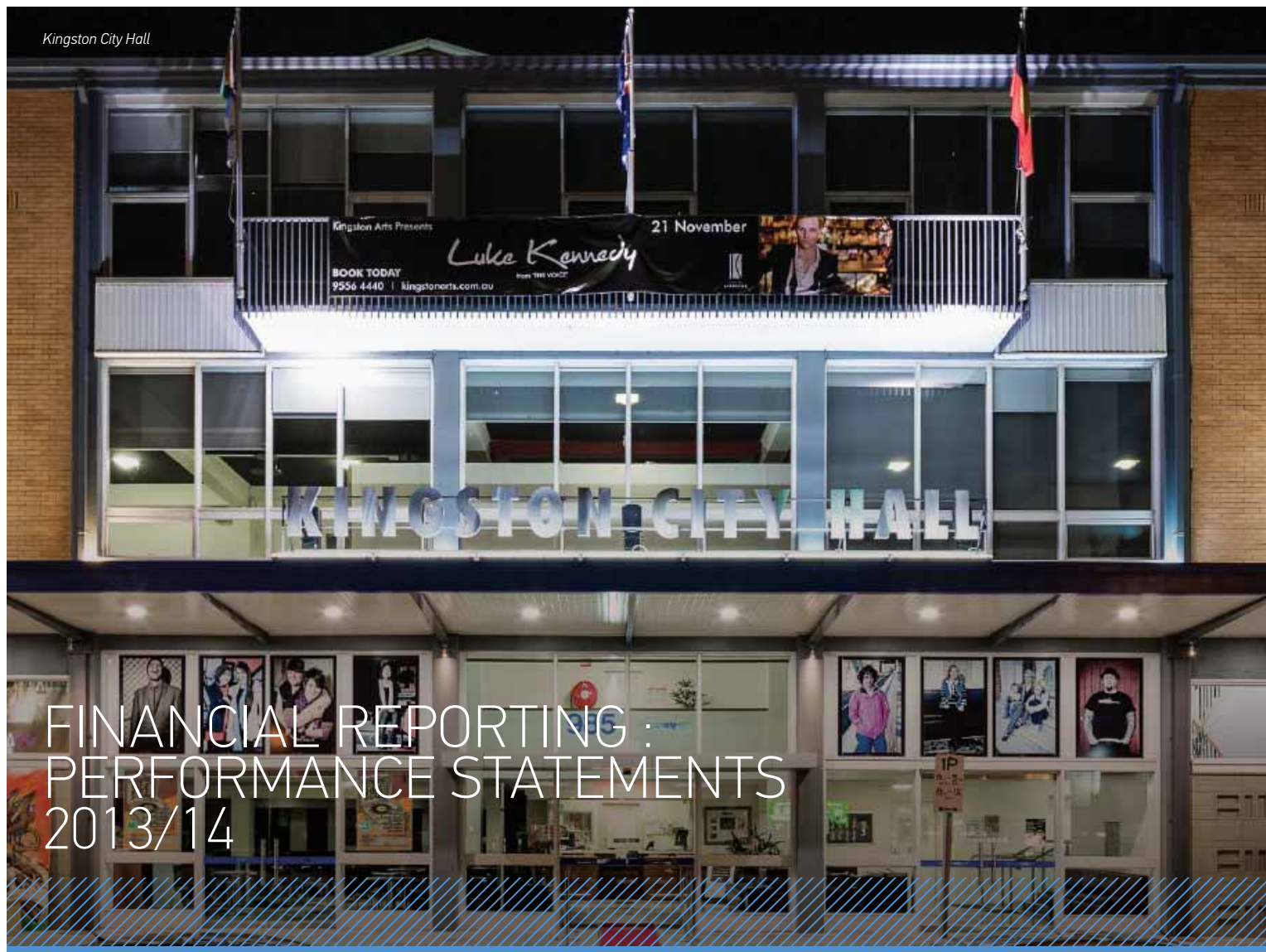
I immediately saw my GP and was sent for follow up x-rays which fortunately revealed no significant injury. I was then

referred to my physiotherapist for further treatment for a right shoulder sprain. I saw my physiotherapist twice weekly and completed recommended home exercises to aide in my recovery.

I was able to make a graduated progression of both my hours and my duties through my return to work plan, which was supported by my Supervisor. Some of these duties included administration office support. By 6 January

2014, I reached my first milestone and was working full hours again. On 10 February 2014, I was certified fit to return to my Direct Care Worker role.

I believe that by being fully engaged in the return to work process, having a positive mindset, and most importantly self-managing my recovery, I was able to achieve a positive outcome for myself and Kingston.



FINANCIAL REPORTING : PERFORMANCE STATEMENTS 2013/14

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 The Year Ended 30 June 2014

2013/14 Results

Statutory Business Plan – Actual performance compared to Annual Business Plan (ABP)				
Indicators	Actual Result 2013/2014	Abp Target 2013/2014	Variance	F/U #
Goal 1 – Facilities and assets that are well used and effectively managed				
Average capital expenditure per assessment	\$566.66	\$624.00	(\$57.34)	U
Renewal and maintenance gap ratio	1.89	1.94	(0.05)	U
Community satisfaction rating for overall performance for the Condition of local streets and footpaths	65	64	1	F
Community satisfaction rating for performance with Council's Recreational Facilities	74	75	(1)	U
Percentage of planned Council Capital Budget \$ program completed	84%	> 95%	(11%)	U
Goal 2 – A sustainable natural and built environment				
Community satisfaction index rating for Appearance of Public Places	74	73	1	F
Community Satisfaction rating for performance for Council's general town planning policy	58	56	2	F
Community Satisfaction rating for performance for Council's planning on population growth	58	54	4	F
Percentage of Planning applications completed within statutory time frames	43%	50%	(7%)	U
% Diversion of waste from landfill	49.9%	50%	(0.1%)	U
Goal 3 – Healthy, Strong and Connected Communities				
Community Satisfaction for elderly support services	71	69	2	F
Community Satisfaction for family, youth and children's support services	69	69	–	–
Community support provided through Council's Aged and Disability Services program (hours of service)	151,870	146,876	4,994	F
Goal 4 – A prosperous and dynamic city				
Community satisfaction rating for overall performance of traffic management	63	59	4	F
Safe Road and Pedestrian Travel*	402	<422	20	F
Community satisfaction rating for overall performance of parking facilities	61	56	5	F
Community satisfaction rating for overall performance of art centres and libraries	76	77	(1)	U
Activity rate of active registered library borrowers:				
- Number of physical visits	589,030	600,000	(10,970)	U
- Number of website hits every unique visit per capita	857,496	1,210,000	(352,504)	U
Community satisfaction rating for overall performance of community and cultural activities	72	72	-	-
Community satisfaction rating for overall performance of enforcement of local laws	67	66	1	F
Goal 5 – An effective voice				
Community satisfaction rating for overall performance of how we are informing the community	63	64	(1)	U
Maintain or improve resident perception of performance for community consultation and engagement	60	59	1	F
Maintain or improve resident perception of performance on lobbying on behalf of the community	60	57	3	F
Goal 6 – A well managed and effective organisation				
Community satisfaction rating for overall performance of overall customer service	79	74	5	F
Maintain or improve responsiveness to customer requests	96%	>90% requests completed within timelines	6%	F
Maintain or improve customer calls answered	64.1%	80% within 20 seconds	(15.9%)	U
Average rates and charges per Assessment	\$1,448.52	\$1,449.54	(\$1.02)	F
Debt servicing costs to total revenue ratio	0.40%	0.98%	(0.58%)	F

F = Favourable, U = Unfavourable

* Source: VicRoads

Performance Statement

For The Year Ended 30 June 2014

2012/13 Results

Statutory Business Plan – Actual performance compared to Annual Business Plan (ABP)				
Indicators	Actual Result 2012/2013	ABP Target 2012/2013	Variance	F/U #
Key Strategic Activity 1: Infrastructure for a Safe and 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 and 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 and 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 and 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: VicRoads – 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 139 under the Summary of the Performance Statement Results.

Summary of the Performance Statement Results

For The Year Ended 30 June 2014

A summary of the 2013/14 results of the indicators are outlined below:

Changes in satisfaction ratings of 2% are not statistically significant

Goal 1 – Facilities and assets that are well used and effectively managed

Average capital expenditure per assessment of \$566.66 is \$57.34 unfavourable to the target of \$624.00.

Council's capital budget spent in 2013/14 was 84% which was 11% unfavourable to the target of 95%. This is artificially low as the budget includes over \$3.5million of capital contributions to Foreshore and GreenWedge reserves which are to be utilised in future years. The remaining difference is attributed to project cashflow timing, which is more than compensated by over \$9.1 million of work in progress as at 30 June. Council also had capital expenditure of \$3.3 million carried forward to 2014/15.

The renewal and maintenance gap ratio of 1.89 is 0.05 unfavourable to budget due to higher than planned expenditure on renewal and maintenance for infrastructure and building assets.

Community Satisfaction rating for overall performance for condition of local streets and footpaths was 65 points which was in line with 2012/13 year's result and 1 point higher than the inner metropolitan group of councils.

Community Satisfaction for the performance with Council's Recreational Facilities is 74 points which is in line with the 2012/13 year's result and 1 point lower than the inner metropolitan group of councils.

Goal 2 – A sustainable natural and built environment

Community Satisfaction for Appearance of Public places is 74 points which is 1 point higher than the 2012/13 year's result and 1 point higher than the inner metropolitan group of councils.

Community Satisfaction for general town planning policy is 58 points which was in line with 2012/13 year's result and 2 points higher than the inner metropolitan group of councils.

Community Satisfaction for performance for Council's planning on population growth is 58 points which is in line with 2012/13 year's result and 4 points higher than the inner metropolitan group of councils.

The percentage of planning applications completed within statutory time frames for 2013/14 is 43% which is 7% lower than the target of 50%. 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 at 49.9% and just under the target of 50%.

Goal 3 – Healthy, Strong and Connected Communities

Community Satisfaction for elderly support services is 71 points which is 2 points higher than 2012/13 year's result and 2 points higher than the inner metropolitan group of councils.

Community Satisfaction for family, youth and children's support services is 69 points which is 1 point higher than 2012/13 Year's result and equal to the inner metropolitan group of councils.

Community support hours provided through Council's Aged and Disability Services program is 4,994 hours (3.4%) ahead of target of 146,876 hours.

Goal 4 – A prosperous and dynamic city

Community Satisfaction for traffic management is 63 points which is 1 point higher than the 2012/13 year's result and 4 points higher than the inner metropolitan group of councils.

Safe Road and Pedestrian travel result of 402 accidents relates to the 12 months to June 2014 against the annual target of 422.

Community Satisfaction for parking facilities is 61 points which is 2 points higher than the 2012/13 year's result and 5 points higher than the inner metropolitan group of councils.

Community Satisfaction for art centres and libraries is 76 points which is 1 point higher than the 2012/13 year's result and 1 point lower than the inner metropolitan group of councils.

The number of physical visits to Council libraries was 589,030 which was 10,970 unfavourable to budget which was largely attributed by the use of web based services and summer hours.

The number of website hits at Council libraries was 857,496 which was 352,504 hits unfavourable to the target of 1,210,000 hits. The delayed launch of Council's new website has contributed to this unfavourable variance.

Community Satisfaction for community and cultural activities is 72 points which is 1 point higher than the 2012/13 year's result and in line with the inner metropolitan group of councils.

Community Satisfaction for enforcement for local laws is 67 points which is 3 points higher than the 2012/13 year's result and 1 point higher than the inner metropolitan group of councils.

Goal 5 – An effective voice

Community satisfaction on how we are informing the community is 63 points which is in line with the 2012/13 year's result and 1 point lower than the inner metropolitan group of councils.

Community satisfaction on community consultation and engagement is 60 points

which is 2 points better than the 2012/13 year's result and 1 point higher than the inner metropolitan group of councils.

Community satisfaction on lobbying on behalf of the community is 60 points which is 1 point better than the 2012/13 year's result and 3 points higher than the inner metropolitan group of councils.

Goal 6 – A well managed and effective organisation

Community Satisfaction for overall customer service is 79 points which is 6 points higher than the 2012/13 year's result and 5 points higher than the inner metropolitan group of councils.

Responsiveness to customer requests within appropriate timelines is 96%, well above the target of greater than 90%.

Customer calls answered within 20 seconds of calling is 64.1% compared to the target of 80% this is due to the variable nature and timing of the incoming calls which saw the service level per month vary from a low of 36.8% in October to a high of 84.8% in July.

The average rates and charges per Assessment is \$1,448.52 which is \$1.02 favourable to the budget of \$1,449.54.

Debt servicing costs to total revenue ratio of 0.40% is 0.58% favourable to budget from lower than budgeted finance costs due to Council securing a special 12 month interest rate (3.44%) for its loan for the purchase of 1230 Nepean Highway. The budgeted interest rate was 6.5%.

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.

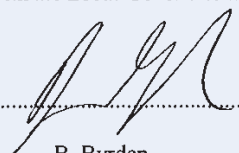
Certification of the Performance Statement

For The Year Ended 30 June 2014

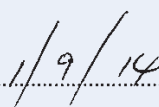
CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement of Kingston City Council in respect of 2013/14 financial year is presented fairly in accordance with *the Local Government Act 1989*.

Principal Accounting Officer


B. Byrden

Dated:



In our opinion, the accompanying performance statement of Kingston City Council in respect of 2013/14 financial year is presented fairly in accordance with *the Local Government Act 1989*.

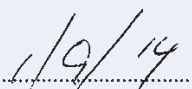
The statement outlines the performance targets and measures set out in relation to the achievement of the business plan in respect of that year described in Council's Corporate Plan and describes the extent to which the business plan was met in that year having regard to those targets and measures.

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 25 August 2014 to certify the Performance Statement in its final form on behalf of the Council.

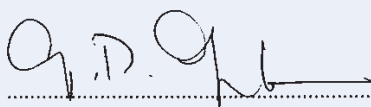
Mayor


P. Peulich

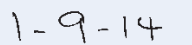
Dated:



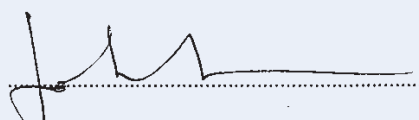
Councillor


G. Gledhill

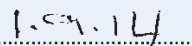
Dated:



Chief
Executive
Officer


J.A. Nevins

Dated:



Independent Audit Report - Performance Statement

For The Year Ended 30 June 2014

VAGO

Victorian Auditor-General's Office

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Kingston City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2014 of the Kingston City Council which comprises the statement, the related notes and the certification of 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.

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.

Independent Audit Report - Performance Statement

For The Year Ended 30 June 2014

Independent Auditor's Report (continued)

Auditor's Opinion

In my opinion, the performance statement of the Kingston City Council in respect of the 30 June 2014 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 2014 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
3 September 2014



R John Doyle
Auditor-General

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STANDARD STATEMENTS 2013/14

Overview of 2013/14 Results

The Operating Surplus is \$18.6 million, that is, \$5.3 million favourable to the budgeted surplus of \$13.3 million. This positive result is influenced by the following:

- Cash Developer Contributions of \$2.6 million being added to the Open Space Reserve which is \$2.1 million favourable to budget.
- Grants and Subsidies received in advance amounting to \$2.0 million for 2013/14 financial year including \$1.4 million for Parkdale, Edithvale and Westall Learning HUBs and \$0.4 million for Park Street Pre-School redevelopment. Accounting Standards require this revenue to be taken into account in the 2013/14 financial year though expenditure will occur in 2014/15.
- Other Income includes unbudgeted found land assets of \$0.3 million. This included small parcels of land in Mordialloc, Clayton South and Aspendale.
- Council's total Capital program expenditure was \$40.1 million of which \$9.0 million is related to the unfinished Parkdale and Edithvale Hub projects and this primarily remains in work in progress (WIP) while \$28 million of expenditure was capitalised.

A total of \$4.6 million was expensed to the Income Statement as the budgeted capital expenditure did not meet the accounting definitions for capitalisation. This is \$0.8 million more than expected.

- Depreciation of \$22.5 million, up from \$19.5 million in 2012/13 and was \$0.9 million unfavourable to budget following the higher than expected revaluation of buildings and transport assets. Note this is a non-cash item.
- Finance costs \$0.4 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.

Allowing for these items would indicate an "adjusted" Operating Surplus of \$15.5 million and this result yields a favourable variance on the Income Statement of \$2.2 million. This variance includes the following items:

Rates Income	\$0.6m F
User Fees	\$1.0m F
Operating Grants	\$0.5m F
Net movement in other Operating Accounts	\$0.1m F

Rates and Charges Revenue

Rate revenue totalled \$113.3 million and is \$0.6 million favourable to budget. The rate revenue also includes \$1.0 million derived during the year from Supplementary Valuation assessments issued in which the value of the property was adjusted to reflect a physical change to the property and to ensure that all ratepayers continue to contribute equitably to the City.

Grants and Subsidies

Total Grants and Subsidies of \$33.0 million in 2013/14 have decreased by \$3.0 million from \$36.0 million in 2012/13. Operating Grants of \$27.5 million declined by \$1.4 million compared to 2012/13 which included \$2.2 million in payments in advance received for Grants Commission Funding. Capital Grants have fallen \$1.7 million compared to 2012/13 but are \$1.7 million favourable to budget largely due to earlier than budgeted receipt of capital funding for the Parkdale, Edithvale and Westall Learning HUB (\$1.4 million) and for the Mordialloc Pre-School redevelopment (\$0.3 million).

Contributions, Reimbursements and Donations Revenue

Contributions recognised were \$3.3 million in 2013/14, a decrease of \$1.2 million from the previous year. Cash contributions from developers totalled \$2.6 million in 2013/14 which is \$0.3 million higher than the previous year. All of these developer cash contributions are transferred to the Open Space Reserve Account that can be utilised by Council in the future to acquire and/or develop open space. Council spent \$2.4 million from the Open Space Reserve Account in 2013/14.

User Fees and Charges

User Fees and Charges increased \$1.1 million to \$25.3 million in 2013/14 when compared to 2012/13 (\$24.2 million). This is largely due to increases in Rental income \$0.1 million, Planning and Building fee income \$0.3 million, Local Laws Permits, Fees and Fines income of \$0.4 million, Leisure and Recreation income \$0.1 million and other User Fees of \$0.2 million.

Interest Income

Interest Income totals \$1.8 million in 2013/14 which is a decrease of \$0.6 million on 2012/13 reflecting lower interest on Outstanding Rates due to a legislative change in the basis for charging interest (\$0.4 million) and \$0.2 million relating to interest on investments due to a reduction in fixed interest deposit rates.

Other Income

Other Income totals \$1.3 million in 2013/14 which is a decrease of \$0.2 million on 2012/13.

Employee Costs

Employee Costs totalled \$69.0 million in 2013/14 which is \$4.1 million (6%) higher than 2012/13 and \$0.4 million unfavourable to budget. Employee Costs reflect a 3.7% increase in wages as per the Enterprise Agreement and includes an adjustment of \$0.4 million for fringe benefits tax which was budgeted for in materials but is treated as employee costs, an increase in leave provisions of \$0.4 million, noting also that Council absorbed a 2.0% productivity target which amounted to \$1.0 million saved.

Materials and Services

Materials and Services expenditure totalled \$66.2 million in 2013/14, \$3.1 million lower when compared to \$69.3 million in 2012/13 financial year. This includes \$4.6 million of capital works expenditure budgeted as Capital Expenditure taken to the income statement compared to \$7.9 million expensed in 2012/13.

Depreciation

In accordance with Australian Accounting Standard AASB 116 *Property, Plant and Equipment*, all non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential of those assets. In 2013/14 \$22.5 million was taken up as a non-cash expense in the Income Statement compared with \$19.5 million in 2012/13, \$0.9 million higher than the budgeted amount of \$21.6 million. This is a non-cash book entry.

Balance Sheet

The 'current portion' of the Balance Sheet has improved slightly. The Working Capital ratio has increased to 143.3% in 2013/14 compared to 132.7% in 2012/13 mainly due to a net increase in Cash Deposits and Investments of \$5.1 million. Council's assured cashflows means that it can be confident that it can pay its accounts as and when they fall due.

Australian Accounting Standard AASB 116 *Property, Plant and Equipment* requires that the carrying amount of all non-current assets be kept current. A full revaluation was conducted of Council's Land and Buildings as at 30 June 2014, by our valuers at Westlink Consulting Pty Ltd. A full valuation of property is undertaken every 2 years. Transport and Drainage assets have been revalued to their current replacement costs at 30 June 2014 and this has resulted in \$46.0 million increase in their book value.

Council's newly appointed land and building valuers identified an error in the recorded area of the Crown's foreshore land and Council land at Grove Reserve Aspendale, resulting in a decrement in the 2014 fair value of land of \$432.8 million. As the error dates back several years, the comparative (2013) value has also been adjusted. Land under roads has been revalued to \$486 million up \$10 million from \$476 million in 2012/13. Council now manages \$2.3 billion of assets on behalf of the community.

Trade and other receivables have increased by \$1.2 million in 2013/14 to \$9.5 million from \$8.3 million in 2012/13. Rate debtors have increased by \$0.4 million to \$5.6 million. The current provision for Doubtful Debts has been reviewed and is considered adequate.

Non Current Assets include Intangible assets which have increased by \$0.1 million in 2013/14 due to the increase for capitalisation of Software. Non Current Assets also include a decrease of \$0.5 million in Investment property now valued at \$2.9 million following a new assessment of these assets.

Non Current Liabilities include interest-bearing loans and borrowings which have increased to \$18.7 million in 2013/14 from \$18.4 million in 2012/13 and are on budget.

Cash Flow Statement

In total, Council's cash holdings have increased by \$5.0 million during 2013/14 to \$48.3 million. \$6.0 million of this will be utilised to pay for capital works carried forward from 2013/14 to 2014/15.

- Net cash provided by operating activities is \$43.3 million, which is \$2.3 million lower than 2012/13. This is largely due to a \$5 million decline in grants and subsidies, higher payments to employees \$4.4 million, partially offset by a \$5.9 million increase in Rates receipts and \$4.8 million less in payments for materials and services.
- Net cash used in investing activities has increased by \$4.0 million to \$36.5 million in 2013/14 largely due to increases in payments for Capital Projects.
- Net cash used in financing activities of \$1.7 million is \$8.8 million lower than 2012/13 largely due to the prior year repayment of the Defined Superannuation Liability of \$9.9 million and is consistent with Council's Budget.

Standard Statements

For The Year Ended 30 June 2014

Standard Income Statement

The Income Statement shows what has happened during the year in terms of revenue, expenses and other adjustments from all activities. The 'Surplus/(Deficit)' or 'bottom line' reflects the net contribution towards the financial position for the reporting period.

The Income Statement requires revenues to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

Standard Income Statement	2013/2014 Actual \$(' 000)	2013/2014 Budget \$(' 000)	2013/2014 Favourable/ (Unfav) Variance \$(' 000)	2013/2014 Favourable/ (Unfav) Variance %	Ref
REVENUE from ordinary operations:					
Rates and Charges	113,330	112,772	558	0.5%	
User Charges	25,281	24,261	1,020	4.2%	
Contributions, Reimbursements and Donations	3,338	1,348	1,990	147.6%	1
Grants - Operating	27,507	27,024	483	1.8%	
Grants - Capital	5,470	3,726	1,744	46.8%	2
Interest	1,782	1,701	81	4.8%	
Other Revenue	1,312	856	456	53.3%	3
TOTAL REVENUE	178,020	171,688	6,332	3.7%	
EXPENSES from ordinary activities					
Employee Benefits	68,969	68,615	(354)	(0.5%)	
Materials and Services	66,207	67,116	909	1.4%	
Bad and Doubtful Debts	54	50	(4)	(8%)	
Depreciation and Amortisation	22,486	21,550	(936)	(4.3%)	
Finance Costs	712	1,104	392	35.5%	4
Fair Value Adjustment to Investment Property	460	-	(460)	-	5
TOTAL EXPENSES	158,888	158,435	(453)	(0.3%)	
Net Loss on Disposal of Infrastructure, Property, Plant and Equipment	(514)	-	(514)	-	6
SURPLUS FOR THE PERIOD	18,617	13,253	5,364	40.5%	

Standard Statements

For The Year Ended 30 June 2014

Standard Income Statement

Variance Explanation Report

Ref	Item	Explanation
1	Contributions, Reimbursements and Donations	Contributions, Reimbursements and Donations are favourable to budget by \$2.0 million due to unbudgeted cash contributions from developers. (\$2.6 million received compared to a budget of \$0.5 million).
2	Grants- Capital	Capital Grants are favourable by \$1.7 million due to earlier than budgeted receipt of capital funding for the Parkdale, Edithvale and Westall Learning HUB (\$1.4 million) and for the Mordialloc Pre-School redevelopment (\$0.3 million).
3	Other Revenue	Other Revenue for the year totals \$1.3 million and is \$0.5 million favourable to budget. This is predominately due to unbudgeted found land assets of \$0.3 million. 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.
4	Finance Costs	Finance Costs total \$0.7 million and are \$0.4 million favourable to budget. This variance is due to better than business case interest rate for the loan for 1230 Nepean Highway. The borrowings were budgeted at 6.50% interest however, we achieved a special 12 month rate of 3.44% from December 2013 (interest saving of \$550k). Note there is no change in the cash position as total payments of Principal and Interest have not changed which means that Council will have paid back slightly more principal payments than previously anticipated.
5	Fair Value Adjustment to Investment Property	The Fair Value of Council's two investment properties were reviewed as at 30 June 2014 by certified valuers at Westlink Consulting Pty Ltd. This resulted in an overall decrement of \$0.5 million. This amount was not budgeted for.
6	Net Loss on Disposal of Infrastructure, Property, Plant and Equipment	Net Loss on Disposal of Infrastructure, Property, Plant and Equipment includes \$0.021 million profit on the sale of 10 items of plant in 2013/14 and includes a writedown of \$0.5 million from the demolition of 3 public toilets at Keeley Park Reserve, The Grange Reserve and Carrum Foreshore plus the Parkdale and Chelsea Scout's buildings, and clubrooms at Deals Road Clayton South and Edithvale Recreation Reserve in 2013/14.

Standard Statements

For The Year Ended 30 June 2014

Standard 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.

Standard Cash Flow Statement	2013/2014 Inflows/ (Outflows) Actual \$(' 000)	2013/2014 Inflows/ (Outflows) Budget \$(' 000)	2013/2014 Favourable/ (Unfav) Variance \$(' 000)	2013/2014 Favourable/ (Unfav) Variance %	Ref
Cash Flows from Operating Activities					
Receipts					
Rates and Charges	112,949	112,037	912	0.8%	
Grants and Subsidies	32,977	30,750	2,227	7.2%	
Contributions, Reimbursements and Donations	3,338	348	2,990	859.2%	1
Interest	1,292	1,701	(409)	(24.0%)	2
User Charges	24,319	24,261	58	0.2%	
Other Revenue	1,032	856	176	20.6%	3
Total Receipts	175,907	169,953	5,954	3.5%	
Payments					
Employee Benefits	(68,112)	(68,615)	503	0.7%	
Materials and Services	(64,499)	(67,166)	2,667	4.0%	
Total Payments	(132,611)	(135,781)	3,170	2.3%	
Net Cash Provided by Operating Activities	43,296	34,172	9,124	26.7%	
Cash Flows from Investing Activities					
Proceeds from Sale of Infrastructure, Property, Plant and Equipment	21	100	(79)	(79.0%)	4
Payments for Infrastructure, Property, Plant and Equipment	(36,512)	(43,907)	7,395	16.8%	5
Net Cash Used In Investing Activities	(36,491)	(43,807)	7,316	16.7%	
Cash Flows from Financing Activities					
Finance Costs	(712)	(1,104)	392	35.5%	6
Proceeds (Repayment) of Interest Bearing Loans and Borrowings	950	1,162	(212)	18.2%	7
Increase/(Repayment) of Trust Funds and Deposits	(1,973)	1,650	(3,623)	(219.6%)	8
Net Cash used in Financing Activities	(1,735)	1,708	(3,443)	201.6%	
Net Increase (Decrease) in Cash and Cash Equivalents	5,069	(7,927)	12,996	163.9%	
Cash and Cash Equivalents at the Beginning of the Financial Year	43,268	30,767	12,501	40.6%	
Cash and Cash Equivalents at the End of the Financial Year	48,336	22,840	25,497	111.6%	

Standard Statements

For The Year Ended 30 June 2014

Standard Cash Flow Statement

Variance Explanation Report

Ref	Item	Explanation
1	Contributions, Reimbursements and Donations	Contributions, Reimbursements and Donations are favourable to budget by \$3.0 million predominately due to unbudgeted cash contributions from developers (\$2.1 million) and unbudgeted contributions for capital projects (\$0.2 million).
2	Interest	Interest received is unfavourable to budget by \$0.4 million due to lower interest rates than expected.
3	Other Revenue	Other Receipts are favourable to budget by \$0.2 million primarily due to unbudgeted income received from the state government for the administration of the Fire Services Levy (\$0.1 million).
4	Proceeds from sale of Infrastructure, Property, Plant and Equipment	Proceeds from sale of Infrastructure, Property, Plant and Equipment totals \$21k and is \$79k unfavourable to budget. Actual proceeds represents the receipts from the sale of 5 vehicles.
5	Payment for Infrastructure, Property, Plant and Equipment	Payments for Infrastructure, Property, Plant and Equipment are \$7.4 million less than budgeted due to a \$7.8 million under-spend on the 2013/14 capital works program. This under-spend has been carried forward to the 2014/15 capital program.
6	Finance Costs	Finance Costs paid are \$0.4 million favourable to budget. This variance is due to better than business case interest rate for the loan for 1230 Nepean Highway. The borrowings were budgeted at 6.50% interest, however, we achieved a special 12 month rate of 3.44% from December 2013 (interest saving of \$0.5 million). Note there is no change in the cash position as total payments of Principal and interest have not changed which means that Council will have paid back slightly more principal payments than anticipated.
7	Proceeds (Repayment) of Interest Bearing Loans and Borrowings	The net increase in loans and borrowings is \$0.2 million less than budgeted. Council achieved a lower than budgeted interest rate but kept repayments the same resulting in greater cash being available to pay off the principal. This is also consistent with the lower borrowing costs compared to budget.
8	Increase (Repayment) of Trust Funds and Deposits	Trust Funds and Deposits have an unfavourable cash variance of \$3.6 million due to lower than expected hostel resident bonds received in the financial year compared to bond balances refunded to outgoing residents.

Standard Statements

For The Year Ended 30 June 2014

Standard 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.

Standard Balance Sheet	2013/2014 Actual \$('000)	2013/2014 Budget \$('000)	2013/2014 Favourable/ (Unfav) Variance \$('000)	2013/2014 Favourable/ (Unfav) Variance %	Ref
CURRENT ASSETS					
Cash and Cash Equivalents	48,336	22,840	25,496	111.6%	1
Trade and Other Receivables	9,501	6,373	3,128	49.1%	2
Assets Held for Resale	-	1,000	(1,000)	(100.0%)	
Other Assets	718	-	718	-	
Total Current Assets	58,555	30,213	28,343	93.8%	
NON CURRENT ASSETS					
Trade and Other Receivables	19	20	(1)	(6.9%)	
Property, Infrastructure, Plant and Equipment	2,194,335	2,426,162	(231,827)	(9.6%)	
Investment Property	2,940	-	2,940	-	
Intangible Assets	2,002	-	2,002	-	
Total Non-Current Assets	2,199,297	2,426,183	(226,887)	(9.4%)	
TOTAL ASSETS	2,257,851	2,456,396	(198,544)	(8.1%)	
CURRENT LIABILITIES					
Trade and Other Payables	13,675	10,067	(3,608)	(35.8%)	3
Provisions	14,328	12,945	(1,383)	(10.7%)	4
Interest-Bearing Loans and Borrowings	1,881	2,148	267	12.4%	5
Trust Funds and Deposits	10,981	12,682	1,701	13.4%	6
Total Current Liabilities	40,865	37,842	(3,023)	(8.0%)	
NON CURRENT LIABILITIES					
Provisions	861	2,322	1,461	62.9%	4
Interest-Bearing Loans and Borrowings	18,909	18,855	(54)	(0.3%)	
Total Non-Current Liabilities	19,771	21,177	1,407	6.6%	
TOTAL LIABILITIES	60,636	59,019	(1,616)	(2.7%)	
NET ASSETS	2,197,216	2,397,376	(200,160)	(8.3%)	
EQUITY					
Accumulated Surplus	1,237,842	1,228,649	9,193	0.7%	
Asset Revaluation Reserve	940,566	1,159,622	(219,056)	(18.9%)	7
Other Reserves	18,808	9,105	9,703	106.6%	8
TOTAL EQUITY	2,197,216	2,397,376	(200,160)	(8.3%)	

Standard Statements

For The Year Ended 30 June 2014

Standard Balance Sheet

Variance Explanation Report

Ref	Item	Explanation
1	Cash and Cash Equivalents	Cash is favourable to the year-end budget by \$25.5 million due to higher than budgeted grants and contributions received (\$5.2 million), a \$7.8 million under spend on the 2013/14 capital works program plus a higher than anticipated cash position at the beginning of the financial year (\$12.5 million).
2	Trade and Other Receivables	Trade and Other Receivables total \$9.5 million up from \$8.3 million in 2012/13 and higher than budget by \$3.1 million. \$5.6 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 includes expenditure accruals and invoices payable and are \$3.6 million unfavourable to budget. \$8.0 million of the \$13.7 million total includes trade creditor invoices received late in June which will be paid early in 2014/15 as they fell due.
4	Provisions	Current Provisions are unfavourable to budget by \$1.4 million whilst Non-Current Provisions are favourable to budget by \$1.5 million. Overall Provisions are on budget with the split influenced by the trend of leave taken during the year.
5	Interest-Bearing Loans and Borrowings	Overall Interest-Bearing Loans and Borrowings are favourable to the budget by \$0.2 million. Council's main loan was re-financed in December 2013 at a lower than budgeted interest rate. Total cash repayments were kept the same resulting in more repayments off the principal than originally budgeted.
6	Trust Funds and Deposits	Trust Funds and Deposits are \$1.7 million favourable to budget. This includes bonds held for Council's Aged Care facilities (\$9.5 million) and during 2013/14 there was \$1.3 million more in bonds paid to outgoing residents than bonds received for incoming residents. In addition, there was a decline in the balance of contract deposits and retention held for works completed within the municipality.
7	Asset Revaluation Reserve	The Asset Revaluation Reserve is \$219.1 million unfavourable to budget which is predominately due to an error identified in the area of the Crown's foreshore land and Council land at Grove Reserve Aspendale which resulted in a decrement of \$432.8 million. This is partially offset by a revaluation increment on Council's land, buildings and infrastructure of \$122.3 million following a revaluation in 2014. In addition, the 2012/13 revaluation increment of \$91.5 million was also not budgeted for.
8	Other Reserves	Other Reserves are favourable to budget by \$9.7 million. Other Reserves include \$8.3 million in Open Space reserve contributions, \$2.3 million for Aged Care Reserves, \$6.4 million for the Kingston Foreshore Reserve and Green Wedge Reserve which are for the renewal and development of Council's foreshore and non-urban areas, plus \$0.5 million for the newly created reserve for future Defined Benefit Superannuation calls.

Standard Statements

For The Year Ended 30 June 2014

Standard Statement of Capital Works

The Standard Capital Works Statement for the Annual Report sets out all the actual capital expenditure in relation to non-current assets for the year. It also shows the amount of capital works expenditure which is expected to be renewing, upgrading, expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

- Capital renewal is 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.
- Capital expansion expenditure extends an existing asset 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.
- Capital upgrade expenditure 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 Council's asset base.
- New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.

	2013/2014 Actual \$(' 000)	2013/2014 Budget \$(' 000)	2013/2014 Completed %	Ref
Building Facilities	5,218	5,501	95%	
Community Centres, Hubs and Libraries	6,665	6,198	108%	
Civil Infrastructure	9,166	7,123	129%	
Active Sports Facilities	5,843	5,511	106%	
Connected Walking and Cycling	73	745	10%	1
Recreational Facilities	2,590	2,712	96%	
Green Wedge Development	371	2,800	13%	2
Foreshore Environment	2,455	1,483	166%	
Sustainable City	1,599	4,984	32%	3
Aged Services	25	558	4%	4
Children's Services	1,461	3,080	47%	5
Traffic and Transport	1,937	3,057	63%	
Plant and Equipment Replacement	966	660	146%	
Corporate Systems	1,685	3,328	51%	6
Total Capital Program	40,054	47,742	84%	

Projects Represented by:				
Capital Expansion	5,296	12,406	43%	
Capital Renewal	20,639	20,151	102%	
Capital Upgrade	6,783	8,493	80%	
Road Infrastructure Renewal	4,900	5,070	97%	
Non-Recurring Project Expenditure	2,436	1,622	150%	

Total Capital Program *

* The total Capital Program budget includes \$3.5 million of Council contributions to the Green Wedge and Foreshore Reserves in 2013/14. These contributions were transferred to the relevant reserve during 2013/14 but can't be recorded as actual capital expenditure until the funds are spent on projects in future years.

Standard Statements

For The Year Ended 30 June 2014

Standard Statement of Capital Works

Variance Explanation Report

Ref	Item	Explanation
1	Connected Walking and Cycling	Connected Walking and Cycling capital expenditure budget is 10% complete due to delays with the Bay Trail Shared Path Implementation (\$0.4 million) and the Mentone/Mordialloc Bike Link (\$0.2 million).
2	Green Wedge Development	Capital Expenditure on the Green Wedge Development is only 16% of the original budget. Unspent funds on the Green Wedge are transferred to a reserve for use on the Green Wedge development in future years.
3	Sustainable City	The capital budget for Sustainable City is 32% spent due to an under-spend on drainage investigations (\$3.7 million) which are carried forward into the 2014/15 financial year.
4	Aged Services	Aged Services capital expenditure is 4% spent due to delays in expenditure for the Melaleuca Drive Community Centre Reroof and refurbishment, which will be carried forward to the 2014/15 capital program (\$0.5 million).
5	Children's Services	47% of the \$3.1 million Children's Services capital expenditure budget is spent predominately due to a delay with the Kallay Street Kindergarten relocation (\$0.5 million of the \$1.8 million budget was spent). These works will be carried over and completed in 2014/15.
6	Corporate Systems	The annual budget for Corporate Systems is only 51% spent as at the end of June due to delays in expenditure for projects such as the Sharikat Koo Replacement (\$0.5 million), IS Strategy Implementation (\$0.2 million), Leisure and Library Management Software Update/Replacement (\$0.3 million) and Mobility Solution for operational users (\$0.2 million). These works will be carried over and completed in 2014/15.

Standard Statements

For The Year Ended 30 June 2014

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. (i)

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 22 July 2013. 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.

(i) Note: Local Government Victoria is implementing a new Local Government Performance Reporting Framework through amendments to the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014. These changes take effect in the 2014-15 financial year. Under the proposed changes, there is no longer a requirement to prepare Standard Statements, however, a Statement of Capital Works will be added to the set of General Purpose Financial Statements for 2014-15 onwards.

Certification of the Standard Statements

For The Year Ended 30 June 2014

CERTIFICATION OF THE STANDARD STATEMENTS

In my opinion, the accompanying standard statements of Kingston City Council in respect of 2013/14 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:

1/9/2014

In our opinion, the accompanying standard statements of Kingston City Council in respect of 2013/14 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 25 August 2014 to certify the Standard Statements in their final form on behalf of Council.

Mayor

P.Peulich

Dated: 1/9/14

Councillor

G.Gledhill

Dated: 1-9-14

Chief
Executive
Officer

J.A Nevins

Dated: 1.9.14

Waves learn to swim



GENERAL PURPOSE FINANCIAL REPORT 2013/14

Comprehensive Income Statement

For The Year Ended 30 June 2014

	Note	2014 \$('000)	2013 \$('000)
Income			
Rates and Charges	3	113,330	107,395
Grants – Operating Recurrent	4	27,507	28,858
Grants – Capital Recurrent	4	570	570
Grants – Capital Non-Recurrent	4	4,900	6,599
Contributions – Cash	5	3,338	4,545
Contributions – Non-monetary assets	5	-	40
User Fees, Charges and Fines	6	25,281	24,231
Interest Income	7	1,782	2,344
Other Income	7	1,312	1,472
Net Profit on disposal of Infrastructure, Property, Plant and Equipment	8	-	70
Total Income		178,020	176,124
Expenses			
Employee Costs	9	68,969	64,903
Materials and Services	10	66,207	69,274
Bad and Doubtful Debts	11	54	21
Depreciation and Amortisation	12	22,486	19,549
Finance Costs	13	712	943
Net Loss on disposal of Infrastructure, Property, Plant and Equipment	8	514	-
Fair Value Adjustment for Investment Property	14	460	-
Total Expenses		159,402	154,690
SURPLUS		18,617	21,433
Other Comprehensive Income			
Items that will not be reclassified to surplus or deficit:			
Net asset revaluation increment	21/29	122,316	91,456
TOTAL COMPREHENSIVE RESULT	2	140,933	112,889

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

For The Year Ended 30 June 2014

	Note	2014 \$('000)	2013 \$('000)	1 July 2012* \$('000)
CURRENT ASSETS				
Cash and Cash Equivalents	15	45,235	28,166	33,270
Trade and Other Receivables	18	9,501	8,286	11,274
Financial Assets	16	3,101	15,101	7,401
Non-Current Assets classified as Held for Sale		-	-	533
Other Assets	19	718	766	1,146
Total Current Assets		58,555	52,319	53,625
NON-CURRENT ASSETS				
Trade and Other Receivables	18	19	13	10
Infrastructure, Property, Plant and Equipment	21	2,194,335	2,058,355	1,953,946
Investment Property	22	2,940	3,400	3,290
Intangible Assets	23	2,002	1,895	1,245
Total Non-Current Assets		2,199,297	2,063,663	1,958,491
TOTAL ASSETS		2,257,851	2,115,982	2,012,116
CURRENT LIABILITIES				
Trade and Other Payables	24	13,675	11,774	11,688
Provisions	25	14,328	13,101	12,209
Leased Plant Liability	26	56	46	38
Interest-Bearing Loans and Borrowings	26	1,825	1,176	804
Trust Funds and Deposits	27	10,981	13,319	11,797
Total Current Liabilities		40,865	39,416	36,536
NON CURRENT LIABILITIES				
Provisions	25	861	1,664	1,763
Interest-Bearing Loans and Borrowings	26	18,743	18,396	19,738
Leased Plant Liability	26	167	223	269
Defined Benefits Superannuation Liability		-	-	10,415
Total Non-Current Liabilities		19,771	20,283	32,185
TOTAL LIABILITIES		60,636	59,699	68,721
NET ASSETS		2,197,216	2,056,283	1,943,395
EQUITY				
Accumulated Surplus		1,237,842	1,221,835	1,201,756
Asset Revaluation Reserve	28,29	940,566	818,250	726,794
Other Reserves	28,29	18,808	16,198	14,845
TOTAL EQUITY		2,197,216	2,056,283	1,943,395

* Refer Note 20 for details regarding the restatement as a result of a prior year error.

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For The Year Ended 30 June 2014

2014	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 2013	20	2,056,283	1,221,835	818,250	2,137	8,081	5,980
Surplus for the year		18,617	18,617	-	-	-	-
Net asset revaluation increment (decrement)	28, 29	122,316	-	122,316	-	-	-
Transfers to Other Reserves	28, 29	-	(6,940)	-	308	2,596	4,044
Transfer from Other Reserves	28, 29	-	4,330	-	(169)	(2,361)	(1,808)
Balance as at 30 June 2014		2,197,216	1,237,842	940,566	2,276	8,316	8,216

The above statement of changes in equity should be read in conjunction with the accompanying notes.

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
Correction of prior period error	20	(432,828)	-	(432,828)	-	-	-
Restated balance as at 1 July 2012		1,943,395	1,201,756	726,794	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		2,056,283	1,221,835	818,250	2,137	8,081	5,980

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For The Year Ended 30 June 2014

	Note	2014 \$('000) Inflows/ (Outflows)	2013 \$('000) Inflows/ (Outflows)
Cash Flows from Operating Activities			
Rates and Charges		112,949	107,049
Grants and Subsidies		32,977	38,026
User Fees, Charges and Fines		24,319	25,161
Contributions, Reimbursements and Donations		3,338	4,545
Interest		1,292	2,425
Other Receipts		1,032	1,340
Payments to Suppliers		(64,499)	(69,250)
Payments to Employees		(68,112)	(63,686)
Net cash provided by operating activities	30	43,296	45,610
Cash flows from investing activities			
Payments for Infrastructure, Property, Plant and Equipment		(36,512)	(33,737)
Proceeds from Sale of Infrastructure, Property, Plant and Equipment	8	21	1,250
Net cash used in investing activities		(36,491)	(32,487)
Cash flows from financing activities			
Finance Costs		(712)	(943)
Net Increase (Repayment) of Interest Bearing Loans and Borrowings	26	950	(1,009)
Net Increase (Repayment) of Trust Funds and Deposits		(1,973)	1,366
(Repayment) of Defined Superannuation Liability		-	(9,941)
Net cash used in financing activities		(1,735)	(10,527)
Net increase in cash and cash equivalents		5,069	2,596
Cash and cash equivalents at the beginning of the financial year		43,268	40,671
Cash and cash equivalents at the end of the financial year	31	48,337	43,267
Restrictions on Cash Assets	17	19,297	21,400

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 2014

NOTE 1 Significant Accounting Policies

Introduction

Kingston City Council was established by an Order of the Governor in Council on 15 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, Statement of Cash Flows, 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(c), 1(i), 1(j).

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) Change in Accounting Policies

AASB 13 Fair Value Measurement

Council has applied AASB 13 for the first time in the current year. AASB 13 establishes a single source of guidance for fair value measurements. The fair value measurement requirements of AASB 13 apply to both financial instrument items and non-financial instrument items for which other A-IFRS require or permit fair value measurements and disclosures about fair value measurements, except for share-based payment transactions that are within the scope of AASB 2 Share-based Payment, leasing transactions that are within the scope of AASB 17 Leases, and measurements that have some similarities to fair value but not fair value (e.g. net realisable value for the purposes

of measuring inventories or value in use for impairment assessment purposes).

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique. Also, AASB 13 includes extensive disclosure requirements.

AASB 13 requires prospective application from 1 January 2013. In addition, specific transitional provisions were given to entities such that they need not apply the disclosure requirements set out in the Standard in comparative information provided for periods before the initial application of the Standard. In accordance with these transitional provisions, Council has not made any new disclosures required by AASB 13 for the 2012 comparative period.

Other than the additional disclosures, the application of AASB 13 has not had any material impact on the amounts recognised in the financial statements.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Note 21 and 22 discloses details of each level.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

AASB 119 Employee benefits

In the current year, Council has applied AASB 119 Employee Benefits (as revised in 2011) and the related consequential amendments for the first time. AASB 119 changes the definition of short-term employee benefits. These were previously benefits that were due to be settled within twelve months after the end of the reporting period in which the employees render the related service, however, short-term employee benefits are now defined as benefits expected to be settled wholly before twelve months after the end of the reporting period in which the employees render the related service. As a result, accrued annual leave balances which were previously classified by Council as short-term benefits no longer meet this definition and are now classified as long-term benefits. This has resulted in a change of measurement for that portion of annual leave provision from an undiscounted to discounted basis.

This change in classification has not materially altered Councils measurement of the annual leave provision

(c) 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 price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

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 2014

NOTE 1 Significant Accounting Policies (cont'd)

(c) Recognition and Measurement of Assets (cont'd)

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 and Channel	-	50
- Bridges	-	50
- Footpaths	-	50
- Street Furniture	10	10
- Traffic Control	10	10
Drainage Works	-	25
Heritage and Culture	1	25
Investment Property	-	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 2014. Previous valuations were at 'fair value' but Council elected in 2012 to no longer recognise their value based on the ASIC finding that the strict criteria for an 'active market' is not fulfilled in the case of bed licences.

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.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At 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 was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset.

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 2014. 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 2014. 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 2014

NOTE 1 Significant Accounting Policies (cont'd)

(d) 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 and Channel	80 years
Footpaths	60 years
Bridges	100 years
Street Furniture, Traffic Control	10 years
Drainage Works:	
Drains	100 years
Heritage and 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 and 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.

(e) 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.

(f) Investments

Investments are measured at amortised cost.

(g) 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.

(h) 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.

(i) 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.

(j) 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.

(k) 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 12 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.

(l) Reportable Segment - Residential Aged Care Facilities

In compliance with the requirements of the Commonwealth Aged Care Act 1997 and the Commonwealth Department of Health 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.

(m) Employee Benefits

The calculation of employee benefits includes all relevant oncosts and are calculated as follows at reporting date:

Wages, Salaries and Annual Leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 1 Significant Accounting Policies (cont'd)

(m) Employee Benefits (cont'd)

Long Service Leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability – unconditional LSL representing seven years service is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value – component that is not expected to be settled within 12 months.
- nominal value – component that is expected to be settled within 12 months.

Non-current liability – conditional LSL representing less than seven years service is disclosed as a non – current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value. Gain or loss following revaluation of the present value of non-current LSL liability due to changes in bond interest rates is recognised as another economic flow.

Termination Benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. Council recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance sheet date are discounted to present value.

On-Costs

Employee benefits on-costs (workers compensation, superannuation, annual leave and long service leave accrued while on LSL taken in service) are recognised separately from provision for employee benefits.

(n) 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 at the lower of fair value of the asset and 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. Currently 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.

(o) 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.

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.

(p) 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.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 1 Significant Accounting Policies (cont'd)

(q) 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.

(r) 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.

(s) Provision for Doubtful Debts

Provision for doubtful debts is calculated by conducting a 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.

(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.

Pronouncement	Summary	Application Date	Impact on Council
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. 	1 Jul 2015	<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>

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 1 Significant Accounting Policies (cont'd)

(v) Pending Accounting Standards (cont'd)

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Local Government financial statements
AASB 9 Financial Instruments (Continued)	<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.		
AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounts Standard arising from Reduced Disclosure Requirements	These standards set out the tiers of financial reporting and the reduced disclosure framework.	1 Jul 2014	Council has yet to determine the impact of this standard.

(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.

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.

Notes to the Financial Statements

For The Year Ended 30 June 2014

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.

	2014 \$ ('000)	2013 \$ ('000)
Comprehensive Result	140,933	112,889
Net Asset Revaluation Movement	(122,316)	(91,456)
Surplus	18,617	21,433
One-off / Non-recurring adjustments:		
Non-Cash Developer Contributions	-	(40)
Found Assets	(280)	(22)
Capital Grants (i)	(4,900)	(6,599)
Underlying Result	13,437	14,772

(i) Capital grants in 2014 includes \$1.4 million for the Edithvale, Parkdale and Westall Learning HUBs, whilst \$2 million was also received for the Mordialloc Creek dredging project from the Victorian State Government in both 2013 and 2014.

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 2013/14 was \$40.7 billion (2012/13 \$40.2 billion). The 2013/14 declared rate in the dollar was 0.23197 cents (2012/13 0.22004 cents).

A Municipal charge is levied at the rate of \$100 (2012/13 \$100) per rateable property and a Waste Service fee is levied at the rate of \$134 to \$224 (2012/13 \$134 to \$224) per rateable property for Waste Service choices A to F.

During 2013/14 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.

	2014 \$ ('000)	2013 \$ ('000)
General Rates	94,773	89,056
Municipal Charges	6,991	6,875
Garbage Charges	11,566	11,464
Total Rates and Charges	113,330	107,395

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 4 Grants

	2014 \$ ('000)	2013 \$ ('000)
RECURRENT		
Corporate Services and Communications		
Victorian Grants Commission (i)	1,508	2,935
VGC Other (Local Roads Funding) (i)	622	1,199
School Crossings	224	206
Tobacco Act Education and Enforcement	24	18
Litter Prevention	33	33
Living Kingston	5	43
Other	13	1
	2,429	4,435
Environmental Sustainability		
Roads to Recovery - Capital	570	570
Beach Cleaning	247	199
Infrastructure Safety	74	-
Storm Water	12	34
Economic Development	160	35
Emergency Management	63	32
Mordialloc Creek	22	-
Home Maintenance	520	513
	1,668	1,383
Community Sustainability		
Aged Hostels	3,261	3,754
Commonwealth Aged Care Packages	2,106	2,078
Community Connection Program	428	465
Child Care	899	790
Early Home Learning	141	83
Family Day Care	1,178	1,033
Family Support and Stronger Families	140	134
After School Care	387	275
Meals on Wheels Food Services	485	241
Home Care – Domestic/Specific	4,420	4,006
Home Care – Personal/General	1,343	1,933
Home Care – Respite Care	963	538
Immunisations	114	98
Library	927	900
AccessCare Southern	4,380	4,393
Maternal and Child Health	949	957
Nursing	365	332
Social Support	180	184
Vacation Care	445	420
Veterans Affairs	410	437
Youth Events	69	74
Community Engagement	390	467
Other	-	18
	23,980	23,610
Total Recurrent Grants	28,077	29,428

(i) Victorian Grants Commission funding in 2013 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 2014

NOTE 4 Grants (cont'd)

	2014 \$ ('000)	2013 \$ ('000)
NON-RECURRENT		
Mordialloc Creek Dredging	2,000	2,000
Centreway Mordialloc Lighting Project	26	-
Springvale Lions Baseball Club Change Rooms	90	-
Software Replacement	50	-
Chelsea Skate Park Redevelopment	-	79
Parkdale Secondary College Soccer Pitch Lighting	-	81
Mordialloc Community Centre – Gymnastics Hall	43	-
Sportsground Lighting	80	-
Living Rivers Funding	330	320
Cycling and Walking Paths	-	108
Parkdale and Edithvale HUB	600	3,000
Westall Community Learning HUB	750	-
Terrigal Drive Pre-School Upgrade	-	300
Evesham Road Kindergarten Upgrade	-	300
Park Street Pre-School Upgrade	350	-
Community Energy Efficiency Program	345	160
Carrum Erosion Wall	-	30
Namatjira Park Wetland Project	-	29
Kingston WAASH Project	50	75
Clarinda Men's Shed	-	30
Aspendale to Bonbeach drainage corridor study	-	30
Coastal Environment Program	118	-
Drainage Improvement Programs	37	-
Various Capital Projects – Grants (Non-Recurrent)	31	57
Total Non-Recurrent Grants	4,900	6,599
Total Grants	32,977	36,027
Represented By:		
Commonwealth Funded Grants	14,458	16,242
State Funded Grants	18,208	19,476
Other	311	309
Total Grants (i)	32,977	36,027

(i) Total Grants are \$3.0 million less in 2013/14 due to the early receipt of Grants Commission funding in 2012/13 (\$2.2 million) plus lower funding received for non-recurrent capital projects, in particular for the Children's HUBs (\$3.0 million received in 2012/13 and \$1.4 million in 2013/14). Non-recurrent grants received are dependent on the capital projects scheduled for the year.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 4 Grants (cont'd)

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:

	2014 \$ ('000)	2013 \$ ('000)
Terrigal Drive Pre-School	-	300
Software Replacement	50	-
Living Rivers Funding	-	218
Centreway Mordialloc Lighting Project	26	-
Chelsea Skate Park	-	79
Parkdale and Edithvale HUBs	600	1,366
Westall Community Learning HUB	750	-
Parkdale Soccer Club Pitch Lighting	-	81
Kingston WAASH Project	-	75
Carrum Erosion Wall	-	30
Park Street Pre School Redevelopment	350	-
Springvale Lions Baseball Club Change Rooms	90	-
Clarinda Men's Shed	-	30
Community Energy Efficiency Program	137	20
	2,003	2,199

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	218	41
Chelsea Redevelopment of Seniors Club	-	130
Sports Lighting at Keys Road Reserve	-	77
Flood Relief Funding	-	70
NECC Emergency Management Funding	-	3
Terrigal Drive Pre-School	300	-
Chelsea Skate Park	79	-
Parkdale and Edithvale HUBs	1,366	-
Parkdale SC Soccer Pitch Lighting	81	-
Kingston WAASH Project	75	-
Community Energy Efficiency Program	20	-
Carrum Erosion Wall	30	-
Clarinda Men's Shed	30	-
	2,199	336
Net increase (decrease) in restricted assets resulting from grant revenues for the year	(196)	1,863

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 5 Contributions

	2014 \$ (' 000)	2013 \$ (' 000)
CASH		
Monetary Donations/Contributions from Developers	2,596	2,850
Various Capital Projects – Contributions	188	1,036
Community Sustainability	67	120
Environmental Sustainability	312	290
Other	175	249
Total Cash Contributions	3,338	4,545
NON-MONETARY		
Land Asset Contributions from Developers	-	40
Total non-monetary Contributions	-	40
Total Contributions	3,338	4,585

NOTE 6 User Fees, Charges and Fines

	2014 \$ (' 000)	2013 \$ (' 000)
Aged Services	4,012	4,129
Family and Children's Services	2,910	2,872
Leisure and Recreation	6,108	5,983
Local Law Permits, Fees, and Fines	5,157	4,887
Planning and Building	3,019	2,665
Rental Income and Hire of Facilities	2,733	2,578
Other	1,342	1,117
Total User Fees, Charges and Fines	25,281	24,231

NOTE 7 Interest/Other Income

	2014 \$ (' 000)	2013 \$ (' 000)
Interest on cash and investments	1,219	1,354
Interest on Rates	563	990
Found Assets (i)	280	22
Other	1,032	1,450
Total Interest/Other Income	3,094	3,816

(i) Found Assets in 2014 include land of \$280,000 (2013: \$20,000). Found Land Assets include land at the front of an industrial property in Bond Street Mordialloc and two narrow allotments at Maltara Street Clayton South and Allnut Reserve Aspendale. They are not newly purchased assets for the year, these represent assets which became vested in Council in 2013/14.

NOTE 8 Net Gain (Loss) on Disposal of Property, Infrastructure, Plant and Equipment

	2014 \$ (' 000)	2013 \$ (' 000)
Proceeds from Disposal	21	1,250
Less: Written down value	(535)	(1,180)
Profit/(Loss) on Disposal of Infrastructure, Property, Plant and Equipment	(514)	70
Comprising:		
Profit on Disposal of Property, Plant and Equipment (i)	21	708
Loss on Disposal of Property, Plant and Equipment (ii)	(535)	(638)
	(514)	70

(i) Includes profit on the sale of 10 items of plant in 2013/14.

(ii) Includes the demolition of 3 public toilets at Keeley Park Reserve, The Grange Reserve and Carrum Foreshore plus the Parkdale and Chelsea Scout's buildings, and clubrooms at Deals Road Clayton South and Edithvale Recreation Reserve in 2013/14.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 9 Employee Benefits

	2014 \$ ('000)	2013 \$ ('000)
Wages and Salaries – Permanent Staff	53,975	51,256
Wages and Salaries – Casual Staff	6,340	5,176
Superannuation	5,131	4,884
Superannuation – Additional Call	-	(474)
Annual Leave and Long Service Leave	1,841	2,395
Fringe Benefits Tax and WorkCover	1,520	1,666
Redundancy	161	-
Total Employee Costs	68,969	64,903
Average Employee Numbers During the Financial Year (Equivalent Full Time)	866	838

NOTE 10 Materials and Services

	2014 \$ ('000)	2013 \$ ('000)
Road Infrastructure Maintenance	14,334	17,338
Building Maintenance	2,510	2,485
Waste and Cleansing	10,688	10,549
Aged Services	7,711	7,489
Parks, Gardens and Reserves	8,637	8,243
Leisure and Culture	4,482	4,385
Accommodation Expense	1,159	862
Information Systems and Telecommunications	3,370	3,305
Family Services	2,675	2,444
Community Engagement	1,754	1,978
Enforcement	2,437	2,302
Procurement and Fleet Management	1,682	2,710
Council Business	836	1,296
Organisational Development and Governance	1,040	1,040
Finance and Legal	1,826	1,756
Other (i)	1,066	1,092
Total Materials and Services	66,207	69,274

(i) Other includes expenditure in divisions such as Corporate Services and Organisational Development and Governance.

NOTE 11 Bad and Doubtful Debts

	2014 \$ ('000)	2013 \$ ('000)
Other Debtors (i)	54	21
Total Bad and Doubtful Debts	54	21

(i) Bad debts in 2014 includes \$38k written off for lease money owed by one of Council's sporting clubs, as agreed in their new lease agreement.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 12 Depreciation and Amortisation

	2014 \$ (' 000)	2013 \$ (' 000)
Land Improvements	827	602
Buildings (i)	6,001	4,939
Building Improvements	134	116
Leasehold Improvements	105	105
Drainage Works	2,551	2,347
Transport (i)	9,759	8,377
Equipment	1,204	1,217
Heritage and Culture	17	16
Library Books	939	925
Plant	291	324
Software Amortisation	576	499
Finance Lease Amortisation	82	82
Total Depreciation and Amortisation	22,486	19,549

(i) The depreciation increase for buildings and transport is in line with the revaluation increment for the year.

NOTE 13 Finance Costs

	2014 \$ (' 000)	2013 \$ (' 000)
Interest – Borrowings (i)	664	887
Interest – Finance Lease (ii)	48	56
Total Finance Costs	712	943

(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.

NOTE 14 Other Expenditure

	2014 \$ (' 000)	2013 \$ (' 000)
External Audit Fees – Victorian Auditor General *	59	57
Internal Audit Fees (i) *	80	124
Operating Lease Rentals (ii) *	1,348	1,387
Fair Value Adjustment for Investment Property (iii)	460	-
Total Other Expenditure	1,947	1,568

* Audit fees and 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 by Pitcher Partners on behalf of Council in 2014 and Deloitte in 2013.

(ii) Refer to note 36 for details of Council's Operating Lease Rental Expenditure, primarily related to leases for equipment (motor vehicles), land and buildings.

(iii) Fair Value for Council's investment property was determined by certified valuers at Westlink Consulting Pty Ltd.

NOTE 15 Cash and Cash Equivalents

	2014 \$ (' 000)	2013 \$ (' 000)
Cash on Hand	17	16
Cash at Bank	10,219	15,150
Short Term Deposits (i)	35,000	13,000
Total Cash and Cash Equivalents	45,236	28,166

(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.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 16 Financial Assets

	2014 \$ ('000)	2013 \$ ('000)
Investments (i)	3,101	15,101
Total Financial Assets	3,101	15,101

(i) Investments include 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 and 16) that are subject to legislative restrictions.

	2014 \$ ('000)	2013 \$ ('000)
Asset Development Reserve	8,316	8,081
Trust Fund and Deposits (i)	10,981	13,319
Total Restricted Assets	19,297	21,400
Total Unrestricted Cash and Cash Equivalents and Financial Assets	29,039	21,867
Total Cash, Cash Equivalents and Financial Assets	48,336	43,267

(i) Refer to note 27 for details of all Trust Funds and Deposits.

NOTE 18 Trade and Other Receivables

	2014 \$ ('000)	2013 \$ ('000)
Current		
Rate Debtors	5,581	5,205
Net GST Receivable	1,210	1,023
Other Debtors	2,358	1,811
Less Provision for Doubtful Debts	(136)	(162)
Parking Infringement Debtors	2,650	2,251
Less Provision for Doubtful Debts	(2,162)	(1,842)
	9,501	8,286

Non-Current		
Rate Debtors	19	13
	19	13
Total Trade and Other Receivables	9,520	8,299

Ageing of Trade and Other Receivables		
The ageing of Council's trade and other receivables at reporting date was:		
1-30 Days	2,823	1,944
31-60 Days	270	290
61-90 Days	426	323
91-365 Days (i)	5,982	5,729
Over 1 Year	19	13
Total Trade and Other Receivables	9,520	8,299

Movement in Provision for Doubtful Debts		
Balance at the Beginning of the year	2,004	1,587
+ New provisions recognised during the year	294	420
- Amounts provided but recovered during the year	-	(3)
Balance at the end of the year	2,298	2,004

(i) Balance comprises all current rate debtors of \$5,580,621 (\$5,204,247 in 2013)

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 19 Other Assets

	2014 \$ ('000)	2013 \$ ('000)
Current		
Prepayments	570	538
Accrued Income	148	228
Total Other Assets	718	766

NOTE 20 Correction of Prior Period Error

During the financial year ended 30 June 2014, Kingston City Council changed their land and building valuers to Westlink Consulting Pty Ltd. As a result of an extensive analysis of land and buildings held by Kingston City Council, the newly appointed valuers identified an error regarding the total recorded area of the Crown Land at the Foreshore Reserve which had resulted in an overstatement of the carrying value of this land (for which Council is committee of management) of \$424.7 million and an overstatement in relation to the recorded area of Council land at Grove Reserve which resulted in an overstatement in value of \$8.1 million. Council believe that this overstatement had existed for several years within their fixed assets register and financial statements.

The error has been corrected by restating each of the affected financial statement line items for the prior periods as follows:

	30 June 2013 \$'000	Decrease \$'000	30 June 2013 (restated) \$'000	30 June 2012 \$'000	Decrease \$'000	30 June 2012 (restated) \$'000
Balance Sheet						
Infrastructure, Property, Plant and Equipment	2,491,184	(432,828)	2,058,355	2,386,775	(432,828)	1,953,947
Net Assets	2,489,112	(432,828)	2,056,284	2,376,223	(432,828)	1,943,395
Asset Revaluation Reserve	1,251,079	(432,828)	818,251	1,159,622	(432,828)	726,794
Total Equity	2,489,112	(432,828)	2,056,284	2,376,223	(432,828)	1,943,395

NOTE 21 Property, Infrastructure, Plant and Equipment

SUMMARY:	2014 \$('000)	2013 \$('000)
At Cost	75,296	60,791
Less Accumulated Depreciation	(31,640)	(28,174)
	43,656	32,617
At Fair Value as at 30 June (i)	1,645,320	1,530,511
Less Accumulated Depreciation	(181,709)	(145,897)
At Council Valuation as at 30 June	960,142	889,829
Less Accumulated Depreciation	(273,074)	(248,705)
	2,150,679	2,025,738
Total	2,194,335	2,058,355

(i) Council's newly appointed land and building valuers identified an error in the recorded area of the Crown's foreshore land and Council land at Grove Reserve Aspendale, resulting in a decrement in the 2014 fair value of land of \$432.8 million. As the error dates back several years, the comparative (2013) value has also been adjusted. Refer Note 20.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 21 Property, Infrastructure, Plant and Equipment (cont'd)

Property

	2014 \$ ('000)	2013 \$ ('000)
Land		
- At Fair Value (i)	739,223	708,153
	739,223	708,153
Land Improvements		
- at Cost	28,272	21,353
Less: Accumulated Depreciation	(2,487)	(1,660)
	25,785	19,693
Land Under Roads		
At Fair Value	486,287	476,156
	486,287	476,156
TOTAL LAND	1,251,295	1,204,002
Buildings		
- At Fair Value	417,996	344,473
Less: Accumulated Depreciation	(181,255)	(145,506)
	236,741	198,967
Building Improvements		
- at Cost	4,250	4,141
Less: Accumulated Depreciation	(570)	(436)
	3,680	3,705
Leasehold Improvements		
- at Cost	1,052	1,052
Less: Accumulated Depreciation	(554)	(449)
	498	603
TOTAL BUILDINGS	240,919	203,276
TOTAL PROPERTY	1,492,214	1,407,278

(i) Council's newly appointed land and building valuers identified an error in the recorded area of the Crown's foreshore land and Council's land at Grove Reserve Aspendale, resulting in a decrement in the 2014 fair value of land of \$432.8 million. As the error dates back several years, the comparative (2013) value has also been adjusted. Refer Note 20.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2014 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Land – Non-Specialised	-	218,773	-
Land – Specialised	-	-	520,450
Land Under Roads	-	-	486,287
Buildings – Non-Specialised	-	-	-
Buildings – Specialised	-	-	236,741
Total	-	218,773	1,243,478

No transfers between levels occurred during the year. See also note 1 (b).

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 21 Property, Infrastructure, Plant and Equipment (cont'd)

Valuation Basis:

Non-specialised land, non-specialised buildings

Non-specialised land and non-specialised buildings are valued using the market based direct comparison method. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

For non-specialised land and buildings, an independent valuation was performed by Westlink Consulting Pty Ltd to determine the fair value using the market based direct comparison method. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued.

From the sales analysed, an appropriate rate per square metre has been applied to the subject asset. The effective date of the valuation is 30 June 2014. To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Specialised land and specialised buildings

The market based direct comparison method is also used for specialised land although is adjusted to reflect the specialised nature of the assets being valued. For Council specialised buildings, the depreciated replacement cost method is used, adjusting for the associated depreciations. Specialised assets contain significant, unobservable adjustments, therefore these assets are classified as Level 3 fair value measurements.

An adjustment is made to reflect a restriction on the sale or use of an asset by Council. The adjustment is an allowance made to reflect

the difference in value between unrestricted assets and those held by the Council which are impacted by external restraints on their use.

An independent valuation of Council's specialised land and specialised buildings was performed by Westlink Consulting Pty Ltd. The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 30 June 2014.

Land Under Roads

Land under roads is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation therefore these assets are classified as Level 3. The adjustment has no impact on the comprehensive income statement. Valuation of Land Under Roads was performed by an independent valuer from K.A. Reed Group.

Reconciliation of Level 3 Fair Value

2014	Specialised Land \$'000	Specialised Buildings \$'000	Land Under Roads \$'000
Opening Balance	504,254	198,968	476,156
Depreciation	-	(6,001)	-
Impairment Loss	-	-	-
Revaluation	16,196	32,484	10,131
Acquisitions (Disposals)	-	11,290	-
Transfers	-	-	-
Closing Balance	520,450	236,741	486,287

Description of significant unobservable inputs into level 3 valuations

	Valuation Technique	Significant Unobservable Inputs	Range	Sensitivity
Specialised Land and Land Improvements	Market based direct comparison approach (refer above)	Extent and impact of restriction of use	20% - 70%	Increase or decrease in the extent of restriction would result in a significantly lower or higher fair value.
Specialised Buildings	Depreciated Replacement Cost	Direct cost per square metre	\$250 - \$5,000 per square metre	Increase or decrease in the direct cost per square metre adjustment would result in a significantly lower or higher fair value.
		Useful life of specialised buildings	20 - 150 years	Increase or decrease in the estimated useful life of the asset would result in a significantly lower or higher fair value.
Land Under Roads	Market based direct comparison approach (refer above)	Extent and impact of restriction of use	90%	Increase or decrease in the extent of restriction would result in a significantly lower or higher fair value.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 21 Property, Infrastructure, Plant and Equipment (cont'd)

Most Valuable Land and Building Assets

Below is a list of the 10 most valuable land and building assets owned by Council, excluding Crown Land. In the below table, buildings are listed at 'Replacement Value' and the Land at 'Fair Value' which is defined as *'the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date'*. Valuations below were provided by Certified Valuers at Westlink Consulting Pty Ltd.

Description	Land/Building	2014 Valuation
1230 NEPEAN HIGHWAY CHELTENHAM (MUNICIPAL OFFICES)	Building	\$58,395,735
WAVES LEISURE CENTRE HIGHETT	Building	\$30,905,508
CITY HALL – NEPEAN HWY, MOORABBIN	Building	\$20,134,530
BICENTENNIAL PARK – CHELSEA	Land	\$14,315,000
HIGHETT RESERVE – HIGHETT	Land	\$13,990,000
SIR WILLIAM FRY RESERVE – HIGHETT	Land	\$13,825,000
BALD HILL RESERVE - CLAYTON SOUTH	Land	\$12,765,000
WALTER GALT RESERVE – PARKDALE	Land	\$12,270,000
BRICKER RESERVE – MOORABBIN	Land	\$11,385,000
MOORABBIN RESERVE – MOORABBIN	Land	\$11,270,000

Plant and Equipment

	2014 \$ ('000)	2013 \$ ('000)
Equipment		
- at Cost	15,571	14,330
Less: Accumulated Depreciation	(12,667)	(11,463)
	2,904	2,867
Motor Vehicles		
- at Cost	2,751	2,759
Less: Accumulated Depreciation	(2,126)	(1,952)
	625	807
Leased Plant		
- at Cost	327	327
Less: Accumulated Amortisation	(198)	(115)
	129	212
Heritage and Culture		
- at Cost	1,814	1,730
Less: Accumulated Depreciation	(453)	(391)
	1,361	1,339
Library Books		
- at Cost	14,007	12,931
Less: Accumulated Depreciation	(13,039)	(12,099)
	968	832
TOTAL PLANT AND EQUIPMENT	5,987	6,057

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 21 Property, Infrastructure, Plant and Equipment (cont'd)

Infrastructure

	2014 \$ ('000)	2013 \$ ('000)
Transport		
- at Fair Value	675,488	635,563
Less: Accumulated Depreciation	(133,594)	(126,657)
	541,894	508,906
Drainage Works		
- at Fair Value	284,653	254,266
Less: Accumulated Depreciation	(139,480)	(122,048)
	145,173	132,219
TOTAL INFRASTRUCTURE	687,067	641,125

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2014 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Transport	-	-	541,894
Drainage	-	-	145,173
Total	-	-	687,067

No transfers between levels occurred during the year. See also Note 1 (b).

Valuation Basis:

Infrastructure

Infrastructure is valued using the depreciated replacement cost method. This cost represents the replacement cost of the component after applying depreciation rates on a useful life basis. Replacement costs relate to costs to replace the property to an "as new" standard. Economic obsolescence has also been factored into the depreciated replacement cost calculation. Infrastructure assets contain significant unobservable adjustments, therefore these assets are classified as Level 3.

A valuation of Council's infrastructure assets was performed by expert Council staff. The valuation was performed based on the depreciated replacement cost of the assets. The effective date of the valuation is 30 June 2014.

There were no changes in valuation techniques throughout the period to 30 June 2014. For all assets measured at fair value, the current use is considered the highest and best use.

Reconciliation of Level 3 Fair Value

2014	Infrastructure \$('000)
Opening Balance	641,125
Depreciation	(12,309)
Impairment Loss	-
Revaluation	48,871
Acquisitions (Disposals)	9,381
Transfers	-
Closing Balance	687,067

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 21 Property, Infrastructure, Plant and Equipment (cont'd)

Description of significant unobservable inputs into level 3 valuations

	Valuation Technique	Significant Unobservable Inputs	Range	Sensitivity
Infrastructure	Depreciated Replacement Cost	Cost per unit	a) \$24/m ² - \$87.56/ m ² (roads/footpaths) b) \$111.77/m (kerb) c) \$108.45-\$1,000/m (drainage) d) \$1,478.72/unit (pits)	Increase or decrease in the cost per unit would result in a significantly lower or higher fair value. Increase or decrease in the estimated useful life would result in a significantly lower or higher fair value.
		Useful life of infrastructure	10-100 years (transport)	

Works In Progress

	2014 \$ ('000)	2013 \$ ('000)
At Cost (i)	9,067	3,897
TOTAL WORKS IN PROGRESS	9,067	3,897
TOTAL PROPERTY, INFRASTRUCTURE, PLANT and EQUIPMENT	2,194,335	2,058,355

(i) Works in Progress includes \$8.3 million for the Parkdale and Edithvale Children's HUBs

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 21 Property, Infrastructure, Plant and Equipment (cont'd)

Reconciliation of Asset Movements by Class

2014	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)	Reclassification of assets \$(' 000)	Balance at end of financial year \$(' 000)
Land – Specialised (i)	504,254	-	-	16,196	-	-	-	520,450
Land – Non-Specialised	203,898	280	-	14,595	-	-	-	218,773
Land Improvements	19,693	6,919	-	-	(827)	-	-	25,785
Land Under Roads	476,156	-	-	10,131	-	-	-	486,287
Buildings - Specialised	198,967	11,825	-	32,484	(6,001)	(535)	-	236,741
Building Improvements	3,705	110	-	-	(134)	-	-	3,680
Leasehold Improvements	603	-	-	-	(105)	-	-	498
Equipment	2,867	1,241	-	-	(1,204)	-	-	2,904
Motor Vehicles	807	108	-	-	(290)	-	-	625
Leased Plant	212	-	-	-	(83)	-	-	129
Heritage and Culture	1,339	-	-	39	(17)	-	-	1,361
Library Books	832	1,075	-	-	(939)	-	-	968
Transport	508,906	7,877	-	34,870	(9,759)	-	-	541,894
Drainage Works	132,219	1,504	-	14,001	(2,550)	-	-	145,173
Works in Progress	3,897	-	-	-	-	-	5,170	9,067
Total property, infrastructure, plant and equipment.	2,058,355	30,939	-	122,316	(21,908)	(535)	5,170	2,194,335

(i) Council's valuers identified an error in the recorded area of the Crown's foreshore land and Council land at Grove Reserve Aspendale, resulting in a decrement of \$432.8 million in the fair value of land. As the error dates back several years, the comparative (2013) value has also been adjusted. Refer Note 20.

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)	Reclassification of assets \$(' 000)	Correction of Prior Period Error \$(' 000)	Balance at end of financial year \$(' 000)
Land (i)	1,130,032	956	40	9,953	-	-	-	(432,828)	708,152
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
Leasehold Improvements	708	-	-	-	(105)	-	-	-	603
Equipment	2,988	1,096	-	-	(1,216)	-	-	-	2,867
Motor Vehicles	837	303	-	-	(324)	(9)	-	-	807
Leased Plant	293	-	-	-	(81)	-	-	-	212
Heritage and Culture	1,345	7	-	3	(16)	-	-	-	1,339
Library Books	832	925	-	-	(925)	-	-	-	832
Transport	439,019	7,241	-	71,024	(8,378)	-	-	-	508,906
Drainage Works	123,527	3,847	-	7,191	(2,346)	-	-	-	132,219
Works in Progress	614	-	-	-	-	-	3,283	-	3,897
Total property, infrastructure, plant and equipment.	2,386,775	29,327	40	91,456	(19,048)	(648)	3,283	(432,828)	2,058,355

(i) In 2013/14, Council's valuers identified an error in the recorded area of the Crown's foreshore land and Council land at Grove Reserve Aspendale, resulting in a decrement of \$432.8 million in the fair value of land. As the error dates back several years, the comparative (2013) value has also been adjusted. Refer Note 20.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 22 Investment Property

	2014 \$ ('000)	2013 \$ ('000)
Investment Property (at fair value as at 30 June)	2,940	3,400
	2,940	3,400
Balance at beginning of financial year	3,400	3,290
Acquisitions	-	-
Disposals	-	-
Fair value adjustments	(460)	110
Balance at the end of financial year	2,940	3,400
Rental Revenue		
Rental revenue received for Investment Property	367	364

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.

Valuation Basis:

Valuation of investment property has been determined in accordance with an independent valuation by Westlink Consulting Pty Ltd, registered valuers who have experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property. The valuation is a level two valuation, meaning it is based on quoted prices for similar assets in an active market.

There have been no transfers between levels during the period. There were no changes in valuation techniques throughout the period to 30 June 2014. For investment properties measured at fair value, the current use of the asset is considered the highest and best use.

Fair Value Hierarchy

	Carrying Amount as at 30 June 2014 \$ '000	Fair value measurement at the end of the reporting period		
		Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000
Investment Property	2,940	-	2,940	-

NOTE 23 Intangible Assets

	2014 \$ ('000)	2013 \$ ('000)
Software – Purchased (i)	2,002	1,895
	2,002	1,895
Gross Carrying Amount		
Balance at beginning of financial year	3,648	2,499
Additions	683	1,149
Balance at end of financial year	4,331	3,648
Accumulated Amortisation		
Balance at beginning of financial year	1,753	1,254
Amortisation Expense	576	499
Balance at end of financial year	2,329	1,753
Net Book Value	2,002	1,895

(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 Receiving system, Hansen Asset Management System, Performance Planning Software from CAMM Management Solutions and Aurion HRIS/Payroll system.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 24 Trade and other Payables

	2014 \$ ('000)	2013 \$ ('000)
Trade Creditors	8,144	6,317
Salary Accruals	1,065	2,170
Other Accruals	4,466	3,287
Total Trade and other Payables	13,675	11,774

NOTE 25 Provisions

	2014 \$ ('000)	2013 \$ ('000)
Current provisions expected to be settled within 12 months		
Annual Leave	5,466	4,630
Long Service Leave	762	577
Current provisions expected to be settled after 12 months		
Annual Leave (i)	446	731
Long Service Leave	7,654	7,163
Total Current Provisions	14,328	13,101
Non-Current		
Long Service Leave	861	1,664
Total Non-Current Provisions	861	1,664
Total Provisions	15,189	14,765

The following assumptions were adopted in measuring the present value of employee benefits:

	2014	2013
Weighted Average Increase in Employee Costs	3.70%	4.75%
Weighted Average Discount Rates	3.14%	3.36%
Weighted Average Settlement Period (years)	7.0	7.0
Average Employee Numbers During the Financial Year (Equivalent Full Time)	866	838

(i) AASB 119 requires Council to separately disclose current provisions that are expected to be settled within 12 months (measured at undiscounted amounts) and those expected to be settled after 12 months (discounted to NPV). The 2013 provisions have also been adjusted in the table above for better comparison.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 26 Interest-Bearing Loans and Borrowings

Loans

	2014 \$ ('000)	2013 \$ ('000)
Current		
Loans - secured	1,825	1,176
	1,825	1,176
Non-Current		
Loans - secured	18,743	18,396
	18,743	18,396
Total Loans (i)	20,568	19,572
The maturity profile for Council's loans is:		
Not Later than One Year	1,825	1,176
Later than One Year and Not Later than Five Years	8,005	5,152
Later than Five Years	10,738	13,244
Total Loans	20,568	19,572

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. A new loan for \$3 million was also drawn in June 2014 to part fund the development of the Community HUB projects.

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).

	2014 \$ ('000)	2013 \$ ('000)
Not later than One Year	94	94
Later than One Year and Not Later than Five Years	186	280
Minimum Lease Payments	280	374
Less: Future Finance Charges	(57)	(105)
Recognised in the Balance Sheet as:	223	269
Current		
Finance Lease	56	46
	56	46
Non-Current		
Finance Lease	167	223
	167	223
Total Finance Leases	223	269
Aggregate Carrying Amount of Interest-Bearing Loans and Borrowings:		
Current	1,881	1,222
Non-Current	18,910	18,619
Total Interest-Bearing Loans and Borrowings:	20,791	19,841

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 27 Trust Fund and Deposits

	2014 \$ (' 000)	2013 \$ (' 000)
Trust monies are held for the following purposes:		
Current		
Accommodation Bonds	9,516	10,784
Refundable Contract Deposits	1,288	2,196
Other Refundable Deposits	177	339
Total Trust Funds and Deposits	10,981	13,319

NOTE 28 Reserves

	2014 \$ (' 000)	2013 \$ (' 000)
Asset Revaluation Reserve (i)	940,566	818,250
Other Reserves		
Asset Replacement Reserve	2,276	2,136
Asset Development Reserve	8,316	8,081
Drainage Contributions	88	88
Special Rates	95	82
Aged Care Reserve	891	1,069
Foreshore Reserve	1,008	1,102
Green Wedge Reserve	5,379	3,378
Defined Benefit Call Reserve (ii)	500	-
Other Reserves	255	262
	18,808	16,198
Total Reserves	959,374	834,448

(i) During the 2014 land valuation, Council's valuers identified an error in the recorded area of the Crown's foreshore land and Council land at Grove Reserve Aspendale resulting in a decrement of \$432.8 million in the value. As the error dates back several years, the comparative (2013) value has also been adjusted. The remainder of the asset revaluation reserve movement for the year relates to revaluation increments for the remainder of Council's land (\$30.8 million), buildings (\$32.5 million), Land Under Roads (\$10.1 million), transport (\$34.9 million), drainage (\$14.0 million) and heritage assets (\$39k).

(ii) During 2013/14, Council established a reserve to help fund any future Defined Benefit superannuation calls.

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, 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 open space cash contributions of \$2,595,740 were received in 2013/14. \$2.4 million was spent from this reserve on open space projects during 2013/14 including Walter Galt Oval Reconstruction (\$0.7 million), Edithvale Recreation Reserve Masterplan Implementation (\$0.4 million), Reg Marlow Reserve (\$0.5 million) and Sir William Fry Reserve (\$0.3 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 reserves created in 2011/12 for Sundowner Neighbourhood House and Chelsea Senior Citizens Centre due to Council taking over the operation of these facilities.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 29 Reserve Movements

a) Year Ended 30 June 2014

	Balance 30 June 2013 \$(' 000)	Increment \$(' 000)	Decrement \$(' 000)	Balance 30 June 2014 \$(' 000)
Asset Revaluation Reserve				
- Transport	403,442	34,871	-	438,313
- Drainage	103,926	14,001	-	117,927
- Land (i)	120,572	30,790	-	151,363
- Land Under Roads	75,892	10,131	-	86,023
- Buildings	109,191	32,484	-	141,675
- Heritage and Culture	1,261	39	-	1,300
- Other	3,966	-	-	3,966
	818,250	122,316	-	940,566
Asset Replacement Reserve	2,137	308	(169)	2,276
Asset Development Reserve	8,081	2,596	(2,361)	8,316
Other Reserves				
- Drainage Contributions	88	-	-	88
- Special Rates	82	13	-	95
- Aged Care	1,069	-	(178)	891
- Foreshore (ii)	1,102	1,157	(1,251)	1,008
- Green Wedge (ii)	3,378	2,372	(371)	5,379
- Defined Benefit Call	-	500	-	500
- Other	262	-	(7)	255
	5,980	4,044	(1,808)	8,216
Total Reserves	834,448	129,264	(4,337)	959,372

(i) During the 2014 land valuation, Council's valuers identified an error in the recorded area of the Crown's foreshore land and Council land at Grove Reserve Aspendale, resulting in a decrement of \$432.8 million in the value, thus decreasing the asset revaluation reserve by the same amount. As the error dates back several years, the comparative (2013) opening value of the reserve has also been adjusted. Refer Note 20.

(ii) A total of \$1.7 million is committed and has been approved by Council to be spent from the Foreshore (\$1.0 million) and Green Wedge Reserve (\$0.7 million) in 2014/15.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 29 Reserve Movements (cont'd)

b) 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 (i)	110,618	9,953	-	120,571
- 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
	726,794	91,456	-	818,250
Asset Replacement Reserve				
	1,971	257	(91)	2,137
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	1,846	1,101	(1,846)	1,101
- Green Wedge	2,347	1,075	(43)	3,378
- Other	262	-	-	262
	5,555	2,314	(1,889)	5,980
Total Reserves				
	741,638	96,878	(4,069)	834,448

(i) Comparative figures have been adjusted for the error in land area for the foreshore and Grove Reserve Aspendale (Refer Note 20) resulting in a decrement to the revaluation reserve of \$432.8 million.

NOTE 30 Reconciliation of Cash Flows from Operating Activities to Surplus for the year

	2014 \$('000)	2013 \$('000)
Surplus	18,617	21,433
Depreciation / Amortisation	22,486	19,549
(Profit)/Loss on sale of Property, Infrastructure, Plant and Equipment (refer Note 8)	514	(70)
Developer Asset Contributions and Donated Assets	-	(40)
Found Assets (refer Note 7)	(280)	(22)
Hostel Interest and Retention (non-cash)	(365)	(317)
Fair value adjustments for investment property	460	(110)
Borrowing Costs (included in profit but not in operation activities)	712	943
Changes in Assets and Liabilities:		
(Increase)/Decrease in Trade and Other Receivables	(1,222)	2,986
Increase/(Decrease) in Accrued Income	(490)	81
Increase/(Decrease) in Trade and other Payables	2,439	384
Increase/(Decrease) in Other Liabilities	-	-
Increase/(Decrease) in Employee Benefits	424	793
Net cash provided by operating activities	43,296	45,610

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 31 Reconciliation of Cash and Cash Equivalents

	2014 \$ ('000)	2013 \$ ('000)
Cash and Cash Equivalents (see Note 15-16)	48,337	43,267
Total Cash and Cash Equivalents and Financial Assets	48,337	43,267

NOTE 32 Financing Arrangements

	2014 \$ ('000)	2013 \$ ('000)
Bank Overdraft	5,000	5,000
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.

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 the Comprehensive Operating Statement when they are made or 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:

	2014 \$ ('000)	2013 \$ ('000)
Accumulation Superannuation Funds (Vision Super Saver and other funds) (a)	4,802	4,534
Defined Benefits Superannuation Fund (b)	329	350
Defined Benefits extra call	-	(474)
	5,131	4,410

(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 (9.25% required under Superannuation Guarantee Legislation for the year ending 30 June 2014). Our commitment to defined contribution plans is limited to making contributions in accordance with our minimum statutory requirements. 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 2014, the Superannuation Guarantee contribution rate is legislated to increase to 9.5%, and will progressively increase to 12% by 2019. Based on announcements included in the May 2014 Federal Budget, this progressive increase to 12% will be delayed until 2022.

There was a total of \$481,568 payable to Vision Super at balance date for June 2014 contributions for the Accumulation Superannuation Fund.

(b) Defined Benefits Superannuation Fund

As provided under Paragraph 34 of AASB 119, Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a multi-employer sponsored plan.

As a multi-employer sponsored plan, the Fund was established as a mutual scheme to allow for the mobility of the workforce between the participating employers without attaching a specific liability to particular employees and their current employer. Therefore, there is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating local government employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. While there is an agreed methodology to allocate any shortfalls identified by the Fund Actuary for funding purposes, there is no agreed methodology

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

Council currently has 64 (June 2013, 68) 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. The Fund's employer funding arrangements comprise of three components:

1. Regular contributions - which are ongoing contributions needed to fund the balance of benefits for current members and pensioners;
2. Funding calls - which are contributions in respect of each participating employer's share of any funding shortfalls that arise; and
3. Retrenchment increments - which are additional contributions to cover the increase in liability arising from retrenchments.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 33 Superannuation (Cont'd)

Council is also required to make additional contributions to cover the contribution tax payable on the contributions referred to above.

Employees are also required to make member contributions to the Fund. As such, assets accumulate in the Fund to meet member benefits, as defined in the Trust Deed, as they accrue.

Employer Contributions

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 Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2014, this rate was 9.25% of members' salaries. This rate increased to 9.5% on 1 July 2014 and is then expected to increase in line with the required Superannuation Guarantee contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit. The funded resignation or retirement benefit is calculated as the Vested Benefit Index (VBI) multiplied by the benefit.

Regular Contributions

The Fund is required to comply with the superannuation prudential standards. Under the superannuation prudential standard SPS 160, the Fund is required to target full funding of its vested benefits. There may be circumstances where:

- a fund is in an unsatisfactory financial position at an actuarial investigation (i.e. its VBI) is less than 100% at the date of the actuarial investigation); or
- a fund's VBI is below its shortfall limit at any time other than at the date of the actuarial investigations.

If either of the above occur, the fund has a shortfall for the purposes of SPS 160 and the fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. There may be circumstances where the Australian Prudential Regulation Authority (APRA) may approve a period longer than three years.

The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. The methodology used to allocate the shortfall was agreed in 1997 to fairly and reasonably apportion the shortfall between the participating employers.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's defined benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

The pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund are based on:

- The service periods of all active members split between the active members pre-1 July 1993 and post-30 June 1993 service period;
- The service periods of all deferred members split between the deferred members pre-1 July 1993 and post-30 June 1993 service period; and
- The pensioner (including fixed term pension) liabilities which are allocated to the pre-1993 period.

The pre-1 July 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll at 30 June 1993.

The post-30 June 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. In the unlikely event that the Fund is wound up and there is a surplus in the Fund, the surplus cannot be applied for the benefit of the defined benefit employers where there are on-going defined benefit obligations. The surplus would be transferred to the fund accepting those defined benefit obligations (including the lifetime pension obligations) of the Fund.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Differences between calculations

The Fund surplus or deficit (i.e. the difference between fund assets and liabilities) is calculated differently for funding purposes (i.e. calculating required contributions), for the calculation of accrued benefits as required in AAS 25 and for the values needed for the AASB 119 disclosure in Council's financial statements. AAS 25 requires that the present value of the defined benefit liability be calculated based on benefits that have accrued in respect of membership of the plan up to the measurement date, with no allowance for future benefits that may accrue.

Retrenchment Increments

During 2013-14, Council was not required to make payments to the Fund in respect of retrenchment increments.

Shortfall Amounts

The Local Authorities Superannuation Fund's latest actuarial investigation as at 31 December 2011 identified an unfunded liability of \$406 million (excluding contributions tax) in the defined benefit category of which Council is a contributing employer.

Council was made aware of the expected shortfall during the 2011/12 year and was informed of its share of the shortfall on 2 August 2012. Council has not been advised of any further adjustments.

Council's share of the shortfall amounted to \$10,414,533.19 including Contributions Tax which was accounted for in the 2011/12 Comprehensive Operating Statement within Employee Benefits (Note 9) and in the Balance Sheet in Current Liabilities Provisions.

For the 2012/13 year, Council received an early payment discount of \$473,980.46 which was accounted for in the 2012/13 Comprehensive Operating Statement within Employee Benefits (note 9).

No further shortfall amount has been accounted for in the 2013/14 Comprehensive Operating Statement within Employee Benefits and in the Balance Sheet in Current Liabilities Provisions.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 33 Superannuation (Cont'd)

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-Dec-11 \$ ('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.

The next full actuarial investigation of the Fund's liability for accrued benefits will be based on the Fund's position as at 30 June 2014. The anticipated completion date of this actuarial investigation is 19 December 2014. The Fund would then advise Council of the results of that investigation.

NOTE 34 Commitments

At the reporting date, the Council had entered into the following commitments:

All totals include GST.

	2014 \$ ('000)	2013 \$ ('000)
Finance Lease	223	269
Capital Expenditure		
- Buildings (i)	5,523	3,610
- Transport	674	837
Total Capital Expenditure	6,197	4,447
Not later than one year	6,197	4,447
Later than one year but not later than five years	-	-
	6,197	4,447

(i) The major capital expenditure commitments for Buildings include expenditure for Edithvale Children's HUB (\$3.2 million), Parkdale HUB (\$1.0 million) and Kallay Street Kindergarten (\$0.9 million).

Recurrent Expenditure

	2014 \$ ('000)	2013 \$ ('000)
- Infrastructure Works	6,075	3,624
- Parks, Gardens and Reserves	17,497	17,886
- Waste and Cleansing	14,402	20,257
- Community Sustainability	4,111	3,699
- Corporate Services (ii)	6,292	2,594
Total Recurrent Expenditure	48,377	48,060
Not later than one year	22,378	19,891
Later than one year but not later than five years	25,999	28,169
Later than 5 years	-	-
	48,377	48,060

(ii) Includes a new legal services contract that commenced in July 2014 with a total contract value of approximately \$4.7 million over 5 years.

Notes to the Financial Statements

For The Year Ended 30 June 2014

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 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 Council's policy.

c) Council guaranteed 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

The Council is presently involved in several confidential legal matters, which are being

conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial statements.

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. During times of increased market volatility, the likelihood of making contributions in future periods would increase. At this point in time it is not known if additional contributions will be required, their timing or potential amount. See also Note 33.

Contingent Assets

Estimated developer contributions of drainage and transport assets to be received (in the future for estates currently under development as at 30 June 2014) total \$1,895,789 (\$2,376,211 at 30 June 2013).

Year Ended 30 June 2014

2014/2015 \$(' 000)	2015/2016 \$(' 000)	2016/2017 \$(' 000)	Total \$(' 000)
1,256	640	-	1,896

Year Ended 30 June 2013

2013/2014 \$(' 000)	2014/2015 \$(' 000)	2015/2016 \$(' 000)	Total \$(' 000)
600	1,176	600	2,376

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):

	2014 \$(' 000)	2013 \$(' 000)
Not later than one year	1,122	1,131
Later than one year and not later than five years	712	1,092
Later than five years	972	999
	2,806	3,222

These amounts include GST.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 36 Operating Leases (cont'd)

(b) Operating Lease Receivables (incl. GST)

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:

	2014 \$ ('000)	2013 \$ ('000)
Not later than one year	1,932	1,826
Later than one year and not later than five years	5,021	5,434
Later than five years	1,972	2,376
	8,925	9,636

NOTE 37 Related Party Transactions

(a) Identity of Responsible Persons

The Councillors of the City of the Kingston during the year were:

P Peulich	Councillor	(01 July 2013 – 12 November 2013)
	Mayor	(13 November 2013 – 30 June 2014)
R Brownlees OAM	Mayor	(01 July 2013 – 12 November 2013)
	Councillor	(13 November 2013 – 30 June 2014)
J M Ronke	Councillor	
R A West OAM	Councillor	
S Staikos	Councillor	
T Barth	Councillor	
T Beasley	Councillor	
D Eden	Councillor	
G Gledhill	Councillor	

The Chief Executive Officer of the City of Kingston during the year was:

J A Nevins	Chief Executive Officer	(01 July 2013 – 30 June 2014)
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P A Franklin also acted in the position of Chief Executive Officer from 01 July 2013 until 01 June 2014 while Mr J A Nevins was on extended sick leave

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 37 Related Party Transactions (cont'd)

(b) Remuneration of Responsible Persons

Income Range:	2014 No.	2013 No.
\$ 1,000- \$ 9,999	-	4
\$ 10,000- \$ 19,999	-	4
\$ 20,000- \$ 29,999	7	3
\$ 50,000- \$ 59,999	1	1
\$ 60,000- \$ 69,999	1	1
\$ 70,000- \$ 79,999	-	-
\$ 300,000- \$ 349,999	1	1
\$ 350,000- \$ 399,999	1	-
	11	14
	\$(' 000)	\$(' 000)
Total Remuneration for the reporting year for Responsible persons included above amounted to*:	1,023	664

* Total includes 9.25% super.

No retirement benefits have been paid by the Council to a Responsible Person (2012/2013: Nil).

No loans have been made, guaranteed or secured by the Council for a Responsible Person during the reporting year (2012/2013: Nil)

Other related party transactions have been considered and there are no matters to report (2012/2013 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 \$133,000.

The number of Senior Officers other than the Responsible Persons are shown below in their relevant income bands:

Income Range:	2014 No.	2013 No.
\$130,000-\$132,999	-	2
\$133,000-\$139,999	3	2
\$140,000-\$149,999	4	4
\$150,000-\$159,999	3	3
\$160,000-\$169,999	4	5
\$170,000-\$179,999	4	-
\$180,000-\$189,999	-	1
\$190,000-\$199,999	-	-
\$200,000-\$209,999	-	1
\$210,000-\$219,999	-	-
\$220,000-\$229,999	2	1
\$230,000-\$239,999	1	1
\$240,000-\$249,999	1	-
	22	20
	\$(' 000)	\$(' 000)
Total Remuneration for the reporting year of Senior Officers included above amounted to:	3,720	3,257

Notes to the Financial Statements

For The Year Ended 30 June 2014

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 and 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 2.0 % to 3.15% (2012/13 2.15% to 4.25%). Funds returned a fixed interest rate of between 3.25% to 4.75% (2012/13 4.05% to 5.05%)
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 and 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 and 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 2012/2013).

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 38 Financial Instruments (cont'd)

(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 2014

		Fixed Interest Maturing In:				Non Interest Bearing \$(' 000)	Carrying Amount \$(' 000)	Weighted Average Interest Rate %
Financial Instrument	Note	Floating Interest Rate \$(' 000)	1 Year or Less \$(' 000)	Over 1 to 5 Years \$(' 000)	Over 5 Years \$(' 000)			
Financial Assets								
Cash and Cash Equivalents	15	45,218	-	-	-	17	45,235	3.15%
Other Financial Assets	16	3,101	-	-	-	-	3,101	4.31%
Other Debtors	18	-	-	-	-	3,432	3,432	-
Total		48,319	-	-	-	3,449	51,768	-
Financial Liabilities								
Trade and other Payables	24	-	-	-	-	13,675	13,675	-
Trust Funds and Deposits	27	-	-	-	-	10,981	10,981	-
Interest-Bearing Loans and Borrowings	26	-	1,881	2,060	16,849	-	20,790	3.54%
Total		-	1,881	2,060	16,849	24,656	45,446	-
Net Financial Assets (Liabilities)	-	48,319	(1,881)	(2,060)	(16,849)	(21,207)	(6,322)	-

Council's exposure to interest rate risks and the effective interest rates of financial assets and financial liabilities were 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)			
Financial Assets								
Cash and 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	-
Financial Liabilities								
Trade and other Payables	24	-	-	-	-	11,774	11,774	-
Trust Funds and Deposits	27	-	-	-	-	13,319	13,319	-
Interest-Bearing Loans and 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	-

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 38 Financial Instruments (cont'd)

(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	2014		2013	
		Carrying Amount \$(' 000)	Net Fair Value \$(' 000)	Carrying Amount \$(' 000)	Net Fair Value \$(' 000)
(i) Financial Assets					
Cash and Cash Equivalents	15	45,235	45,235	28,166	28,166
Other Financial Assets	16	3,101	3,101	15,101	15,101
Other Debtors	18	3,432	3,432	2,673	2,673
		51,768	51,768	45,940	45,940
(ii) Financial Liabilities					
Trade and other Payables	24	13,675	13,675	11,774	11,774
Trust funds and deposits	27	10,981	10,981	13,319	13,319
Interest-Bearing Loans and Borrowings	26	20,790	20,790	19,841	19,841
		45,446	45,446	44,934	44,934

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, 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. 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.

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; and
- 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.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 38 Financial Instruments (cont'd)

(e) Risks and Mitigation (cont'd)

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.

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 any 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.

Council's 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.

2014	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	13,675	-	-	-	-	13,675	13,675
Trust Funds and Deposits	6,223	4,758	-	-	-	10,981	10,981
Interest Bearing Loans and Borrowings	1,308	1,309	2,709	7,569	11,988	24,883	24,883
Total Financial Liabilities	21,206	6,067	2,709	7,569	11,988	49,539	49,539

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

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 38 Financial Instruments (cont'd)

(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.

2014	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	45,235	(905)	(905)	905	905
Other Financial Assets	3,101	(62)	(62)	62	62
Financial Liabilities:					
Interest-bearing loans and borrowings	20,790	416	416	(416)	(416)

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)

(g) Fair Value Hierarchy

All financial assets carried at fair value are measured at quoted prices in active markets for identical assets or liabilities.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 39 Financial Ratios

	2014	2013	2012
Debt Servicing Ratio			
Debt Servicing Costs	712	943	1,207
Total Revenue	178,020	176,124	174,502
	0.40%	0.54%	0.69%

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	1,662	1,951	2,093
Rate revenue	113,330	107,395	99,746
	1.47%	1.82%	2.10%

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	113,330	107,395	99,746
Total Revenue	178,020	176,124	174,502
	63.66%	60.98%	57.16%

This ratio identifies Council's dependence on rate income.

Debt Exposure Ratio			
Total indebtedness	60,635	59,699	68,721
Total realisable assets	1,393,497	1,303,593	1,278,816
	4.35%	4.58%	5.37%

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	58,555	52,319	53,624
Current liabilities	40,864	39,416	36,536
	143.29%	132.73%	146.77%

This ratio assesses Council's ability to meet current commitments. An increase indicates an improvement in the ratio.

Adjusted Working Capital Ratio			
Current assets	58,555	52,319	53,624
Reduced Current liabilities (i)	32,449	31,677	29,352
	180.45%	165.17%	182.69%

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.

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 39 Financial Ratios (cont'd)

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.

NOTE 40 Capital Expenditure

Capital Expenditure Areas:	Note	2014 \$('000)	2013 \$('000)
Land		-	936
Land Improvements		6,919	6,559
Buildings		11,825	7,781
Building Improvements		110	612
Plant		108	303
Library Books		1,075	925
Equipment		1,241	1,096
Transport		7,877	7,241
Drainage		1,504	3,847
Other		-	4
Total Capital Works		30,659	29,304

Represented by:	Note	2014 \$('000)	2013 \$('000)
New Library Books		1,075	925
New Buildings		11,825	7,781
New Equipment		1,240	1,096
Capital Renewal	(a)	9,354	10,861
Capital Upgrade	(b)	3,611	4,597
Capital Expansion	(c)	3,554	4,044
Total Capital Works		30,659	29,304

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 40 Capital Expenditure (cont'd)

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	2014 \$('000)	2013 \$('000)
Total capital works		30,659	29,304
Other additions (including Found Assets)	7	280	22
Contributions – non-monetary assets	5	-	40
Asset revaluation movement	29	122,316	91,456
Depreciation/amortisation	12	(21,909)	(19,049)
Written down value of assets sold		(535)	(648)
Reclassification of Assets		5,170	3,284
Net movement in property, plant and equipment, infrastructure	21	135,980	104,409

(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.

(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 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.

Notes to the Financial Statements

For The Year Ended 30 June 2014

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 2014

	Corben 2014 \$('000)	Northcliffe 2014 \$('000)	Nixon 2014 \$('000)	Consolidated 2014 \$('000)	Corben 2013 \$('000)	Northcliffe 2013 \$('000)	Nixon 2013 \$('000)	Consolidated 2013 \$('000)
INCOME								
Grants and Subsidies	1,270	858	1,024	3,152	1,333	1,031	1,244	3,608
User Charges	795	515	562	1,872	785	569	593	1,947
Interest	199	69	142	410	253	60	153	466
Retentions and Bond Interest	108	30	170	308	146	41	70	257
Total Income	2,372	1,472	1,898	5,741	2,517	1,701	2,060	6,278
EXPENSE								
Employee Benefits	1,841	1,756	1,851	5,448	1,720	1,678	1,727	5,125
Materials and Services	422	335	381	1,138	410	334	328	1,072
Corporate Overhead	159	207	124	490	154	201	120	475
Depreciation and Amortisation	146	150	110	406	191	202	106	499
Total Expenses	2,567	2,448	2,466	7,481	2,475	2,415	2,281	7,171
SURPLUS (DEFICIT) FOR THE PERIOD	(195)	(977)	(568)	(1,740)	42	(714)	(221)	(893)

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 42 Reportable Segment - Residential Aged Care Facilities (cont'd)

Residential Aged Care Facilities Balance Sheet

As at 30 June 2014

	Corben 2014 \$('000)	Northcliffe 2014 \$('000)	Nixon 2014 \$('000)	Consolidated 2014 \$('000)	Corben 2013 \$('000)	Northcliffe 2013 \$('000)	Nixon 2013 \$('000)	Consolidated 2013 \$('000)
CURRENT ASSETS								
Cash and Cash Equivalents	5,444	1,419	2,675	9,538	6,203	1,495	2,820	10,518
Total Current Assets	5,444	1,419	2,675	9,538	6,203	1,495	2,820	10,518
NON CURRENT ASSETS								
Infrastructure, Property, Plant and Equipment	4,747	4,758	4,952	14,457	5,917	5,715	4,381	16,013
Total Non-Current Assets	4,747	4,758	4,952	14,457	5,917	5,715	4,381	16,013
TOTAL ASSETS	10,191	6,177	7,627	23,996	12,120	7,210	7,201	26,531
CURRENT LIABILITIES								
Trade and Other Payables	14	7	10	31	15	8	10	33
Employee Benefits	316	315	226	857	209	185	154	548
Trust Funds	4,622	1,590	3,305	9,517	5,853	1,389	3,542	10,784
Total Current Liabilities	4,952	1,912	3,541	10,404	6,077	1,582	3,706	11,365
NON-CURRENT LIABILITIES								
Employee Benefits	20	21	14	55	150	159	88	397
Total Non-Current Liabilities	20	21	14	55	150	159	88	397
TOTAL LIABILITIES	4,972	1,933	3,555	10,460	6,227	1,741	3,794	11,762
NET ASSETS	5,219	4,244	4,072	13,535	5,893	5,469	3,407	14,769
EQUITY								
Accumulated Surplus	687	(771)	(491)	(575)	882	206	78	1,166
Asset Revaluation Reserve	3,668	4,163	4,004	11,835	4,174	4,393	2,899	11,466
Asset Replacement Reserve	865	852	559	2,276	837	870	430	2,137
TOTAL EQUITY	5,220	4,244	4,072	13,536	5,893	5,469	3,407	14,769

Notes to the Financial Statements

For The Year Ended 30 June 2014

NOTE 42 Reportable Segment - Residential Aged Care Facilities (cont'd)

Residential Aged Care Facilities Cash Flow Statement

For the Year Ended 30 June 2014

	Corben 2014 \$('000)	Northcliffe 2014 \$('000)	Nixon 2014 \$('000)	Consolidated 2014 \$('000)	Corben 2013 \$('000)	Northcliffe 2013 \$('000)	Nixon 2013 \$('000)	Consolidated 2013 \$('000)
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
Cash flows from operating activities								
Grants and Subsidies	1,480	1,048	1,224	3,752	1,333	1,315	1,504	4,152
User Charges	895	615	662	2,172	785	569	693	2,047
Interest	199	69	142	410	253	60	203	516
Payments to Employees	(1,641)	(1,556)	(1,651)	(4,848)	(1,720)	(1,678)	(1,727)	(5,125)
Payments to Suppliers	(422)	(335)	(381)	(1,138)	(410)	(334)	(278)	(1,022)
Other Payments	(159)	(207)	(124)	(489)	(154)	(201)	(120)	(475)
Net cash provided by (used in) operating activities	352	(366)	(128)	(142)	87	(269)	275	93
Cash flows from investing activities								
Payments for property, infrastructure, plant and equipment	120	90	220	430	120	90	220	430
Net cash (used in) investing activities	120	90	220	430	120	90	220	430
Cash flows from financing activities								
Trust Funds	(1,232)	201	(237)	(1,268)	876	(474)	424	826
Net cash provided by financing activities	(1,232)	201	(237)	(1,268)	876	(474)	424	826
Net increase in cash and cash equivalents	(759)	(76)	(145)	(980)	1,083	(652)	918	1,349
Cash and cash equivalents at the beginning of the financial year	6,203	1,495	2,820	10,518	5,119	2,146	1,902	9,167
Cash and cash equivalents at the end of the financial year	5,444	1,419	2,675	9,538	6,203	1,495	2,820	10,518

Notes to the Financial Statements

For The Year Ended 30 June 2014

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 and 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 and 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 coordinating 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 and Leisure Services Manager is also 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 and Compliance department which includes the administration of health and local laws within the city.

Executive Services and Organisational Development and 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 and 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 2014

NOTE 43 Income, Expenses and Assets by Function/ Activity (cont'd)

FUNCTIONS		GRANTS \$('000)	OTHER \$('000)	TOTAL INCOME \$('000)	%	EXPENSES \$('000)	%	PROFIT (LOSS) ARISING FROM OPERATIONS \$('000)	TOTAL ASSETS \$('000)
	2013	23,611	7,435	31,046	18	47,589	31	(16,543)	-
Community Sustainability	2014	23,982	7,278	31,260	17	50,232	32	(18,972)	-
	2013	258	14,005	14,263	8	26,671	17	(12,408)	-
Corporate Services	2014	293	14,452	14,745	8	27,224	17	(12,479)	-
	2013	43	505	548	-	7,792	5	(7,244)	-
Executive and Organisational Development	2014	5	333	336	-	7,447	5	(7,109)	-
	2013	812	6,653	7,465	4	41,965	27	(34,500)	-
Environmental Sustainability	2014	1,098	6,755	7,853	4	44,087	28	(36,234)	-
	2013	11,303	111,499	122,802	70	30,673	20	92,129	2,115,983
Central (i)	2014	7,599	115,712	123,311	69	29,898	19	93,413	2,257,851
TOTAL	2013	36,027	140,097	176,124	100	154,690	100	21,433	2,115,983
	2014	32,977	144,528	177,506	100	158,888	100	18,617	2,257,851

(i) 'Central' Other Revenue includes \$113.3 million of Rate Revenue (2012/13 \$107.4 million). 'Central' Expenses includes \$22.5 million of Depreciation and Amortisation expense (2012/13 \$19.5 million).

Certification of the Financial Report

For The Year Ended 30 June 2014

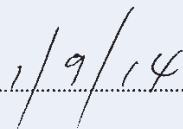
CERTIFICATION OF THE FINANCIAL REPORT

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

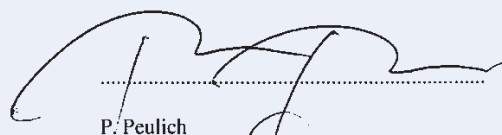
Dated:


1/9/14

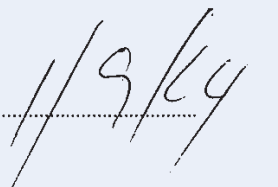
In our opinion, the accompanying financial report presents fairly the financial transactions of Kingston City Council for the year ended 30 June 2014 and the financial position of the Council as of that date.

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 25 August 2014 to certify the Financial Report in its final form on behalf of the Council.

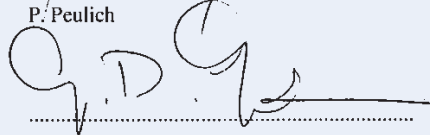
Mayor


P. Peulich

Dated:


1/9/14

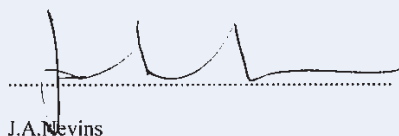
Councillor


G. Gledhill

Dated:


1-9-14

Chief
Executive
Officer


J.A. Nevins

Dated:


1.9.14



Victorian Auditor-General's Office

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Melbourne VIC 3000
Telephone 61 3 8601 7000
Facsimile 61 3 8601 7010
Email comments@audit.vic.gov.au
Website www.audit.vic.gov.au

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 2014 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 2014 of Kingston City Council which comprises standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of standard statement 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.

Independent Auditor's Report

For The Year Ended 30 June 2014

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 2014 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*.

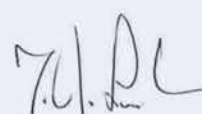
Basis of Accounting for Standard Statements

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 2014 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
3 September 2014


R John Doyle
Auditor-General

Acronyms

ABP:	Annual Business Plan	EPA:	Environment Protection Authority	MTI:	Medical Treatment Injury
AED:	Automated External Defibrillators	ESD:	Environmentally Sustainable Development	MWMG:	Metropolitan Waste Management Group
AMP:	Asset Management Plans	FAI:	First Aid Injury	NAMAF:	National Asset Management Assessment Framework
AMS:	Asset Management System	FOI:	Freedom of Information	NCP:	National Competition Policy
ARA:	Australian Reporting Awards	GESAC:	Glen Eira Sports and Aquatic Centre	NGERS:	National Greenhouse and Energy Reporting Scheme
ARV:	Aquatic Regional Victoria	GFF:	Growing the Foreshore's Future Program	NQF:	National Quality Framework
AYCC:	Australian Youth Climate Coalition	GST:	Goods and Services Tax	NRA:	Natural Resource Area
CCP:	Cities for Climate Protection program	HRIS:	Human Resource Information System	NRCP:	National Respite for Carers Program
CEEP:	Community Energy Efficiency Program	HSR:	Health and Safety Representatives	OHS:	Occupational Health and Safety
CEO:	Chief Executive Officer	IBAC:	Independent Broad-Based Anti-Corruption Commission	PEASER:	Pilipino Elderly Association of South East Region
CFA:	Country Fire Authority	ICACC:	Inter Council Aboriginal Consultative Committee	PLA:	Parks and Leisure Australia
CF0:	Chief Financial Officer	ICLEI:	International Council for Local Environmental Initiatives	PPE:	Personal Protective Equipment
CIL:	Community Inspired Leadership	IFMP:	Integrated Fire Management Plan	RCLIP:	Regional and Local Community Infrastructure Program
CIS:	Councillor Information Session	ISO:	International Organisation for Standardisation	RDAF:	Regional Australia Development Fund
CLG:	Corporate Leadership Group	IYSFF:	International Youth Silent Film Festival	RPEN:	Region Procurement Excellence Network
CRM:	Customer Relationship Management	JTAPP:	Job Training and Accessible Parks Program	SDAPP:	Sustainable Design Assessment in the Planning Process
DCW:	Direct Care Workers	KYC:	Kingston Your City newspaper	SEMIP:	South East Melbourne Innovation Precinct project
DDA:	Disability Discrimination Act	KYSS:	Kingston Youth Services Supplement (youth magazine)	SEW:	South East Water
DEECD:	Department of Education and Early Childhood Development	L2P:	Learner driver mentor program funded by the Transport Accident Commission	SLG:	Senior Leadership Group
DEEWR:	Department of Education, Employment and Workplace Relations	LSC:	Life Saving Club	SME:	Small to medium enterprise
DET:	Department of Education and Training	LTFP:	Long-Term Financial Plan	SRV:	Sport and Recreation Victoria
DHS:	Department of Human Services	LTI:	Lost Time Injury	TAC:	Transport Accident Commission
DIIRD:	Department of Innovation, Industry and Regional Development	MAV:	Municipal Association of Victoria	TIS:	Translating and Interpreting Services
DPCD:	Department of Planning and Community Development	MCH:	Maternal and Child Health	VAGO:	Victorian Auditor-General's Office
DSE:	Department of Sustainability and Environment	MEFL:	Moreland Energy Foundation Ltd	VCAT:	Victorian Civil and Administrative Tribunal
DTPLI:	Department of Transport Planning and Local Infrastructure	MEMP:	Municipal Emergency Management Plan	VEC:	Victorian Electoral Commission
EA:	Enterprise Agreement	MEMPC:	Municipal Emergency Management Planning Committee	VICSES:	Victoria State Emergency Services
EAP:	Employee Assistance Program	MFB:	Metropolitan Fire Brigade	VLGA:	Victorian Local Governance Association
EEO:	Equal Employment Opportunity			YCC:	Youth Consultative Committee

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Get involved!

STAND FOR COUNCIL

Elections are held every four years. The next election will be 2016.

ATTEND COUNCIL MEETINGS

Generally held on the fourth Monday of each month. Most Council meetings are held at the Council offices in Cheltenham. The meeting schedule, agendas and minutes are available at kingston.vic.gov.au

TAKE PART in community engagement programs, planning workshops and information sessions, hear about new ideas and projects, and offer your opinions. New strategies and plans are regularly available for comment before decisions are made.

VOLUNTEER your time and skills to one of the many community services delivered by Council.

JOIN A COMMITTEE

There are many and the opinions expressed inform decision making.

KEEP UP TO DATE by reading Council's monthly publication Kingston Your City, checking Council's Facebook page and following us on Twitter.

CONTACT THE COUNCILLORS who represent your Ward and talk to them about issues or concerns.

For more information about how to get involved, call our customer service team on 1300 653 356 or visit kingston.vic.gov.au

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 document is available to download.

For a large print version of this report or any other Council publication, please call Customer Service on 1300 653 356.



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In person, Monday to Friday at:

- Cheltenham Office
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8.30am to 5.30pm

- Chelsea Office
1 Chelsea Road
10.00am to 4.30pm



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KINGSTON

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