



2023-24 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



2024-25 has been a busy year for Greater Dandenong City Council and I am proud to share our many achievements with the community.

I would like to welcome our new Chief Information Officer, Yuri Guzman to our Executive Team. Yuri's focus will be on progressing the technology priorities outlined in my 100 Day Report – Reshaping Greater Dandenong. He will build the digital capability of our organisation to enhance our service delivery.

Over the past 12 months we have been focused on our financial stability, as well as addressing the challenges of rising costs and higher service demands. Our financial sustainability is critical to ensure we can continue delivering services for our community now and into the future. Our Long Term Financial Plan and Annual Budget were endorsed by Council on Monday 24 June. These important documents confirm our commitment to maintaining and improving services as well as continuing to invest in parks, reserves and other important infrastructure projects which are valued by our community.

At the end of the financial year we have completed 83 per cent of our actions outlined in the Annual Plan and have made great progress towards achieving the priorities of our four year Council Plan 2021-25. Some of our building projects have experienced delays with construction and major projects are currently under review. We have also seen 5 per cent of our actions for 2023-24 affected by external impacts such as planning decisions which were outside Council's control.

The new Annual Plan for 2024-25 was endorsed by Council in June and work has been underway on the development of our new Council Plan 2025-29. This project has seen Council engage with over 2,500 people so far across our community including 1,400 people from over 75 community groups. The feedback received will form part of a deliberative community panel to be held in October and November and will be key to the development of Council's priorities for the next four years.

Highlights for this year have included:

- Council resolved to continue to deliver Aged and Disability Services.
- Successful advocacy for the reduction of the posted speed limit on Stud Road, Dandenong North to encourage safer driving conditions.
- The Back Your Neighbour campaign has continued to gain support with 43 Councils now members of the Mayoral Taskforce Supporting People Seeking Asylum.

- Council was the recipient of three Local Government awards this year:
 - The Wominjeka Project – Four Aboriginal artists, three Bunurong and one Arrente, designed welcome flags for the Drum Theatre. The project was guided by the Bunurong Land Council and driven by a commitment to fostering cultural inclusivity, bridging communities, and nurturing a profound understanding of Aboriginal and Torres Strait Islander art and culture.
 - Two LGPro Awards for Excellence for the First Nations Partnership Initiative Category – New Directions Mothers and Babies Project, and Service Delivery for the Refugee Immunisation project.
- 11 major festivals and events were held across the municipality engaging more than 78,000 people
- Visitations to Council’s facilities increased with 813,506 people attending Greater Dandenong Libraries and over 87,000 people using our arts and cultural facilities.
- The construction of the Keysborough South Community Hub continues with an expected opening in 2025.
- Council’s commitment to environmental sustainability and tackling the impacts of climate change continues to be a priority and recent assessment of our tree canopy has seen it rise from 9 per cent in 2021 to 14.1 per cent in 2023.

As we move into the new financial year and approach the Local Government elections in October, I look forward to working with Council and the community to achieve great outcomes for our municipality.

CEO, Jacqui Weatherill



Wominjeka Flag Launch

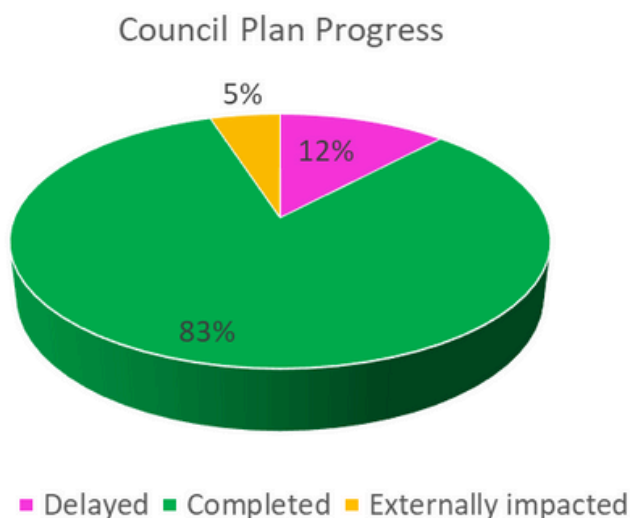


World Environment Day Planting Event

Performance Summary

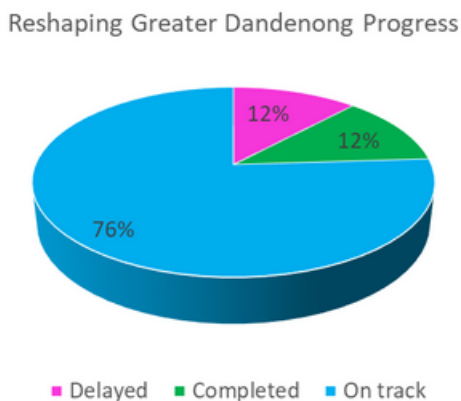
Council Plan Progress

The Annual Plan 2023–24 outlines Council’s key activities to deliver on the Council Plan 2021–25. At the end of Q4, 83 per cent of the actions have been achieved for the financial year and 12 per cent have been delayed. A small number of actions continue to be affected by external factors such as government reforms and planning decisions.



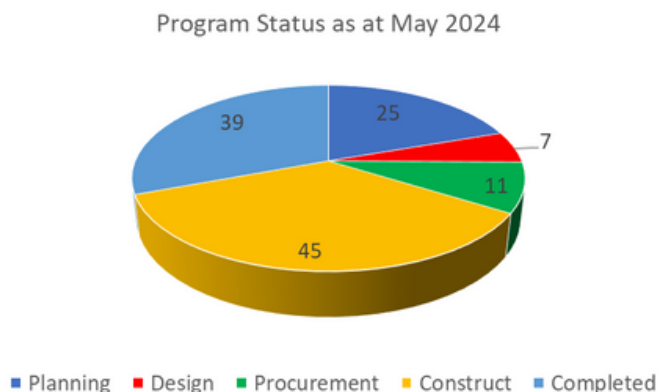
Reshaping Greater Dandenong

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



Capital Works Program

Over 70 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. Below’s graph highlights the number of projects by status.



Highlights



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

- Council resolved to continue to deliver Aged and Disability Services.
- 195 families vulnerable families were supported through 14,738 contact hours.
- Springvale Community Hub has seen an increase this year in visitation by 54,000. Visits to the hub are now over 450,000.
- The Dandenong Zero project has successfully moved 23 individuals into long-term secure housing.
- 136 students were given an opportunity to be involved and have their say on the future planning for Council.
- A formal memorandum of understanding has been established with Council, City in the Community and Melbourne City Football Club.



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

- Council won two LGPro Awards for Excellence – First Nations Partnership Initiative Category (New Directions Project) and Service Delivery (Refugee Immunisation).
- The Mayoral Taskforce Supporting People Seeking Asylum, chaired by Council, now has 43 member Councils supporting the Back Your Neighbour campaign.
- 11 major festivals, events and programs were held across the municipality engaging 78,539 people.
- Council's arts and cultural facilities had over 87,000 visitors.
- Attendance at Council's libraries was 813,506 representing a 14.2 per cent increase on last year.

Highlights



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

- The Keysborough South Community Hub construction has progressed with the steel frame erected and phase one roofing installed.
- The Abbots Road duplication is complete.
- Funding has been allocated in the State Government's budget to extend the frequency and operating hours of the route 800 bus.
- The Springvale Revitalisation Action Plan has been endorsed by Council with works scheduled for the next financial year.
- Council's advocacy for transport safety improvements was successful with changes to the speed limit on Stud Road, Dandenong North complete.



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

- The Sustainability Festival was held on Sunday 25 February and was a huge success with over 1,500 people in attendance.
- Council's commitment to the climate emergency continues with a number of initiatives implemented this year including the CERES Student Environmental Leadership Summit and the acquisition of the community environmental education electric van.
- The Cat Curfew was endorsed by Council and community education activities delivered.
- Park projects were completed at many sites across the municipality including Frederick Wachter Reserve, Bakers Reserve, Springvale Reserve, and Spring Valley Reserve.
- Council's tree canopy coverage has increased from 9 per cent in 2021 to 14.1 per cent in 2023.

Highlights



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

- The 'Try a Trade' Careers Expo was held in May and attracted over 1,000 students and teachers from local high schools.
- Over 35 workshops and business events were delivered throughout the year.
- 33 network sessions, 3 workshop series and 15 program sessions were delivered to businesses in the manufacturing sector.
- 11,240 contacts were made across a range of programs which promote the voice of youth, build leadership capability and skills that enhance employment.
- 62 businesses and suppliers were supported through the Business Grants program.



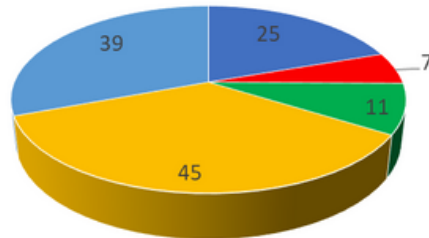
Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community

- Parking sensor delivery in Springvale is complete.
- A review of Council's information technology systems is complete and work is now underway to create a roadmap to uplift Council's digital capability.
- Council's Executive Team recruitment was finalised with the appointment of a new Chief Information Officer, Yuri Guzman.
- Council's Long Term Financial Plan, Annual Budget and Annual Plan 2024–25 were endorsed.
- Community engagement activities were conducted for the upcoming Council Plan 2025–29 with over 2,500 people providing feedback and support from 14 community champions.
- 84 students from 20 primary schools attended the 8th annual Children's Forum.

Capital Works Summary

Project Updates

Program Status as at May 2024



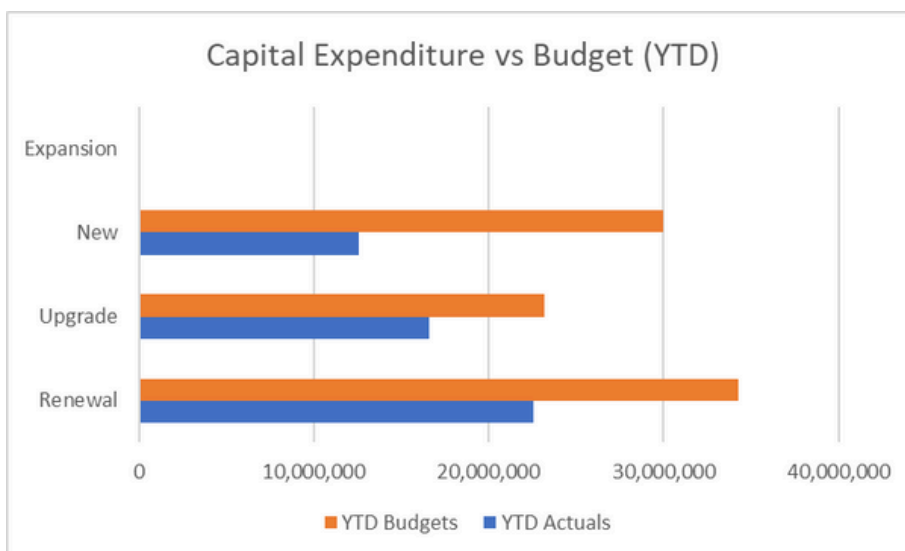
■ Planning ■ Design ■ Procurement ■ Construct ■ Completed

- Keysborough South Community Hub – Earthworks and in-ground works are in progress. Council has advised the contractor to commence the steel fabrication and major mechanical and electrical items procurement. Council is awaiting the issuance of a Stage 2 Building Permit however this will not delay the project.



- Dandenong Wellbeing Centre – The Design for the DWC facility has been completed. The project is awaiting endorsement to proceed with the procurement phase of the project.

Expenditure

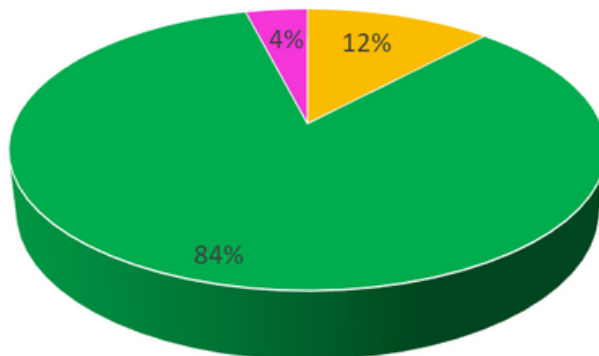


These figures are interim results at the time of writing this report. The 2023–24 capital program has experienced underspend due to project delays including required permits and third party approvals. Major projects are under review and are subject to change.



Part A:






Annual Plan Progress




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






■ Externally impacted ■ Completed ■ Delayed




Action	Comment	Progress
<p>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</p>	<p>Year 4 actions are complete. Key initiatives included:</p> <ul style="list-style-type: none"> • GO Soccer Mums programs at Ross Reserve • Volleyball and basketball programs • Soccer program in partnership with Melbourne City and Crimestoppers • Active and healthy families event at Springers • Empowering women in CGD at Noble Park Aquatic Centre <p>Work is underway to confirm Year 5 actions.</p>	
<p>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.</p>	<p>A formal MOU has been established between Council, City In The Community (CITC) and Melbourne FC in Jan 2024, to facilitate a range of social, community and football outcomes to help overcome social disadvantage and improve the health and wellbeing of the community. Council officers have recently worked with Melbourne City FC to deliver a soccer clinic at Ross Reserve for the April school holidays. Melbourne City FC have also been activating the newly branded multi-use court at George Street in partnership with Crime Stoppers. This is a free weekly soccer program for young people aged 12-24 to learn new skills as well as link in with local youth employment services.</p>	


Action	Comment	Progress
Commence implementation of the Climate Change Community Engagement and Mobilisation Plan (CEMP)	The draft Climate Change Community Engagement and Mobilisation Plan is currently out for public exhibition and is intended to be tabled at a Council meeting in the first quarter of 2024-25.	
Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers	Volunteering opportunities increased and additional volunteers were recruited with six in Q4. Volunteers participated in Council Plan community consultations, Reconciliation Week activities and 159 knitted items were made by the Karma Knitters and donated to local agencies. Two appreciation events were held in National Volunteer week.	
Actively collaborate with the Orange Door and Southern Area Family Partnership to support vulnerable families to address/prevent family violence	Monthly governance meetings were held for the Southern Area Children and Family Services Alliance, with sub working groups on family violence, demand management, family preservation and unification. Regular meetings with the Orange Door were held to obtain referrals to support vulnerable families presenting with family violence and other risk indicators. A total of 195 families were serviced with 14,738 hours of support for vulnerable families.	
Implement the Youth and Family Services Strategy Year Three action plan	Projects and programs delivered – 22 Number of events delivered – 17 Presentations and workshops – 40 Reach of social media – 38,462 Number of youth contacts – 16,033 Number of family support contacts – 195 referrals 14,738 contact hours	
Implement Year Three of the Children's Plan	<ul style="list-style-type: none"> • Child and Family Partnership network assembled 118 individuals and 43 key agencies to support children and families. • The New Directions initiative, Health Yarners, and Yarning Groups engaged Aboriginal and Torres Strait Islander families in dental checks, Bush Tucker workshops, and mental health initiatives. • Preschool Field Officers worked with local early years services to support 270 children with additional needs to participate in kindergarten. • Facilitated the Children's Advisory Group and Junior Advisory Group, 136 students, to 'have their say' in local planning. • Delivered outreach playgroups, Sleep and Setting programs, storytime sessions, and Maternal and Child Health services. 	




Action	Comment	Progress
<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>Short-term HACC PYP funding has resulted in support for several clients to transition to the NDIS, therefore accessing additional services and supports. Council is participating in several local disability networks focused on increasing access to supports and employment, including those led by people with lived experience of disability. Council has become a member of the Sunflower Program which supports people with a hidden disability to access Council programs and services.</p>	
<p>Deliver preventative health activities to Aboriginal and Torres Strait Islander families through the New Directions project</p>	<p>Dandenong Yarning Groups continue at Clow St Dandenong and Dandenong and Districts Aborigines Co-Operative and are supported by the New Directions team. 467 mums and carers attended groups, 111 mums attended Kirrup Playgroup, and 30 mums and 16 pregnant mums reported completed key ages and stages checks. Bubup Swim and Yarn sessions had 64 participants and 35 champions undertook Balit Boobooop Narrkwarren Baby Makes Three Training. Health Yarning was supported in partnership with New Directions, Koorie Maternity Services Dandenong and District Aborigines Co-Operative Limited, Bunurong Health, Peninsula Health Koorie Maternity Services, Regional Maternal and Child Health, Immunisation, and Monash Aboriginal Midwives.</p>	
<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 collaborated with the Department of Health, Monash Health, Women's Health in the South East (WHISE), the South East Public Health Unit (SEPHU) and other health stakeholders within the local prevention system to improve the strategic planning of local health and wellbeing priorities. Planning is underway to include the work of these partnerships to inform the development of the next Municipal Public Health and Wellbeing Plan (incorporated into the Council Plan 2025-29). Greater Dandenong also contributed to the SEPHU Population Health Catchment Plan Advisory Committee and Regional Expert Advisory Groups for priority action areas including, reducing vaping (e-cigarette) and tobacco use and related harms, and falls prevention.</p>	

Action	Comment	Progress
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<p>Implement the agreed key recommendations from the Future Directions for Council's Community Transport Program Project</p>	<p>An increased number of day trips, additional shopping trips and targeted location-based community transport has been utilised by eligible Greater Dandenong residents as part of the community transport program. Loop models and other transport options have been trialed and refined with analysis of bookings and client feedback influencing ongoing offerings. A record number of day trips, outings, education sessions and luncheons were provided as part of Seniors Festival 2023. Several 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>A report on the future directions of Council's role in Aged and Disability Services was presented to the 25 March Council meeting where it was resolved that Council would continue the current contracted CHSP and HACC-PYP services subject to continuing Commonwealth Government funding. Council also endorsed that further detailed analysis be undertaken for Council's potential entry into the new Support at Home program. Initial planning for the Business Case Report for Council's consideration has commenced however the final details and costings of the new Support at Home program from the Commonwealth Government are required before detailed analysis can be undertaken.</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>The Seniors Festival 2023 returned to in-person activities, after feedback from older people, with an afternoon dance, several social and informative activities and the inaugural celebration of local centenarians. Day trips have continued to be very popular with an increased number of options offered. The bimonthly Living Well newsletter, which promotes various opportunities for social connection and education, is now available in electronic and printed formats to cater to the differing needs of older people and how they want to receive information. Community educational talks, hosted in the libraries and focused on older people, have continued to grow. Seniors groups participated in workshops focusing on resources and responsibilities of incorporated associations.</p>	

Action	Comment	Progress
<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 into its third year of operation with the formal extension of the program agreement finalised and the extension until November 2025. Multiple health promotion modules continue to be delivered including the development of a 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, and delivery of a local 'This Girl Can' campaign each year.</p>	
<p>Support the mental and physical health of children, young people and their families through preventative health initiatives and responsive interventions</p>	<p>195 referrals from The Orange Door resulted in 14,738 contact hours of support of vulnerable families .</p> <p>The Happiness project was delivered to support vulnerable children transitioning to year 7.</p> <p>Three iterations of the Martial Arts Therapy (MAT) program for vulnerable families were delivered to help build resilience and develop skills in social and emotional regulation.</p> <p>The #Proud2be Project was delivered supporting young people to create a campaign that challenges stigma and discrimination against culturally diverse LGBTIQ+ communities. Total: 15,821</p>	
<p>Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm</p>	<p>Support has been provided to the Alliance for Gambling Reform including consultations about pre-commitment and monitoring of electronic gambling machines. Information about gambling conditions and their impact upon communities has been shared with Council's government partners. Submissions have been prepared on pre-commitment and on sports betting.</p>	
<p>Promote gender equity and support and implement initiatives to address and prevent family violence with the municipality.</p>	<p>Information about family violence incidents in Victorian municipalities, mental health issues for women, and findings of the Personal Safety Survey have been distributed to relevant local agencies and partners in local government. 'Say NO to Family Violence' signs have been restored to NPAC and Oasis. Support has been provided to Women's Health in the South-east and funding has been supplied to selected local community projects to advance gender equality and prevent family violence. Consultations with key local agencies engaged in responding to, or preventing, family violence are currently being planned.</p>	

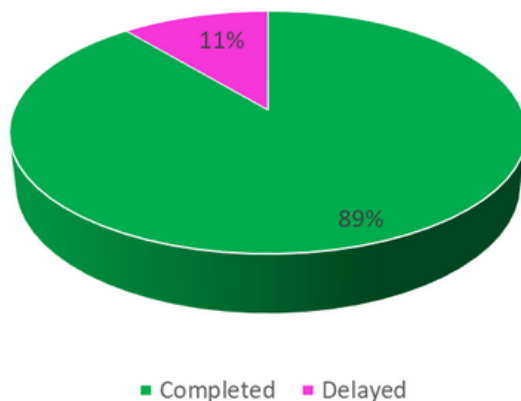
Action	Comment	Progress
<p>Proactively deliver and support initiatives that raise young people's awareness of harmful alcohol, vape/tobacco and other drugs use</p>	<p>Social media content was designed to educate young people about the harms of alcohol, drugs and vaping. Party Safe workshops were delivered in local tertiary education facilities that increased young people's awareness of harmful alcohol, vape/tobacco and other drugs use. Total: 3,564 contacts.</p>	
<p>Coordinate tobacco control activities to meet service and funding requirements in accordance with the Municipal Association of Victoria service agreement</p>	<p>A fantastic year with a higher number of inspections than required under funding from MAV. Low purchase rates verify that education visits at outdoor dining venues, retail venues, hospitals, Council's sporting facilities and festivals and events has been successful. High compliance rates have been achieved.</p>	
<p>Work with key stakeholders to deliver a 'Functional Zero' model of homelessness in Greater Dandenong</p>	<p>Council is collaborating with key stakeholders, including Launch Housing, to implement the 'Functional Zero' model of homelessness in the municipality. This initiative involves regular coordination through Service Coordination, Hotspots, and Improvement meetings with specific service providers to offer case management and support. Despite the program's efforts, the lack of suitable accommodation and the limited capacity of specialist support services are significant challenges. These issues are impeding long-term housing outcomes however, the Dandenong Zero project has successfully moved 23 individuals into long-term secure housing. Dandenong Zero is also supporting a consultancy firm, Common Cause, engaged by the regional charter group of councils to develop effective advocacy messages for more social and affordable housing. Additionally, a focus group discussion and survey on public perceptions of social housing have been conducted in partnership with other regional councils.</p>	

Action	Comment	Progress
<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>Increased supply of emergency, crisis and transitional housing within the municipality continues to be affected by external factors such as high rental demand, low supply of available rentals and increased demand for homelessness services. Construction of four single level units to be managed by homelessness service provider Wayss on Council owned land has commenced and will provide housing support for women and families affected by family violence. A submission was made on the Federal Government's National Housing and Homelessness Plan Issues Paper by the Regional Local Government Charter Group of Councils in late October.</p>	
<p>Complete Keysborough South Community Hub Strategy and develop an Action Plan</p>	<p>The draft Keysborough South Community Hub Strategic Plan went out for community consultation from March to May 2024 and a final report has now been completed for Council endorsement. Council will now move towards developing the Action plan in anticipation of the opening of the hub in 2025.</p>	
<p>Implement the Springvale Community Hub Action Plan</p>	<p>The delivery of the Springvale Community Hub Action Plan continues to be on track, with a range of successful programs and activations across the last 12 months, including Harmony Week; Refugee Week and Reconciliation Week Activities; Christmas and Easter workshops and activities; and Dragon displays for Lunar New Year. A range of activities were delivered to also support the health and wellbeing of the local community including the Hearing Bus and Food bank. Overall the presence and awareness of the hub, including the community connecting more, has increased the visitation of the hub by over 54,000 people in the last financial year. Visits to the hub are now over 450,000.</p>	

Action	Comment	Progress
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<p>Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy</p>	<p>Council has worked closely with consortium partners to raise awareness and bring additional supports to the community. The rising cost of living and lack of affordable housing has impacted the work and agencies continue to find it difficult to attract volunteers and donations. Advocacy to State and Federal government is required to attract additional funds for place based community development. Housing first must be an advocacy priority to be able to advance Anti-Poverty measures.</p>	
<p>Create safer spaces and improve actual and perceived levels of community safety within the municipality</p>	<p>A dedicated Community Safety Unit has been established within Council. A draft Community Safety Plan has been developed and is out for first round of stakeholder consultation. This will inform the direction of priorities for the Community Safety Team in the next financial year. Council has continued its collaboration efforts with partnership agencies, stakeholders and the wider community in identifying community safety themes within the municipality.</p>	



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






Action	Comment	Progress
Deliver a range of major festivals, events and program across the City which celebrate the diversity of cultures within our community.	11 major festivals, events and programs were delivered across the municipality including Springvale Snow Fest, Greater Dandenong Children's Festival, Little Day Out, Deckchair Movies, Carols and New Year's Eve Fireworks, Australia Day Awards Ceremony and Fun Run, Open Air Movies, Noble Park Community Fun Day and Keysborough's Big Picnic, engaging a total of 78,539 people. Additionally Council also supported the delivery of smaller events such as: Halloween in the Park, ANZAC Day events, Dandy-Con, and Reconciliation Week events (Flag Raising Ceremony and Now More Than Ever).	
Support appropriate event applications from community/corporate event organisers in planning and delivering festivals and events across the municipality	Council supported 251 event applications in Greater Dandenong including 158 community events and 93 council led events. 162 of these events were delivered and 89 were cancelled, postponed, or changed during the event permit process. The team also delivered two Event Organisers Network (EON) meetings and twelve EON e-newsletters to support event organisers in planning festivals and events.	

Action	Comment	Progress
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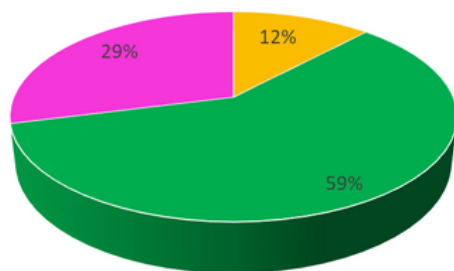
<p>Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community.</p>	<p>Council has strived to promote a socially cohesive, respectful and harmonious community through a number of initiatives this year. These have included working to establish the Southeast Anti-Racism Support Network as an independent and sustainable network, through its role on the Steering Committee.</p> <p>Council also supported LGBTQIA+ communities through its involvement in events for Wear It Purple Day, Midsumma Pride March, IDAHOBIT and Pride Month.</p>	
<p>Support and advocate for the rights of people seeking asylum and refugees as part of the 'Back Your Neighbour' campaign</p>	<p>The Mayoral Taskforce Supporting People Seeking Asylum now has 43 Member Councils, with two new Councils from South Australia and one from New South Wales joining the Executive membership level. The Taskforce developed, and has been implementing, its new Back Your Neighbour campaign strategy and communications plan, including raising awareness at public events, engaging marginal seat Councils and MPs, growing a network of supporter organisations and partnering with the Refugee Council of Australia on aligned advocacy priorities.</p>	

Action	Comment	Progress
<p>Promote reconciliation by implementing Council's Reconciliation Action Plan (RAP)</p>	<p>This year has seen a significant strengthening in Council's ongoing relationship, partnership and collaboration with Bunurong Land Council. Some highlights include:</p> <ul style="list-style-type: none"> • Municipality Flag Raising event, with 300 people. • 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. • Hosting the Wominjeka Project event at The Drum – which subsequently won the National Local Government Award 2024 – Indigenous Recognition category. • LGPro Local Government Sector 2024 award winner – Partnership Initiative Category, for Council's Indigenous Australians' Health Program – New Directions Mothers and Babies Project, Balit Booboop Narrkwarren. • Reconciliation Victoria Maggolee Award winner 2024 – Indigenous Recognition Category– Balit Booboop Narrkwarren. • NAIDOC Week celebrations in partnership with Dandenong Market. 	
<p>Progress the Dandenong New Art Gallery and associated PEP redevelopment</p>	<p>Dandenong New Art (DNA) – In ground rectification works were completed in April. Any future construction has a funding shortfall of up to \$6.24m, with a report prepared for Council with a funding strategy to seek a decision on how to proceed.</p> <p>Precinct Energy Plant (PEP) – Level 1 activation works are continuing so the ground level of the facility can be used. Externally funded concept design is progressing for the upgrade of the building.</p>	



Action	Comment	Progress
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<p>Implement the Arts, Culture and Heritage Strategy 2022-26</p>	<ul style="list-style-type: none"> • Secured partnership with ACMI • The Wominjeka Project won the 2024 National Awards for Local Government • Secured funding for Pillars of Freedom public art • Started Arts Tour Bus with other Councils • Visitation at Walker Street Gallery was 29,861 double last year's 14,500, across 5 exhibitions, 21 events, and 23 workshops • Drum Theatre had 56,241 across 219 events (109 performances and 110 activities) and Heritage Hill had 1,039 visitors across 4 exhibitions, 6 programs, and 38 tours • 41 heritage research requests were completed and one heritage grant was submitted. • Supported artists via creative RISE and Artist in Residency • Arts and Drum social media reach was up 41%, • Heritage collection views were 4,207 and Heritage Hill social media reach was 31,989. 	
<p>Complete a review of the existing sites covered by the Heritage Overlay within the Planning Scheme</p>	<p>A review of the existing sites covered by the Heritage Overlay within the Planning Scheme has been completed and reported to Council on 26 June. The report to Council recommended the commencement of a Planning Scheme Amendment implementing Stage 2 of the project, the updating of Heritage Overlay sites. Affected property owners have been notified of proposed alterations to Heritage Overlay descriptions or status.</p>	
<p>Implement the Greater Dandenong Libraries Strategy 2022-26</p>	<p>Attendance at Springvale Library was 447,139 and Dandenong 366,367. Total visitation was 813,506, representing a 14.2% increase. The Little Library at Dandenong North has had 760 loans with a second locker at Noble Park due for installation early next quarter. Libraries have run 1,670 programs with 28,596 attendees (1,185 Outreach visits). An Engagement and Marketing Plan has been completed with implementation commencing in 2024-25.</p>	

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









■ Externally impacted ■ Completed ■ Delayed

Action	Comment	Progress
<p>Conduct a comprehensive review of the Dandenong Visitor Attraction Action Plan (DVAP) 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.</p>	<p>Between October 2023 and March 2024 the DVAP was updated by a cross Council working group and half of the eight themes in the Plan were reviewed and re-written. In May 2024 the comprehensive review of the DVAP was paused.</p> <p>The topic of visitation will be incorporated into the new Place and Economy Strategy, which is currently being developed. Once there is a clear strategic direction coming out of the Place and Economy Strategy it will be clearer how the DVAP and visitation will be best addressed.</p>	
<p>Deliver the Greater Dandenong Regional Food Strategy through the successful implementation of the 12 month action plan for 2023-24</p>	<p>354 businesses have been engaged with and assisted via information sharing or facilitating connections.</p> <p>Partnerships with Food Innovation Australia and SEMMA have allowed for the delivery of specific food related programs for our business community.</p> <p>Commercial kitchen options have been investigated to assist those looking for cooking and food preparation facilities for their business.</p>	



Action	Comment	Progress
<p>Deliver the Tourism Strategy through the successful implementation of the 12 month action plan for 2023-24</p>	<ul style="list-style-type: none"> • Promotion of CGD and visitor attraction strategies have continued with a focus on promotion and visitor attraction. • A dinner and show deal was introduced to encourage visitors to the Drum theatre to dine locally in Dandenong before or after watching a show. • Sponsorship opportunities have been facilitated, with Holiday Inn sponsoring the Drum Theatre and the Market. • Channel 7 filmed a segment on their new 'Melbourne Weekender' show, focusing on Vietnamese cuisine with the potential to feature Little India and the Afghan precinct. • It has been a difficult year for industry but connections between Council and businesses remains strong and support has been well received. 	
<p>Commence construction of a new aquatic and wellbeing centre to replace Dandenong Oasis at Mills Reserve subject to Council funding approval.</p>	<p>Council officers have prepared recommendations on project phasing and funding options for all major projects. The project is awaiting Council approval on funding allocations.</p>	
<p>Continue to plan for the development of a new table tennis centre in Greater Dandenong in partnership with key stakeholders.</p>	<p>This project is awaiting Council approval on funding allocations for the Dandenong Wellbeing Centre.</p>	

Action	Comment	Progress
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<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>Recent changes to the Victorian Planning Provisions to allow for the introduction of small second dwellings; the introduction of Federal Government NDIS funding for provision of assisted living accommodation premises; and the Big Housing Build Program from the State Government that encourages the provision of affordable and social housing have all attributed to resolving this issue. The introduction of the Rooming House Operators Minimum Standards introduced in 2023 will ensure an uplift in social housing within the city. Council will still have a role in monitoring all registered and unregistered rooming houses and will continue to notify Consumer Affairs Victoria if properties not meeting the minimum standards are found.</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 by the Minister.</p>	
<p>Develop a Place Activation Plan to increase the attractiveness and vibrancy of Greater Dandenong's activity centres</p>	<p>Springvale Revitalisation Action Plan was finalised and adopted by Council in May.</p> <p>The Dandenong Visitor Attraction Plan (DVAP) continues to inform investments in central Dandenong. The DVAP review has been paused pending its incorporation into the new Place and Economy Strategy currently being developed.</p>	

Action	Comment	Progress
<p>Progress the Sandown Redevelopment Planning Scheme Amendment</p>	<p>The Minister for Planning has "called in" the Sandown Redevelopment Planning Scheme Amendment (SRPSA) and constituted an Advisory Committee (AC) to examine and provide a report on the SRPSA. DTP have progressed the planning process on behalf of the Minister for Planning as the responsible authority. The Minister for planning exercised ministerial prerogative to authorise the public exhibition commencing on 20 May and ending on 24 June. Council has provided a submission in response to the exhibited material. The AC will assess the submissions with a directions hearing scheduled for 17 July and the hearing commencing on 12 August. The AC will provide a report for the Minister for Planning's consideration on the PSA proposal in mid-November.</p>	
<p>Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement</p>	<p>Council has continued to advocate on priorities identified in Council's Greater Dandenong Public Transport Advocacy Statement as opportunities arise. Primarily this is via regional groups such as the Eastern Transport Coalition and Southeast Metropolitan Integrated Transport Group. The recent state budget announcements included funding to extend the frequency and operating hours of the route 800 bus. This is included in the Greater Dandenong Public Transport Advocacy Statement and was driven by a community led initiative "Fix 800 Bus".</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>The Abbots Road duplication project is complete. The Taylors Road project (delivered by developers) is underway and planning for the delivery of Bayliss Road and Glasscocks Road (developer delivered) has progressed.</p>	

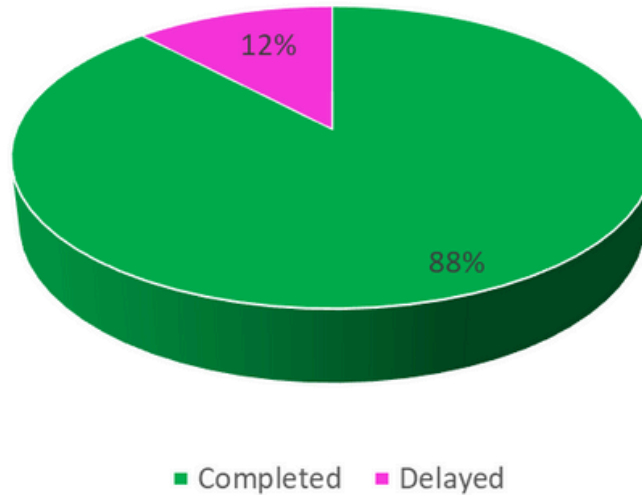
Action	Comment	Progress
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<p>Advocate for, plan and deliver improved active transport networks and initiatives</p>	<p>The IP43 Safe System Pedestrian Infrastructure Program, for detailed design of improvements for pedestrian crossings around Dandenong Market and along Cleeland St, has the design agreement signed and funding has been received. Road Safety Victoria has indicated construction funding is likely to be available under this program for the improvements around the Dandenong Markets.</p> <p>Whilst TAC funding has been received for upgrading the Lindsey-Williams Crossing zebra crossing in Springvale, the scope has not been approved. This project is now being re-scoped to seek an acceptable design solution and will then need TAC approval for the modified scope.</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 reviewed and updated to reflect the change in population predictions; kindergarten demand for both three and four year kindergarten places; and new infrastructure planned to meet the roll out of 30 hours by 2032 and continued 15 hours of three year old kindergarten across the municipality.</p>	
<p>Advocate for, and deliver, transport safety improvements and initiatives to improve road safety awareness and to mitigate road safety risks</p>	<p>A number of Council Local Area Traffic Management projects and Federal Blackspot funded projects have been successfully delivered. Applications have been submitted for future funding through State and Federal Programs. The advocacy focus on Stud Road / McFees Road saw a signalisation project funded within the Victorian State Budget.</p>	




Action	Comment	Progress
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<p>Facilitate Development Victoria/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct</p>	<p>Capital Alliance has developed a masterplan for the Foster Steet/Dandenong station precinct with input from Council and the community. This masterplan has informed a planning scheme amendment request which is under consideration by the Department of Transport and Planning (DTP) and the Minister for Planning. Council has advocated through various channels for this project to advance.</p>	
<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>The SRAP was endorsed by Council on 13 May. Planning is underway for the first round of projects identified in the plan as priorities, with works scheduled for 2024-25.</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 State government has concluded the revitalisation board program. Since 2020, the Board has endorsed \$3.99m towards 41 projects with a total project value of \$8.92m, not including the additional projects recently endorsed by the Board. At the Council Meeting on 11 June, a resolution was passed for continuation of the Board Membership as a Noble Park Revitalisation Advisory Committee until 31 December 2024, to ensure continuity of existing projects and activities associated with the former Board.</p>	

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







Action	Comment	Progress
Finalise review and update the Waste and Litter Strategy	A revised draft strategy incorporating recent changes in the waste and recycling sector was finalised however this is now being reconsidered as part of the Environmental Strategy streamlining process.	●
Implement the Open Space Strategy 2020-30	Projects completed this year have resulted in a range of open space reserve improvements and playground upgrades that fulfil Council's objective of improving the quality and amenity of our reserves. Community and stakeholder consultation and engagement with school children has been an important input into each project's design. All of the projects include new tree planting to increase the tree canopy coverage. The park projects completed include elements such as park furniture, informal recreation and landscaping as per each park's designs. These have been implemented at Bakers Reserve, Madison Reserve, Springvale Reserve, Frederick Wachter Reserve, Spring Valley Reserve, Rowley Allan Reserve, Warner Reserve, Glendale Reserve, Thomas Carroll Reserve, 218 Railway Parade and 86-88 Clow Street. The playground projects completed were at Pitman Reserve, George Andrews Reserve, Springvale Reserve and Browns Reserve. Keneally Street Reserve has a new dog off leash area.	●




Action	Comment	Progress
Undertake tree canopy coverage audit	The outcomes of the 2023 canopy coverage audit, as required by Council's Greening Our Neighbourhoods Strategy 2021-28, were tabled at the Council meeting on 27 May. The audit has shown an increase in canopy coverage across the municipality. The previous audits in 2016 and 2021 confirmed a municipal wide canopy coverage of 9.9% and 9% respectively. The 2023 audit has confirmed an increase in canopy coverage to 14.1% across the municipality.	
Implement the Urban Forest Strategy 2021-28 and Green Wedge Management Plan	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. The implementation of the park and playground projects in this year's capital works program included tree planting to significantly increase tree canopy coverage within each park.	
Implement the Tree Protection on Private Land Local Law and undertake a community education program	Implementation of the Tree Protection on Private Land Local Law has been successful. Community Education is still taking place at events.	
Implement the Biodiversity Action Plan 2021-26	The Biodiversity Action Plan Year 1 is complete and a progress report on all actions has been uploaded to Council's website. Ongoing conservation works programs and environmental engagement programs continued and included key highlights such as One Tree Per Child school planting day, National Tree Day events, community planting days, Gardens for Wildlife garden assessments, bushland management programs, and State Government grant programs for weed control and revegetation.	

Action	Comment	Progress
<p>Implement the Cat Curfew in line with the Domestic Animal Management Act</p>	<p>Implementation of the Cat Curfew has been successfully endorsed at Council. Education and Enforcement initiatives began in April throughout the community to ensure compliance and understanding.</p>	
<p>Develop a strategic register of sites for potential open space acquisition</p>	<p>Officers have acquired a software product that is able to identify properties as they become available for sale. A fortnightly report is now being produced to identify potential strategic property purchases in areas identified as gaps within the Open Space Strategy.</p>	
<p>Commence the review of the Playground Strategy 2013-23</p>	<p>The review of the Playground Strategy has commenced. Background research being undertaken includes the strategic review of all playground assets, analysis and assessment of the existing playground strategy and current best practice approaches to playground strategies. This information will be used to inform the development of a revised Playground Plan in 2024-25.</p>	
<p>Implement year six of the Greening Our City: Urban Tree Strategy 2018-28</p>	<p>Implementation of Council's Urban Forest Strategy for year six has been completed. Council's tree management software 'Forestree' has been implemented and further software development will be undertaken in 2024-25. Council's Annual Tree Inspection Program has been completed and planning has been finalised for the delivery of the annual street and park tree planting program. Planting has commenced and will continue through to October.</p>	

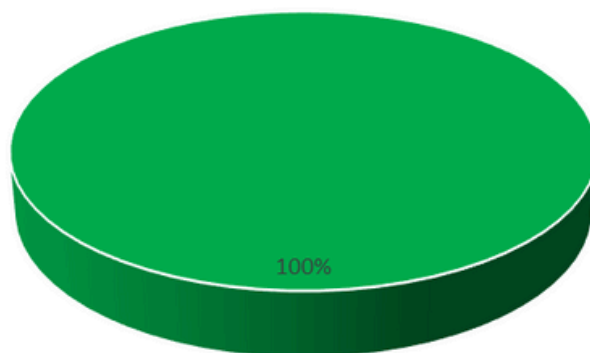
Action	Comment	Progress
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<p>Implement the Electric Vehicle Transition Plan</p>	<p>The focus has been on collecting data on vehicle/ plant usage, through the rollout of telematics and manually, and using the data to determine the best options to reduce total emissions of Council's fleet.</p>	
<p>Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond</p>	<p>Council has made significant progress in raising community awareness of climate change risks and enhancing its ability to respond. Key initiatives included the public exhibition of the Draft Community Climate Change Engagement and Mobilisation Plan 2024–29, the 'urban heat' themed Sustainability Festival, engaging workshops such as the 'Design Your Own Climate Change Superhero' at the Children's Forum, and a heatwave preparedness drill in collaboration with the Emergency Management team. These efforts have leveraged partnerships to promote proactive climate risk management and resilience.</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>Council has continued to support businesses by providing up to date information on State and Federal Government policies, programs and grants aimed at climate resilience. Information was provided via updates and insights into initiatives for small businesses to mitigate climate risks, ensuring they stay informed and empowered to adopt sustainable practices. By bridging the gap between government policies and local business needs proactive responses to climate challenges have been enabled.</p>	
<p>Deliver the Sustainability Festival</p>	<p>The 2024 Sustainability Festival was successfully delivered on 25 February and was a great success. Over 1,500 people attended and engaged with the environmental activities on offer with positive feedback received.</p>	



Action	Comment	Progress
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<p>Implement the Climate Emergency Strategy, Sustainability Strategy and climate emergency declaration</p>	<p>Council's commitment to the Climate Emergency Strategy, Sustainability Strategy, and Climate Emergency Declaration has continued throughout the year. Key achievements include the CERES Student Environmental Leadership Summit, the successful Sustainability Festival, participation in the 'Business Renewables Buying Group,' and the acquisition of the Community Environmental Education Electric Van.</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>The provision of information to older residents and residents with a disability regarding the impacts of climate change is now embedded into service provision planning, eg; sending out fact sheets on how to prepare for coping with heat each year just before summer, and more broadly including a regular article in Council's quarterly "Ageing Positively" newsletter.</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>Over many years the EPA has conducted scientific air quality monitoring and has taken further samples from individual residences throughout the city to gather a more complete picture of the air quality situation. The results showed that further to the extensive tests undertaken in 2011, and annually from that point on, there are no air quality impacts on the residential areas of the city from our industrial uses. The work the EPA has undertaken will continue in regulating the industries known to cause odours and ensure they are working towards further reduction in emissions.</p>	



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






■ Completed

Action	Comment	Progress
<p>Drive the ongoing implementation of the Local Economic and Employment Development Strategy</p>	<p>The focus has been on skill development with various partnerships formed. The annual business survey was undertaken to understand the education and skill requirements for businesses.</p> <p>In addition, pre-work for a new strategy has commenced including an Economic and Place profile and the development of a content and channel strategy.</p> <p>The Business Grants program was successfully delivered with the program supporting 62 businesses and suppliers.</p> <p>The Business Permit Support Service received a total of 730 enquiries.</p> <p>The Talking Business magazine format was changed and a webpage on Council's website featuring business news has been created to provide relevant and up to date information to businesses.</p>	
<p>Manage, support and deliver activities that strengthen the capability and capacity and jobseekers in our community facing multiple barriers to employment.</p>	<p>The Greater Dandenong Regional Employment Taskforce, comprising key local employment organisations and all tiers of Government, has worked collectively and collaboratively throughout the year to share and address both challenges and opportunities to improve employment pathways for local job seekers. The Taskforce also has governance of the highly successful Community Revitalisation GameChange project.</p> <p>Council has participated in the GSEM Jobs and Skills summit and the GameChange Career and Support expo to provide support and facilitate pathways to employment.</p>	

Action	Comment	Progress
<p>Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment</p>	<p>A range of programs were facilitated to promote youth voice, build leadership capability and skills that enhance employment including:</p> <ul style="list-style-type: none"> - FReeZA events committee meetings, events and skills based training. The committee led 5 youth stages as part of broader community events. - The 2023 Young Leaders program culminated in October resulting in two community projects. - Lunch Time Jam Sessions pilot program, focusing on performing arts in secondary schools. - A career expo and mock interview programs for local secondary schools were supported. - Seven youth consultation workshops were facilitated including Keysborough South Community Hub Youth Consultation Workshops, Springvale Reserve Consultation and the Council Plan <p>Total: 11,240 contacts</p>	
<p>Maintain support, collaboration and board participation of SEMMA</p>	<p>Council continues to maintain support and collaboration with SEMMA via the board and have assisted with relevant business data requests throughout the year to enable them to advocate for the manufacturing sector.</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>This year has seen the successful delivery of the network program, with 33 Network sessions, 3 Workshop Series, 15 Program sessions and 9 key events.</p> <p>A diverse range of topics, themes and site visits, addressing relevant issues impacting the manufacturing sector both today and in the future, were featured throughout the year. In addition to the networks, two Lean Manufacturing programs were held with 14 participants completing the program.</p>	

Action	Comment	Progress
<p>Deliver key events that showcase women in business including International Women's Day and facilitate the SEBN Women in Business Network</p>	<p>The International Women's Day event was a success with 120 attendees.</p> <p>The WIB network and showcasing events are an important component of the SEBN activities and a safe place for Women in Business to share and learn from each other and strengthen their capability and confidence. Three showcasing events and seven network meetings have been held. The creation of the steering committee has enabled SEBN to engage with businesswomen further and bring forth relevant themes and topics at the network meetings and events.</p>	
<p>Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation</p>	<p>The Business and Marketing Plan and the professional development calendar have been reviewed and updated based on feedback and survey results from educators and families. 120 educators have completed all mandatory training set for the financial year, including child safety, cultural awareness, manual handling, safe sleep and transportation.</p> <p>Increased business support has allowed educators to feel more supported in their roles as professionals.</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>Major partners in collaboration, projects and events this year have included the City of Casey, SELLEN, ACFE, GSEM and the Local Jobs Program. GameChange continues to pursue its own and Council's strategic goals through persistent, resilient, community-led change. Evidence suggests, through 'early-win' indicators, that change is starting to happen and shows how Council's (through GameChange) connection to community, organisations and employers has influenced all levels of Government and supported employers and jobseekers to better employment outcomes/wider participation.</p>	

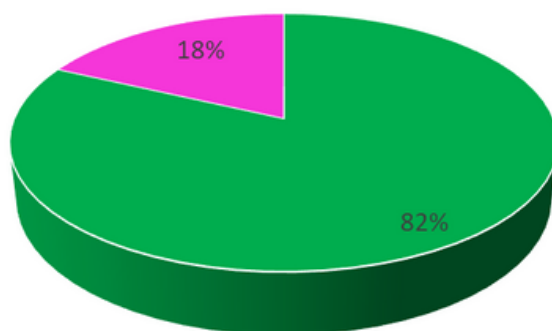
Action	Comment	Progress
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<p>Successfully deliver an annual Ignite Program for local entrepreneurs who have recently started their business or are looking to get a business idea off the ground</p>	<p>Council has continued to collaborate with partners to deliver 35 workshops and business events throughout the year. These initiatives aim to support small businesses at various stages of their growth.</p> <p>The Kickstarter Program (formerly Ignite program) and other business workshops played a crucial role in building networks and promoting new opportunities to aid business ventures. These workshops provided an opportunity to assess business needs, identify growth opportunities, and offer additional support through further workshops, mentoring with business advisors, and assistance with navigating business permits. These workshops are continuously reviewed and assessed to ensure they align with the evolving needs of the business community, maintaining their relevance and impact.</p>	
<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 for secondary schools across the region with the theme being 'Returning to Manufacturing' with Bosch as the keynote speaker and Marcus Barber presenting on the future of work in this sector. EDU and SEBN participated in the SELLEN 'Try a Trade career expo' which resulted in a successful day showcasing the job pathways into Council. Through the GameChange program, SEBN participated in the Gamechange Support and Careers Expo.</p>	
<p>Facilitate and deliver the fundraising event 'Take a Swing for Charity' Golf Day in collaboration with industry partners</p>	<p>The 'Take a Swing for Charity' Golf Day, held at Kingston Heath Golf Club raised an incredible \$51,000 + for the Cornerstone Community Centre. The funds raised were made possible by a small group of generous and dedicated sponsors and the local business community.</p>	

Action	Comment	Progress
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<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>Council continues to work with businesses to encourage and support sustainable practices. The Aspire platform has allowed small to medium businesses to use the platform to exchange waste products.</p> <p>ESG will be a primary platform globally to demonstrate best practice and will be a key feature of activities in the transition towards a net zero economy.</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>Greater South East Melbourne (GSEM) launched its decentralisation report in November 2023 "unlocking the potential investment in Greater South East Melbourne". The report highlights the benefits of locating new government jobs in activity centres. Advocacy has focused on the Capital Alliance masterplan approval via the State Government for central Dandenong. The broader issue of a Taskforce/Board will be the subject of further consideration in 2024–25.</p>	





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






■ Completed ■ Delayed




Action	Comment	Progress
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 sensor delivery in Springvale is complete. Minor amendments to the Parking Fee Structure were adopted in Council's budget. Project Planning for modernisation of parking meters, online / app payment options etc. has been undertaken.	●
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.	A benchmarking exercise was undertaken capturing external stakeholder interviews and documenting insights from relevant departments across council. An updated presentation of the three Activity Centres incorporating stakeholder insights, priorities and challenges has been prepared. Maps of the three Activity Centres showing major projects, activity drivers, development sites and council owned land have been prepared. A 'by centre' Plan for Greater Dandenong has been drafted for review and direction on next steps pending broader conversations on Asset Management and the CGD wide CIP program in 2024-25.	●

Action	Comment	Progress
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<p>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.</p>	<p>Council held 30 consultation sessions (for 12 planning projects) specifically designed to engage children.</p> <p>Children's Services hosted the 8th annual Children's Forum, which was attended by 84 students in Grades 5 and 6 from 20 primary schools.</p> <p>Council supported the formation and coordination of a Children's Advisory Group and Junior Children's Advisory Group. In total, 136 students were engaged from 21 primary schools. Across a total of eight meetings each, Advisory Groups met with different Council teams about projects in the city and contributed to planning and design.</p>	
<p>Enhance Council's customer interactions through the development of a Customer Experience (CX) Strategy</p>	<p>Benchmarking Council's performance against other Councils and conducting an internal Customer Centricity survey are priorities. CSBA will lead the benchmarking project. Progress towards developing a Customer Experience Strategy is well underway. In February it was identified that the original approach had several shortcomings, primarily due to a lack of robust evidence to benchmark the current position and understand the key 'pain points' for customers. A CX Maturity Assessment has been undertaken and a comprehensive Customer Experience Benchmarking exercise. These will be complimented by an analysis of our Customer Service channels and some sample customer journey mapping. In the second half of 2024, Council will be well advanced towards the CX Strategy, Channel Plan, and updated charter.</p>	
<p>Undertake a review of Council's information technology systems to identify gaps in the organisation's digital capability</p>	<p>Following the completion of Stages 1 and 2 of the review by Digital Frontier Partners, the Chief Information Officer (CIO) will now examine all findings to aid in the creation of a Digital Technology roadmap.</p>	
<p>Review the Business Classification System to better meet Council's record keeping practices and responsibilities</p>	<p>The review of the Business Classification Scheme used in Objective is at final draft stage. After final review by relevant business units, it will be implemented in the next financial year.</p>	

Action	Comment	Progress
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<p>Completion of Council's annual approved Capital Works Program</p>	<p>As of the end of May 2024, Council has completed the construction of \$41.7m of works, with purchase orders raised / contracts awarded and works in progress for further commitments of \$23.3m. This equates to \$65m, which is 74% of the total capital program of \$87.4m for the year.</p>	
<p>Develop an investment attraction program to encourage investment within the Dandenong, Springvale and Noble Park activity centres</p>	<p>The Economic and Place profile provides a snapshot of the local economy and identifies key areas of focus to support future economic prosperity for CGD. The Brand Dandenong Channel Strategy will assist Council to understand the best way to communicate and disperse information to our diverse business community. Both documents, and the new Economic Development Strategy, will be the foundation for the development of an Investment Attraction Plan.</p>	
<p>Pilot new wearable technology to prevent musculoskeletal disorders and injuries</p>	<p>The Pilot Program was completed in 2023 and additional funding sought to continue the program in 2024. Due to the success of the pilot, the program has been expanded to further embed this injury prevention measure across Council.</p>	
<p>Introduce psychosocial programs to identify hazards to manual handling and psychological health</p>	<p>Council has engaged with the ASU Health and Safety Team and Worksafe to present a number of information and training sessions across the organisation.</p>	
<p>Drive innovation through Council's Service Improvement Program</p>	<p>There have been a number of improvements achieved from the review of current business processes. These have included an expected reduction in the average time to recruit following a comprehensive review of the internal business process. Council has also commenced a project exploring how flexible work can be most effective in balancing customer, Council and employee needs.</p>	
<p>Implement a Policy Development Program to ensure the currency of Council policies</p>	<p>The number of policies has been reduced by 30% since the Policy Register was introduced. Further work continues to reassess and streamline policy development and review, to align with the Community Vision and Council Plan activity.</p>	






Action	Comment	Progress
Maintain transparency of Councillor expenses as required under the Council Expenses, Support and Accountability Policy.	Councillor expenses are updated as soon as they are received on a spreadsheet that is available to be viewed on Council's website.	
Comply with the auditing and reporting requirements of the Gender Equality Act 2020 including the implementation of the Gender Equality Action Plan	The compulsory Commission for Gender Equality in the Public Sector (CGEPS) reporting template was completed and submitted on time, including endorsement from the Executive Team and reported to Council. The outcomes of the audit and survey have been communicated to employees.	
Comply with the requirements of the Child Safe Standards	The Executive Team approved a revised Code of Conduct that was updated to include the 11 Child Safe Standards. A new resource to focus on the implementation of actions from a recent Child Safety Audit has been included in the 2024-25 Budget to keep these actions moving forward and improving compliance.	
Meet budget revenue targets for all commercial properties.	Revenue is expected to be slightly under budget for the year due to rental vacancies.	
Develop a Strategy Framework to streamline Council's planning and future focus	Work is progressing on the consolidation of key strategies and policies across the organisation. Future work to be undertaken includes the completion of the draft framework and the development of guidance documents to assist Council in its future planning.	
Review Council's Long Term Financial Plan	Council adopted the 2025-2034 Long Term Financial Plan at its meeting on 24 June.	

Action	Comment	Progress
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<p>With the community, strengthen engagement, build capacity and accessibility to Council's grants programs</p>	<ul style="list-style-type: none"> • A new Grants Program Policy was endorsed on 11 December 2023. • New Small, Medium, and Large Grants Guidelines were developed and implemented, with administrative forms aligned to the new policy. • The Outcomes Engine Framework was reviewed and updated. • 20 community members were recruited for Community Grants Panels. • Regular contract meetings were conducted with the Interfaith Network and Greater Dandenong Volunteer Resource Service. • Monthly acquittal review meetings monitored and reviewed grant project performance. • The review of Neighbourhood Houses and Community Centres was completed, and recommendations were endorsed by Council on 13 May. 	
<p>Implement a Revenue Optimisation Plan to enhance existing revenue streams and identify new options</p>	<p>A report on potential options was presented to Council at a briefing session in January.</p>	
<p>Coordinate and conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings with key stakeholders and agencies</p>	<p>Quarterly MEMPC meetings were conducted throughout the financial year with a focus on completing the Community Emergency Risk Assessment (CERA) and updating the Municipal Emergency Management Plans (MEMPC).</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 Community Emergency Risk Assessment identified that Heatwaves, Storms, Floods, large Industrial Fires and a large Health Emergency (Pandemic) are the biggest emergency risks to the whole of Greater Dandenong.</p>	

Reshaping Greater Dandenong




■ Completed
 ■ On Track
 ■ Delayed

Action	Comment	Progress
SUSTAINABILITY - We will deliver on our community vision in a financially sustainable manner		
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.	A comprehensive review of Dandenong Wellbeing Centre and Dandenong Community Hub was completed and Councillors briefed in May 2024.	
1.2 Explore new revenue streams/optimize existing revenue streams to implement a Revenue Optimisation Plan.	An issues and options report was completed and presented at a Councillor Briefing Session in January. These revenue options are currently being worked on for consideration by the incoming Council.	
1.3 Explore Private Public Sector Partnership (PPP) model for major projects e.g. Dandenong Community Hub (DCH)/Multicultural Hub.	This project was deferred to 2024-25 due to a comprehensive review of funding of major (Icon) projects for Council. Once completed, projects potentially suitable for a PPP model will be identified and options explored.	
1.4 Explore Strategic Asset Sales.	Given the strategic nature of this issue asset sales will form part of Council's future planning discussions post election. A report to commence a strategic asset sale of a carpark was presented in March 2024 but Council requested further sites be explored. The MAV/City of Greater Dandenong Housing Project, funded by a \$500K Federal Government Grant is expected to identify potential sites for use on Housing Projects.	
1.5 Develop a Model of Service Review/Improvement.	Engagement with service managers is underway to develop the Service Planning Framework. Following its endorsement in September, draft Service Plans will be developed between September 2024 and January 2025, incorporating input from the community through deliberative engagement sessions held between October and November 2024. The Service Plans, along with the Asset Plan and Council Plan, will be finalised in June 2025. Once endorsed, service reviews will be conducted every four years.	




Reshaping Greater Dandenong

Action	Comment	Progress
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 customer experience maturity has been completed which will now inform an improvement roadmap going forward.	
2.2 Implement a Customer Experience Action Plan: <ul style="list-style-type: none"> • digital technology • KPI's - feedback system 	Progress towards developing a Customer Experience Strategy is well underway. Several shortcomings in the methodology are being addressed by establishing baseline benchmarks and conducting process mapping to identify any gaps in the customer experience. The Customer Experience Action Plan will be an integral part of the CX Strategy, guiding Council towards enhanced service delivery. A more methodical, rigorous approach to establishing a new Charter, CX Strategy and priorities will provide a more solid foundation for proceeding in future towards greater CX maturity.	
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	The current Future of Flex project which has commenced and is due for completion in 2024-25 will provide a valuable pillar into the work already undertaken in preparing a revised EVP.	
3.3 Develop and implement a People Plan for the organisation:	Work will commence on a new people strategy with the appointment of key management personnel now complete.	






Reshaping Greater Dandenong

Action	Comment	Progress
PEOPLE AND CULTURE - Ensure we have the right number of the right people and right ability in the right roles		
3.4 Review organisational structure and workforce plan with focus on staff shortages and skills	The new Organisational structure is complete with all key executive roles appointed.	
3.5 Refresh the Workplace Culture Development Strategy	Work has commenced on a workforce culture development strategy.	
3.6 Create a Workplace Diversity Strategy	Work continues on developing a Workplace Diversity Strategy	




Reshaping Greater Dandenong

Action	Comment	Progress
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	Council has implemented Social Pinpoint, a digital platform that has improved Council's ability to listen and understand the community's concerns, needs and aspirations in various formats. It has already been used in community consultation for a number of Council projects.	
4.2 Investigate translation software, use of and strategies to enhance translation services	The pilot of translation software to be embedded in the IVR system was completed. The 2024-25 Business Plan includes further exploration of translated communications as part of improving the customer experience.	
4.3 Explore options for the community newsletter in line with enhanced community engagement/ communication	The future of the Council News magazine will be explored with the executive team and the new Council. The Metropolis report commissioned in late 2023 and the Customer Satisfaction Survey in 2024 both showed very favourable satisfaction with the News and rated it highly as a preferred way of receiving Council communications. It is an expensive publication to produce and distribute and there may be bias in the surveys, meaning we are not reaching well into non-English speaking background communities.	

Reshaping Greater Dandenong

Action	Comment	Progress
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	Financial delegations were updated in October and this action is now complete.	
5.2 Assess the capturing of Councillor correspondence in Oracle to ensure tracking of 100% of all queries	This action has been delayed as a new system is yet to be implemented.	
5.3 Progress our target to be a paper less organisation by 2026	Council continues to review its paper consumption and has made improvements across the organisation with the introduction of online meeting minutes and agendas, increased use of digital platforms for community engagement and the transfer of many forms to online formats.	
5.4 Launch customer portal/dashboard	The organisation has successfully launched a new customer portal, allowing residents to access and manage their accounts online. Promoted through the Rates notice and the September 2023 issue of Greater Dandenong News, it has reached a wide audience. The portal has attracted significant interest and engagement. User feedback has been overwhelmingly positive, indicating that the portal meets their needs and expectations. The organisation is dedicated to the continuous enhancement of the portal, planning to introduce more features and services for residents' advantage. The number of customer portal users has consistently risen each quarter, reaching a total of 2,120. This consistent growth aligns with our projections and marks a successful first year for the customer portal.	
5.5 Investigate new models for a Councillor intranet	This action is yet to commence.	

Reshaping Greater Dandenong

Action	Comment	Progress
<p>5.6 Assess our current digital capability and invest in contemporary technology and digital systems to facilitate identified opportunities for system and process improvements.</p>	<p>The review of Digital and IT Capacity, including cyber security, is complete and has been presented at a Councillor Briefing Session. IT and cyber security improvement actions linked to a high level roadmap have commenced. Yuri Guzman has been appointed to the role of CIO and further work on this action will continue into 2024-25.</p>	
<p>STRATEGY AND FUTURE PLANNING</p>		
<p>6.1 Review Council's performance measures</p>	<p>Council's performance measures will be reviewed as part of the Council Plan process for 2025-29 .</p>	
<p>6.2 Develop a set of organisational KPIs which track progress against the recommendations of the 100 Day Report</p>	<p>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.</p>	
<p>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</p>	<p>Work has commenced on developing a strategy and policy framework and initial discussions have been held regarding possible consolidation opportunities. Decision making frameworks have been created to assist with the development of new documents and further work will be undertaken this year.</p>	