



Quarterly Performance Report

- Bangholme
- Dandenong
- Dandenong North
- Dandenong South
- Keysborough
- Keysborough South
- Lyndhurst
- Noble Park
- Noble Park North
- Springvale
- Springvale South





Acknowledgement of Country

Greater Dandenong City Council acknowledges and pays respects to the Bunurong people of the Kulin Nation, as the Traditional Custodians of the lands and waters in and around Greater Dandenong.

We value and recognise local Aboriginal and Torres Strait Islander Cultures, heritage, and connection to land as a proud part of a shared identity for Greater Dandenong.

Greater Dandenong City Council pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions, and Culture in our Community.

Greater Dandenong City Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal Cultural heritage of the land and waters where Greater Dandenong is situated.

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Message from the CEO



Welcome to the first Quarterly Performance Report in this new easy to read format. Greater Dandenong City Council is proud to engage and work closely with our culturally diverse community to ensure our city continues to be a great place to live, work and play.

Together we achieved many milestones in the first quarter (July–September 2023) of the 2023–24 financial year.

With rising costs ageing assets and limited alternative revenue streams, our financial position remains strong. Our ongoing challenge is balancing our continued investment in capital improvements whilst also funding ongoing asset renewal to maintain our current service standard.

Highlights this quarter include:

- The introduction of a new Tree Protection in Private Land Local Law in July which is designed to safeguard the city’s tree canopy by protecting significant trees on private land and ensuring more mature trees remain to reduce the impacts of climate change by cooling our streets.
- The introduction of a Cat Curfew in July which aims to protect cats and the safety of local wildlife in our wetlands and conservation areas and reduce the impact on ecological wetlands and conservation areas.
- Approval of the appointment of the architect for the new Dandenong New Art Precinct Energy Plant (PEP)

- Completion of the \$10 million Ross Reserve Pavilion in August, which now provides a modern female and junior friendly facility which meets all current sporting code and *Disability Discrimination Act* requirements.
- The opening of the \$5.5 million WJ Crowe Pavilion at Thomas Carroll Reserve which provides updated changerooms and amenities, a multipurpose space for meetings or social gatherings and a new canteen.
- Approval of a \$771,929 lighting upgrade for George Andrews Reserve (Eastern Ground)
- Approval of an agreed approach to community engagement in relation to the Aged Care Reforms. Council has since commenced its review into the Future of Aged and Disability Services and will be conducting a Deliberative Panel to gain community feedback.
- Strong advocacy against the Progress Street Level Crossing, as well as the removal of funding for the PRIME Immunisation Program.

The Victorian State Government released a new Housing Statement and revised approach to addressing the challenges of housing and homelessness through planning system reform which aims to build 800,000 new homes in the next ten years. The key changes to the planning system include a new State Government led fast track program to determine major planning applications within four months, the introduction of a Future Homes Program to fast-track pre-vetted apartment designs, and exemptions from the need for a planning permit for some development types.

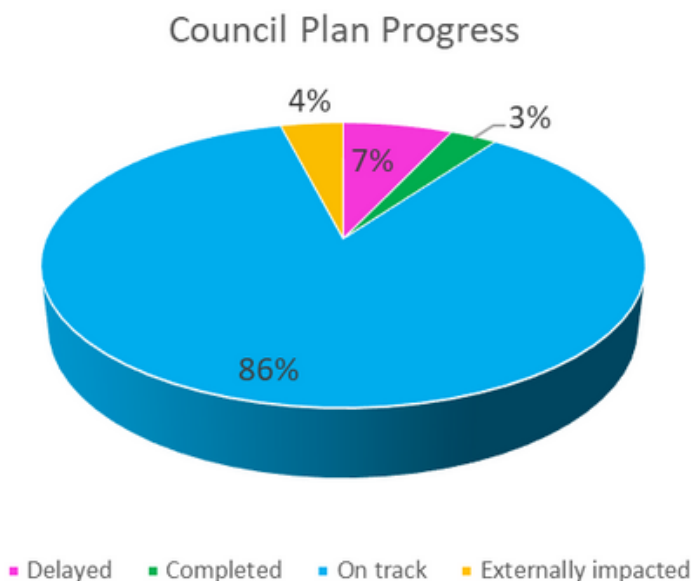
As always, I welcome any feedback and ideas for how we can improve the information we provide. If you have suggestions, please don’t hesitate to contact me at council@cgd.vic.gov.au or 03 8571 1000.

CEO, Jacquie Weatherill

Performance Summary

Council Plan Progress

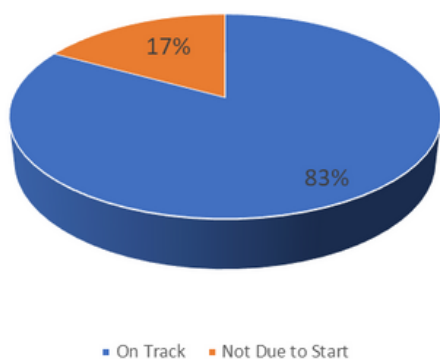
The Annual Plan 2023–24 outlines Council’s key activities to deliver on the Council Plan 2021–25. In Q1 85% of the actions are on track and 3% are complete. A small number of actions continue to be affected by external factors such as government reforms and planning decisions.



Reshaping Greater Dandenong

Council is progressing well against the actions outlined in the CEO’s 100 Day Report – Reshaping Greater Dandenong.

Reshaping Greater Dandenong Progress

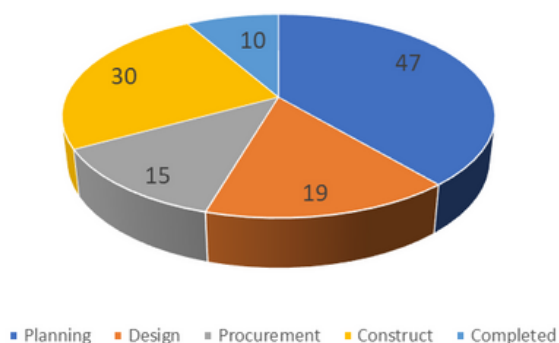


Capital Works Program

Over 50 per cent of our capital works projects are in the procurement or construction phases or are completed as at the end of this quarter.

The current process will be reviewed once a Project Management Office has been established.

Program Status as at September 2023



Highlights



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

- Council commenced its review into the Future of Aged and Disability Services and will be conducting a Deliberative Panel to gain community feedback.
- 3,497 hours of family support was provided by the Youth and Family Services team.
- Workshops were delivered to secondary schools including Party Safe, Cyber Abuse and Vape workshops in order to raise young people's awareness of harmful alcohol, vape/tobacco and other drugs use.
- The New Directions Project delivered preventative health activities to Aboriginal and Torres Strait Islander families including the Koorie Maternity Service Early Parenting Yarning Group.
- Two community safety forums were held.



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

- Four major festivals and events were delivered across the city including Springvale SnowFest which had 33,000 attendees and Little Day Out which saw 8,000 people attend.
- The Muderra Way asphalt artwork calming project was launched.
- Greater Dandenong Libraries had a total of 219,266 visitors which is a 29% increase on Q1 last year.
- Walker Street Gallery had 2,368 visitors to workshops, public programs, events and performances.
- Council Officers participated in an on-campus event with Chisholm Institute for Wear it Purple Day promoting inclusivity and support for rainbow communities.
- Council supported a NAIDOC event at Dandenong Market.

Highlights



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

- 46 businesses were supported through the implementation of the Regional Food Strategy.
- The Dandenong Wellbeing Centre design process is now complete and once the Procurement Strategy is endorsed this project will proceed to construction.
- Planning for the delivery of the Active Transport Infrastructure program has begun.
- Our Street, Laneway activations and lan Street facade improvements are currently being rolled out as part of the Noble Park Revitalisation program.
- Civil works on Abbots Road are complete. Practical completion for the state delivered Pound Road West project is complete.



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

- Draft concept plans and community consultation commenced on playground designs for Springvale, Pitman and Vivien Reserves.
- Two National Tree Day events and the inaugural One Tree per Child Program were delivered.
- Council acquired an Environmental Education electric van to support the Our Bright Green Future campaign and educate the community on climate change and sustainability.
- Heatwave information has been prepared for Council's Community Care clients to assist un preparing for the summer heatwave conditions.
- The Frederick Wachter Reserve district playground and the final stage of the Tatterson Park playground upgrade opened to the community.

Highlights



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

- The Ignite Program, supported local entrepreneurs through a 4 week intensive program designed to kickstart their journey to start a business.
- A number of programs were delivered promoting youth voice and building leadership capability including the Young Leaders program, Climate Changers Forum, and the Diversity Rise Youth Forum.
- Lunch with the Winners was held in September with SELLEN. Approximately 100 students, teachers and local businesses attended.
- 10 Business Networking events were held along with 2 events for Women in Business



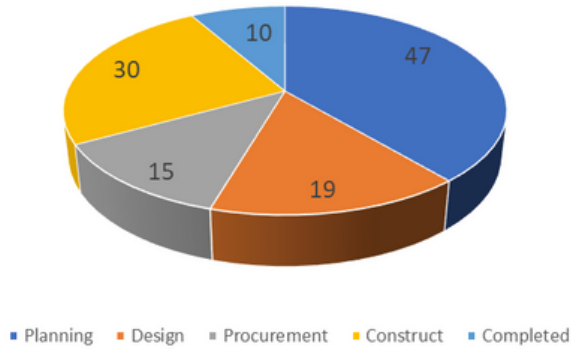
Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community

- Parking sensors have been installed in Springvale Activity Centre.
- Seven Junior Advisory Groups were held at local Primary Schools with 98 children supporting planning and policy development.
- Approval and funding for the Brand Dandenong project have been secured which will assist with the development of the investment attraction program.
- Council saw a 3% increase in applications for the Community Support Grants Program.
- Council delivered its first Heatwave Emergency Management exercise at The Drum with guest speakers from a large number of key agencies including the Victorian Department of Health, Ambulance Victoria, Forest Fire Management Victoria, Country Fire Authority (CFA), Victoria Police, and the Bureau of Meteorology,

Capital Works Summary

Project Updates

Program Status as at September 2023



Keysborough South Community Hub Site

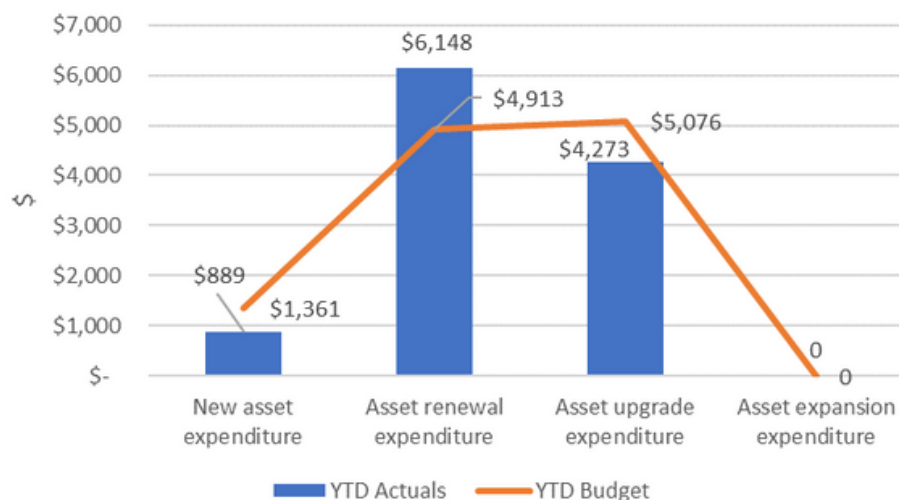
- Keysborough South Community Hub – a building permit has been recently issued and preliminary works have commenced on site.
- Dandenong New Art – Contractors are currently carrying out rectification works with an emphasis on underground and external works. Super structure works have commenced with internal work progressing.
- Perry Road – Construction and Widening from Greens Road to Pacific Drive – The contract has been awarded and works have commenced on site.



Dandenong New Art

Expenditure

Year-to-date Capital Expenditure (\$'000)

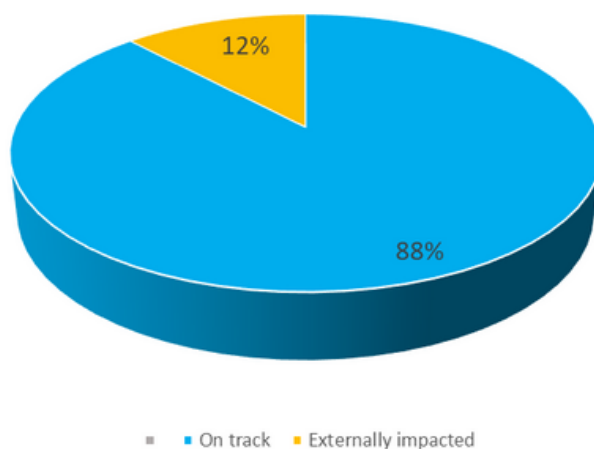


The capital program has experienced underspend due to project delays including delays in permits/approvals. Efforts will be made to adjust spending to strengthen the year end financial position.





Part A:







Annual Plan Progress







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







| Action | Comment | Progress |
|---|---|----------|
| Implement the Year Four actions of the 'Make Your Move' Greater Dandenong Physical Activity Strategy 2020-30 to improve health outcomes for our diverse and multicultural community | 12 of 18 actions have commenced. A range of community programs and activities were delivered with key stakeholders including Go Soccer Mums, a water safety program for people from CALD backgrounds, a community forum on accessible sport, and ongoing support of sports clubs with the Fair Access Policy rollout. | ● |
| Partner with Melbourne City Football Club and City in the Community to develop and deliver aligned programs that focus on community outreach, engagement, participation and business networking. | Ongoing programs and initiatives have been conducted. A draft MOU is in progress to formalise partnership and collaborations. | ● |
| Commence implementation of the Climate Change Community Engagement and Mobilisation Plan | Implementation of the Climate Change Community Engagement and Mobilisation Plan will commence in January 2024. | ● |
| Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers | New volunteers were recruited for Meals on Wheels, Gardens 4 Wildlife, Day Trip, Literacy Program, Conversation Circle, the Jan Wilson Community Centre. Volunteers supported the Snowfest and Little Day Out events. | ● |


| Action | Comment | Progress |
|--|--|---|
| <p>Work with strategic partners and key stakeholders including the Department of Health, Monash Health and the South East Public Health Unit to address Victorian and local health priorities</p> | <p>Council was an active member of the Prevention Practice Exchange Advisory Group facilitated by the Department of Health South Region Prevention and Population Health team. Council officers have also participated in various healthy eating and active living initiatives through Monash Health's Healthy Sports Club initiative, Cancer Council's Vic Kids Eat Well and South East Food and Nutrition Network.</p> |  |
| <p>Implement the agreed key recommendations from the Future Directions for Council's Community Transport Program Project</p> | <p>As part of Seniors Festival 2023 the amount and range of day trips have increased. Two loop trials have occurred with the feedback from those trials influencing the development and implementation of future loop trials by the end of 2023. Some vehicles in the community bus fleet have been updated ensuring accessibility to the local community.</p> |  |
| <p>Undertake community consultation and development of an Options Paper that determines the future role of Council in the provision of home support services</p> | <p>Council commenced a review into the Future of Aged and Disability Services in mid-September. Technical expertise has been engaged to develop the options that will inform the Deliberative Panel process that commences in late October. Council will then consider the recommendations of the Deliberative Panel in making their decision early in 2024 as to Council's future role in Aged and Disability Services.</p> |  |
| <p>Support and encourage older residents to understand the importance of developing and maintaining social connection through support to seniors clubs and groups and increasing the range and number of social activities provided by Council.</p> | <p>A "Social Connections in Older People" survey was conducted with older people and the results of this have formed the program on offer for the Seniors Festival 2023. A booklet is also being developed and will encourage older people to participate and make connections through social activities</p> |  |

| Action | Comment | Progress |
|---|--|---|
| <p>Actively collaborate with the Orange Door and Southern Area Family Partnership to support vulnerable families to address/prevent family violence</p> | <p>Youth and Family Services continue to work with the Orange Door and the Southern Area partnership and continue to meet funding obligations in engaging and providing interventions to vulnerable families.</p> |  |
| <p>Implement the Youth and Family Services Strategy Year Three action plan</p> | <p>Youth and Family Services are on track under the 5 priority pillars of the youth and family strategy including: Lead and Advocate, Engaged and Valued, Learn and Work, Health and Wellbeing and Safe and Inclusive</p> |  |
| <p>Implement Year Three of the Children's Plan</p> | <p>Implementation of the Year 3 action plan has commenced.</p> |  |
| <p>Provide information and support to local residents with a disability and their families to successfully find the necessary supports to assist them to actively participate in community life including employment opportunities, how to access the NDIS and support for carers.</p> | <p>Community Care is working with all potentially eligible HACCC PYP clients to navigate and access the NDIS. Additionally, Council is participating in several local disability networks focused on increasing access to supports and employment.</p> |  |
| <p>Deliver preventative health activities to Aboriginal and Torres Strait Islander families through the New Directions project</p> | <p>The New Directions Project has delivered a large number of preventative health activities to Aboriginal and Torres Strait Island families including the Koorie Maternity Service Early Parenting Yarning Group, Kirrup Playgroup.</p> |  |
| <p>Implement the VicHealth Local Government Partnership health promotion modules, incorporating the Vic Kids Eat Well and Healthy Kids Advisor initiatives</p> | <p>The VicHealth Local Government Partnership is in its second year of operation with multiple health promotion modules continuing to be delivered including: the newly formed local anti-racism network, support of the Connecting to Country program for young local First Nations people, delivery of the local 'Get Active Get Moving' campaign to support active travel among children, delivery of a local This Girl Can campaign each year, and work on the partnership agreement with Monash Health and South East Leisure (SEL) to ensure all sporting facilities embed healthier food and drink options.</p> |  |

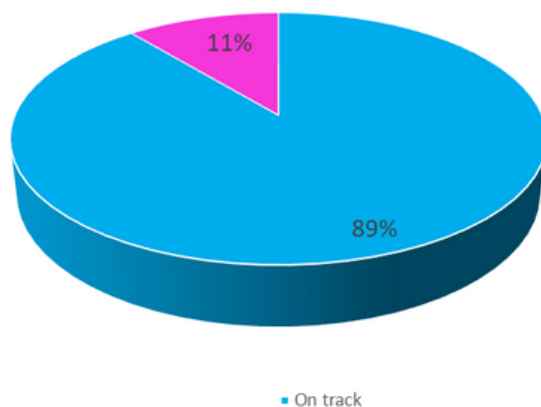
| Action | Comment | Progress |
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| <p>Support the mental and physical health of children, young people and their families through preventative health initiatives and responsive interventions</p> | <p>Family Services engaged 46 families and 90 children, providing a total of 3,497 contact hours of support.</p> <p>55 intake enquiries were responded to, providing information and referral to young people, families and professionals.</p> <p>Individual support was provided to 17 young people via phone check-ins.</p> |  |
| <p>Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm</p> | <p>Council participated in a formal consultation with the Alliance to refine its submission to the State Government on pre-commitment, shorter spin times, and reduced opening hours and codes, and presented its own submission on these topics to support the Alliance's advocacy objectives.</p> |  |
| <p>Promote gender equity and support and implement initiatives to address and prevent family violence with the municipality.</p> | <p>Collaboration has occurred with Women's Health in the South East (WHISE) on the topics of women's mental and reproductive health. An application for funding under the 'Free from Violence Local Government Program 2023-26' has been prepared and submitted to the State Government and the analysis of the findings of the 2023 staff Gender Equity Action Plan survey has commenced.</p> |  |
| <p>Proactively deliver and support initiatives that raise young people's awareness of harmful alcohol, vape/tobacco and other drugs use</p> | <p>Workshops were delivered to secondary schools including Party Safe, Cyber Abuse and Vape Workshops, Health campaigning via co-design addressing drugs and alcohol, and Vape and knife crime.</p> |  |
| <p>Coordinate tobacco control activities to meet service and funding requirements in accordance with the Municipal Association of Victoria service agreement</p> | <p>29 education visits were conducted this quarter. 97.4% of premises were found to be compliant. 1 Hospital inspection took place.</p> |  |
| <p>Work with key stakeholders to deliver a 'Functional Zero' model of homelessness in Greater Dandenong</p> | <p>Council continues to partner with Launch Housing to deliver the Dandenong Zero Rough Sleeper program. Long term housing outcomes for the program are being hampered by the lack of suitable accommodation options available and the capacity of specialist support services unable to take on additional case management loads through their existing funded programs.</p> |  |

| Action | Comment | Progress |
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| <p>Increase access and availability of social housing stock in the city by activation of Council and community assets for delivery of social housing, and advocate for increased State and Federal Government provision</p> | <p>Council officers lodged a submission to the Victorian Parliamentary Inquiry into Rental and Housing Affordability with a series of recommendations made to improve rental and affordable housing outcomes. In partnership with Wayss a Homeless Week event was held with the event supported by local community agencies. Officers also attended the Housing and Homelessness National Community of Practice event held at Melbourne Town Hall during Homelessness Week.</p> |  |
| <p>Complete Keysborough South Community Hub Strategy and develop an Action Plan</p> | <p>The Keysborough South Community Hub Strategy has been developed and Council are currently working towards an engagement plan. Future consultation will be progressed in line with the engagement framework. Construction on the project has commenced following permit approvals.</p> |  |
| <p>Implement the Springvale Community Hub Action Plan</p> | <p>Activities include a residency with the Burke and Beyond Band which has seen them perform at community events such as the Hub's 3rd Birthday Celebration. The Hub has also supported a range of activities including Reconciliation Week and the Mid-Autumn Children's Lantern festival. Council are also actively engaging with internal and external partners to make the Hub a safe and welcoming space.</p> |  |
| <p>Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy</p> | <p>The incidences of people presenting for support for the first time has increased with no agencies reporting a return to pre COVID numbers of people seeking help. Council in partnership with enliven is utilising the Multicultural Engagement Network to spread information into the community on the dangers of 'after pay' and 'pay day loans' and promoting Ask Izzy for further sources of support. An event is planned for 27 October highlighting activities people can do for themselves to reduce costs in their home.</p> |  |




| Action | Comment | Progress |
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| <p>Create safer spaces and improve actual and perceived levels of community safety within the municipality</p> | <p>Two Community Safety Forums were held this quarter. Senior local officers from VicPol provided an overview of emerging safety themes and specific tasking operations to residents in attendance. Responses covered youth offending, rising incidences of theft of alcohol, people affected by drugs and/or alcohol, abandoned 'squat' houses and reports of racism.</p> |  |
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Strategic Objective 2: A city that respects and celebrates diversity, our history and the arts



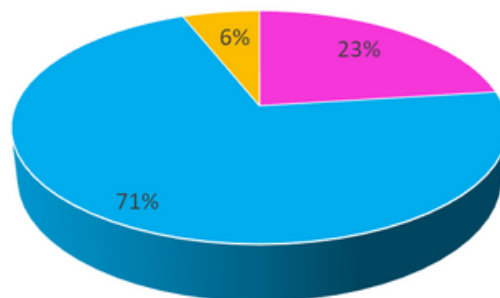
| Action | Comment | Progress |
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| Deliver a range of major festivals, events and program across the City which celebrate the diversity of cultures within our community. | Four major festivals, events and programs across were delivered the City which celebrate the diversity of cultures within our community, including Springvale Snow Fest (engaging 33,000), Greater Dandenong Children's Festival (engaging 2,729), Little Day Out (engaging 8,000) and Deckchair movies (engaging 600). | ● |
| Support appropriate event applications from community/corporate event organisers in planning and delivering festivals and events across the municipality | Event applications for 37 community events and 26 council events were supported. This includes 44 completed events and 19 events that were cancelled, postponed or changed during the event permit process. | ● |
| Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community. | Council officers supported Chisholm Institute for Wear it Purple Day by participating in an on-campus event. Officers provided students with LGBTQIA+ resources and spoke with students about ways in which Council can promote inclusivity and show greater support for rainbow communities. Some common themes which were raised during these conversations included Council hosting more public facing events and providing more opportunities for younger LGBTQIA+ members to participate in the community. | ● |

| Action | Comment | Progress |
|---|---|---|
| <p>Support and advocate for the rights of people seeking asylum and refugees as part of the 'Back Your Neighbour' campaign</p> | <p>The last meeting of the Mayoral Taskforce Supporting People Seeking Asylum had presentations from representatives from the Refugee Council of Australia (RCOA) detailing their current advocacy areas, and presentations from the Iranian Women's Association reporting challenges for Iranian people seeking asylum with long wait times for appeals and protection applications.</p> <p>Additional activities have focused on preparing and lodging a Taskforce submission to the Federal Government's Multicultural Framework Review and drafting an updated BackYourNeighbour Campaign Strategy and Communication Plan.</p> |  |
| <p>Promote reconciliation by implementing Council's Reconciliation Action Plan (RAP)</p> | <p>Activities included:</p> <ul style="list-style-type: none"> -NAIDOC Week celebrations – Dandenong Market event -Delivery of a National Aboriginal and Torres Strait Islander Children's Day event in partnership with VACCA, Casey Council and Casey Gathering Place with over 800 children attending. -Launch of the Muderra Way asphalt artwork calming project, in partnership with Bunurong Land Council and State Government -Delivery of community educational and information programs within the municipality in accordance with Council's endorsement of the Yes Campaign for the Referendum. -Consultation with Reconciliation Australia and Bunurong Land Council confirming that Council is clear to proceed with the development of a third Innovate RAP Plan. |  |
| <p>Progress the Dandenong New Art Gallery and associated PEP redevelopment</p> | <p>Works are progressing on the gallery with the current focus on underground and external works and internal super structure works. There have been some project management delays associated with this project.</p> |  |

| Action | Comment | Progress |
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| <p>Implement the Arts, Culture and Heritage Strategy 2022-26</p> | <p>Key highlights:</p> <ul style="list-style-type: none"> -875 views for eHive Flashback Friday social media post. - 83 attendees for Heritage Hill tours and public program. - 21 arts events, workshops and creative engagement opportunities delivered online and in person via Walker St Gallery. - Hosted WILAM BIIK First Nations exhibition - Distribution of approximately 700 'At Home Gallery' arts kits via cultural venues, festivals and events. - 2,368 visitors to Walker St Gallery across workshops, public programs, event, venue hire activities and performances. |  |
| <p>Complete a review of the existing sites covered by the Heritage Overlay within the Planning Scheme</p> | <p>The review of the Heritage Overlay commenced in May 2023. A report and recommendation from the Heritage consultant has recently been received and is being reviewed by officers. A report on the outcomes and recommendations will be prepared for Council.</p> |  |
| <p>Implement the Greater Dandenong Libraries Strategy 2022-26</p> | <p>123,362 people attended Springvale Library and 95,904 visited Dandenong. The total number of visitors was 219,266, a 29% increase on Q1 last year. The "Little Library" locker at Menzies Avenue in Dandenong North structural works were completed. Borrowing of physical items is up 2% on this time last year. 360 programs were run with 7,612 attendees.</p> |  |






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





■ Delayed ■ On track ■ Externally impacted

| Action | Comment | Progress |
|---|--|----------|
| Conduct a comprehensive review of the Dandenong Visitor Attraction Action Plan and implement actions identified that will increase the number of visitors to the city in support of local businesses and the economy, raise awareness of the City as a destination, and promote the unique features and attractions to potential visitors. | The scope for the review includes refreshing actions within the existing Dandenong Visitor Attraction Plan with emphasis on a smaller number of initiatives that deliver on visitation aspirations. | ● |
| Deliver the Greater Dandenong Regional Food Strategy through the successful implementation of the 12 month action plan for 2023-24 | 46 businesses were assisted with various issues and 10 business visits were undertaken. A report to determine what actions are next for the Regional Food Strategy has been prepared with discussions for next steps to take place shortly. | ● |
| Deliver the Tourism Strategy through the successful implementation of the 12 month action plan for 2023-24 | Food and Cultural Tours continue to be promoted across Greater Dandenong. Options for a specific tourism website or dedicated tourism pages on the Council website are currently being investigated. | ● |
| Commence construction of a new aquatic and wellbeing centre to replace Dandenong Oasis at Mills Reserve subject to Council funding approval. | The design process is complete and procurement documentation being finalised along with the Procurement Strategy. A Project Management Framework is being developed to support the implementation of the next phase of the project. There have been some project management delays associated with this project. | ● |

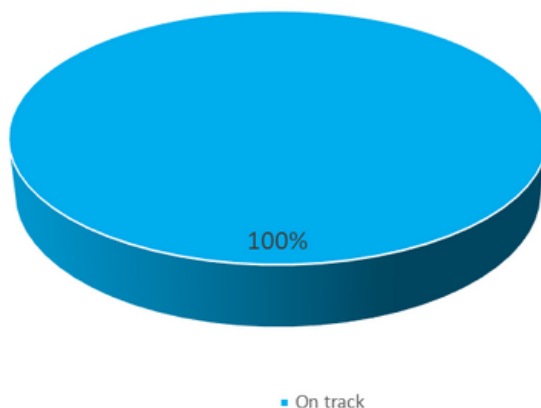
| Action | Comment | Progress |
|--|---|---|
| <p>Continue to plan for the development of a new table tennis centre in Greater Dandenong in partnership with key stakeholders.</p> | <p>The Greater Dandenong Table Tennis Centre Feasibility Study is progressing and will be subject to further Council consideration.</p> |  |
| <p>Advocate to the State Government to create a State and Local Government Task Force to address inconsistencies in the standards of social housing providers</p> | <p>Preliminary meetings have been held with State Government departments, neighbouring Councils and social housing providers to gather interest in being part of the Task Force. A formal meeting to discuss members and Terms of Reference has been planned for Q2.</p> |  |
| <p>Progress the Environmentally Sustainable Design 2.0 Planning Scheme Amendment</p> | <p>The Environmentally Sustainable Design 2.0 Planning Scheme Amendment was submitted to the Minister for Planning for authorisation in July 2022. The Minister for Planning has advised that the Planning Scheme Amendment remains under active consideration although further time will be required prior to a decision. In mid-June it was confirmed with the DTP that Planning Scheme Amendment remains under active consideration by the Minister.</p> |  |
| <p>Progress the Sandown Redevelopment Planning Scheme Amendment</p> | <p>The Sandown redevelopment Planning Scheme Amendment has continued to progress. The amendment was submitted to the Minister for Planning for authorisation on 9 September 2022. DTP have requested further information regarding the proposed amendment from the Melbourne Racing Club (MRC). Council officers have been working with the MRC to update all relevant documents and provide a response back to DTP.</p> |  |
| <p>Develop a Place Activation Plan to increase the attractiveness and vibrancy of Greater Dandenong's activity centres</p> | <p>The focus in 2023-24 is on developing an Activation Plan for the Dandenong Activity Centre. Planning and project scoping will commence in Q2.</p> |  |



| Action | Comment | Progress |
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| <p>Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement</p> | <p>Council officers, via the South East Melbourne Integrated Transport Group, have met with Department of Transport and Planning Bus team regarding the Victorian bus plan rollout and how council may be able to engage with the bus team to advocate for public transport improvements.</p> |  |
| <p>Advocate for, plan and deliver improved active transport networks and initiatives</p> | <p>Planning for the delivery of the Active Transport Infrastructure program has begun. Some projects may have a delayed start due to aligning with other works in the vicinity. TAC applications have been submitted for the Local Government Grants Program.</p> |  |
| <p>Roll-out a high priority local road program within Dandenong South, including the Dandenong South Industrial Area Extension Structure Plan's Transport Network</p> | <p>Civil works on Abbots Road are complete and signals at Abbots Road and Taylors Road will be turned on in Q2. Practical completion for the state delivered Pound Road West project is complete.</p> |  |
| <p>Review the Municipal Early Years Infrastructure Plan to continue the delivery of three and four-year-old kindergarten at 15 hours working to 30 hours by 2030</p> | <p>The Municipal Early Years Infrastructure Plan has been updated to reflect the new SA2 Level suburbs, new planned infrastructure to be built and updated population projections. Work with the Department of Education on the new Kindergarten Infrastructure and Services Plan is underway for the roll out 30 hours of prep.</p> |  |
| <p>Advocate for, and deliver, transport safety improvements and initiatives to improve road safety awareness and to mitigate road safety risks</p> | <p>Advocacy on key transport safety projects, including the Stud Rd / McFees Rd intersection, Heatherton Rd / Douglas St roundabout and general anti-social driving issues (i.e. Hooning) continued via various forums. Works to install traffic calming treatments on Bloomfield Road, Keysborough, were completed in September. Additionally an article on the trial Road Rules regarding the use of motorised scooters (E-scooters) was published in the September Edition of Greater Dandenong News.</p> |  |




| Action | Comment | Progress |
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| <p>Implement the Springvale Revitalisation Action Plan to improve the physical and social environment to enhance the quality of life for residents, workers and visitors, encourage economic development and investment, and foster a sense of community and social cohesion in the Springvale activity centre</p> | <p>Endorsement of the SRAP is scheduled for February 2024, allowing for rigorous community consultation during Q2. This round of community engagement will provide the opportunity to present feedback received during Phase 1, review and discuss the ideas that have been identified and seek input around project prioritisation.</p> |  |
| <p>Develop and implement the Noble Park Revitalisation program to enhance the quality of life for residents, workers and visitors by improving their physical and social environment, encouraging investment and economic development, and fostering a sense of community and social cohesion within the Noble Park activity centre</p> | <p>The current round of uncompleted projects funded by Noble Park Revitalisation Board are currently being rolled out. This includes the Our Street calendar of activation series, Laneway Activations and Ian Street Façade improvements. Applications are currently being prepared for the next round of funding for the Revitalisation Board meeting in November.</p> |  |
| <p>Facilitate Development Victoria/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct</p> | <p>Capital Alliance submitted the Master Plan for sites 11 to 15 Foster Street precinct to the Department of Transport and Planning (DTP) in January 2023. The next steps of the project are dependent on the outcome of the Master Plan submission to DTP which is currently pending.</p> |  |

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







| Action | Comment | Progress |
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| <p>Finalise review and update the Waste and Litter Strategy</p> | <p>In recent years there have been significant developments in the waste and recycling sector that have directly influenced the manner in which Council delivers services to the community. These include the emergence of advanced waste treatment methods, the introduction of glass bins, adjustments to collection frequencies, the implementation of export bans, the launch of Recycling Victoria (RV) initiatives, the inception of the Container Deposit Scheme (CDS), and increases in dumped and problematic waste. These changes have now been incorporated into a revised draft strategy that will be finalised over the next 6 months with a view to formal approval and adoption by Q4.</p> |  |
| <p>Implement the Open Space Strategy 2020-30</p> | <p>The development of draft concept plans and community consultation processes commenced in Q1 on a number of capital improvement projects including playground designs at Springvale Reserve, Pitman Reserve and Vivien Reserve. Concept designs which include playgrounds and informal recreational facilities are also underway for Madison Reserve, Bakers Reserve, Browns Reserve and Thornton Reserve. Planning has commenced on the shade sail designs for the Burden Park playground and Tyers Lane Reserve (Westwood Boulevard). The Springvale Reserve Master Plan has been completed, with a Council report scheduled for October 2023. The new Frederick Wachter Reserve district playground and the final stage of the Tatterson Park playground upgrade opened to the community in Q1.</p> |  |




| Action | Comment | Progress |
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| Undertake tree canopy coverage audit | The tree canopy coverage audit project has commenced and an assessment of canopy coverage consistent with the methodology used in previous audits will be undertaken. |  |
| Implement the Urban Forest Strategy 2021-28 and Green Wedge Management Plan | The raising of community awareness on the importance of tree canopy is led by a priority objective for the design and upgrade of the open space projects that have capital improvement funding in 2023-24 to increase the number of trees that will be planted in Council reserves. The implementation of the Green Wedge Management Plan is supported by the planning for equestrian trails and supporting DEECA's proposed Patterson River Master Plan which envisages the naturalisation of Patterson River and lower reaches of the Dandenong Creek inclusive of connective paths. |  |
| Implement the Tree Protection on Private Land Local Law and undertake a community education program | Certification of the Local Law will be received on 30 October 2023 and will be gazetted in November 2023 at which point the Local Law comes into effect. A community education program consisting of an online communication plan, flyers and community sessions is in the process of being drawn up and will commence at the beginning of November 2023. |  |

| Action | Comment | Progress |
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| Implement the Biodiversity Action Plan 2021-26 | Implementation for the delivery of the Biodiversity Action Plan is currently on track. The focus for Q1 has been engagement with the community and local schools, including two National Tree Day Events and the delivery of the inaugural One Tree per Child Program. |  |
| Implement the Cat Curfew in line with the Domestic Animal Management Act | A subsidised cat desexing program was promoted with over 90 additional cats having been de-sexed, microchipped and registered with the City of Greater Dandenong through this program. As soon as new funding is received further sessions will be offered. An online communication plan, flyers and community sessions are on track to be launched in November 2023 in preparation for the proposed Cat Curfew enforcement date of April 2024. Officers are promoting in person education to community members along with industry business partners such as The Lost Dogs Home. |  |
| Develop a strategic register of sites for potential open space acquisition | Officers have commenced researching methodologies and a system for the identification of potential open space acquisition sites. |  |
| Commence the review of the Playground Strategy 2013-23 | Initial project planning for the review of the strategy has commenced. |  |
| Implement year six of the Greening Our City: Urban Tree Strategy 2018-28 | Implementation for the delivery of the Urban Tree Strategy is currently on track. The focus for Q1 has been tree planting within streets and parks. |  |

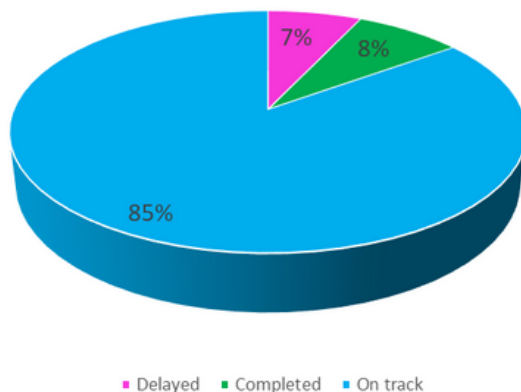
| Action | Comment | Progress |
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| <p>Implement the Electric Vehicle Transition Plan</p> | <p>Implementation of the EV transition plan is well underway. All chargers at the Operations Centre are commissioned and operational. Trials of EVs continue including EV footpath sweepers and several small plant have been procured. There have been minor delays in the commissioning of the chargers at Thomas street carpark which are expected to be completed by the end of the calendar year.</p> |  |
| <p>Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond</p> | <p>The Sustainability team assisted the Emergency Management team in orchestrating a heatwave preparedness drill. This event focused on proactive risk management through a climate change lens and united council representatives, emergency services organisations, and community members. The event clearly demonstrated the need for preparedness and personal agency in managing climate change risks to improve the overall resilience of the community.</p> |  |
| <p>Support local business efforts to respond to their climate change risks by informing them of relevant State and Federal Government policies and programs</p> | <p>News regarding businesses at the forefront of innovation for sustainability is shared regularly, aiming to inspire and engage the broader business community. Information is disseminated through the eNews and Talking Business Magazine, with the goal of encouraging other businesses to follow suit.</p> |  |
| <p>Deliver the Sustainability Festival</p> | <p>Preparations are underway for the 2024 Sustainability Festival with the main event scheduled for Sunday 25 February at the Dandenong Market. The central theme for the 2024 Festival will be "Urban Heat" - a pressing issue. The focus will be to provide informed sessions on the challenges and solutions related to urban heat, ensuring that the community is equipped with knowledge and actions to take to improve their resilience.</p> |  |




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| <p>Implement the Climate Emergency Strategy, Sustainability Strategy and climate emergency declaration</p> | <p>A notable achievement is the acquisition of the much-anticipated Environmental Education electric van, the LDV eDeliver9. This state-of-the-art vehicle, fitted with custom features such as 140W solar panels and a mini wind turbine represents a tangible commitment to sustainability education. Designed to be interactive and engaging, the van will be instrumental for the Parks, Waste, and Sustainability teams in their efforts to educate the community on climate change and sustainability.</p> |  |
| <p>Working with key internal and external partners provide our older residents and residents with a disability with information on the impacts of climate change and possible ways to mitigate these impacts</p> | <p>Community Care has completed planning to assist all clients in preparing for summer heatwave conditions. This includes the provision of written information on preparing for summer heatwaves that will be distributed in November/December. All clients will also be contacted over October/November to check on whether they have fans/air-conditioning in their homes and that their contacts numbers and emergency contact numbers are up to date in case of an emergency situation.</p> |  |
| <p>Advocate to the Environment Protection Agency to undertake regular air and water quality assessments to protect the health of our community</p> | <p>Council officers are working closely with the EPA to undertake air quality assessments in the Keysborough and Dandenong South suburbs. Combined multi-agency compliance inspections of the worst-performing industrial businesses in the Dandenong South Industrial 2 Zone have been undertaken to ensure increased performance against the conditions of permits to reduce environmental harm. A meeting was held between the CEO of the EPA and Council's CEO to improve communication with Council and the community coming from the EPA.</p> |  |

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







| Action | Comment | Progress |
|---|--|----------|
| Drive the ongoing implementation of the Local Economic and Employment Development Strategy | Implementation of the Local Economic and Employment Strategy continues with a focus on business education and skills development through the starting your business programs. Work will commence shortly for the refresh and development of an updated strategy. | ● |
| Manage, support and deliver activities that strengthen the capability and capacity and jobseekers in our community facing multiple barriers to employment. | The Greater Dandenong Regional Employment Taskforce incorporates oversight and governance of the GameChange project. This project has occupied the majority of the Taskforce' focus this quarter and will continue over the coming months. Members continue to share their intelligence as to what is happening on the ground which enables Council to identify any gaps in services that may need to be addressed. Members of the taskforce are also involved in the GSEM Jobs and Skills committee to enhance the collaboration between our organisations. | ● |

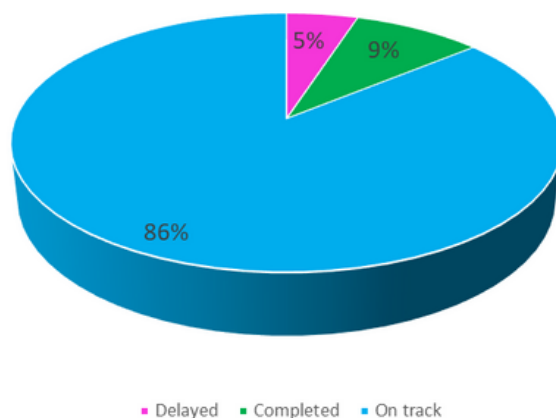
| Action | Comment | Progress |
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| <p>Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment</p> | <p>The following programs were delivered to promote youth voice, build leadership capability and skills that enhance employment including:</p> <ul style="list-style-type: none"> • Young Leaders program (179 contacts) • FReeZA events committee (127 contacts) • Inclusive Youth Ambassadors (43 contacts) • Proud to Be (26 contacts) A funded, community awareness project, co-designed with young people to challenge stigma and discrimination against culturally diverse members of the LGBTIQ+ communities • Diversity Rise Youth Forum (80 contacts) A Young Leaders Project designed to further understand the experiences of local young people of R&D and empower young people to use their voice to speak up. |  |
| <p>Maintain support, collaboration and board participation of SEMMA</p> | <p>The SEMMA Annual General Meeting was held in August with representatives from Council attending. Council continues to maintain its support and seeks to work collaboratively with the board and engage in SEMMA activities.</p> |  |
| <p>Deliver a range of networks, common interest groups and targeted activities that have relevance and impact for local manufacturers, including exposure to global issues and international opportunities</p> | <p>Some site visits and a variety of topics have been addressed by a diverse group of presenters across the various network groups. These included a Quality Clinic; Leveraging Capability Mapping; Neuropsychology for Motivation and Decision Making; Digital Manufacturing Maturity – where are you on the journey?; Unlocking Team Effectiveness, and Serious Incidents</p> |  |

| Action | Comment | Progress |
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| <p>Deliver key events that showcase women in business including International Women’s Day and facilitate the SEBN Women in Business Network</p> | <p>Since the establishment of the Women in Business steering committee in May, the WIB network has gone from strength to strength. A new program has been put together incorporating more collective thinking and discussion on topics of interest and slightly less emphasis on presentations. Preparation will commence shortly on the 2024 International Women's Day event.</p> |  |
| <p>Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation</p> | <p>The Family Day Care Business Plan has been reviewed, competitor analysis completed and the service levy adjusted according to market share and the CPI increase. Professional development training has been completed by 115 educators with a focus on updates to the new National Quality Framework.</p> |  |
| <p>Guide the ‘collective impact’ phase of CR #2: GameChange towards a community-led jobs and skills system, strengthening pathways to economic participation (SPEP)</p> | <p>The Backbone team of GameChange has been supporting multiple Priority Action Group projects to come to fruition. These projects are led and designed by community project teams to trial solutions to some of the myriad employment issues of our region. Projects included two Community Support Fairs, 'Learn from a Local Employer' forum series, beta-testing of Greater Dandenong Connect, supervision and research project for online jobseeker support system, eight employer case studies and preparation for the “Work Link” employment hub. Results and findings will be launched, along with remaining projects, in early 2024.</p> |  |
| <p>Successfully deliver an annual Ignite Program for local entrepreneurs who have recently started their business or are looking to get a business idea off the ground</p> | <p>The Ignite program was run in August with an intensive 4-week program designed to equip participants and aspiring entrepreneurs with the essential training, tools, mentorship, and resources necessary to kickstart their entrepreneurial ventures. Key topics included action plan development, financial management, risk mitigation, and innovation strategies.</p> |  |

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| <p>Deliver initiatives which provide opportunities for young people to gain skills and experience that enhance their employment opportunities, including Schools–Industry ‘Lunch with the Winners’ annual event with SELLEN</p> | <p>A successful 'Lunch with the Winners' was held in September in partnership with SELLEN with approximately 100 students, teachers and local businesses in attendance. This year the focus went back to manufacturing with Bosch as the keynote speaker together with a young local apprentice who shared his journey to work.</p> |  |
| <p>Facilitate and deliver the fundraising event ‘Take a Swing for Charity’ Golf Day in collaboration with industry partners</p> | <p>Work has commenced on the 2024 'Take a Swing for Charity' Golf Day and new sponsors are being sought following the successful 2023 event. The venue has been booked and existing sponsors are exploring options for the recipient charity, which is due to be announced at the SEBN Christmas Industry breakfast on 30 November.</p> |  |
| <p>Partner with SEMMA, the Chamber of Commerce, local business and industry to facilitate and inform the business community on the transition to a net zero economy.</p> | <p>SEBN continues to work with industry to raise awareness and inform them of programs, funding opportunities and keynote presentations on a range of topics to move them closer to carbon neutral environments and meet the legislative and contractual requirements that continue to grow. Reducing waste to landfill is a key element of this education.</p> |  |
| <p>Advocate for the establishment of a Revitalising Central Dandenong Taskforce/Board with representation from Government, agencies and other influential stakeholders, to identify, support, and deliver targeted renewal initiatives for improved economic and social outcomes</p> | <p>The current focus is centred on the Capital Alliance project for Sites 11–15 in Dandenong. Once the outcome of the Master Plan submission to the Department of Transport and Planning is known, strategic direction on next steps around advocacy can be developed.</p> |  |

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





| Action | Comment | Progress |
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| Improve access to, from, and within major Activity Centres, including the management of parking, harnessing modern and smart technologies to build on existing capacity | Parking sensors in Springvale Activity Centre have been installed and are fully operational. Initial enquiries investigating the potential to install real-time parking availability signage at key locations throughout both the Dandenong and Springvale Activity centres have been made. | ● |
| Conduct a comprehensive review of the 10-year Activity Centre Capital Improvement Program including evaluation of ongoing projects, identification of any changes in community needs or priorities, and ensure the program is aligned with the strategic goals and objectives of Council. | External benchmarking has been undertaken with five LGA's to understand co-ordination levers, challenges, roles for placemaking teams and process improvements. A small working is being assembled in Q2 to recommend options for the review scope. | ● |
| Encourage the voice of children and young people through the facilitation of the children's and youth forums and advisory groups to inform planning and policy development. | 7 Junior Advisory Group meetings were held at Springvale Rise, Lyndale Greens and St Anthony's Primary Schools for 98 children to support planning and policy development. 12 children's advisory group members supported the Little Day Out to engage 7000 community members. | ● |



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| <p>Enhance Council's customer interactions through the development of a Customer Experience (CX) Strategy</p> | <p>Work on the development of Council's first CSX Strategy has commenced. Planning is underway and desktop research has been undertaken, along with benchmarking against a number of other councils. Customer research to inform the strategy will be conducted in October and November.</p> |  |
| <p>Undertake a review of Council's information technology systems to identify gaps in the organisation's digital capability</p> | <p>The organisation's digital capability has been thoroughly examined by Digital Frontier Partners (DFP). A detailed report that covers the current state of Council's IT systems, the gaps and challenges that need to be addressed along with potential solutions and opportunities that can be pursued has been produced. DFP presented the findings to Councillors and the next step is to evaluate the report's recommendations and devise an action plan to address the issues in a timely and cost-effective manner.</p> |  |
| <p>Review the Business Classification System to better meet Council's record keeping practices and responsibilities</p> | <p>A working group has been established to begin the process of reviewing the current structure of the Business Classification System and to make preliminary suggestions on any changes or amendments.</p> |  |
| <p>Completion of Council's annual approved Capital Works Program</p> | <p>Approximately 47% of the capital program has been committed to date. This includes completed works as well as those contracted and underway.</p> |  |



| Action | Comment | Progress |
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| <p>Develop an investment attraction program to encourage investment within the Dandenong, Springvale and Noble Park activity centres</p> | <p>Approval and funding for the "Brand Dandenong" project have been secured. Prior to its initiation, an Economic Profile must be established to steer the project's direction. The project scope and consultant's brief have been prepared for Expression of Interest (EOI) submissions.</p> |  |
| <p>Pilot new wearable technology to prevent musculoskeletal disorders and injuries</p> | <p>The pilot of new wearable technology to prevent musculoskeletal disorders (MSD) has been completed. The results of the trial indicate the technology and program to be of great benefit in identifying MSD risks and the prevention of injury. Council will continue with the program and implement the technology in high risk areas of work.</p> |  |
| <p>Introduce psychosocial programs to identify hazards to manual handling and psychological health</p> | <p>The review of controls has been conducted and the feedback is currently being collated and examined by the program's 'Risk Management Team'. Once the feedback has been thoroughly reviewed, a report to senior management will follow.</p> |  |
| <p>Drive innovation through Council's Service Improvement Program</p> | <p>Recruitment processes and better communication across the organisation are current topics for the internal innovation working groups. Leadership forums are moving to quarterly to better support people leaders.</p> |  |
| <p>Implement a Policy Development Program to ensure the currency of Council policies</p> | <p>A Policy Register has been developed and is ready to be fully implemented once the organisational restructure is finalised.</p> |  |

| Action | Comment | Progress |
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| <p>Maintain transparency of Councillor expenses as required under the Council Expenses, Support and Accountability Policy.</p> | <p>Councillor expenses are updated as soon as they are received and made publicly available via Council's website.</p> |  |
| <p>Comply with the auditing and reporting requirements of the Gender Equality Act 2020 including the implementation of the Gender Equality Action Plan</p> | <p>The gender audit is nearly complete and the People matter survey has been conducted with an increased response rate of 42%. The results will be made available in February. Reporting is on track to be received by the Commission for Gender Equality in the Public Sector by the reporting date of 20 February 2024.</p> |  |
| <p>Comply with the requirements of the Child Safe Standards</p> | <p>Council's Code of Conduct is being updated to include new Child Safety Standards. The Appropriate Workplace Behaviour Policy is being updated for changes to anti-discrimination legislation. Training on anti-sexual harassment is currently being rolled out across Council and work on conflicts of interest in recruitment is underway following audit advice.</p> |  |
| <p>Meet budget revenue targets for all commercial properties.</p> | <p>Revenue actuals are slightly under budget targets this quarter.</p> |  |
| <p>Develop a Strategy Framework to streamline Council's planning and future focus</p> | <p>Work has commenced on developing a framework which ensures Council's strategies and policies align to the key themes of the Community Vision and Council Plan. A review of existing documents will occur in Q2 to determine any in need of revision and to identify where consolidation may be possible.</p> |  |
| <p>Review Council's Long Term Financial Plan</p> | <p>The Long Term Financial Plan process will commence in the second quarter of 2023-24.</p> |  |






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| <p>With the community, strengthen engagement, build capacity and accessibility to Council's grants programs</p> | <p>Council's Community Support Grants Program (CSGP) 2023 Round 1 went to Council for decision in July with outcomes and agreements processed by the team.</p> <p>The Community Support Grants Program (CSGP) 2023 Round 2 was widely promoted throughout July and August, receiving a total of 63 applications, 38 Community Development submissions and 25 Arts, Festivals and Events which is an increase on applications received through CSGP in round 2 by 3% from this time last year. Council delivered three grants information sessions which included online, in person and hybrid options. 44 applications were received through the Community Response Grants Program. The Draft Community Grants Program Policy has been developed and is ready for release for public exhibition and final consultation.</p> |  |
| <p>Implement a Revenue Optimisation Plan to enhance existing revenue streams and identify new options</p> | <p>A review of income streams to optimise the amount of revenue that can be generated from services and facilities is underway and the process includes analytics of existing streams and benchmarking, pricing suitability and revenue optimisation opportunities and staff insights. A first draft of the report is expected towards the end of October.</p> |  |







| Action | Comment | Progress |
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| <p>Coordinate and conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings with key stakeholders and agencies</p> | <p>MEMPC meetings are chaired by Council with committee representation from Victoria Police, Fire Rescue Victoria, Country Fire Authority, Victoria State Emergency Service, Ambulance Victoria, Australian Red Cross, Victorian Council of Churches Emergency Ministries, Monash Health, South East Water, Department of Health, Department of Families, Fairness and Housing, Emergency Recovery Victoria, Environment Protection Agency and Forest Fire Management Victoria. The last meeting was held on 22 August and included completing the Community Emergency Risk Assessment (CERA) facilitated by Victoria State Emergency Service.</p> |  |
| <p>Implement, monitor and review progress on mitigation strategies to risks identified via the Community Emergency Risk Assessment (CERA) – Heat/Health, Floods and Storms, and Pandemic</p> | <p>The latest Community Emergency Risk Assessment (CERA) was completed on 22 August by members of the Municipal Emergency Management Planning Committee (MEMCP) and invited subject matter experts from local major hazard facilities and various Council departments.</p> <p>The results indicate that Heatwaves, Storms, Floods and Pandemics pose the greatest risk to the Greater Dandenong community. Our Municipal Emergency Management Plan (MEMP) details the local mitigation, response, relief and recovery arrangements for all emergencies and sub plans are being updated for Heatwaves, Storms, Floods, Pandemics and Fires.</p> |  |

Reshaping Greater Dandenong

| Action | Comment | Progress |
|--|---|---|
| SUSTAINABILITY – We will deliver on our community vision in a financially sustainable manner | | |
| <p>1.1 Undertake a review of Council's 2 major projects (Dandenong Wellbeing Centre – DWC and Dandenong Community Hub – DCH) with a view of postponing one and to ensure Major Projects remain within budget parameters.</p> | <p>Council has included funds in the 2023–24 budget for the design and documentation process of the Dandenong Community Hub. The project will be reviewed as this phase progresses.</p> <p>The Dandenong Wellbeing Centre design has been progressed and procurement documentation is now being finalised. A Project Management Framework review has been completed to ensure the project budget remains within acceptable budget parameters.</p> |  |
| <p>1.2 Explore new revenue streams/optimize existing revenue streams to implement a Revenue Optimisation Plan.</p> | <p>A review of income streams to optimise the amount of revenue that can be generated from services and facilities is underway and the process includes analytics of existing streams and benchmarking, pricing suitability and revenue optimisation opportunities and staff insights.</p> |  |
| <p>1.3 Explore Private Public Sector Partnership (PPP) model for major projects e.g. Dandenong Community Hub (DCH)/Multicultural Hub.</p> | <p>This work will commence in 2024.</p> |  |
| <p>1.4 Explore Strategic Asset Sales.</p> | <p>It has been agreed to wait for the new council to be appointed post the 2024 election, for strategic asset sales as these processes take a few years to complete. A consultant is currently undertaking an asset sale review.</p> |  |
| <p>1.5 Develop a Model of Service Review/Improvement.</p> | <p>Service review and improvement models are being reviewed for suitability along with an assessment of historical information to support organisational implementation in 2024</p> |  |







Reshaping Greater Dandenong

| Action | Comment | Progress |
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| CUSTOMER EXPERIENCE – Improve customer experience across all touchpoints | | |
| 2.1 Undertake a Review of Customer Experience to identify current situation and assess multicultural effectiveness, | A review of the customer experience is underway to identify and assess the current situation. Customer research to inform a new CSX Strategy and Customer Experience Action Plan will be conducted in October and November. Desktop research and benchmarking against a number of other councils has commenced and will be ongoing as part of this process. |  |
| 2.2 Implement a Customer Experience Action Plan: <ul style="list-style-type: none"> • digital technology • KPI's – feedback system | Work on the development of Council's first CSX Strategy has commenced. Planning is underway and desktop research has been undertaken, along with benchmarking against a number of other councils. The Customer Experience Action Plan will form part of this document. |  |
| PEOPLE AND CULTURE – Ensure we have the right number of the right people and right ability in the right roles | | |
| 3.1 Recruitment of Director Community Strengthening | Achieved – Peta Gillies commenced in April |  |
| 3.2 Create and roll out an updated employee value proposition | Work is well underway on updating the Employee Value Proposition (EVP). In the short term edits will be made to update the current EVP with the view in 2024 to develop a new EVP focused on meaningful work research. |  |
| 3.3 Develop and implement a People Plan for the organisation: | Once the organisational functional review is completed work will continue on developing a new people strategy for CGD. |  |
| 3.4 Review organisational structure and workforce plan with focus on staff shortages and skills | Work is well underway to review the organisational structure as part of the Our Future Your Future Project. Transition to a new organisational structure will take place from 30 October. |  |




Reshaping Greater Dandenong

| Action | Comment | Progress |
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| COMMUNICATION, ENGAGEMENT AND ADVOCACY – National leader in communication and engagement with diverse communities | | |
| 4.1 Develop a Community Engagement Resourcing Plan, incorporating benchmarking of other LGA's | <p>A Community Engagement Action Plan to ensure compliance with the Local Government Act 2020. has been developed.</p> <p>Key focus areas and actions include:</p> <ul style="list-style-type: none"> - external benchmarking - internal capacity building and the reestablishment of the Community Roundtable - implementing a community engagement digital platform - establishing an ongoing community panel so that residents can actively participate in community engagement processes and Council decision-making. | ● |
| 4.2 Investigate translation software, use of and strategies to enhance translation services | <p>Work has commenced on investigating various translation alternatives, including software that works both for online information and in person. Google Translate is still the preferred method used for translating content on Council's website, and considered to be the most accurate. Staff have also commenced using an iPad with translation capability to decipher initial face-to-face interactions where appropriate in our customer service centres and determine the need for a translator. Follow up is underway with agencies who specialise in multicultural communications in order to improve the services we offer our diverse community.</p> | ● |
| 4.3 Explore options for the community newsletter in line with enhanced community engagement/ communication | <p>Industry sector benchmarking is ongoing throughout the local government sector to identify enhancements, including best distribution methods, format, design concepts and frequency to improve our communication with our culturally diverse community.</p> <p>External research company Metropolis Research has been hired to directly ask residents, via door knocking in October, what they think of our monthly community newsletter. New design concepts have also been developed to refresh the look and feel of the monthly community newsletter.</p> | ● |

Reshaping Greater Dandenong

| Action | Comment | Progress |
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| SYSTEMS AND PROCESSES – Fit for purpose processes, systems and technology in place for our objectives to be enabled | | |
| 5.1 Update financial delegations and thresholds to enhance speed of decision making/ effectiveness | Work has commenced and is dependent on the new organisational structure finalisation which is on track. |  |
| 5.2 Assess the capturing of Councillor correspondence in Oracle to ensure tracking of 100% of all queries | The Oracle system is not yet in place but this project will commence once this has been implemented. |  |
| 5.3 Progress our target to be a paper less organisation by 2026 | Council has taken the significant step in moving to a web based solution, Doc Assembler, for Council Meeting and Councillor Briefing Session minutes and agendas to reduce its paper consumption. |  |
| 5.4 Launch customer portal/dashboard | The organisation has successfully launched a new customer portal that allows residents to access and manage their accounts online. The portal has received a high level of interest and engagement, with 900 users signing up and only 32 support enquiries being received. The feedback from users has been positive indicating that the portal meets their needs and expectations. The organisation will continue to develop and enhance the portal's functionality, adding more features and services that will benefit the residents. |  |
| 5.5 Investigate new models for a Councillor intranet | Work has commenced on this project. |  |
| 5.6 Assess our current digital capability and invest in contemporary technology and digital systems to facilitate identified opportunities for system and process improvements. | The independent expert review of Digital and IT capacity inc. Cyber Security to identify key risks, opportunities and provide a high level roadmap and improvement plan is underway. Documentation, system review and staff engagement are well progressed. A draft report is expected in early October. |  |

Reshaping Greater Dandenong

| Action | Comment | Progress |
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| STRATEGY AND FUTURE PLANNING | | |
| 6.1 Review Council's performance measures | Council's performance measures will be reviewed as part of the Council Plan process for 2025–29 . |  |
| 6.2 Develop a set of organisational KPIs which track progress against the recommendations of the 100 Day Report | Performance against the 100 Day Report actions will be presented quarterly to Council and the community. Further work will be undertaken regarding specific KPIs as the actions progress. |  |
| 6.3 Create a framework for Council's strategies and plans which provides an integrated approach to their development and clearly articulates alignment with Council's strategic and operational priorities | Work has commenced on developing a strategy and policy framework with initial discussions being held regarding the areas where consolidation is possible and decision making frameworks drafted to assist with the creation of new documents. |  |

Part B:

Finance Report

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Key financial highlights

Period ending 30 September 2023

| | 30 Sep 2023 Year-to-Date | | | | | Full Year | | | | |
|----------------------------------|--------------------------|-----------------------------|--------------------|-------------|----------------|------------------------------|-----------------------------|--------------------|---------------|----------------|
| | Actual \$'000 | Amended Budget \$'000 | Variance \$'000 | Var. % | Status Var. | Original Budget \$'000 | Amended Budget \$'000 | Variance \$'000 | Var. % | Status Var. |
| Operating Income | 59,137 | 57,995 | 1,142 | 2% | ✓ | 247,868 | 245,723 | (2,145) | (1%) | — |
| Operating Expenses | 50,628 | 55,475 | 4,847 | 9% | ✓ | 218,785 | 229,051 | (10,266) | (5%) | — |
| Operating Surplus | 8,509 | 2,520 | 5,989 | 238% | ✓ | 29,083 | 16,672 | (12,411) | (43%) | × |
| Capital Expenditure | (11,310) | (11,350) | 40 | 0% | ✓ | (58,331) | (84,614) | (26,283) | (45%) | × |
| Non-Cash Operating Items | 8,546 | 8,546 | - | 0% | ✓ | 26,953 | 26,953 | - | 0% | ✓ |
| Loan Repayments | (889) | (889) | - | 0% | ✓ | (3,713) | (3,713) | - | 0% | ✓ |
| Loan Proceeds | - | - | - | 0% | ✓ | 6,120 | 6,120 | - | 0% | ✓ |
| Lease Repayments | (159) | (178) | 19 | 10% | ✓ | (710) | (710) | - | 0% | ✓ |
| Net Reserve Transfers | - | - | - | 0% | ✓ | 598 | 5,602 | 5,004 | 837% | ✓ |
| Current Year Cash Surplus | 4,697 | (1,351) | 6,048 | 448% | ✓ | - | (33,690) | (33,690) | (100%) | × |
| Accumulated Surplus b/f | - | - | 0 | | | - | 34,589 | 34,589 | | |
| Accumulated Cash Surplus | 4,697 | (1,351) | 6,048 | | | - | 899 | 899 | | |
| Cash/Investment Holdings | 206,464 | <i>Not applicable</i> | | | | 143,184 | 160,588 | 17,404 | 12% | ✓ |

Status legend:

- ✓ Above budgeted revenue or under budgeted expenditure
- Below budgeted revenue or over budgeted expenditure by less than 10%
- × Below budgeted revenue or over budgeted expenditure by 10% or greater

Note – The Accumulated Surplus brought forward (b/f) represents funds committed to finance capital and operating carry overs from 2022-23.

Budget information

The Original Budget information contained in the report is the budget approved by Council on 26 June 2023. The year-to-date budget in this report reflects the Amended Budget as adopted by Council on 25 September 2023. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2022-23.

Executive Summary

Operating Result

For the three months ended 30 September 2023, Council achieved a surplus operating result of \$8.51 million which is \$5.99 million better than the year-to-date budget. The main factors contributing to this result comprise favourable variances in:

- **Income** (\$1.14 million favourable):
 - Receipt of unbudgeted grant funding, funding received earlier than anticipated or additional funding received (Community Strengthening \$1.20 million).
 - Better than anticipated asset recovery (Engineering Services \$51,000) and hall hire income (Corporate Services \$31,000).
- **Operating expenditure** (\$4.85 million favourable):
 - Materials and services (\$2.90 million favourable) due to lower fuel costs, contract costs and professional services (Engineering Services).
 - Employee costs (\$1.93 million). Staff recruitment occurring later than planned and a delay in commencement of grant funded projects. \$954,000 of this variance relates to grant funded projects that require an acquittal (mainly in Community Strengthening).

More detailed variance explanations are included in the body of this report.

Capital Result

Year-to-date capital expenditure for the period is \$11.31 million which is \$40,000 favourable to budget.

Income Statement

For the period 1 July 2023 - 30 September 2023

| | Note | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|---|-----------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | B1 | | | | | |
| Rates and charges | | 43,954 | 43,994 | (40) | 170,138 | 170,138 |
| Statutory fees and fines | | 2,785 | 2,715 | 70 | 10,865 | 10,865 |
| User fees | | 1,908 | 2,276 | (368) | 9,214 | 9,214 |
| Grants - operating | | 6,143 | 4,844 | 1,299 | 22,606 | 33,824 |
| Grants - capital | | - | - | - | 11,440 | 5,316 |
| Contributions - monetary | | 587 | 500 | 87 | 4,358 | 2,000 |
| Contributions - non-monetary | | - | - | - | 7,500 | 7,500 |
| Net gain (loss) on disposal of property, infrastructure, plant and equipment | | 236 | 250 | (14) | 746 | 746 |
| Other income | | 3,524 | 3,416 | 108 | 8,856 | 8,265 |
| Total income | | 59,137 | 57,995 | 1,142 | 245,723 | 247,868 |
| Expenses | B2 | | | | | |
| Employee costs | | 20,820 | 22,751 | 1,931 | 101,458 | 95,009 |
| Materials and services | | 19,537 | 22,434 | 2,897 | 83,223 | 80,136 |
| Bad and doubtful debts | | - | - | - | 2,245 | 2,245 |
| Depreciation | | 8,397 | 8,397 | - | 33,601 | 33,601 |
| Amortisation - right of use assets | | 149 | 149 | - | 598 | 598 |
| Borrowing costs | | 650 | 650 | - | 2,698 | 2,698 |
| Finance costs - leases | | - | - | - | 22 | 22 |
| Other expenses | | 1,075 | 1,094 | 19 | 5,206 | 4,476 |
| Total expenses | | 50,628 | 55,475 | 4,847 | 229,051 | 218,785 |
| Net surplus (deficit) | | 8,509 | 2,520 | 5,989 | 16,672 | 29,083 |

NOTE

For comments regarding movements in Operating Income and Expenditure items, please refer to explanatory notes located at B1 to B2.

Balance Sheet

As at 30 September 2023

| | 2023-24 ACTUAL 30 Sep 2023 \$'000 | 2022-23 ACTUAL 30 Jun 2023 \$'000 | 2023-24 AMENDED BUDGET \$'000 | 2023-24 ORIGINAL BUDGET \$'000 |
|---|--|--|--|---|
| ASSETS | | | | |
| Current assets | | | | |
| Cash and cash equivalents | 37,060 | 72,244 | 157,981 | 143,184 |
| Financial assets | 169,404 | 122,869 | - | - |
| Trade and other receivables | 145,097 | 30,705 | 31,647 | 30,267 |
| Other assets | 3,452 | 9,310 | 8,104 | 5,852 |
| Total current assets | 355,013 | 235,128 | 197,732 | 179,303 |
| Non-current assets | | | | |
| Property, infrastructure, plant and equipment | 2,510,578 | 2,507,665 | 2,565,924 | 2,526,769 |
| Investment property | 6,575 | 6,575 | 6,575 | 6,336 |
| Right-of-use assets | 1,404 | 1,554 | 1,400 | 2,044 |
| Intangible assets | 25 | 25 | 25 | 56 |
| Trade and other receivables | 274 | 273 | 273 | 281 |
| Total non-current assets | 2,518,856 | 2,516,092 | 2,574,197 | 2,535,486 |
| Total assets | 2,873,869 | 2,751,220 | 2,771,929 | 2,714,789 |
| LIABILITIES | | | | |
| Current liabilities | | | | |
| Trade and other payables | 3,334 | 24,505 | 24,685 | 25,063 |
| Prepaid rates | 125,583 | - | - | - |
| Trust funds and deposits | 16,598 | 5,959 | 6,159 | 5,670 |
| Unearned income | 60,829 | 58,816 | 59,866 | 52,483 |
| Provisions | 20,834 | 20,954 | 21,367 | 22,909 |
| Interest-bearing liabilities | 2,708 | 3,597 | 4,193 | 4,193 |
| Lease liabilities | 502 | 548 | 456 | 518 |
| Total current liabilities | 230,388 | 114,379 | 116,726 | 110,836 |
| Non-current liabilities | | | | |
| Provisions | 1,167 | 1,258 | 1,269 | 975 |
| Trust funds and deposits | 447 | 2,112 | 2,154 | 2,409 |
| Interest-bearing liabilities | 46,182 | 46,182 | 47,993 | 47,993 |
| Lease liabilities | 925 | 1,038 | 864 | 1,310 |
| Total non-current liabilities | 48,721 | 50,590 | 52,280 | 52,687 |
| Total liabilities | 279,109 | 164,969 | 169,006 | 163,523 |
| NET ASSETS | 2,594,760 | 2,586,251 | 2,602,923 | 2,551,266 |
| EQUITY | | | | |
| Accumulated surplus | 976,628 | 968,119 | 990,393 | 1,008,893 |
| Asset revaluation reserve | 1,530,252 | 1,530,252 | 1,530,252 | 1,472,583 |
| Reserves | 87,880 | 87,880 | 82,278 | 69,790 |
| TOTAL EQUITY | 2,594,760 | 2,586,251 | 2,602,923 | 2,551,266 |

NOTES TO THE STATEMENTS

Balance Sheet (*previous page*)

Prepaid Rates: Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received may be received in a variety of patterns including quarterly instalments, nine direct debit payments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July.

For comments regarding movements in other Balance Sheet items, please refer to explanatory notes located at C1 to C5.

Cash Flow Statement (*next page*)

Details regarding Council's cash movements are contained in **Note D - Cash Flow Statement**.

The dissemination of Council's restricted and operating cash is provided in the graph "*Restricted and Unrestricted Cash*" in **Appendix 2 Investment Analysis** in this report.

Cash inflows and outflows are inclusive of GST where applicable.

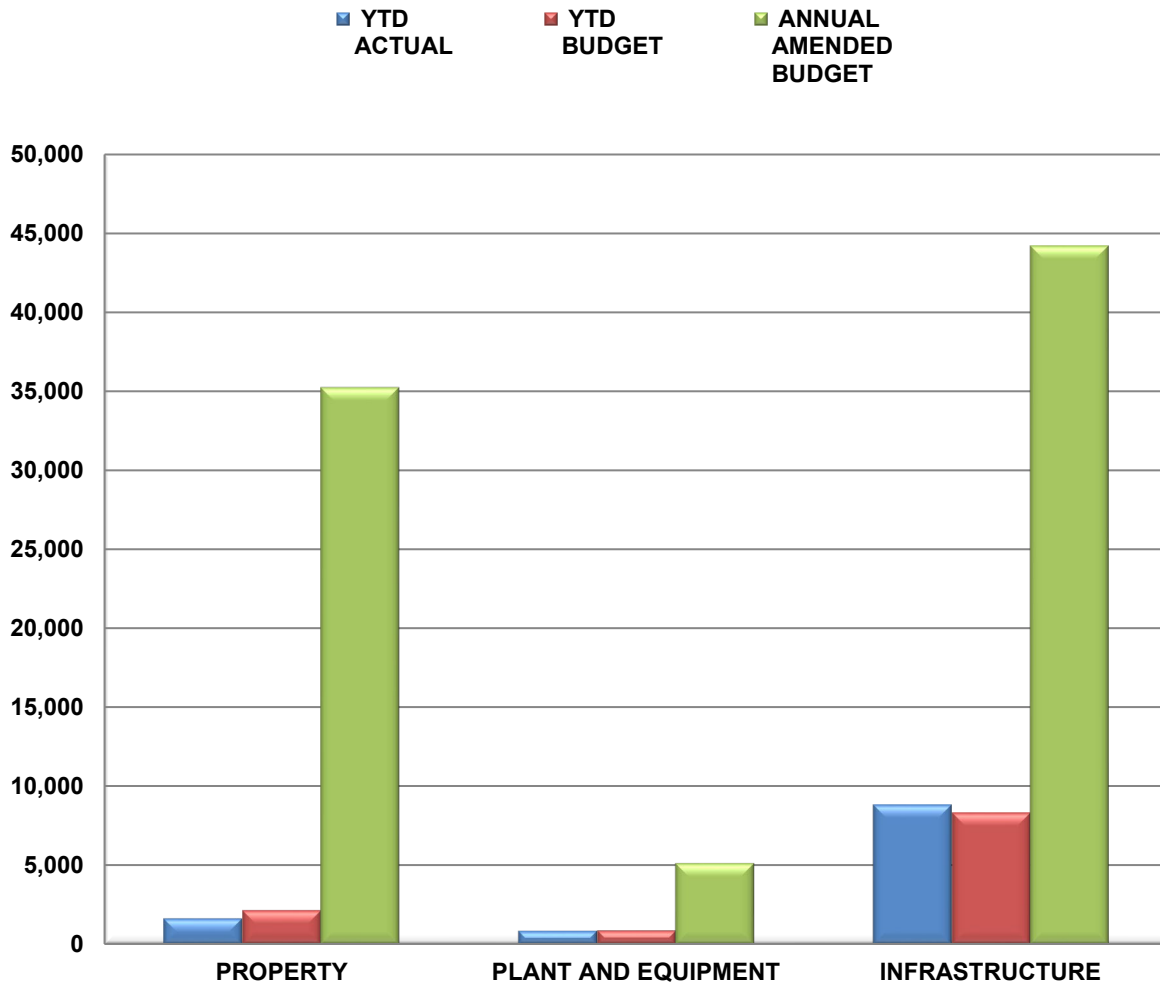
Cash Flow Statement

| | 2023-24 ACTUAL as at 30 Sep 2023 Inflows/ (Outflows) \$'000 | 2023-24 ANNUAL AMENDED BUDGET Inflows/ (Outflows) \$'000 | 2023-24 ANNUAL ORIGINAL BUDGET Inflows/ (Outflows) \$'000 |
|---|---|--|---|
| Cash flows from operating activities | | | |
| Rates and charges | 52,697 | 169,640 | 168,756 |
| Statutory fees and fines | 2,006 | 8,248 | 8,104 |
| User fees | 2,736 | 10,566 | 9,939 |
| Grants - operating | 9,574 | 24,101 | 35,794 |
| Grants - capital | 3,548 | 10,957 | 5,316 |
| Contributions - monetary | 588 | 7,154 | 2,000 |
| Interest received | 616 | 3,400 | 3,394 |
| Trust funds and deposits taken | 15,032 | 29,442 | 31,050 |
| Other receipts | 1,571 | 6,308 | 5,452 |
| Net GST refund | 4,243 | 13,547 | 10,688 |
| Employee costs | (26,143) | (101,034) | (94,092) |
| Materials and services | (26,738) | (99,897) | (95,674) |
| Short-term, low value and variable lease payments | (305) | (641) | (641) |
| Trust funds and deposits repaid | (5,812) | (29,200) | (30,250) |
| Other payments | (352) | (5,086) | (4,283) |
| Net cash provided by operating activities | 33,261 | 47,505 | 55,553 |
| Cash flows from investing activities | | | |
| Payments for property, infrastructure, plant and equipment | (20,172) | (84,614) | (58,331) |
| (Payments) proceeds for investments | (46,812) | 20,869 | - |
| Proceeds from sale of property, infrastructure, plant and equipment | 236 | 1,000 | 1,000 |
| Net cash provided by investing activities | (66,748) | (62,745) | (57,331) |
| Cash flows from financing activities | | | |
| Finance costs | (645) | (2,698) | (2,698) |
| Proceeds from borrowings | - | 6,120 | 6,120 |
| Repayment of borrowings | (889) | (3,713) | (3,713) |
| Interest paid - lease liability | (5) | (22) | (22) |
| Repayment of lease liabilities | (158) | (710) | (710) |
| Net cash used in financing activities | (1,697) | (1,023) | (1,023) |
| Net increase (decrease) in cash and cash equivalents | (35,184) | (16,263) | (2,801) |
| Cash and cash equivalents at the beginning of the year | 72,244 | 72,244 | 145,985 |
| Cash and cash equivalents at the end of the period | 37,060 | 55,981 | 143,184 |
| Represented by: | | | |
| Operating cash | (132,373) | (99,690) | 2,538 |
| Restricted cash | 169,433 | 155,671 | 140,646 |
| Total | 37,060 | 55,981 | 143,184 |

Capital Expenditure Statement

The detailed program under each of the capital groups is contained in **Appendix 1 – Capital Expenditure**.

| | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | COMMIT \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|--------------------------|-------------------------|-------------------------|---------------------------|------------------|---------------------------------------|--|
| PROPERTY | 1,652 | 2,164 | 512 | 14,885 | 35,246 | 26,745 |
| PLANT AND EQUIPMENT | 872 | 899 | 27 | 1,278 | 5,163 | 4,995 |
| INFRASTRUCTURE | 8,786 | 8,287 | (499) | 8,681 | 44,205 | 26,591 |
| TOTAL EXPENDITURE | 11,310 | 11,350 | 40 | 24,844 | 84,614 | 58,331 |



Management Accounting Result

For the period 1 July 2023 - 30 September 2023

Whilst the Financial Statements are prepared in accordance with Australian Accounting Standards, they contain several items which are “non-cash” in nature such as depreciation on assets and the written down (book) value of assets sold. They also exclude capital expenditure, new borrowings and loan repayments and as such, these Statements do not provide an accurate indication of the surplus/deficit cash position within a financial year.

The following table provides a management accounting summary of the financial performance for the period 1 July 2023 to 30 September 2023 which removes non-cash items and adds back cash items that are excluded from the financial statements.

| Description | YEAR TO DATE | | | FULL YEAR | | |
|---|------------------|-----------------------------|----------------------------------|------------------------------|-----------------------------|----------------------------------|
| | ACTUAL \$'000 | AMENDED BUDGET \$'000 | VARIANCE Fav(unfav) \$'000 | ORIGINAL BUDGET \$'000 | AMENDED BUDGET \$'000 | VARIANCE Fav(unfav) \$'000 |
| Income Statement | | | | | | |
| Income | 59,137 | 57,995 | 1,142 | 247,868 | 245,723 | (2,145) |
| Expenditure | 50,628 | 55,475 | 4,847 | 218,785 | 229,051 | (10,266) |
| Net surplus - ongoing operations | 8,509 | 2,520 | 5,989 | 29,083 | 16,672 | (12,411) |
| Management Accounting reconciliation | | | | | | |
| <i>Add back (less) non cash items</i> | | | | | | |
| Depreciation | 8,397 | 8,397 | - | 33,601 | 33,601 | - |
| Amortisation - right of use assets | 149 | 149 | - | 598 | 598 | - |
| Contributions non-monetary assets | - | - | - | (7,500) | (7,500) | - |
| Written down value of assets sold/disposed | - | - | - | 254 | 254 | - |
| Sub total | 8,546 | 8,546 | - | 26,953 | 26,953 | - |
| Net operating surplus | 17,055 | 11,066 | 5,989 | 56,036 | 43,625 | (12,411) |
| <i>Add/less non operating cash items</i> | | | | | | |
| Capital expenditure | 11,310 | 11,350 | 40 | 58,331 | 84,614 | (26,283) |
| Net transfers to (from) reserves | - | - | - | (598) | (5,602) | 5,004 |
| Repayment of borrowings | 889 | 889 | - | 3,713 | 3,713 | - |
| Proceeds from borrowings | - | - | - | (6,120) | (6,120) | - |
| Repayment of lease liabilities | 159 | 178 | 19 | 710 | 710 | - |
| Sub total | 12,358 | 12,417 | 59 | 56,036 | 77,315 | (21,279) |
| Cash surplus (deficit) | 4,697 | (1,351) | 6,048 | - | (33,690) | (33,690) |
| Accumulated surplus brought forward | - | - | - | - | 34,589 | 34,589 |
| Surplus (deficit) position | 4,697 | (1,351) | 6,048 | - | 899 | 899 |

The overall management accounting result (after removing non-cash items) for the first quarter shows a favourable variance between the budget and actual of \$6.0 million. The variance is due to a favourable surplus from ongoing operations (\$6.0 million), caused by lower than anticipated operating expenditure and higher income.

Notes to the Financial Statements

A. Accounting Policy Notes

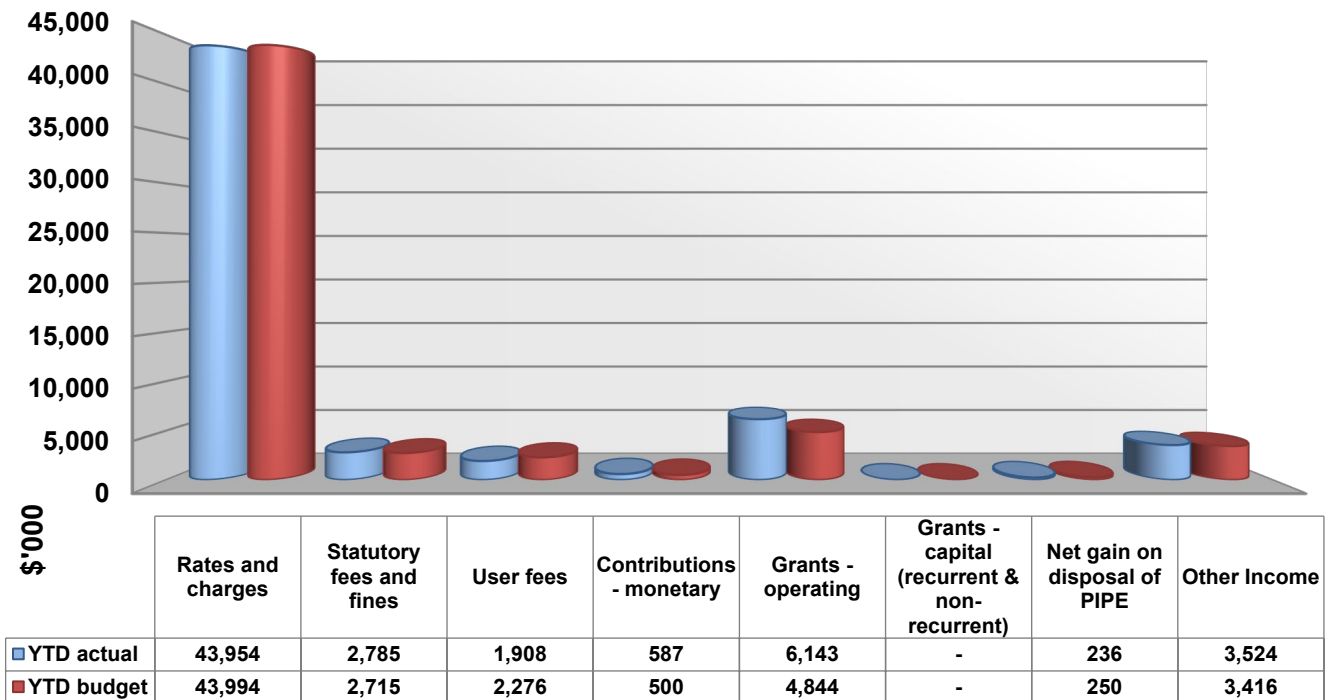
The financial report is prepared on the principles of accrual accounting. Accrual accounting recognises income when earned and expenditure when incurred, regardless of whether cash settlement has taken place. The basis of recognition of major income and expenditure in these statements are defined below.

1. **Rate revenue:** Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in quarterly instalments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July.
2. **Grants revenue:** Council receives two types of grants, namely a General Purpose Grant (Financial Assistance Grant funding from the Victoria Local Government Grants Commission) which is not tied to any programs and Special Purpose Grants for various programs. In accordance with new Accounting Standards, AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income of Not-For-Profit Entities', grant income is now generally recognised in the Income Statement to the extent of satisfied performance obligations. Alternatively, grant funding which does not have sufficiently specific performance obligations are recognised as income when the cash is received. Any grant income relating to unsatisfied performance obligations are recognised as unearned income in the Balance Sheet at balance date. Grants comprise of operating and capital (recurrent and non-recurrent in nature).
3. **Fees and charges:** Most fees and charges are recognised when cash is received. Generally, where Council raises a debtor's invoice, income is recognised at the point of the invoice and not when cash is received. Car parking permit income relating to a future period at balance date are recognised as unearned income in the Balance Sheet.
4. **Contributions - cash:** Cash contributions are essentially from developers towards open space works. These monies are treated as income when received. Council is obligated to spend these monies for the purpose for which they are given by the developers. Council also receives external contributions for other capital projects. Cash contributions received are held in reserves and treated as "restricted cash" until they are spent (see **note 9** below).
5. **Employee costs:** Salaries expenditure is based on fortnightly salaries paid and accruals for salary on-costs such as leave entitlements, superannuation and workcover.
6. **Capital expenditure:** The two broad areas of capital are the capital improvement program (CIP) (which includes infrastructure and major projects) and 'other' which includes fleet, computers, plant and furniture. Expenditure is recognised as capital if it is significant in value and results in assets which have a useful life in excess of at least one year.
7. **Budget information:** The Original Budget information contained in the report is the budget approved by Council on 26 June 2023. The year to date budget in this report reflects the Amended Budget as adopted by Council on 25 September 2023. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2022-23.
8. **Cash Flow Statement:** Reflects the actual cash movements during the year.
9. **Restricted cash:** These are monies set aside for specific purposes and are not readily available for day to day operations or general capital works. They include funds set aside towards meeting long service leave commitments (required by government regulations), statutory reserves (eg. open space contributions) and other funds that are committed towards specific purposes.

B1. Operating Income

The chart below shows the categories of operating income against their respective budgets (excludes non-cash accounting entries such as non-monetary contributions or gifted assets).

Income from operating activities for 1 July 2023 - 30 September 2023



Operating income for the quarter ended 30 September 2023 is \$1.14 million favourable against budget. This is primarily due to the following:

Grants – operating (\$1.30 million favourable) – Receipt of unbudgeted grant funding for New Directions – Mothers and Babies (\$88,000), School Crossings (\$77,000), Market Street Occasional Child Care Centre (\$74,000) and Parks Services (\$34,000), combined with earlier than anticipated funding received for Family Day Care (\$576,000), Home and Community Care (\$301,000), Child First (\$104,000), Maternal and Child Care (\$72,000), Children’s Support Services (\$25,000) and Planned Activity Group (\$21,000).

These favourable variances are partly offset by a delay in recognition of grant funding for Sleep and Settling Initiative (\$73,000), Empowering Communities (\$30,000), Emergency Management (\$24,000) and HACC – Assessments and Team Leaders (\$22,000).

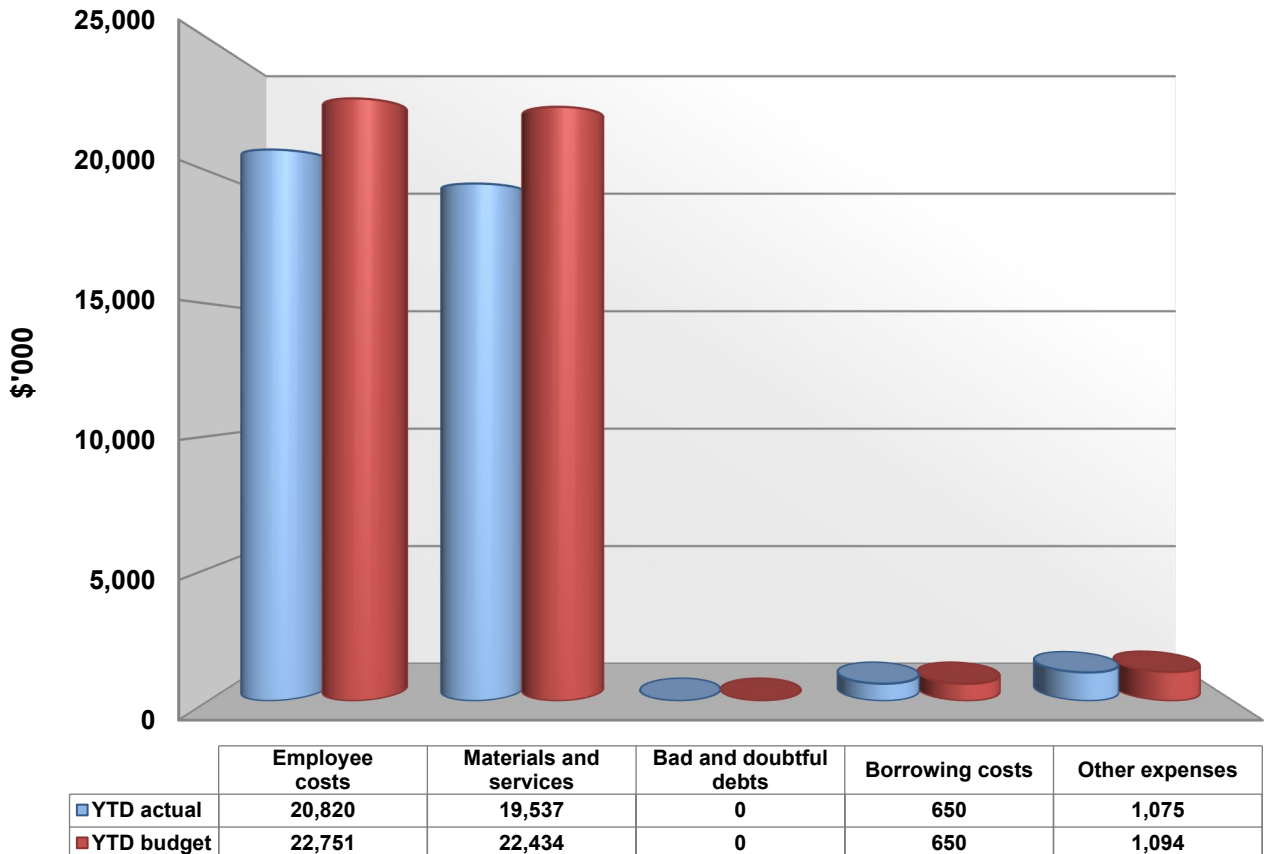
User fees (\$368,000 unfavourable) – Mainly due to lower than anticipated fee income from Streatrader permits and pet registrations (City Planning, Design and Amenity \$276,000) combined with lower than anticipated income from service provision (Community Strengthening \$91,000).

Other income (\$108,000 favourable) – Favourable variance due to better than anticipated income from hall hire (Corporate Services \$79,000) and recoveries for assets (Engineering Services \$51,000).

B2. Operating Expenditure

The chart below shows the categories of operating expenditure against their respective budget (excludes non-cash accounting entries including depreciation, amortisation, asset write offs and prior year capital expenditure unable to be capitalised).

Expenditure from operating activities for 1 July 2023 to 30 September 2023



Operating expenditure for the quarter ended 30 September 2023 is favourable by \$4.85 million against budget. The major variances are in materials and services and employee costs.

Materials and services (\$2.90 million favourable) – The major items contributing to this favourable variance are:

- Contract services (\$2.82 million) – mainly due to delay in commencement of works, projects and receipt of invoices combined with timing of maintenance schedules (Engineering Services \$3.25 million and City Planning, Design and Amenity \$46,000). This is partly offset by higher payments to Family Day Care educators, which is offset by higher grant income (Community Strengthening \$498,000).
- Administration costs (\$228,000) – lower than anticipated expenditure across a range of accounts including promotions, community education, postage/courier, printing/stationery, Council publications, fuel, postage, advertising and events (Community Strengthening \$83,000, Corporate Services \$49,000, Non-Directorate \$48,000 and Engineering Services \$38,000).

- Materials, maintenance and services (\$124,000) – mainly due to lower than anticipated expenditure for materials, delay in receipt of invoices and commencement of projects (City Planning, Design and Amenity \$57,000, Community Strengthening \$55,000 and Engineering Services \$14,000).
- Utilities (\$142,000) – mainly due to lower than anticipated electricity and water costs to date (Engineering Services \$101,000 and Corporate Services \$19,000).

Employee costs (\$1.93 million favourable) – This favourable variance is mainly due to staff recruitment occurring later than planned and a delay in commencement of grant funded projects (Community Strengthening \$1.45 million, City Planning, Design and Amenity \$216,000, Engineering Services \$154,000, Corporate Services \$114,000 and Greater Dandenong Business \$37,000).

This favourable variance is offset by unfavourable variances for:

- Consultants, professional services (\$344,000) – incorrect allocation of legal expenditure for the recovery of outstanding rate debtors that will be resolved in October 2023 (Corporate Services \$285,000) combined with the use of consultants earlier than anticipated (Community Strengthening \$58,000).
- Information technology (\$73,000) – mainly due to higher than anticipated software maintenance costs to date (Engineering Services \$83,000).

Any permanent variances will be reviewed and adjusted in the Mid-Year Budget.

C. Balance Sheet

Council's net assets are valued at \$2.59 billion as at 30 September 2023.

C1. Current assets

Cash and other assets that can be readily converted to cash.

Cash and cash equivalents (\$37.06 million) – Represent the net amount held by Council in cash or term deposits with a term of less than 90 days.

\$169.43 million of cash and investment funds are 'restricted' for various purposes. The reduction in operating funds at 30 September 2023 is due to the classification of \$169.40 million of term deposits greater than 90 days as 'financial assets'. These are detailed in the notes to the cash flows that follow in **section D** and a graphical presentation in **Appendix 2**. However, if these term deposits were classified as cash, the operating cash balance would be \$37.03 million.

Funds are invested in accordance with Council's Investment Policy. The policy requires Council to invest with prudence, consideration of acceptable risks and relevant legislation.

The details of Council's investments are contained in **Appendix 2**. In selecting investment products, Council has paid due consideration to risk by ensuring the investment portfolio does not exceed the limits set in the Policy based on the Standard and Poor's Long-Term rating of Authorised Deposit Taking Institutions (ADI) combined with the term of the investment.

Financial assets (\$169.40 million) – Increase in financial assets from 30 June 2023 is due to the make-up of Council's cash and investments holdings at 30 September 2023 with more investments placed with a term of over 90 days to maximise the interest return to Council.

Trade and other receivables (\$145.10 million) – This balance includes:

- Rate debtors \$128.18 million
- Infringement debtors of \$9.91 million (net of provision for doubtful debts).
- General debtors \$5.98 million (net of provision for doubtful debts).
- GST receivable \$1.03 million.

Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in a variety of patterns including quarterly instalments, nine direct debit payments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July.

Other assets (\$3.45 million) – This balance includes:

- Accrued income \$2.88 million – income earned but cash not yet received as at 30 September 2023 (mostly interest on investments).
- Other deposits \$567,000 – comprising \$250,000 deposit paid for Metropolitan Resource Recovery Landfill Services Gate Fee, \$75,000 deposit for Metropolitan Resource Recovery organic waste processing contract, \$234,000 deposit paid to South East Water for 5 Mason Street, Dandenong works and \$8,700 works warranty bond for Soccer Pitch and Community Centre - 9 Memorial Drive, Noble Park.
- Prepayments \$9,000 - expenses prepaid at 30 September 2023.

C2. Non-current assets

Property, infrastructure, plant and equipment (\$2.51 billion) – Includes Council roads, drains, buildings, plant and other fixed assets. These values are reflected after recognising the depreciation allowed against each asset.

Investment property (\$6.58 million) is separately classified from 'Property, infrastructure, plant and equipment' in accordance with Australian Accounting Standards. Any adjustment to the fair value of these assets on an annual basis is recorded in the Comprehensive Income Statement and these assets are not depreciated.

Right-of-use assets (\$1.40 million) – Represents leased (right-of-use) assets and includes property, fleet, IT and office equipment that has been leased under ordinary lease arrangements.

Intangible assets (\$25,000) – Represents computer software assets. These values are reflected after recognising the associated amortisation expense.

Trade and other receivables (\$274,000) – \$200,480 for Council's share of funds held in trust by Whitehorse City Council relating to the former Narre Warren landfill site and a \$73,320 refundable bond with Western Health (originally related to Community Chef) which is expected to be returned upon completion of the contract.

C3. Current liabilities

Debts due to be repaid within 12 months.

Trade and other payables (\$3.33 million) – This balance includes trade creditors arising from operations and capital works.

Prepaid rates (\$125.58 million) – Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in a variety of patterns including quarterly instalments, nine direct debit payments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July. Prepaid rates represent the monthly rate income not yet recognised in the Income Statement for the remaining months of this financial year.

Trust funds and deposits (\$16.60 million) – Trust funds and deposits includes other refundable monies in respect of:

- Other deposits (\$4.20 million).
- Landscape deposits (\$1.16 million).
- Fire services property levy funds collected by Council on behalf of the State Government, but not yet paid on to the State Revenue Office (\$10.47 million). These monies are remitted to the State Revenue Office in accordance with legislative timeframes (28 days after each quarterly rate instalment date).
- Road deposits (\$578,000).
- Open space contributions (\$200,000).

Unearned income (\$60.83 million) – Represents income not yet earned based on specific performance obligations that were not complete at 30 September 2023 in respect of:

- Developer Contribution Plan liabilities (DCP) – (\$43.52 million).
 - Operating grants (\$13.91 million).
 - Capital grants (\$2.98 million).
 - Other (\$411,000).
-

Provisions (\$20.83 million) – This balance represents the provision for employee entitlements and landfill restoration works.

- Employee entitlements:
 - Long service leave entitlements - \$11.95 million.
 - Annual leave entitlements - \$8.06 million.
 - Rostered days off (RDO) - \$533,000.
- Landfill provision - \$294,000 - provision for the restoration and aftercare management of the former Spring Valley landfill site (closed). The former closed landfill is owned by the Council and is used as recreational open space. Council's share is 19.88% of the total future estimated costs.

Interest-bearing liabilities (\$2.71 million) – Represents the repayment of long-term borrowings expected during 2023-24.

Lease liabilities (\$502,000) - Represents the lease repayments in respect of the right-of-use assets that are payable during 2023-24.

C4. Non-current liabilities

Debts due to be repaid in future years.

Provisions (\$1.17 million) – Represents the provisions estimated to be paid beyond the 2023-24 financial year and comprises of long service leave entitlements for employees (\$447,000) and landfill provision for restoration of Spring Valley landfill site (\$720,000) (Council's share is 19.88% of the total future estimated costs).

Trust funds and deposits (\$447,000) – Represents deposits that are payable beyond the 2023-24 financial year and comprises asset protection bonds of \$144,000, landscape deposits of \$238,000 and contractor deposits of \$65,000.

Interest-bearing liabilities (\$46.18 million) – Comprises the amount of outstanding borrowings to be repaid beyond the next 12 months.

Lease liabilities (\$925,000) – Represents the amount of lease payments in respect of the right-of-use assets to be repaid beyond the next 12 months.

C5. Net assets and equity

Net assets - Represents the difference between total assets and total liabilities. It is the Council's net worth to the City's ratepayers.

Reserves – Includes both statutory reserves (S) and discretionary reserves (D). The statutory reserves apply where funds are gained from the application of legislative requirements to contribute – and where expenditure of the funds is not entirely discretionary (i.e. the funds need to be used for certain expenditure only). The reserves listed below are explained in the notes to the cash flows that follow.

The discretionary reserves are:

- Major projects reserve
- Insurance fund reserve
- Council funded – Development Contribution Plans reserve
- Spring Valley landfill rehabilitation reserve
- Springvale Activity Precinct – Parking and Development reserve
- Dandenong Activity Precinct – Parking and Development reserve
- Native re-vegetation reserves
- Keysborough South Maintenance Levy reserve
- General reserve (Aged Care)
- Grants in advance reserve
- Future maintenance reserve

The statutory reserves are:

- Open space – planning, development and improvements
- Open space – land acquisitions

D. Cash Flow Statement

Cash and investment holdings total \$37.06 million as at 30 September 2023, an decrease of \$35.18 million since 30 June 2023. Total cash and investment holdings are made up of operating cash (significantly reduced to \$132.37 million due to the classification requirement of term deposits over 90 days as financial assets) and restricted cash (\$169.43 million). Please refer below for a detailed listing of Restricted Cash items, which are set aside for specific purposes.

Cash flows from operating activities – net inflow of \$33.26 million.

The major inflows are rates (\$52.70 million), trust funds and deposits taken (\$15.03 million), grants (\$13.12 million), statutory fees and fines (\$2.01 million) and user fees (\$2.74)

The major outflows are materials and services (\$26.74 million), employee costs (\$26.14 million) and trust funds and deposits repaid (\$5.81 million).

Trust funds and deposits taken and repaid mainly relate to fire services property levies (FSPL). The remittance of the FSPL and FSPL levy interest amounts are made to the State Revenue Office (SRO) in four payments in accordance with Section 41(1) of the FSPL Act. An instalment is due and payable to the Commissioner of State Revenue 28 days after the due date of rates instalments. Council collects FSPL on behalf of the State Government.

Cash flows from investing activities – net outflow of \$66.75 million, including:

- \$46.81 million relates to cash outflows for term deposits with a maturity of greater than three months.
- \$20.17 million for capital works expenditure. The detailed capital works schedule is included in this report as Appendix 1. Please note the difference between the two capital expenditure amounts is due to the movement in capital trade creditors at the start and end of the reporting period. Appendix 1 is on an accrual basis.
- \$236,000 proceeds on asset sales mainly relating to the fleet replacement program.

Cash flows from financing activities – outflow of \$1.70 million.

Council repaid \$889,000 of existing borrowings and incurred \$645,000 in finance costs on its borrowings. In addition, Council repaid \$158,000 of its lease liabilities as at 30 September 2023.

Restricted cash - Represents funds set aside for specific purposes, as detailed in the following tables.

| Type | 30-Sep-23 | Notes |
|--|----------------|--|
| Reserve funds | \$'000 | |
| Council funded Development Contribution Plans (DCP) reserve | 19,546 | Reserved for specific expenditure in accordance with the published DCP. |
| Open space – planning, development and improvements | 2,309 | Reserved for enhancing the City's open space by planning, development and improvements. |
| Open space – acquisitions | 6,000 | To fund acquisitions of new open space land. |
| Major projects reserve | 42,566 | Funds realised from sale of Council's property assets or surplus Council funds to invest in other properties or funding future major projects. |
| Keysborough South Maintenance Levy | 2,581 | Reserved for specific maintenance expenditure relating to this area. |
| Spring Valley landfill rehabilitation | 3,148 | Rehabilitation of the Spring Valley landfill site. |
| Re-vegetation reserves | 229 | To meet native re-vegetation requirements on Council's reserves. |
| Insurance fund reserve | 469 | To meet large and unexpected policy excesses on multiple insurance claims. |
| Springvale Activity Precinct Parking and Development reserve | 235 | To fund development in the Springvale Activity Centre. |
| Dandenong Activity Precinct Parking and Development reserve | 3,074 | To fund development in the Dandenong Activity Centre. |
| Grants received in advance | 720 | Represents grants received in advance. |
| General reserve (Aged Care) | 2,662 | Funds set aside for the aged care reforms. |
| Future maintenance reserve | 4,341 | Contribution funds for future works to address level crossing removal authority defects. |
| Total reserve funds | 87,880 | |
| Employee provisions | \$'000 | |
| Long service leave | 12,392 | Funds to meet long service leave commitments. |
| Annual leave and other | 8,594 | Funds set aside to meet annual leave and rostered days off (RDO) commitments. |
| Employee provisions | 20,986 | |
| Trust funds and deposits | \$'000 | |
| Fire services property levy (FSPL) collected and due | 10,465 | Payable to State Revenue Office – legislative requirement. |
| Open space contributions | 200 | Pending completion of works. |
| Landscape deposits | 1,394 | Pending completion of works. |
| Road deposits | 578 | Pending completion of works. |
| Other trust funds and deposits | 4,409 | Refundable upon finalisation of programs. |
| Total trust funds and deposits | 17,046 | |
| Other restricted funds | \$'000 | |
| DCP unearned income | 43,521 | Pending completion of works by developers. |
| Other restricted funds | 43,521 | |
| Total restricted cash | 169,433 | |

E. Statement of Capital Works

Total capital expenditure at 30 September 2023 was \$11.31 million. A further \$24.84 million was committed as at the end of September. The above **CIP Expenditure Report** contains the expenditure status of each of the approved capital projects.

The timing of cash outflows and project completion can differ for capital projects. Commentary on the status of each project with major year to date variances are reported if the variance is greater than \$300,000. Please note that the variances detailed below are the total of all asset classes by capital project whereas the Capital Expenditure report details the variances separately by asset class and capital project.

Property

- **3902 Ross Reserve Pavilion (\$347,000 favourable)** – Contract work in progress, variance due to delay in receipt of contractor invoice.
- **4004 8 Balmoral Avenue (\$311,000 unfavourable)** – The unfavourable variance in this project is due to the enhancement to the original project scope to install a user activated roller shutter. This created a secure parking area for permit holders as well as reducing anti-social behaviour and vandalism on the roof level. This work was undertaken knowing that there was savings within the broader CIP 2022-23 budget. However, due to delays with manufacturing the works were completed in 2023-24 and invoice received in August 2023. A review of the broader CIP 2023-24 budget will be undertaken in February 2024 to identify savings to cover the over expenditure.

Infrastructure

- **4120 Ross Reserve Athletics Track (\$1.60 million unfavourable)** – On site works are progressing well with estimated completion in February 2024.
- **3754 Road Rehabilitation Program (\$1.12 million unfavourable)** – Two road sections are nominated for this financial year. Procurement works have been completed. Preparatory works completed for all road segments. Five road segments will be resurfaced in October 2023.
- **3231 Road Reconstruction Program (\$498,000 unfavourable)** – Procurement works are now in progress for Ordish Road full reconstruction phase 2 and Swift way. Tender will be advertised in October 2023.
- **3849 Fred Wachter Playground (\$420,000 favourable)** – Construction is continuing and on schedule for completion in September 2023.
- **3992 Perry Road DCP-KR01a (\$419,000 favourable)** – Contract has been awarded. Construction materials have been ordered and delivery of special pipes is being awaited.
- **3080 DCP-L102 Abbots Road (\$350,000 favourable)** – Civil works of Stage 1 and 2 is completed. Public Lighting is not completed yet. Commissioning of Taylors Road traffic signals is awaiting approvals from authorities.
- **4031 Ross Reserve Soccer Pitch (\$337,000 favourable)** – Construction works have commenced and are well under way. Project is expected to be completed in November 2023.

APPENDIX 1 - Capital Expenditure Report

| | YTD ACTUAL \$ | YTD BUDGET \$ | YTD VARIANCE \$ | COMMIT \$ | ANNUAL AMENDED BUDGET \$ | ANNUAL ORIGINAL BUDGET \$ |
|---|---------------------|---------------------|-----------------------|-------------------|-----------------------------------|------------------------------------|
| PROPERTY | | | | | | |
| Buildings | | | | | | |
| 1631. 2434-22/23 Art Gallery PEP Bldg | 12,116 | 85,500 | 73,384 | 7,995 | 573,668 | - |
| 1818. 1622-19/20 Walker St Carpark | 3,500 | - | (3,500) | 4,435 | - | - |
| 1869. 2587-23/24 D'nong Community Hub | 5,720 | - | (5,720) | 1,580,115 | 2,000,810 | 1,756,000 |
| 3219. 1943-20/21 Thomas Carroll Pavilion | 318,314 | 475,310 | 156,996 | 45,440 | 475,310 | - |
| 3547. 1504-19/20 George Andrews Reserve | 159,642 | 78,210 | (81,432) | 445,098 | 78,210 | - |
| 3548. 2588-23/24 Keysb Sth Community Hub | 9,935 | - | (9,935) | 11,425,919 | 13,430,089 | 11,000,000 |
| 3793. 1583-19/20 Dandenong Market Square | 600 | 27,500 | 26,900 | 24,045 | 68,834 | - |
| 3817. 2356-22/23 Civic Archive Building | 4,405 | - | (4,405) | 6,788 | - | - |
| 3820. 2367-22/23 N'Park Aquatic Ctr NPAC | - | - | - | 13,372 | - | - |
| 3874. 2272-22/23 newal Prg.- HVAC | - | 51,200 | 51,200 | - | 465,000 | 465,000 |
| 3876. 2456-23/24 Bldg Renewal Bathroom | 2,860 | 161,700 | 158,840 | 19,091 | 1,470,000 | 1,470,000 |
| 3879. 2457-23/24 Bldg Renewal Minor Wrks | 110,918 | 16,200 | (94,718) | 55,990 | 147,000 | 147,000 |
| 3880. 2458-23/24 Bldg Renewal Roof | - | 48,100 | 48,100 | - | 377,950 | 260,000 |
| 3883. 2321-22/23 Bldg Renewal Kitchen/Eq | 10,682 | - | (10,682) | 304,931 | - | - |
| 3902. 1928-20/21 Ross Reserve Pavilion | 196 | 347,465 | 347,269 | 5,953 | 347,465 | - |
| 3904. 2459-23/24 Bldg Renewal Theatre | - | 42,100 | 42,100 | - | 383,000 | 383,000 |
| 3906. 2583-23/24 Dandenong Gallery of Art | 409,675 | 168,200 | (241,475) | 310,536 | 4,681,181 | 3,000,000 |
| 3946. 2452-23/24 Bldg Renewal Aquat/Leis | 26,728 | 114,400 | 87,672 | 58,792 | 1,039,500 | 1,039,500 |
| 3949. 1785-20/21 NPAC Redevelopment | 397 | - | (397) | 20,892 | - | - |
| 3974. 2586-23/24 D'nong Wellbeing Centre | 144,784 | - | (144,784) | 123,685 | 5,152,186 | 5,500,000 |
| 4003. 2054-21/22 Springvale Reserve | 88,728 | - | (88,728) | 290,484 | - | - |
| 4004. 1764-19/20 8 Balmoral Avenue | 311,089 | - | (311,089) | 16,938 | - | - |
| 4026. Springvale Town Hall Works | - | - | - | 1,111 | - | - |
| 4042. NPR N'Park Comm Ctr Bldg Upgrade | 16,874 | 16,700 | (174) | 18,184 | 41,752 | - |
| 4067. 2570-23/24 Lyndale Sec Coll Kitchen | - | 58,400 | 58,400 | 34,682 | 544,800 | 400,000 |
| 4069. 2585-23/24 Pep Redevelopment | - | 72,700 | 72,700 | 1,600 | 1,526,995 | 800,000 |
| 4105. 2311-22/23 Police Padck Water Main | - | 57,640 | 57,640 | 68,182 | 144,100 | - |
| 4106. 2330-22/23 D'nong Civic Hot Water | - | 26,600 | 26,600 | - | 93,280 | - |
| 4109. 2167-22/23 Bains Pavilion | - | 34,800 | 34,800 | - | 348,875 | - |
| 4132. 1009-18/19 Heritage Hill (Laurel) | - | 3,000 | 3,000 | - | 60,000 | 60,000 |
| 4133. 1028-18/19 Jan Wilson Community Ctr | - | 2,300 | 2,300 | - | 45,000 | 45,000 |
| 4142. 1944-20/21 Dandy Mkt Carpk Bollards | - | 800 | 800 | - | 15,000 | 15,000 |
| 4143. 2336-22/23 Cooina Ctr - DDA Comply | 14,715 | 22,000 | 7,285 | - | 200,000 | 200,000 |
| 4144. 1925-20/21 Dandy CvcCtrLib Ccpt Des | - | 1,300 | 1,300 | - | 25,000 | 25,000 |
| 4145. 1362-19/20 Paddy O'Donoghue Centre | - | 1,800 | 1,800 | - | 35,000 | 35,000 |
| 4146. 1487-19/20 39a Clow Street-Lighting | - | 1,900 | 1,900 | - | 38,000 | 38,000 |
| 4147. 2340-22/23 Dandenong West Prim Sch | - | 400 | 400 | - | 7,000 | 7,000 |
| 4148. 1688-19/20 Noble Park - Mbl Lib Srv | - | 2,500 | 2,500 | - | 50,000 | 50,000 |
| 4149. 2602-23/24 Dandy North Snr Citizens | - | 2,000 | 2,000 | - | 40,000 | 40,000 |
| 4150. 1893-20/21 The Castle - Lighting | - | 500 | 500 | - | 10,000 | 10,000 |
| 4184. Dandenong Market - Lift | - | 17,500 | 17,500 | - | 175,000 | - |
| 4185. Dandenong Market - Fire Services | - | 60,000 | 60,000 | - | 600,000 | - |
| Leasehold Improvements | | | | | | |
| 3941. 1767-19/20 Police Padck Grandstand | - | 43,400 | 43,400 | - | 433,660 | - |
| 4006. 1671-19/20 Police Padck Function Rm | - | - | - | 1,000 | - | - |
| 4111. 2247-22/23 Rosewd Downs PS MCH | - | 122,070 | 122,070 | - | 122,070 | - |
| Total property | 1,651,878 | 2,164,195 | 512,317 | 14,885,259 | 35,245,735 | 26,745,500 |

| | YTD ACTUAL \$ | YTD BUDGET \$ | YTD VARIANCE \$ | COMMIT \$ | ANNUAL AMENDED BUDGET \$ | ANNUAL ORIGINAL BUDGET \$ |
|---|---------------------|---------------------|-----------------------|------------------|-----------------------------------|------------------------------------|
| PLANT AND EQUIPMENT | | | | | | |
| Plant, machinery and equipment | | | | | | |
| 1445. 1702-19/20 Fleet Purchases | 613,629 | 609,800 | (3,829) | 709,993 | 3,140,900 | 3,140,900 |
| 1447. 2252-22/23 Fleet New Program | 110,313 | 23,000 | (87,313) | 17,520 | 57,770 | - |
| 4044. NPR Pedestrian Counters S/City | - | 5,000 | 5,000 | - | 12,492 | - |
| Library books | | | | | | |
| 3104. 2593-23/24 Library Strategy | 134,995 | 173,300 | 38,305 | 455,439 | 878,000 | 878,000 |
| Computers and telecommunications | | | | | | |
| 3957. 2294-22/23 Audio Visual Renewal | - | 27,800 | 27,800 | - | 556,500 | 556,500 |
| 4007. 1713-19/20 Merit CRM Replacement | - | 35,220 | 35,220 | - | 88,050 | - |
| 4052. LRCI3 Optical Fibre Various | - | 4,080 | 4,080 | - | 10,194 | - |
| 4104. 1932-20/21 Security Program | - | 2,000 | 2,000 | - | 40,000 | 40,000 |
| 4112. 2455-23/24 Keysborough Food Svcs | 10,897 | 8,300 | (2,597) | 95,295 | 165,500 | 165,500 |
| 4152. 1347-19/20 Various Locations Wi-Fi | - | 1,800 | 1,800 | - | 36,000 | 36,000 |
| 4153. 1346-19/20 Hemmings Pk-Radio/Wi-Fi | - | 1,300 | 1,300 | - | 25,000 | 25,000 |
| 4154. 2358-22/23 Var Locations Pple Count | - | 1,900 | 1,900 | - | 37,000 | 37,000 |
| Fixtures, fittings and furniture | | | | | | |
| 3314. 2460-23/24 Furniture Renewal Prg | - | 3,300 | 3,300 | - | 65,780 | 65,780 |
| 4151. 2463-23/24 Public Art Renewal Prog | 2,501 | 2,500 | (1) | - | 50,000 | 50,000 |
| Total plant and equipment | 872,335 | 899,300 | 26,965 | 1,278,247 | 5,163,186 | 4,994,680 |
| INFRASTRUCTURE | | | | | | |
| Parks, open space and streetscapes | | | | | | |
| 1629. 2231-22/23 Vanity Lane 275 Lonsdale | - | - | - | - | 1,985,276 | - |
| 3442. 2574-23/24 NPR Noble Park Revital'n | - | 27,500 | 27,500 | - | 350,000 | 150,000 |
| 3849. 2201-22/23 Fred Wachter Playground | - | 92,392 | 92,392 | - | 92,392 | - |
| 3900. 1542-19/20 Ross Reserve Landscape | 2,098 | 134,279 | 132,181 | 86,300 | 134,279 | - |
| 3931. 2440-23/24 Guardrail Program | 1,750 | 5,000 | 3,250 | 69,155 | 100,000 | 100,000 |
| 3932. 2462-23/24 Passive O/Space Renewal | 4,230 | 26,800 | 22,570 | 500 | 1,335,000 | 1,335,000 |
| 3977. 1996-20/21 LXRA Rectification Works | - | 4,060 | 4,060 | - | 40,644 | - |
| 4012. 1800-20/21 Alex Wilkie Wetlands | - | 20,000 | 20,000 | - | 50,000 | - |
| 4014. 2575-23/24 NPR Frank Street | 8,408 | 6,000 | (2,408) | 129,362 | 120,000 | 120,000 |
| 4018. 2101-21/22 Tirhatuan Park Wetland | - | - | - | 1,760 | - | - |
| 4020. 2225-22/23 LRCI3 Railway Parade SC | 183,074 | 213,742 | 30,668 | 3,563 | 213,742 | - |
| 4027. 1920-20/21 NPR Ian St Street Scape | 37,614 | 122,000 | 84,386 | 113,687 | 305,221 | - |
| 4032. 1138-18/19 Hemmings St Precinct | 11,277 | 56,500 | 45,223 | - | 141,320 | - |
| 4043. NPR Leonard/Buckley Streetscape | - | 12,560 | 12,560 | - | 31,400 | - |
| 4062. 2561-22/23 NPR Muderra Artwork | 9,300 | 87,700 | 78,400 | 2,500 | 179,664 | - |
| 4065. 2564-22/23 NPR Leonard Av St-Scape | 286,688 | 398,079 | 111,391 | 24,606 | 398,079 | - |
| 4128. 1313-18/19 Tyers Lane Reserve | - | 6,000 | 6,000 | 10,877 | 120,000 | 120,000 |
| 4134. 2465-23/24 Lighting Renewal Prg | 1,493 | 36,000 | 34,507 | 833,966 | 1,802,500 | 1,802,500 |
| 4136. 1519-19/20 Norine Cox Reserve | 14,900 | - | (14,900) | - | - | - |
| 4141. 2560-22/23 Keshava Mural Thunder FC | 15,000 | 30,000 | 15,000 | - | 30,000 | - |
| 4162. 2303-22/23 Safe City CCTV RenewProg | - | 6,800 | 6,800 | - | 136,550 | 136,550 |
| 4164. 2318-22/23 Dandy CBD-LED Upgrade | - | 8,200 | 8,200 | - | 409,640 | 409,640 |
| 4165. 2359-22/23 Hemmings PK - Lighting | - | 4,700 | 4,700 | - | 93,500 | 93,500 |
| 4166. 2223-22/23 86-88 Clow St Landscape | - | 12,500 | 12,500 | - | 250,000 | 250,000 |
| 4167. 1869-20/21 Ian Tatt Lsr Prk LEDStg1 | - | 10,000 | 10,000 | - | 200,000 | 200,000 |
| 4168. 2113-21/22 Warner Rsv - Stg 2 of 2 | - | 10,000 | 10,000 | - | 200,000 | 200,000 |
| 4169. 2141-21/22 Madison Reserve | - | 12,500 | 12,500 | - | 250,000 | 250,000 |
| 4170. 2144-21/22 Bakers Reserve | - | 12,500 | 12,500 | - | 250,000 | 250,000 |
| 4171. 2202-22/23 Fred. Wachtr. RsvLandscape | - | 5,000 | 5,000 | - | 100,000 | 100,000 |
| 4172. 2207-22/23 Rowley Allan Rsv LapBldg | - | 4,800 | 4,800 | - | 95,000 | 95,000 |

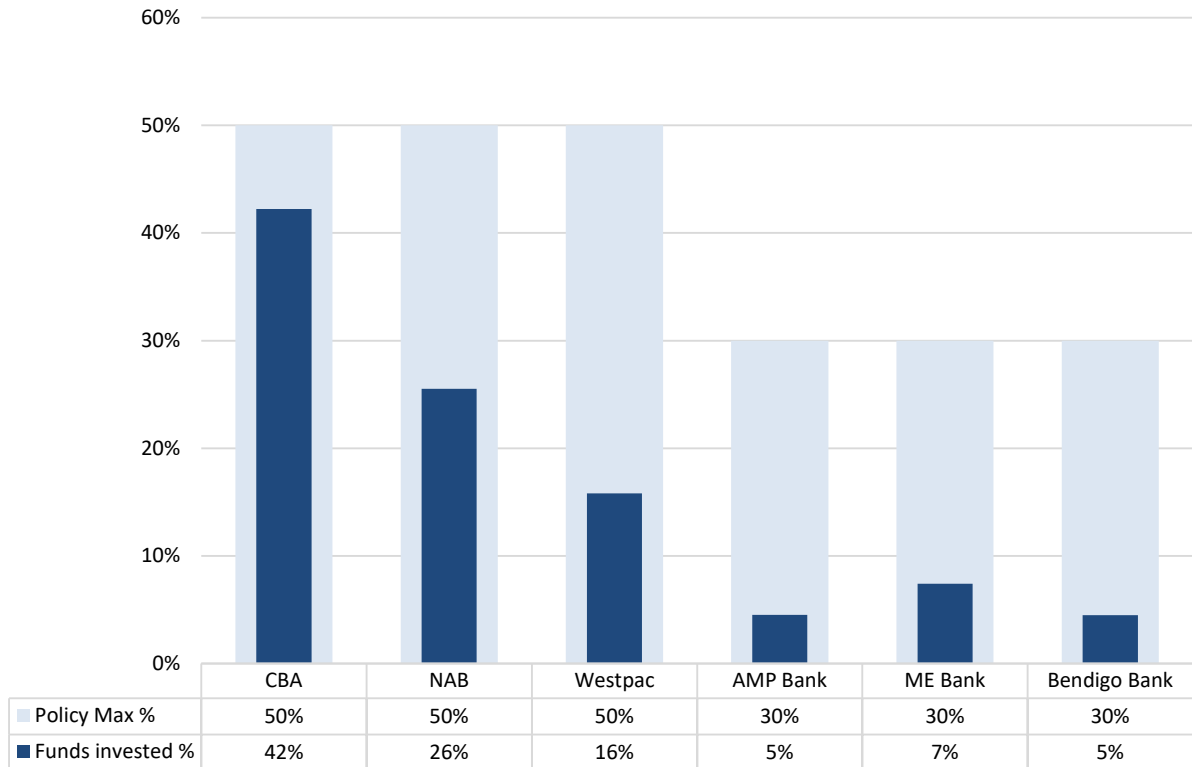
| | YTD ACTUAL \$ | YTD BUDGET \$ | YTD VARIANCE \$ | COMMIT \$ | ANNUAL AMENDED BUDGET \$ | ANNUAL ORIGINAL BUDGET \$ |
|---|---------------------|---------------------|-----------------------|--------------|-----------------------------------|------------------------------------|
| Parks, open space and streetscapes (continued) | | | | | | |
| 4173. 2398-22/23 Thoms. Carroll Rsv Entry | 12,324 | 25,000 | 12,676 | 9,310 | 500,000 | 500,000 |
| 4174. 2414-22/23 Springvalley Park | - | 10,000 | 10,000 | - | 200,000 | 200,000 |
| 4175. 2576-23/24 Springvale Revit ActPLAN | - | 12,500 | 12,500 | - | 250,000 | 250,000 |
| 4177. 1832-20/21 George Andrews Rsv Upgrd | - | 7,500 | 7,500 | - | 150,000 | 150,000 |
| 4178. 2614-23/24 Burden Park-Shade Sails | - | 6,000 | 6,000 | 9,785 | 120,000 | 120,000 |
| 4179. 2609-23/24 Glendale Reserve | 21,783 | 5,000 | (16,783) | - | 100,000 | 100,000 |
| 4180. 2214-22/23 218 Railway Pde Pckt Prk | - | 4,000 | 4,000 | - | 80,000 | 80,000 |
| 4181. 2147-21/22 Thornton Reserve | - | 6,300 | 6,300 | - | 125,000 | 125,000 |
| Recreational, leisure and community facilities | | | | | | |
| 3209. 2464-23/24 Active Reserves Renewal | 40,328 | - | (40,328) | 555,136 | 5,995,000 | 5,995,000 |
| 3454. 2584-23/24 ash program | - | - | - | 4,000 | 100,000 | 100,000 |
| 3518. 1987-20/21 Harmony Square | 1,200 | - | (1,200) | 3,182 | - | - |
| 3849. 2201-22/23 Fred Wachter Playground | 195,682 | 523,554 | 327,872 | 275,791 | 523,554 | - |
| 3853. 2186-22/23 Parkfield Rsrve Cricket | - | 21,400 | 21,400 | 24,440 | 53,418 | - |
| 3936. 2124-21/22 Glendale Reserve | - | - | - | 4,000 | - | - |
| 3969. 1641-19/20 Thomas Carroll P'ground | 7,002 | - | (7,002) | 3,160 | - | - |
| 4031. 1499-19/20 Ross Reserve SoccerPitch | 925 | 338,081 | 337,156 | 338,551 | 338,081 | - |
| 4066. 2592-23/24 George Andrews Rsv Light | 119 | 135,200 | 135,082 | 701,753 | 704,130 | 230,800 |
| 4117. 2191-22/23 Ross Reserve Scoreboards | - | - | - | 2,474 | - | - |
| 4119. 1843-20/21 Fred Wachter Tennis Lght | - | - | - | 3,490 | - | - |
| 4120. 2475-23/24 Ross Reserve Ath Track | 1,917,288 | 318,200 | (1,599,088) | 2,757,096 | 1,166,121 | - |
| 4121. 2339-22/23 Children Services Prg | 17,584 | - | (17,584) | 7,063 | - | - |
| 4123. 2192-22/23 Ross Reserve Lighting | - | - | - | 12,297 | - | - |
| 4124. 2194-22/23 Thomas Carroll Oval1 Lgt | - | - | - | 6,431 | - | - |
| 4127. 2404-22/23 Ross Reserve Bball Light | - | - | - | 2,256 | - | - |
| 4157. 2209-22/23 Springvale Rsv - Playgrd | - | - | - | - | 300,000 | 300,000 |
| 4158. 2416-22/23 Springvale Rsv - Netball | - | - | - | - | 740,000 | 740,000 |
| 4159. 2197-22/23 Warner Rsv-Tennis-1 of 3 | - | 1,500 | 1,500 | - | 30,000 | 30,000 |
| 4160. 2601-23/24 Booth Rsv-Afghan RockCrt | - | 3,800 | 3,800 | - | 75,000 | 75,000 |
| 4161. 2203-22/23 Fred. Wachtr. Rsv-RecDes | - | 4,000 | 4,000 | - | 80,000 | 80,000 |
| Roads | | | | | | |
| 3080. 2232-22/23 LRCI2 DCP-L102 AbbottsRd | - | 350,000 | 350,000 | - | 350,000 | - |
| 3231. 2256-22/23 Road Reconstruction Prg | 1,326,641 | 828,451 | (498,190) | 873,819 | 3,618,451 | 3,000,000 |
| 3373. 2441-23/24 Kerb & Channel Renewal | 141,887 | 105,000 | (36,887) | 44,129 | 500,000 | 500,000 |
| 3418. 2582-23/24 LATM New Program | 2,433 | 263,719 | 261,286 | 197,416 | 723,719 | 500,000 |
| 3752. 2445-23/24 Roads to Recovery Prg | 48,614 | 168,500 | 119,886 | 238,412 | 2,496,388 | 2,407,702 |
| 3753. 2253-22/23 Road Resurfacing Prg | 187 | - | (187) | 83,637 | - | - |
| 3754. 2446-23/24 Road Rehabilitation Prg | 2,542,268 | 1,425,000 | (1,117,268) | 156,887 | 5,000,000 | 2,500,000 |
| 3828. 1685-19/20 Mason Street | 28,407 | - | (28,407) | 16,075 | - | - |
| 3942. 1784-20/21 Black Spot Works Program | 727,316 | 870,788 | 143,472 | 241,990 | 870,788 | - |
| 3962. 1478-19/20 Bakers Road Service Road | 10,217 | 23,305 | 13,088 | - | 23,305 | - |
| 3992. 1399-19/20 Perry Road DCP-KR01a | 4,400 | 423,200 | 418,800 | 40 | 4,232,883 | - |
| 4059. 2557-22/23 OUTLOOK DVE BLACKSPC | - | - | - | 7,555 | 148,336 | - |
| 4060. 2558-22/23 RAILWAY PDE BLACKSPO1 | 2,760 | 47,000 | 44,240 | 10,590 | 471,480 | - |
| 4061. 2559-22/23 Browns Rd Blackspot PG | 9,748 | 42,600 | 32,852 | 13,792 | 427,083 | - |
| 4064. 2563-22/23 NPR Laneway Activation P | - | - | - | 51,332 | - | - |
| 4138. 2448-23/24 LATM Renewal Program | - | 12,000 | 12,000 | - | 150,000 | 150,000 |
| Bridges | | | | | | |
| 3185. 2240-22/23 Bridge Renewal Program | - | - | - | - | - | - |
| 4034. 2243-22/23 LRCI3 Hammond Rd Bridge | - | 52,000 | 52,000 | 421,890 | 519,581 | - |
| 4045. 2242-22/23 LRCI3 D'nong Creek Bridg | - | - | - | - | - | - |
| 4046. 2244-22/23 LRCI3 Abbotts Rd Bridge | - | 10,000 | 10,000 | - | 100,000 | - |
| Footpath and cycleways | | | | | | |
| 3174. 2581-23/24 Active Transport ATIPP | 33,680 | 130,000 | 96,320 | 5 | 500,000 | 500,000 |
| 3355. 2443-23/24 Footpath Renewal Prg | 266,030 | 154,000 | (112,030) | 222,079 | 700,000 | 700,000 |
| 4155. 1995-20/21 Mordialloc Crk Eq Trail | - | 1,000 | 1,000 | - | 20,000 | 20,000 |

| | YTD ACTUAL \$ | YTD BUDGET \$ | YTD VARIANCE \$ | COMMIT \$ | ANNUAL AMENDED BUDGET \$ | ANNUAL ORIGINAL BUDGET \$ |
|---|---------------------|---------------------|-----------------------|-------------------|-----------------------------------|------------------------------------|
| Off street car parks | | | | | | |
| 4033. 1914-20/21 LRCI3 The Crescent | - | 7,800 | 7,800 | - | 19,616 | - |
| 4049. 2288-22/23 LRCI3 Robert Booth-Bess | - | 5,700 | 5,700 | - | 14,243 | - |
| 4182. 2205-22/23 Rowley Allan Rsv - Fence | - | 3,000 | 3,000 | 5,700 | 60,000 | 60,000 |
| 4183. 1428-19/20 The Castle - Carpark Des | - | 800 | 800 | - | 15,000 | 15,000 |
| 4186. D'nong Market - CarPark Recitificat | - | 22,500 | 22,500 | - | 225,000 | - |
| Drainage | | | | | | |
| 3019. 2439-22/23 Drainage Renewal Prg | 225,960 | 40,000 | (185,960) | 92,073 | 400,000 | 400,000 |
| 3558. 2449-23/24 Pit Renewal Program | - | 10,000 | 10,000 | - | 100,000 | 100,000 |
| 3939. 2438-22/23 Drainage Reactive Prg | 150,299 | 50,000 | (100,299) | 5,449 | 500,000 | 500,000 |
| 4010. 2230-22/23 LRCI2 Callander Rd | - | 15,000 | 15,000 | 1,350 | 300,000 | 300,000 |
| 4116. 1998-20/21 Drainage Catchment 38A | 475,000 | 425,000 | (50,000) | - | 425,000 | - |
| 4156. 1798-20/21 Victoria Avenue New GPT | - | 12,500 | 12,500 | - | 250,000 | 250,000 |
| Total infrastructure | 8,785,911 | 8,286,510 | (499,401) | 8,680,710 | 44,205,384 | 26,590,692 |
| GRAND TOTAL | 11,310,125 | 11,350,005 | 39,880 | 24,844,215 | 84,614,305 | 58,330,872 |

APPENDIX 2 – Investment Analysis

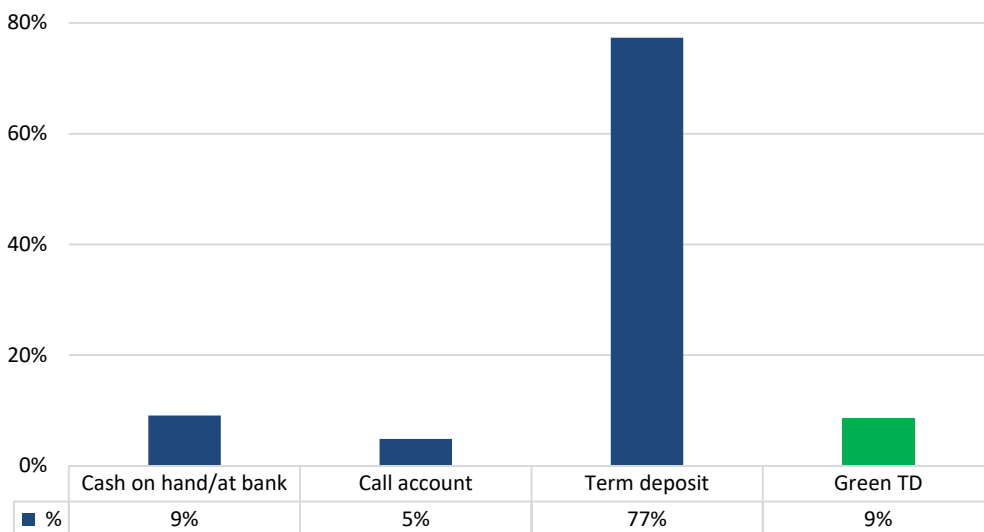
Council’s Investment Policy was updated in July 2023. The graphs in this appendix have been revised in accordance with the new policy parameters governing controls and thresholds of investment funds.

Individual Institution (ADI) limits



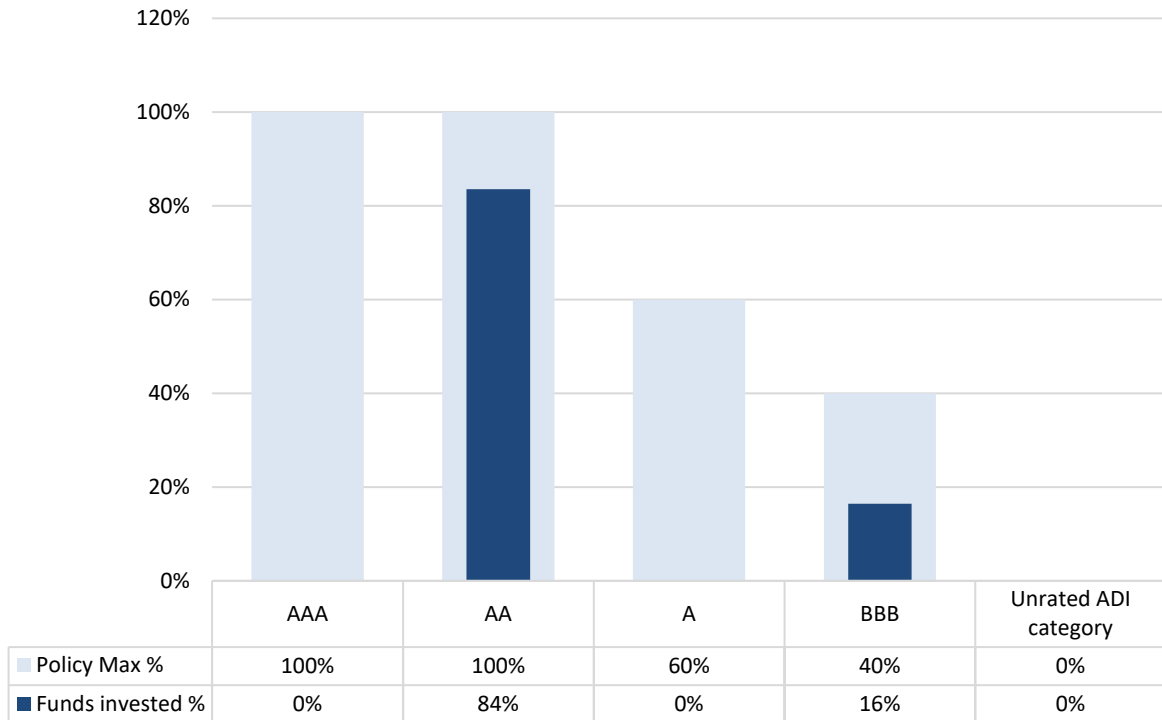
Policy limit – Council’s Investment Policy limits funds invested in AAA category Authorised Deposit Institutions (ADI) to a maximum of 60%, 50% with AA category or major bank, 40% with A category ADIs, 30% with BBB category ADIs and 0% in unrated ADIs.

Portfolio Products

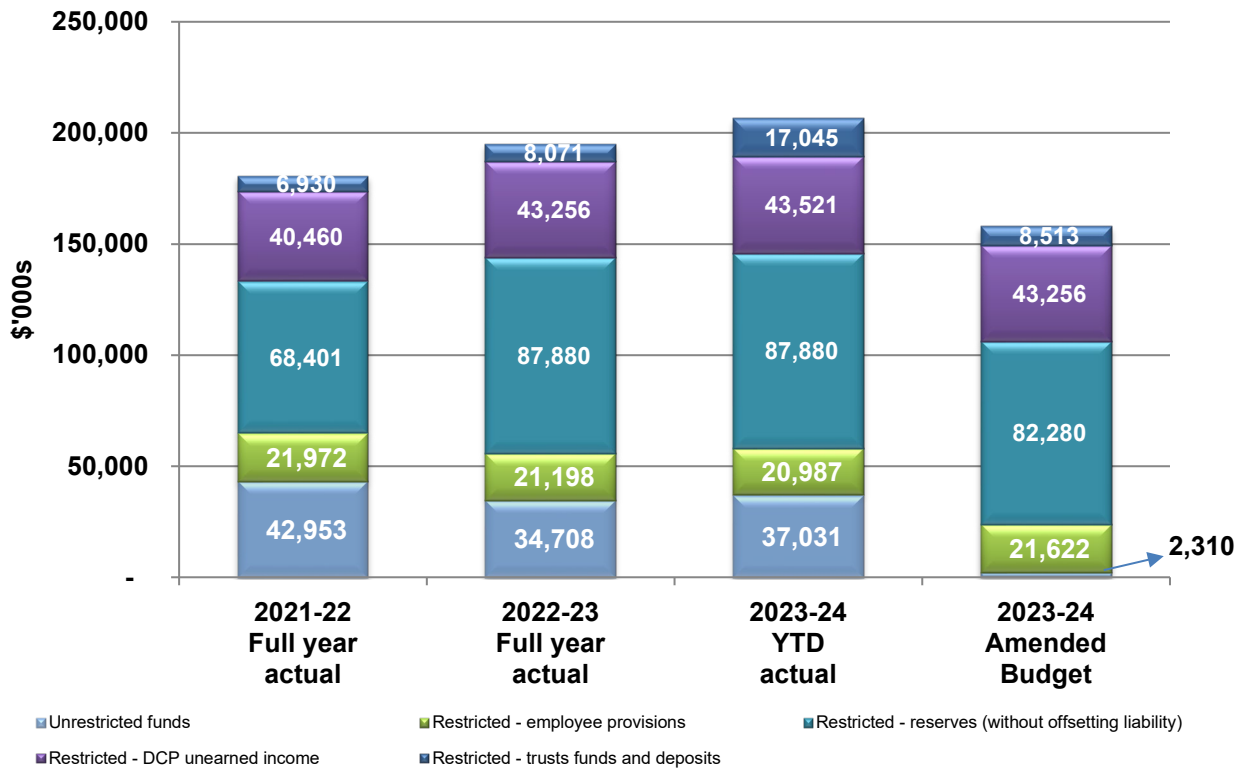


Note: Green deposits: 9% (or \$17.8 million) was invested at 30 September 2023. These investments are certified against Climate Bonds Initiative – Climate Bonds Standard, the same certification as green bonds. Investments held with Bendigo Bank fall under this category as this institution does not invest in fossil fuels.

Investment portfolio by credit rating

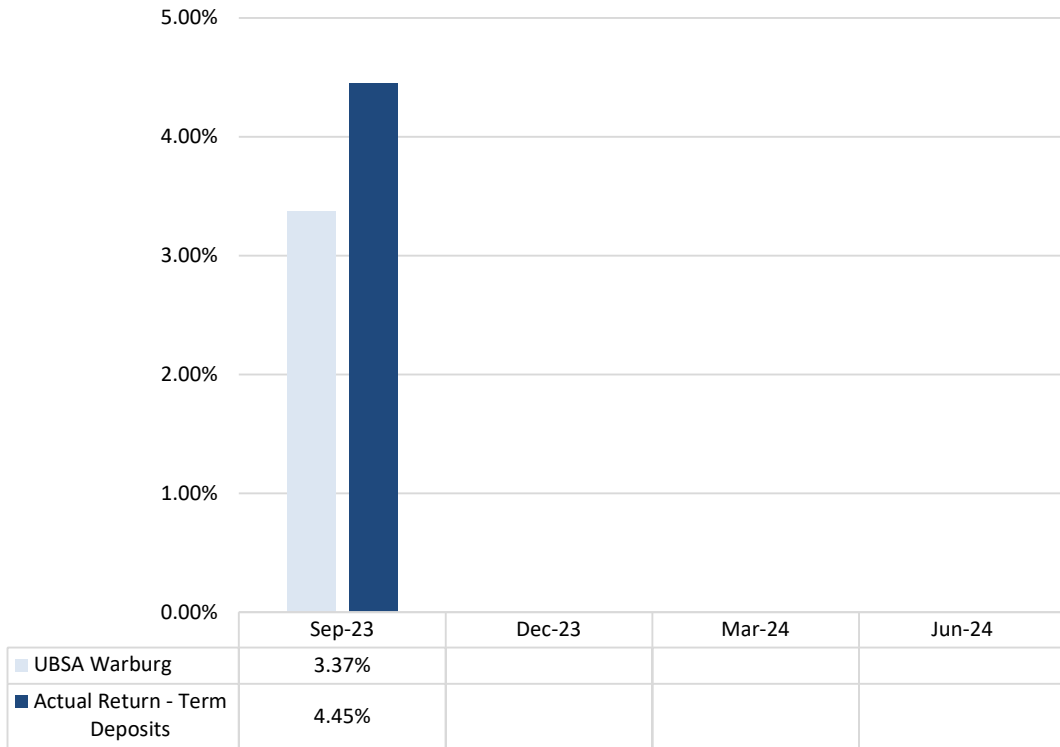


Restricted and unrestricted cash balances

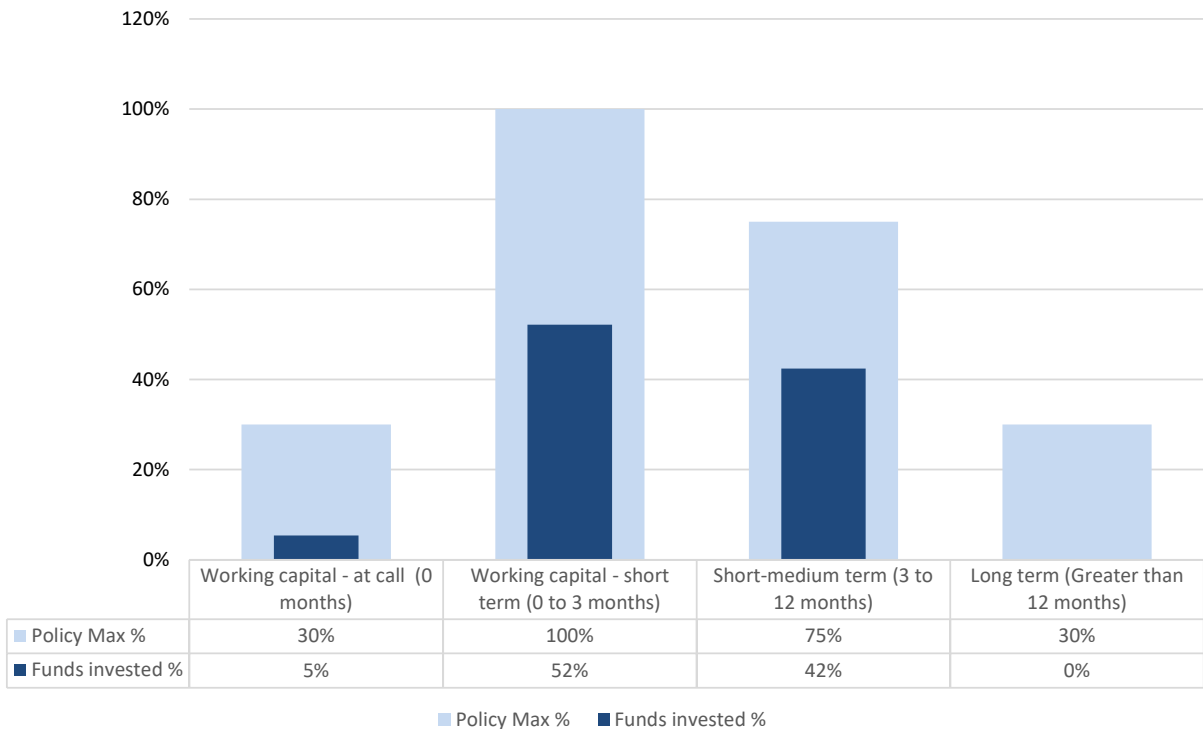


Note – the unrestricted cash balance at 30 September 2023 does not reconcile to the Statement of Cash Flows for the purposes of the above graph as the term deposits over 90 days classified as ‘financial assets’ has been included as cash here.

Benchmark Indicator - Term/Green Deposits



Maturity Targets



The above graph includes both cash and investments.

APPENDIX 3 – Directorate Analysis

Total Operating Results

CGD BY DIRECTORATE

| | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|----------------------------------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| Chief Executive Office | - | - | - | - | - |
| Greater Dandenong Business | 2 | 2 | - | 392 | 386 |
| Corporate Services | 633 | 616 | 17 | 2,684 | 2,684 |
| Engineering Services | 7,487 | 7,414 | 73 | 29,881 | 29,288 |
| City Planning Design and Amenity | 4,464 | 4,615 | (151) | 16,876 | 16,768 |
| Community Strengthening | 6,332 | 5,129 | 1,203 | 25,514 | 24,630 |
| Non-Directorate ^(a) | 40,213 | 40,219 | (6) | 156,835 | 169,051 |
| Capital Works Program | 6 | - | 6 | 13,798 | 5,316 |
| Total income | 59,137 | 57,995 | 1,142 | 245,980 | 248,123 |
| Expenses | | | | | |
| Chief Executive Office | 216 | 214 | (2) | 709 | 709 |
| Greater Dandenong Business | 857 | 918 | 61 | 4,678 | 4,145 |
| Corporate Services | 9,289 | 9,299 | 10 | 26,238 | 26,010 |
| Engineering Services | 13,067 | 16,554 | 3,487 | 74,974 | 73,677 |
| City Planning Design and Amenity | 4,440 | 4,715 | 275 | 21,062 | 20,813 |
| Community Strengthening | 13,404 | 14,418 | 1,014 | 62,087 | 54,126 |
| Non-Directorate ^(a) | 9,355 | 9,357 | 2 | 39,560 | 39,560 |
| Capital Works Program | - | - | - | - | - |
| Total expenses | 50,628 | 55,475 | 4,847 | 229,308 | 219,040 |
| Net surplus (deficit) | 8,509 | 2,520 | 5,989 | 16,672 | 29,083 |

^(a) Non Directorate includes non-attributable items such as rates income, developer's contributions, interest income, non-monetary assets, finance costs and depreciation.

Note. Total income and total expenditure may differ to the operating result presented earlier in this report due to the treatment of proceeds from asset sales and associated written down value.

CEO DIRECTORATE

OPERATING RESULT

| Notes | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| Other income | - | - | - | - | - |
| Total income | - | - | - | - | - |
| Expenses | | | | | |
| Employee costs | 142 | 141 | (1) | 610 | 610 |
| Materials and services | 73 | 72 | (1) | 94 | 94 |
| Other expenses | 1 | 1 | - | 5 | 5 |
| Total expenses | 216 | 214 | (2) | 709 | 709 |
| Net surplus (deficit) | (216) | (214) | (2) | (709) | (709) |

BUSINESS UNITS

| | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| CEO | - | - | - | - | - |
| Total income | - | - | - | - | - |
| Expenses | | | | | |
| CEO | 216 | 214 | (2) | 709 | 709 |
| Total expenses | 216 | 214 | (2) | 709 | 709 |
| Net surplus (deficit) | (216) | (214) | (2) | (709) | (709) |

Notes:

No notes/comments required for this directorate.

GREATER DANDENONG BUSINESS GROUP

OPERATING RESULT

| Notes | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| User fees | - | - | - | 6 | 6 |
| Grants - operating | - | - | - | 326 | 320 |
| Other income | 2 | 2 | - | 60 | 60 |
| Total income | 2 | 2 | - | 392 | 386 |
| Expenses | | | | | |
| Employee costs | 629 | 666 | 37 | 2,892 | 2,823 |
| Materials and services | 181 | 212 | 31 | 1,610 | 1,183 |
| Other expenses | 47 | 40 | (7) | 176 | 139 |
| Total expenses | 857 | 918 | 61 | 4,678 | 4,145 |
| Net surplus (deficit) | (855) | (916) | 61 | (4,286) | (3,759) |

BUSINESS UNITS

| | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|-----------------------------------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| Greater Dandenong Business Execut | - | - | - | - | - |
| Business Networks | - | - | - | 373 | 373 |
| Business and Revitalisation | - | - | - | 13 | 7 |
| Major Projects | - | - | - | - | - |
| Economic Development | 2 | 2 | - | 6 | 6 |
| Total income | 2 | 2 | - | 392 | 386 |
| Expenses | | | | | |
| Greater Dandenong Business Execut | 82 | 99 | 17 | 427 | 427 |
| Business Networks | 232 | 273 | 41 | 1,298 | 1,053 |
| Business and Revitalisation | 251 | 248 | (3) | 1,216 | 1,039 |
| Major Projects | 63 | 63 | - | 278 | 203 |
| Economic Development | 229 | 235 | 6 | 1,459 | 1,423 |
| Total expenses | 857 | 918 | 61 | 4,678 | 4,145 |
| Net surplus (deficit) | (855) | (916) | 61 | (4,286) | (3,759) |

Notes:

No notes/comments required for this directorate.

CORPORATE SERVICES DIRECTORATE

OPERATING RESULT

| | YTD ACTUAL | YTD BUDGET | YTD VARIANCE | ANNUAL AMENDED BUDGET | ANNUAL ORIGINAL BUDGET |
|------------------------------|---------------|----------------|-----------------|-----------------------------|------------------------------|
| Notes | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income | | | | | |
| Statutory fees and fines | 33 | 26 | 7 | 104 | 104 |
| User fees | 8 | 6 | 2 | 23 | 23 |
| Grants - operating | - | 23 | (23) | 94 | 94 |
| Other income | 592 | 561 | 31 | 2,463 | 2,463 |
| Total income | 633 | 616 | 17 | 2,684 | 2,684 |
| Expenses | | | | | |
| Employee costs | 1 | 3,543 | 3,657 | 114 | 15,840 |
| Materials and services | 2 | 5,305 | 5,161 | (144) | 8,995 |
| Other expenses | | 441 | 481 | 40 | 1,403 |
| Total expenses | | 9,289 | 9,299 | 10 | 26,238 |
| Net surplus (deficit) | | (8,656) | (8,683) | 27 | (23,554) |

BUSINESS UNITS

| | YTD ACTUAL | YTD BUDGET | YTD VARIANCE | ANNUAL AMENDED BUDGET | ANNUAL ORIGINAL BUDGET |
|---|---------------|----------------|-----------------|-----------------------------|------------------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income | | | | | |
| Corporate Services Executive | - | - | - | - | - |
| Communications and Customer Service | 248 | 170 | 78 | 679 | 679 |
| Governance | 317 | 343 | (26) | 1,609 | 1,609 |
| Information Technology | 7 | - | 7 | - | - |
| Financial Services | 50 | 73 | (23) | 271 | 271 |
| People, Culture and Innovation Services | 11 | 30 | (19) | 125 | 125 |
| Total income | 633 | 616 | 17 | 2,684 | 2,684 |
| Expenses | | | | | |
| Corporate Services Executive | 86 | 86 | - | 299 | 299 |
| Communications and Customer Service | 1,310 | 1,454 | 144 | 5,977 | 5,976 |
| Governance | 789 | 813 | 24 | 3,186 | 3,186 |
| Information Technology | 3,144 | 3,310 | 166 | 6,522 | 6,522 |
| Financial Services | 1,229 | 941 | (288) | 3,254 | 3,254 |
| People, Culture and Innovation Services | 2,731 | 2,695 | (36) | 7,000 | 6,773 |
| Total expenses | 9,289 | 9,299 | 10 | 26,238 | 26,010 |
| Net surplus (deficit) | | (8,656) | (8,683) | 27 | (23,554) |

Corporate Services Directorate

Expenditure

Note 1 Employee costs (\$114,000 favourable) – Favourable variance due to delay in recruitment and lower temporary agency staff costs (Information Technology Executive \$71,000, Urban Screen \$39,000, Civic Facilities \$36,000, Call and Service Centres \$30,000, Occupational Health and Safety \$23,000 and Organisation Development Executive \$12,000).

This favourable variance is partly offset by a higher than anticipated salaries and temporary agency staff costs to date (Financial Service \$33,000, Emergency Management \$30,000, Communications and Customer Service Executive \$25,000 and Governance \$24,000).

Note 2 Materials and services (\$144,000 unfavourable) – Mainly due to an incorrect allocation that will be resolved in October (Property Revenue \$250,000) combined with higher than anticipated professional services (Occupational Health and Safety \$26,000, Organisational Development Executive \$18,000 and Financial Services \$12,000).

This unfavourable variance is offset by a delay in receipt of invoices and commencement of projects, combined with lower than anticipated printing and stationery, postage and storage, subscriptions, professional services and software and application maintenance (Technical Services \$66,000, Records Management \$24,000, Communications and Customer Service Executive \$21,000 and Call and Service Centres \$19,000).

ENGINEERING SERVICES DIRECTORATE

OPERATING RESULT

| | YTD ACTUAL | YTD BUDGET | YTD VARIANCE | ANNUAL AMENDED BUDGET | ANNUAL ORIGINAL BUDGET |
|--------------------------------|----------------|----------------|-----------------|-----------------------------|------------------------------|
| Notes | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income | | | | | |
| Rates and charges | 6,619 | 6,619 | - | 26,315 | 26,315 |
| Statutory fees and fines | 71 | 67 | 4 | 267 | 267 |
| User fees | 149 | 151 | (2) | 605 | 605 |
| Grants - operating | 34 | - | 34 | 85 | 85 |
| Asset sales | 236 | 250 | (14) | 1,000 | 1,000 |
| Other income | 3 | 378 | 327 | 1,609 | 1,016 |
| Total income | 7,487 | 7,414 | 73 | 29,881 | 29,288 |
| Expenses | | | | | |
| Employee costs | 4 | 4,509 | 4,665 | 156 | 20,439 |
| Materials and services | 5 | 8,521 | 11,849 | 3,328 | 54,138 |
| Bad and doubtful debts | - | - | - | 1 | 1 |
| Carrying amount of assets sold | - | - | - | 254 | 254 |
| Other expenses | 37 | 40 | 3 | 142 | 142 |
| Total expenses | 13,067 | 16,554 | 3,487 | 74,974 | 73,677 |
| Net surplus (deficit) | (5,580) | (9,140) | 3,560 | (45,093) | (44,389) |

BUSINESS UNITS

| | YTD ACTUAL | YTD BUDGET | YTD VARIANCE | ANNUAL AMENDED BUDGET | ANNUAL ORIGINAL BUDGET |
|---------------------------------|----------------|----------------|-----------------|-----------------------------|------------------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income | | | | | |
| Engineering Services Executive | - | - | - | - | - |
| Infrastructure Services | 7,133 | 7,103 | 30 | 28,638 | 28,045 |
| City Improvement | 7 | 5 | 2 | 19 | 19 |
| Transport and Civil Development | 347 | 306 | 41 | 1,224 | 1,224 |
| Total income | 7,487 | 7,414 | 73 | 29,881 | 29,288 |
| Expenses | | | | | |
| Engineering Services Executive | - | - | - | - | - |
| Infrastructure Services | 9,582 | 13,141 | 3,559 | 60,552 | 59,347 |
| City Improvement | 2,798 | 2,791 | (7) | 12,139 | 12,047 |
| Transport and Civil Development | 687 | 622 | (65) | 2,283 | 2,283 |
| Total expenses | 13,067 | 16,554 | 3,487 | 74,974 | 73,677 |
| Net surplus (deficit) | (5,580) | (9,140) | 3,560 | (45,093) | (44,389) |

Engineering Services Directorate

Income

Note 3 Other income (\$51,000 favourable) – Higher than anticipated recoveries for assets (Asset Protection \$50,000 and Roads \$20,000).

Expenditure

Note 4 Employee costs (\$156,000 favourable) – Favourable variance due to delay in recruitment and lower temporary agency staff costs (Roads \$70,000, Parks Services \$56,000, Cleansing \$45,000, Infrastructure Services and Planning Executive \$36,000, Waste Management \$23,000 and CIP Implementation \$19,000).

This favourable variance is partly offset by a higher than anticipated temporary agency staff costs (City Improvement Executive \$68,000 and Building Maintenance \$16,000).

Note 5 Materials and services (\$3.33 million favourable) - Favourable variance due to lower fuel costs, contract costs and professional services combined with a delay in receipt of invoices (Waste Management \$2.49 million, Parks Services \$579,000, Cleansing \$199,000, Building Maintenance \$54,000 and Fleet Management \$64,000).

This favourable variance is partly offset by higher than anticipated software maintenance (Transport \$55,000).

CITY PLANNING, DESIGN and AMENITY

OPERATING RESULT

| | | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------|----|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Notes | | | | | | |
| Income | | | | | | |
| Statutory fees and fines | 6 | 2,682 | 2,623 | 59 | 10,495 | 10,495 |
| User fees | 7 | 1,081 | 1,357 | (276) | 5,441 | 5,441 |
| Grants - operating | 8 | 646 | 574 | 72 | 696 | 588 |
| Other income | | 55 | 61 | (6) | 244 | 244 |
| Total income | | 4,464 | 4,615 | (151) | 16,876 | 16,768 |
| Expenses | | | | | | |
| Employee costs | 9 | 3,278 | 3,494 | 216 | 15,159 | 15,159 |
| Materials and services | 10 | 1,153 | 1,209 | 56 | 3,613 | 3,364 |
| Bad and doubtful debts | | - | - | - | 2,236 | 2,236 |
| Other expenses | | 9 | 12 | 3 | 54 | 54 |
| Total expenses | | 4,440 | 4,715 | 275 | 21,062 | 20,813 |
| Net surplus (deficit) | | 24 | (100) | 124 | (4,186) | (4,045) |

BUSINESS UNITS

| | | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|---|--|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | | |
| City Planning, Design and Amenity Exec. | | - | - | - | - | - |
| Building and Compliance Services | | 317 | 706 | (389) | 2,616 | 2,508 |
| Statutory Planning | | 504 | 511 | (7) | 2,043 | 2,043 |
| Strategic & Environmental Planning | | 55 | 6 | 49 | 25 | 25 |
| Regulatory Services | | 3,588 | 3,392 | 196 | 12,192 | 12,192 |
| Total income | | 4,464 | 4,615 | (151) | 16,876 | 16,768 |
| Expenses | | | | | | |
| City Planning, Design and Amenity Exec. | | 112 | 112 | - | 486 | 486 |
| Building and Compliance Services | | 1,407 | 1,316 | (91) | 4,900 | 4,665 |
| Statutory Planning | | 624 | 741 | 117 | 3,249 | 3,249 |
| Strategic & Environmental Planning | | 493 | 604 | 111 | 2,601 | 2,601 |
| Regulatory Services | | 1,804 | 1,942 | 138 | 9,826 | 9,812 |
| Total expenses | | 4,440 | 4,715 | 275 | 21,062 | 20,813 |
| Net surplus (deficit) | | 24 | (100) | 124 | (4,186) | (4,045) |

City Planning, Design and Amenity Directorate

Income

Note 6 Statutory fees and fines (\$59,000 favourable) – Favourable variance due to higher than anticipated fee income to date (Parking Management \$83,000 and General Law Enforcement \$59,000).

This favourable variance is offset by lower than anticipated fines issued to date (Health \$40,000, Building \$18,000 and Animal Management \$14,000).

Note 7 User fees (\$276,000 unfavourable) – Unfavourable variance mainly due to lower than anticipated income from Health and Streatrader permits and animal registrations (Health \$286,000 and Animal Management \$101,000). The bulk of Health registrations are due to be raised in November.

This unfavourable variance is partly offset by higher than anticipated income from parking permits and car park ticket machines (Car Parks \$128,000).

Note 8 Grants – operating (\$72,000 favourable) – Mainly due to additional grant funding received for School Crossing Supervisors (School Crossing \$78,000). This variance will be assessed during the Mid-Year Budget review.

Expenditure

Note 9 Employee costs (\$216,000 favourable) – Favourable variance due to a delay in filling vacant positions (Statutory Planning \$112,000, Strategic Design and Sustainability Planning \$105,000, Public Safety and Security \$28,000, Building \$28,000 and Animal Management \$17,000).

This favourable variance is offset by higher than anticipated staff costs (Planning Compliance \$28,000 and Health \$19,000) and overtime (Parking Management \$12,000).

Note 10 Materials and services (\$56,000 favourable) - Favourable variance due to lower contract costs and professional expenses to date (Parking Management \$69,000, Car Parks \$16,000 and Animal Management contract pound costs \$12,000).

This favourable variance is offset by higher than anticipated professional services, mainly legal costs (Health \$59,000).

These variances will be reassessed during the Mid-Year Review to determine any permanent impacts.

COMMUNITY STRENGTHENING DIRECTORATE

OPERATING RESULT

| | Notes | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------|-------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | | |
| User fees | 11 | 670 | 762 | (92) | 3,138 | 3,138 |
| Grants - operating | 12 | 5,320 | 4,104 | 1,216 | 21,405 | 20,521 |
| Contributions - monetary | 13 | 55 | - | 55 | - | - |
| Other income | | 287 | 264 | 23 | 971 | 971 |
| Total income | | 6,332 | 5,130 | 1,202 | 25,514 | 24,630 |
| Expenses | | | | | | |
| Employee costs | 14 | 8,681 | 10,130 | 1,449 | 45,225 | 39,068 |
| Materials and services | 15 | 4,184 | 3,769 | (415) | 13,727 | 12,617 |
| Bad and doubtful debts | | - | - | - | 8 | 8 |
| Other expenses | | 539 | 520 | (19) | 3,127 | 2,433 |
| Total expenses | | 13,404 | 14,419 | 1,015 | 62,087 | 54,126 |
| Net surplus (deficit) | | (7,072) | (9,289) | 2,217 | (36,573) | (29,496) |

BUSINESS UNITS

| | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|--|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| Community Services Executive | - | - | - | - | - |
| Community Wellbeing | 3,873 | 2,941 | 932 | 12,502 | 11,618 |
| Community Care | 2,049 | 1,814 | 235 | 10,278 | 10,278 |
| Community Arts, Culture and Libraries | 260 | 204 | 56 | 2,051 | 2,051 |
| Community Development, Sports and Recreation | 150 | 171 | (21) | 683 | 683 |
| Total income | 6,332 | 5,130 | 1,202 | 25,514 | 24,630 |
| Expenses | | | | | |
| Community Services Executive | 198 | 185 | (13) | 783 | 783 |
| Community Wellbeing | 5,000 | 5,525 | 525 | 24,844 | 18,203 |
| Community Care | 3,035 | 3,465 | 430 | 15,261 | 14,666 |
| Community Arts, Culture and Libraries | 3,016 | 3,020 | 4 | 11,571 | 11,295 |
| Community Development, Sports and Recreation | 2,155 | 2,224 | 69 | 9,628 | 9,179 |
| Total expenses | 13,404 | 14,419 | 1,015 | 62,087 | 54,126 |
| Net surplus (deficit) | (7,072) | (9,289) | 2,217 | (36,573) | (29,496) |

Community Strengthening Directorate

Income

Note 11 User fees (\$92,000 unfavourable) - Unfavourable variance due to lower than anticipated income from service provision (Home and Community Care \$105,000).

Note 12 Grants – operating (\$1.22 million favourable) - comprising:

Grant funding received earlier than anticipated:

- Family Day Care \$576,000
- Home and Community Care \$336,000
- New Directions – Mothers and Babies \$88,000
- Child First \$104,000
- Market Street Occasional Care Centre Operational \$74,000
- Maternal and Child Health \$72,000
- Children's Support Services \$25,000
- Planned Activity Group \$21,000
- PYP Linkages \$16,000

These favourable variances are partly offset by:

Lower than anticipated grant funding recognised to date based on satisfied performance obligations for:

- Sleep and Settling Initiative \$73,000
- Empowering Communities \$30,000
- HACC – Assessments and Team Leaders \$22,000

Note 13 Contributions-monetary (\$55,000 favourable) – Favourable variance due to unbudgeted income received for Mayoral Taskforce. This income will be offset by associated expenditure.

Expenses

Note 14 Employee costs (\$1.93 million favourable) – \$925,000 of this favourable variance relates to grant funded programs which require an acquittal, caused by a delay in recruitment (Enhanced MCH Program \$392,000, Sleep and Settling Initiative \$211,000, Pre-School Field Officer \$87,000, Playgroup Initiatives \$78,000, Drug Strategy \$43,000, Child First \$39,000 and Empowering Communities \$20,000).

The remaining favourable variance is due to a delay in recruitment of vacant positions and difficulty recruiting skilled staff (Home and Community Care \$230,000, Maternal and Child Health \$128,000, Children's Support Services \$119,000, Statutory Planning \$112,000, Strategic Design & Sustainability \$105,000, Information Technology Exec \$71,000, Roads & Drains \$70,000, Library and Information Services \$70,000, Family Day Care \$68,000, Community Arts, Cultural and Library Executive \$40,000, HACC Co-ordination \$36,000, Community Transport \$31,000, Planned Activity Group \$30,000, Parks Services \$56,000 and Urban Screen \$39,000).

The favourable variance is partly offset by higher than anticipated salary and temporary agency staff costs (The Drum Theatre \$92,000, City Improvement \$68,000, Corporate Accounting \$40,000, Festival and Events \$24,000, Community Development \$18,000 and Community Strengthening Executive \$11,000) and grant funded salary expenditure for programs which were carried over from the prior year (Refugee Immunisation Project \$136,000 and New Directions – Mothers and Babies \$89,000).

Note 15 Material and services (\$415,000 unfavourable) – Unfavourable variance is due to higher payments to educators (Family Day Care \$511,000) relating to service delivery requirements which is offset by higher grant income, combined with higher professional services and material costs (Community Care Executive \$31,000, Immunisation \$19,000, Market Street Occasional Child Care \$15,000 and Community Arts, Cultural and Library Executive \$12,000).

This unfavourable variance is partly offset by lower than anticipated expenditure for materials, utilities, professional services and events (Festivals and Events \$29,000, Food Services \$24,000, Community Funding \$23,000 and Libraries \$10,000) and service delivery (PYP Linkages \$14,000).

NON-DIRECTORATE

OPERATING RESULT

| Notes | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| Rates and charges | 37,336 | 37,375 | (39) | 143,824 | 143,824 |
| Grants - operating | 142 | 142 | - | (1) | 12,215 |
| Contributions - monetary | 532 | 500 | 32 | 2,000 | 2,000 |
| Contributions - non-monetary | - | - | - | 7,500 | 7,500 |
| Other income | 2,203 | 2,202 | 1 | 3,512 | 3,512 |
| Total income | 40,213 | 40,219 | (6) | 156,835 | 169,051 |
| Expenses | | | | | |
| Employee costs | 40 | - | (40) | 1,293 | 1,293 |
| Materials and services | 119 | 160 | 41 | 1,046 | 1,046 |
| Depreciation | 8,397 | 8,397 | - | 33,601 | 33,601 |
| Amortisation - right of use assets | 149 | 149 | - | 598 | 598 |
| Borrowing costs | 650 | 650 | - | 2,699 | 2,699 |
| Finance costs - leases | - | - | - | 22 | 22 |
| Other expenses | - | 1 | 1 | 301 | 301 |
| Total expenses | 9,355 | 9,357 | 2 | 39,560 | 39,560 |
| Net surplus (deficit) | 30,858 | 30,862 | (4) | 117,275 | 129,491 |

BUSINESS UNITS

| | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | |
| Governance | - | - | - | - | - |
| Corporate Accounting | 39,681 | 39,719 | (38) | 154,835 | 167,051 |
| Planning and Design | 532 | 500 | 32 | 2,000 | 2,000 |
| Total income | 40,213 | 40,219 | (6) | 156,835 | 169,051 |
| Expenses | | | | | |
| Governance | - | - | - | 30 | 30 |
| Corporate Accounting | 9,338 | 9,342 | 4 | 39,511 | 39,511 |
| Planning and Design | 17 | 15 | (2) | 19 | 19 |
| Total expenses | 9,355 | 9,357 | 2 | 39,560 | 39,560 |
| Net surplus (deficit) | 30,858 | 30,862 | (4) | 117,275 | 129,491 |

Non-Directorate includes non-attributable items such as rates income, fire services levy payable on Council properties, developer's contributions, interest income, gifted assets, carrying amount of assets disposed/written off and finance costs.

Notes:

No notes/comments required for this directorate.

CAPITAL WORKS PROGRAM

OPERATING RESULT

| | Notes | YTD ACTUAL \$'000 | YTD BUDGET \$'000 | YTD VARIANCE \$'000 | ANNUAL AMENDED BUDGET \$'000 | ANNUAL ORIGINAL BUDGET \$'000 |
|------------------------------|-------|-------------------------|-------------------------|---------------------------|---------------------------------------|--|
| Income | | | | | | |
| Grants - capital | | - | - | - | 11,440 | 5,316 |
| Contributions - monetary | | - | - | - | 2,358 | - |
| Other income | | 6 | - | 6 | - | - |
| Total income | | 6 | - | 6 | 13,798 | 5,316 |
| Expenses | | | | | | |
| Employee costs | | - | - | - | - | - |
| Materials and services | | - | - | - | - | - |
| Other expenses | | - | - | - | - | - |
| Total expenses | | - | - | - | - | - |
| Net surplus (deficit) | | 6 | - | 6 | 13,798 | 5,316 |

Notes:

No notes/comments required for this directorate.

APPENDIX 4 - Operating Initiatives

| Operating initiative project | 2023-24 YTD Actuals \$ | 2023-24 YTD Budget \$ | YTD Variance (Unfav)Fav \$ | 2023-24 Original Budget \$ | Project update 30 September 2023 |
|---|---------------------------------|--------------------------------|-------------------------------------|-------------------------------------|--|
| City Planning, Design and Amenity | | | | | |
| Concept Plan for Lois Twohig Reserve, Dandenong North | - | - | 0 | 40,000 | Commencement on the development of the Lois Twohig Reserve Concept Plan will not commence until late quarter two or early quarter three. This is to plan, design and consult on all of the capital works projects that have a construction component that needs to be completed in 2023-24 financial year. |
| Sub-total | 0 | 0 | 0 | 40,000 | |
| Total Operating Initiatives | 0 | 0 | 0 | 40,000 | |

Notes re Operating Initiative reporting:

The reporting on operating initiatives excludes the following:

- salary related initiatives
- operating initiatives that add to an existing budget
- ongoing initiatives

