



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



2024-25 brings many new and exciting opportunities for Greater Dandenong City Council.

As we enter a new financial year and the next Local Government election cycle I would like to thank all of our 2020-24 Councillors for their service to the community. Their commitment to our municipality has seen many wonderful achievements over the past four years from capital works projects, to improved service delivery, and successful advocacy efforts.

After the election in October we will welcome a newly elected Council and Mayor by mid November. I look forward to working with Councillors who are returning and those who are elected for their first term. This is an exciting time for us as an organisation with newly elected representatives and the development of a new Council Plan to shape our strategic direction for the next four years.

We have now commenced the final year of our current Council Plan 2021-25 and continue to make great progress against our strategic objectives and key priorities in Q1 with 87 per cent on track and four per cent already complete.

Highlights for the period July - September include:

- Council's Annual Report was completed which highlights our key achievements for 2023-24 and provides transparency on Council's performance and financial position.
- The broad community engagement process for our new Council Plan was completed with over 3,000 community members providing us with their ideas and aspirations for the next four years.
- Council endorsed a new Strategic Advocacy Framework which directs our efforts towards other levels of government and organisations to secure funding and investment opportunities and influence policy reforms for the benefit of our whole community.
- The Keysborough South Community Hub construction is progressing well with roofing completed and solar panel installation underway. This project is still on track for completion in 2025.
- Major festivals and events continued with another fantastic Springvale Snowfest attracting 30,000 people.

The next quarter will be a busy one with many Councillor induction activities and planning for 2025.

If you have feedback or suggestions to enhance our community reporting, please don't hesitate to contact me at council@cgd.vic.gov.au or 03 8571 1000.

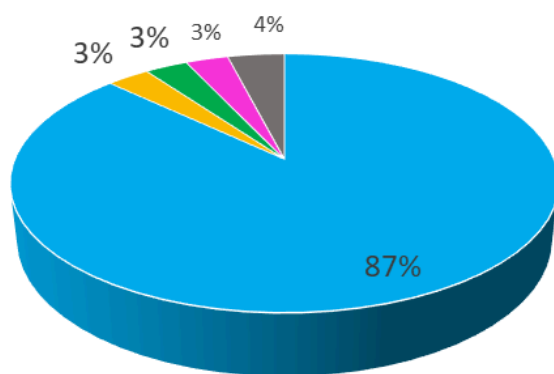
CEO, Jacqui Weatherill

Performance Summary

Council Plan Progress

The Annual Plan 2024-25 outlines Council's key activities to deliver on the Council Plan 2021-25. At the end of Q1, 87 per cent of the actions are on track for the financial year, 4 per cent completed and a small number delayed. 3 per cent of actions continue to be affected by external factors such as government reforms and planning decisions.

Council Plan Progress

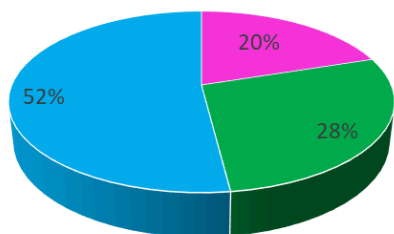


■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start

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

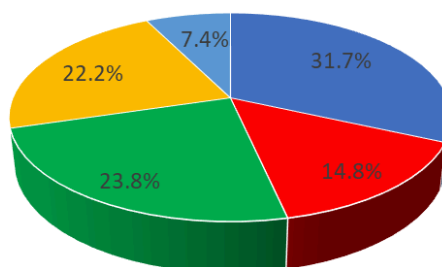


■ Delayed ■ Completed ■ On track

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.

Program Status as at September 2024



■ Planning ■ Design ■ Procurement ■ Construct ■ Completed

Highlights



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

- The results of the external audit undertaken by the Commonwealth Aged Care Quality and Safety Commission confirms that Council is providing a quality service to our frail aged residents by meeting all eight standards. This is a substantial achievement as the latest quarterly report from the Aged Care Quality and Safety Commission shows that compliance for in-home services now stands at only 65 per cent.
- The 2024-25 Community Safety Strategic Framework was presented to Councillors in September 2024. This Framework provides a clear roadmap for enhancing community safety across Greater Dandenong, promoting collaboration with cross-sector partners, and aligning with Council's long-term priorities.
- Over 350 people participated in activities run as part of the Make Your Move Activity Strategy including an NRL Holiday Clinic, Self defense sessions, and healthy eating session as part of the Dads Group at Springvale Community Hub.



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

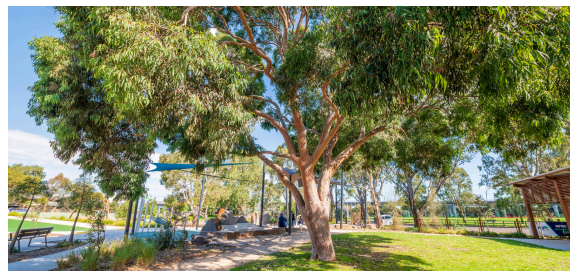
- Two significant community surveys were recently conducted: the Library Annual Survey and the Arts, Culture and Entertainment Survey. Preliminary results have confirmed the vital role that Council's libraries and arts and culture services play within the community. Respondents reported feeling welcomed and included when visiting libraries and cultural venues, highlighting the ongoing positive impact of these services.
- Festivals and Events delivered four major events:
 - Springvale Snow Fest (engaging 30,000)
 - Little Day Out (engaging 5,500)
 - Greater Dandenong Children's Festival (engaging 1,442), and
 - Deckchair movies (engaging 175).
- Over 50 community organisations and grass-root groups are now helping to promote the 'Back Your Neighbour' campaign through support of the Mayoral Taskforce.
- 227,413 people visited the Springvale and Dandenong Libraries.

Highlights



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

- \$1,647,000 has been secured through advocacy for the delivery of a path on Fowler Road, Dandenong South following completion of the Progress Street Level Crossing Removal.
- The Railway Parade, Dandenong road safety project is complete with raised platforms and a crossing.
- The review of the Dog Off Leash Strategy has commenced.
- The project brief for the Dandenong Market Precinct masterplan has been finalised and a tender process will be undertaken to appoint a suitable consultant to deliver the works.
- Public space activation activities were held including Dandy's Got Talent, Volleyball tournament at Dandenong Stadium, and the Libraries Children's Book Week event.
- The development of a revised Housing Strategy has commenced.



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

- Several 'Plastic Free July' events were held aimed at reducing landfill waste by promoting plastic free alternatives.
- Grant funded programs such as Living Links, Our Catchment, Our Communities and the Peri-urban weed management partnership were all conducted as part of Council's Biodiversity Action Plan implementation.
- Community consultation was undertaken in July and August to inform the development of the draft master plans for Lois Twohig Reserve and Spring Valley Reserve.
- Council has entered into an agreement with Maryvale EfW Project Co Pty Ltd which will see them convert Council's waste into energy for 25 years from 2029.

Highlights



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

- On 13 August an information session was held in Springvale to inform food businesses of training required for owners and staff. Chisholm Institute attended to showcase their training options. This was a highly successful event with over 70 people in attendance.
- 150 secondary students attended the 19th Lunch with the Winners held in partnership with SELLEN on 3 September. This event brings together school students and industry representatives to connect and enhance student's employment opportunities.
- Five free workshops were delivered to support new and established small business entrepreneurs. Through workshops delivered in collaboration with Transcend and the Melbourne Innovation Centre, Council was also able to connect businesses with mentoring opportunities funded by the Federal Government.



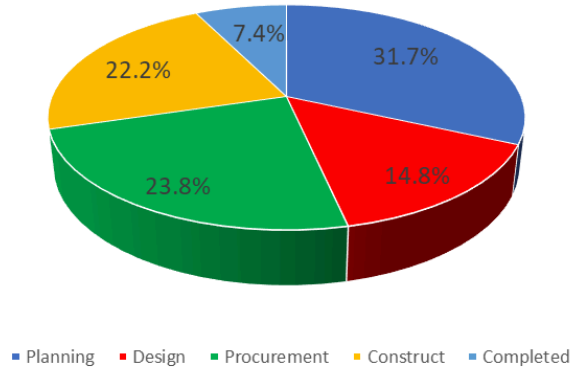
Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community

- Council's capital works spending was \$7.3m at the end of September with a further \$13.8m committed. This is 17.2 per cent of the 2024-25 budget.
- A decorative LED lighting upgrade program in central Dandenong is 50 per cent complete.
- The wider community engagement process for the new Council Plan 2025-29 was completed. The Our City, Our Future Community Panel process will commence in October which involves a group of 40 randomly selected community members deliberating over four days to help Council prioritise its activities for the next four years.
- Child Safety continues to be a priority for Council with the recruitment of a Child Safety Compliance Officer.
- Training has commenced on psychosocial education and building mentally healthy workplaces to increase awareness and help staff identify hazards.

Capital Works Summary

Project Updates

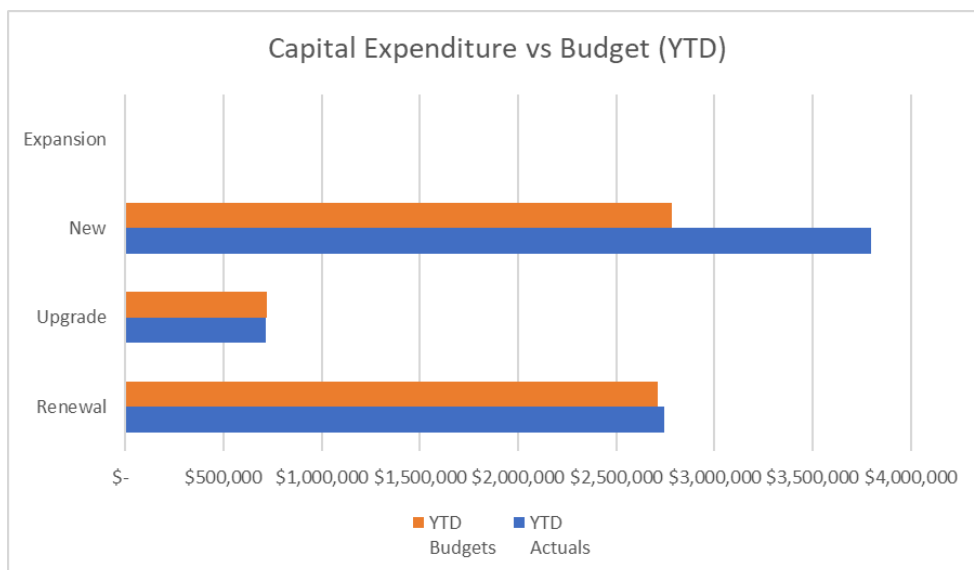
Program Status as at September 2024



- Keysborough South Community Hub – Construction works continue and the external block work is now complete. Window and solar panel installation is underway and internal wall framing continues.
- Dandenong Wellbeing Centre – The Design for the DWC facility has been completed. The project is currently in the procurement phase.



Expenditure

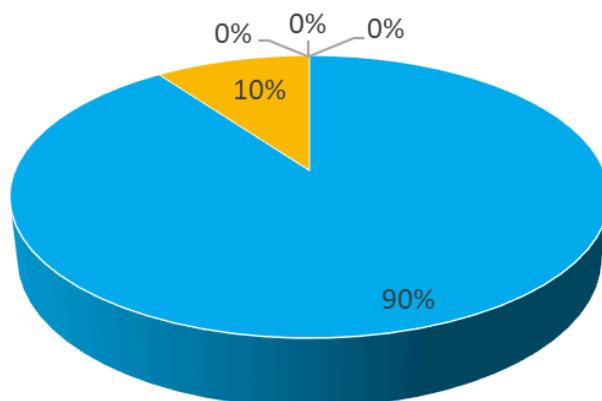


Year-to-date capital expenditure is \$7.25 million which is \$1.04 million unfavourable compared to the year-to-date budget, representing 6% of the full year Amended Budget. There are also \$13.8 million in commitments (open purchase orders) on 30 September.

Part A:






Annual Plan and Reshaping Greater Dandenong Progress




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






■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start





Action	Comment	Progress
<p>Deliver programs, activities, and events within the Make Your Move Physical Activity Strategy (MYMPA)</p>	<p>Activities included:</p> <ul style="list-style-type: none"> • Healthy Eating session as part of the Dads Group at Springvale Community Hub partnering with Monash Health – 40 participants • Self Defense sessions for Council staff across three different sites, delivered by Shukokai Karate Dojos Keysborough – 120 participants. • Make Your Move Zone at Little Day Out event. 9 Sports clubs/associations engaged to run activations. Event attendance was over 5,000 people. • NRL Holiday Clinic for children aged 5–12 years old – 16 participants. • Youth Badminton School Holiday Program – 25 young people 	<p>●</p>
<p>Continue to implement the VicHealth Local Government Partnership health promotion modules by collaborating with key internal and external stakeholders</p>	<p>Engagement with partners included:</p> <ul style="list-style-type: none"> • Six VicHealth Leading Healthy Communities Funding Meetings • A Food Systems in South East Network Meeting • A workplan on alternatives to Food Industry Voluntary Self-regulation and Marketing to Children was submitted to VicHealth. 	<p>●</p>





Action	Comment	Progress
<p>Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers</p>	<ul style="list-style-type: none"> • Five program service update meetings were held to acknowledge volunteers work, provide opportunity for volunteer's feedback, and provide program service updates • One training session was held on Safe Driving and road laws updates • New promotional flyers were developed to source additional volunteers for Meals on Wheels and are on display in Libraries and Customer Service • Seven new volunteers were recruited, onboarded and engaged 	
<p>Implement Council's decision on its future in aged care and disability services following the 2024 review</p>	<p>There have been further delays in the Commonwealth Government enacting the new Aged Care Act, which regulates how Government will respond to the issues facing older people, aged care providers, workers, and the broader sector in the redesign of the aged care service system including the Support at Home Program. The new Aged Care Act is now expected to commence from 1 July 2025. Council officers will continue to closely monitor the proposed changes to the Aged Care System and provide updates to Council on the implications of the proposed changes.</p>	
<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 meet weekly with the Orange Door. Governance meetings are also in place for the area Family Partnership on a six weekly basis and in addition family support are represented in sub groups to continue to build the service system. These groups include Operations Group focus; Southern Melbourne Family Violence Regional working group, Aboriginal and Torres Strait Islander Family working group; Alliance Information Sharing working group; Alliance School Refusal and transitions working group. All sub groups run every six weeks.</p>	
<p>Implement the Youth and Family Services Strategy year four and five action plans</p>	<p>The Youth and Family Services Strategy is on track and delivering on the key areas of Lead and Advocate, Engaged and Valued, Learn and work, Health and Wellbeing and Safe and Inclusive</p>	
<p>Implement Year Four of the Children's Plan</p>	<p>Year 4 actions are being implemented.</p>	

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>The Home and Community Care Program for Younger People (HACC-PYP) and Linkages assessment services have provided individual support for people to access services and the NDIS. Presentations to community groups, GP clinics, health services and through outreach activities have provided education and resources to agencies that can refer people with a disability to access supports. Peer support activities in conjunction with the libraries including the Chronic Pain Support Group, and carer support activities, including the Carers Walk, have ensured that information is distributed and people with a disability, their families and carers are supported.</p>	
<p>Support the mental and physical health of young people through the co-design of health promotion campaigns including positive body image, this girl can, youth mental health and transitions programs and service referrals to vulnerable young people.</p>	<p>Activities included:</p> <ul style="list-style-type: none"> • Filtered Body Image Project: This initiative was co-designed with local secondary school students and design students from Chisholm Institute to create an awareness campaign addressing the negative impact social media has on young people's identity and self-esteem. • LGBTIQ+ education and engagement activities at local secondary schools for Wear It Purple Day and International Day Against Homophobia, Biphobia, Intersex Discrimination and Transphobia. • RUOK Day engagement activities at local secondary schools. • Youth and Family Services designed social media content to support the mental and physical health of young people. • Youth Services team provided individual support and service referrals were made for young people. <p>Total contacts = 2,039</p>	
<p>Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm</p>	<p>Data concerning gambling machine numbers and density, gambling losses, venue support for the community, and trends in online and sports gambling was prepared for use by Council and to guide the work of the Alliance for Gambling Reform, of which Council is a financial and founding partner. Council approval was given for a further three years' funding to support the Alliance. Planning is underway for collaboration with Gambler's Help Southern in informing the community about gambling harms and sources of assistance.</p>	

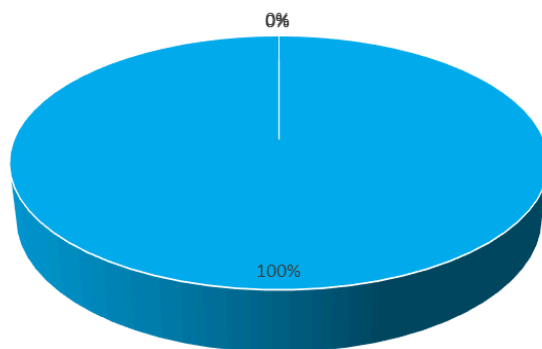
Action	Comment	Progress
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<p>Promote gender equity and support and implement initiatives to address and prevent family violence within the municipality</p>	<p>Planning of the 2024 Greater Dandenong Walk Against Family Violence is underway. Council continues to support Women's Health in the South-East in promoting gender equality and professional development activities. Data concerning social conditions, gender equity and family violence, has been provided to WHISE and other agencies to support their program development, preparation of submissions and advocacy. Social media posts are being prepared about gender equality and prevention of violence against women and a draft brochure and resource cards have been prepared for review and editing.</p>	
<p>Proactively deliver and support initiatives that raise young people's awareness of harmful alcohol, vape/tobacco and other drugs use including social media campaigns, school and community workshops on the impacts of vaping, drugs and alcohol, and party safe.</p>	<p>Youth and Family Services delivered Party Safe and Vaping awareness workshops in local secondary schools that increased young people's awareness of harmful alcohol, vape/tobacco and other drugs use. Social media content was designed to educate young people about the harms of alcohol, vape/tobacco and other drugs. Total contacts = 1,813</p>	
<p>Educate and promote alcohol regulations at community based events within the city and work with Victoria Police on enforcement</p>	<p>Local Laws continue to educate at CGD events by word of mouth.</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>Through the Dandenong Zero Project Council is working with homelessness agencies Launch Housing, Wayss and other local support groups to support people experiencing rough sleeping homelessness into suitable long-term housing. The construction of the four-unit accommodation on Council owned land at 10 Market Street Dandenong is progressing well. When complete these units will be managed by Wayss and used to accommodate women and their children experiencing homelessness into secure transitional housing. A cross departmental internal housing working group has been formed to coalesce efforts to facilitate construction of more social and affordable housing within the municipality.</p>	
<p>Complete the Keysborough South Community Hub Strategy and develop an Action Plan</p>	<p>The draft Keysborough South Community Hub Strategic Plan has been revised following community consultation and is due to Council for endorsement once the new Council has been elected. Work has commenced on the development of a Draft Action Plan for the hub.</p>	
<p>Implement the Springvale Community Hub Action Plan</p>	<p>The delivery of the Springvale Community Hub Action Plan continues, with key highlights including:</p> <ul style="list-style-type: none"> • Delivery of additional creative programs and exploration of a makerspace program for the community • Preparation for the 2025 calendar of events and programs • Connecting with additional schools and community groups to explore partnership / program opportunities. 	
<p>Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy and the 'Poverty is everyone's business' advocacy campaign</p>	<p>The rising cost of living and lack of affordable housing is significantly affecting the community. Anti-poverty Consortium members continue to report high numbers of people requiring assistance without enough resources available to assist everyone. Council have been engaging with Tanck to develop Collateral for the Anti-poverty advocacy campaign which will recommence in November. Two events are planned in October, a pop-up drop-in center and an additional meal for the homeless. Foodbank are holding three additional farms to family events at Springvale Hub in the coming months to bring additional food relief to the community.</p>	





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 collaborated with the Department of Health, Monash Health, Women's Health in the South East, the South East Public Health Unit and other health stakeholders within the local prevention system to improve the strategic planning of local health and wellbeing priorities. This included identifying local health priorities and promoting community engagement opportunities to inform the upcoming Council Plan 2025–29 (including Municipal Public Health and Wellbeing Plan).</p>	
<p>Create safer spaces and improve actual and perceived levels of community safety within the municipality</p>	<p>The Community Safety Strategic Framework, was presented to Council in September and outlines Council's 12 month vision and actions. This framework is the first step in determining priorities and tackling safety issues, promoting social connection, and addressing underlying risk factors. The CCTV Renewal Project is a critical element in the commitment to improving community safety. Scoping has commenced and will be spread over 2024–26. This will enhance both the actual and perceived safety in key locations across the municipality.</p> <p>Partnerships with police are also seeing significant action, particularly with advocacy for the neighbourhood policing model.</p> <p>Council continues to be actively involved in networks and alliances focused on tackling homelessness, solidifying our collaborative efforts across sectors and within Council.</p>	
<p>Develop the Domestic Animal Management Plan 2025–29</p>	<p>The 2021–25 DAMP is currently under review. Development of the 2025–29 DAMP has not yet commenced.</p>	
<p>Update Council's Local Law to ensure adequate management of community safety and public amenity issues</p>	<p>Updating Local Law policies including CCTV has commenced.</p>	




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



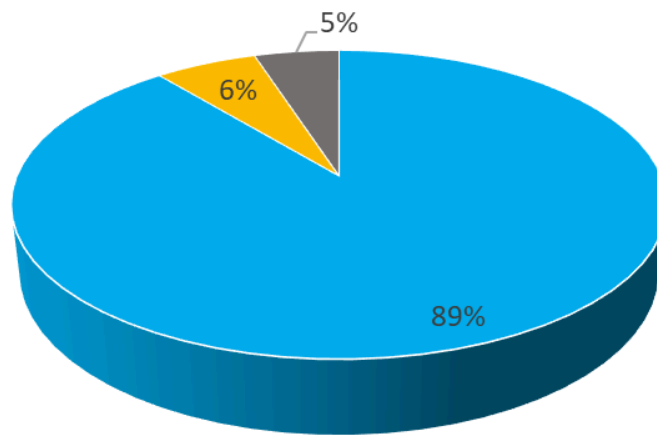
■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start

Action	Comment	Progress
<p>Deliver a range of major festivals, events and programs across the City which celebrate the diversity of cultures within our community including New Years Eve, Snow Fest and Keysborough Big Picnic</p>	<p>Four major festivals, events and programs across the city were delivered, including Springvale Snow Fest (engaging 30,000), Little Day Out (engaging 5,500) and the first weeks of Greater Dandenong Children's Festival (engaging 1,442), and Deckchair movies (engaging 175). Support was provided on event applications for 42 community events and 19 council events in planning and delivering festivals and events across the municipality. This includes 57 completed events and four events that were cancelled, postponed, or changed during the event permit process.</p>	
<p>Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community.</p>	<p>The establishment of the LGBTQIA+ Advisory Committee has progressed with the development of the Terms of Reference, which were also informed by a series of community engagement activities e.g. focus group sessions and one-to-one interviews. Following the endorsement of the ToR, an Expression of Interest was advertised via Council communication channels for interested community members and organisations to apply for membership. Council Officers are currently reviewing the 11 applications. Council Officers have also been supporting the Anti-Racism Support Network in its next stage to becoming an independent, community-led, network.</p>	

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>Council's 'Back Your Neighbour' campaign continues to advocate for the rights of people seeking asylum and refugees. The campaign Taskforce is preparing for a pre-Federal election campaign, focusing on work rights, expanding basic support for people seeking asylum and resolving the visa status of those subjected to the 'Fast Track' process. The Taskforce is growing its community supporter network with over 50 community organisations and grass-root groups helping promote the campaign petition.</p>	
<p>Promote reconciliation by continuing ongoing consultation with Bunurong Land Council and the wider local Aboriginal community to develop Council's next Reconciliation Action Plan (RAP) and begin implementation of its actions.</p>	<p>Council has developed a draft community engagement plan for redevelopment of the Innovate Reconciliation Action Plan (RAP), including the advertising of a RAP reference group to support its redevelopment. Consultation with Bunurong Land Council has commenced about the RAP and community engagement plan. The RAP Governance structure is also in development. NAIDOC funded projects are close to completion, with one final activity to be delivered before the end of October. Over 15,000 community members attended the NAIDOC Dandenong Market and Makers Market celebration.</p>	
<p>Develop a municipal wide Community Infrastructure and Service Plan aligned with Council's Strategy Framework</p>	<p>Service Planning and updating of the Asset plan has commenced.</p>	
<p>Complete construction of the Keysborough South Community Hub</p>	<ul style="list-style-type: none"> • Construction on site is progressing well. • External and internal framing has been erected, roofing has been completed. • Blockwork, services rough in, solar panel installation, and window framing works are progressing. • External carpark works are progressing. • External timber soffits to be delivered in the coming weeks. 	






Action	Comment	Progress
<p>Implement the Arts, Culture and Heritage Strategy 2022-26</p>	<ul style="list-style-type: none"> • HOME 24 is shortlisted for the Victorian Museums and Gallery Awards. HOME24 had 900+ visitors to its opening and two programs. • The Matrimony exhibition partnered with Kiss FM. • The Drum Instagram was upgraded to @ArtsGreaterDandy, boosting reach by 437.2% and interactions by 391.8%. • NAIDOC was supported with 8 Aboriginal artists attracting 1,500+ visitors. • 16 creatives received 1:1 grant support. • Heritage Hill – The exhibition 'Trees: A Canopy Extraordinaire' attracted 386 visitors. 19 tours were held with 227 visitors. • Online heritage collections had 1,537 views; heritage Flashback Friday socials hit 22,223 reach. • Drum Theatre held 94 events, including 34 performances (6 curated, 5 commercial, 14 NFP and 9 community). The theatre had 20,907 visitors – 10,172 at events and 2,892 artists and participants. 	
<p>Undertake the Heritage Overlay Planning Scheme Amendment</p>	<p>A resolution at the Council meeting of 24 June 2024 endorsed the preparation and commencement of Planning Scheme Amendment C249 to make minor amendments to the Schedule to Clause 43.01 Heritage Overlay of the Greater Dandenong Planning Scheme. Council officers have now submitted the relevant documentation to the Minister for Planning to authorise the formal commencement and public exhibition of the amendment. Council is currently awaiting a response from the Minister.</p>	
<p>Implement the Greater Dandenong Libraries Strategy 2022-26</p>	<p>91% of respondents to the annual library survey agreed or strongly agreed that they feel safe and welcome when using the library service. Dandenong and Springvale Libraries received 227,413 visitors. 312 items were loaned from Little Library: Menzies Avenue. Libraries held 526 program sessions with 9,478 attendees.</p>	





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





■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start

Action	Comment	Progress
Support the Dandenong Market in the delivery of its annual food events program	Discussions are pending with the Dandenong Market to determine best opportunities for collaboration and promotion.	●
Undertake the five year review of the Dog Off Leash Strategy	Council officers have commenced a five-year review of the Dog Off Leash Strategy.	●
Commence development of a revised Housing Strategy	The development of a revised Housing Strategy has commenced. A draft scoping paper on a review of the 2014-24 Housing Strategy has been finalised which contains a recommendation that a review and updating of Neighbourhood Character Study be undertaken concurrently to enable both strategies to inform each other. Officers are currently collating housing data from the last three years to assist with the development of the strategy.	●

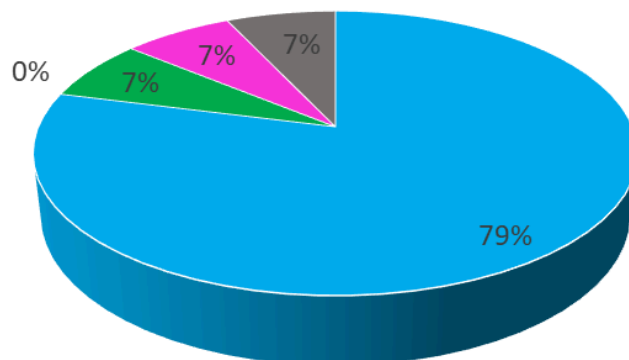
Action	Comment	Progress
<p>Progress the Environmentally Sustainable Design 2.0 Planning Scheme Amendment in partnership with CASBE</p>	<p>The Environmentally Sustainable Design 2.0 Planning Scheme Amendment was submitted to the Minister for Planning for authorisation in July 2022. The Minister for Planning has advised that the Planning Scheme Amendment remains under active consideration although further time will be required prior to a decision by the Minister. In March 2024 it was confirmed with DTP that the Planning Scheme Amendment remains under active consideration by the Minister.</p>	
<p>Support the DTP to complete the Sandown Racecourse Planning Scheme Amendment</p>	<p>The Sandown Racecourse Advisory Committee hearing was held from 19 August to 16 September. All stakeholders, including Council, made a submission to the committee. The committee now has six weeks to submit its report and recommendations to the Minister for Planning. The Minister will then make a decision on the matter (there is no current timeframe for this decision).</p>	
<p>Prepare a Dandenong Market Precinct Masterplan to facilitate Council led and private sector developments and activate public spaces and places.</p>	<p>A project brief is being developed for the Dandenong Market Precinct Masterplan. A Governance structure to oversee the project development has been set up. A Select Tender process will be undertaken to appoint a suitable consultant/s to deliver the works.</p>	
<p>Commence the Neighbourhood Character Study review</p>	<p>The review has commenced and a draft scoping paper on a review of the Neighbourhood Character Study has been finalised which contains a recommendation that a review and update of the Housing Strategy be undertaken concurrently to enable both strategies to inform each other.</p>	
<p>Activate and promote safe and accessible public spaces for young people and families</p>	<ul style="list-style-type: none"> • Youth Stage at Springvale Snow Fest • Dandy's Got Talent • Volleyball Tournament at Dandenong Stadium • Libraries Children's Book Week Event • School Holiday Activities <p>Total contacts: 7,381</p>	

Action	Comment	Progress
<p>Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement</p>	<p>Council continues to advocate for public transport initiatives as opportunities arise. This includes through the advocacy work coordinated by the Eastern Transport Coalition. Council officers have also met with DTP to discuss the Webster St level crossing removal project impacts on the transport network which includes the impacts and opportunities for the bus network around the Dandenong Activity Centre. Further discussions will be required with other DTP departments.</p>	
<p>Advocate for, plan and deliver improved active transport networks and initiatives</p>	<p>Council continues to advocate for major path improvements as opportunities arise. A TAC grant to install a wombat zebra crossing has been impacted by MTM approvals being refused and lack of cooperation in working through alternative options which may be acceptable. Officers are currently considering options for this project.</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>Work in kind agreements for delivery of road network components of the Dandenong South Industrial Area Extension Developer Contributions Plan have progressed, in particular:</p> <ul style="list-style-type: none"> • Taylors Road (in construction) • Part of Glasscocks Road (in design) • Work with developers to deliver other components of the public road network have also progressed • Bayliss Road (in design) <p>Council continues to deliver road network components of the Dandenong South Industrial Area Extension Developer Contributions Plan, in particular Perry Road (in construction – Stage 1 completed and Stage 2 underway).</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>A review and update of population data and demand for kindergarten, supplied by the Department of Education through the Kindergarten Infrastructure and Services Plan, to support planning and development of infrastructure needs to continue to deliver 15hrs of 3 year old kindergarten and the rollout of PrePrep.</p>	

Action	Comment	Progress
<p>In collaboration with local school education programs, advocate for, and deliver, transport safety improvements and initiatives to improve road safety awareness and to mitigate road safety risks</p>	<p>Road Safety infrastructure projects delivered include:</p> <ul style="list-style-type: none"> • Railway Parade, Dandenong – raised platforms and crossing • Perry Road, Keysborough – road upgrade and new path to Mt Hira College <p>Applications for road safety related grant programs submitted for:</p> <ul style="list-style-type: none"> • Blackspot Program <ul style="list-style-type: none"> ◦ McCrae Street, Dandenong ◦ Gladstone Road, Dandenong North ◦ Clow Street, Dandenong ◦ Kingsclere Ave, Keysborough • Safer Local Roads and Infrastructure Program (1:1 matched funding) • Riverend Road reconstruction and new path to Cornish College & Green Wedge (applied for \$2.7m) <p>\$1,647,000 was secured through advocacy for the delivery of a path on Fowler Road following completion of the Progress Street Level Crossing Removal.</p> <p>A forum with 9 schools was held on 16 August. The outputs of the Forum will help inform Councils ongoing liaison with schools on Road Safety matters.</p>	
<p>Continue to deliver various road pedestrian safety projects funded by Federal and State Governments</p>	<ul style="list-style-type: none"> • Work has continued with the Victorian Government on their IP43 Safe System Pedestrian Infrastructure Program. • Council is working through a funding agreement for pedestrian infrastructure near Dandenong Market and Cleeland Street worth \$1.1m. • Work with the Victorian Government continues to expedite their delivery of signalisation of Stud Road / McFees Road including a safe pedestrian crossing. 	





Action	Comment	Progress
<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</p>	<ul style="list-style-type: none"> • Consultants have been appointed to undertake an audit, design and documentation package to Multicultural Place. • A community conversation was held in August updating the community on the implementation plan. A trial of street decorations, including a branding and tourism campaign for Lunar New Year is currently out for EOI/underway. 	
<p>Develop and implement the Noble Park Revitalisation program to enhance the quality of life for residents, workers and visitors</p>	<ul style="list-style-type: none"> • The place activation grants program is underway. Three projects have been awarded, one unsuccessful and another five to be assessed. • Funding has been received for shade and seating at Frank Street open space and flower decoration with scoping to commence in October. • A digital map was launched on 30 June with a Silent Disco Tour. Analytics showed 130 active users for July/August. 	
<p>Facilitate the Development Victoria/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct</p>	<p>Amendment C248 was approved by the Minister for Planning and gazetted on 7 August 2024. The approved Development Plan Overlay (DPO) will guide the redevelopment of Sites 11 to 15 of the Revitalising Central Dandenong initiative. The next steps of the project will see Capital Alliance obtain a Development Plan (DP) approval from DTP, before seeking a permit for Stage 1 of the project.</p>	
<p>Advocate to Government, Agencies and other influential stakeholders, to identify, support, and deliver targeted renewal initiatives for improved economic and social outcomes in Central Dandenong</p>	<p>Ongoing meetings with Development Victoria are being held to discuss current and upcoming development opportunities within Central Dandenong. The SUSH grant application has been submitted expressing interest in a Study Hub for tertiary students in Dandenong. Officers are working on a Major Development Construction Facilitation approach in preparation to fast track Capital Alliance Stage 1 and other major developments in our activity centres.</p>	






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





■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start

Action	Comment	Progress
Finalise review and update the Waste and Litter Strategy	This strategy is part of the sustainability and environmental strategy review process that is currently being undertaken.	●
Investigate advanced waste opportunities for Council as an alternative to landfill	As a result of the SEMAWP procurement process, Council has entered into a Waste Supply Agreement with Maryvale EfW Project Co Pty Ltd. This agreement commits Councils to deliver their waste to Maryvale for 25 years, commencing 2029, during which time Maryvale will convert the waste into energy.	●
Implement the Urban Forest Strategy and Green Wedge Management Plan	A number of Council departments and external agencies continue to undertake actions to implement the strategies and objectives of the Urban Forest Strategy 2021-28 and Green Wedge Management Plans.	●

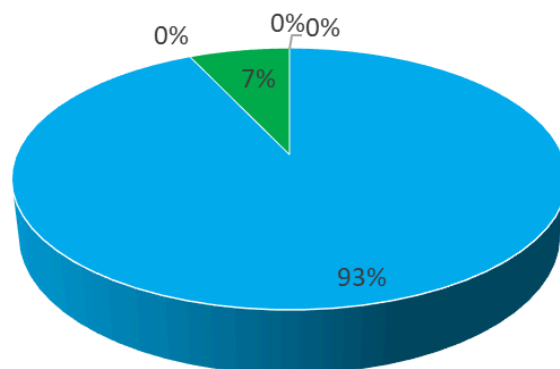
Action	Comment	Progress
<p>Implement the Biodiversity Action Plan 2021-26</p>	<p>Collaboration with State Government authorities and project partners to enhance the Dandenong Creek corridor continues. Key initiatives include grant-funded projects such as the Peri-urban Weed Management Partnership, Our Catchments, Our Communities Program, and Living Links. A revegetation assessment has been finalised for the 2025 planting season, with over 20,000 indigenous tube stock sourced from local Indigenous nurseries to support the program. These actions continue to strengthen biodiversity outcomes in the local area and align with the broader objectives of the Biodiversity Action Plan.</p>	
<p>Complete Council's plan for new and improved playgrounds</p>	<p>The review of the Playground Strategy 2013-23 has commenced with the completion of the strategic review of all playground assets. This is informing the 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.</p>	
<p>Implement the Open Space Strategy</p>	<p>Stage One community consultation occurred in July / August to inform the development of the draft master plans for Lois Twohig Reserve and Spring Valley Reserve. Planning for community consultation will occur in Q2 to seek the community's ideas on the Barry Powell Reserve new district playground, Dandenong Park Riverside Precinct district playground stage 2, Warner Reserve southern recreation area and Ian Tatterson Leisure Park Recreation Precinct has commenced. The development of a detailed concept plan for the Greaves Reserve informal recreation precinct has commenced - there is funding in 2024-25 to construct an initial stage of this project.</p>	
<p>Implement year seven of the Greening Our City: Urban Tree Strategy 2018-28</p>	<p>Q1 has seen successful completion of key initiatives, including park and street tree planting programs, contributing to our long-term canopy coverage goals. Significant improvement to tree management systems and processes have been made, particularly in planning and risk management, ensuring more streamlined operations, while continuing to maintain a strong focus on electric line clearance compliance, with a smooth transition to the new Programmed Tree Pruning contract, further strengthening our urban forest management efforts.</p>	

Action	Comment	Progress
<p>Implement the Electric Vehicle Transition Plan</p>	<p>Implementation of the EV transition plan is underway. All chargers at the Operations Centre are commissioned and operational. Procurement and trials of EVs continues. EV footpath sweepers have been trialed for the Cleansing team and several small plant have been procured. Thomas street chargers are commissioned and working. A review and update of the current EV transition plan is underway.</p>	
<p>Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond</p>	<p>Work is ongoing on this initiative, including through the revision of Council's 'climate change flyer.' This updated flyer provides a clear and helpful summary of the major climate risks in Greater Dandenong, along with practical steps the community can take to protect themselves. Following the conclusion of the election period, officers will work with key community groups and other stakeholders to distribute this flyer to improve climate resilience in the community.</p>	
<p>Implement the Climate Emergency Strategy, Sustainability Strategy, climate emergency declaration, and updated Plastics Policy</p>	<p>A key highlight was hosting several 'Plastic Free July' events aimed at reducing landfill waste by promoting plastic free alternatives. This included partnering with Dandenong Market to pilot a reusable shopping bag borrowing scheme, as well as collaborating with Roving Refills for a package-free pop up event, where community members could bring their own containers to refill with cleaning and beauty products.</p>	
<p>Deliver the 2025 Sustainability Festival</p>	<p>Planning has commenced for the annual Sustainability Festival, which will occur in February 2025. An initial consultation and brainstorm session with previous participants was held in July to provide valuable feedback on suggestions for the 2025 Festival.</p>	
<p>Review and update the Sustainable Buildings Policy</p>	<p>This policy will not be updated as the policy issues will be included in other policies and strategies.</p>	

Action	Comment	Progress
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<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>In consultation with internal and external stakeholders, Community Care have developed resources for both staff and older residents, and residents with a disability on the impacts of climate change. Annual heatwave information will be distributed to clients and older residents and residents with a disability in November to remind them on how to prepare for summer heatwaves.</p>	
<p>Advocate to the EPA to improve the quality of Greater Dandenong's waterways</p>	<p>Whilst work has been undertaken in collaboration with the EPA to resolve a number of industrial land uses impacting our waterways, specific work to protect our waterways as a whole has not commenced. A meeting will be scheduled in Q2 to discuss working in partnership with the EPA to increase our protection of our waterways across the city.</p>	




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






■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start

Action	Comment	Progress
Develop a new Economic and Place Strategy	Initial scoping of the strategy has begun with a workshop held with the Business Development and Investment team to facilitate discussion on the strategy. A draft project brief is currently being prepared.	●
Successfully deliver an annual Business Education Program targeted to local entrepreneurs or established businesses	Five free workshops to support new and established small business entrepreneurs were delivered. In partnership with the ATO, Melbourne Innovation Centre, Transcend and Chisholm Institute, Council provided local businesses with valuable resources and insights to help them develop their skills and knowledge through the Business Education Program. Additionally, through workshops delivered in collaboration with Transcend and the Melbourne Innovation Centre, additional support was provided to connect businesses with business mentoring, funded by the Federal Government.	●
Manage, support and deliver activities that strengthen the capability and capacity of jobseekers in our community facing multiple barriers to employment.	In addition to governance of the CR/GameChange program, the Greater Dandenong Regional Employment Taskforce (GDRET) has been advocating for continuation of GameChange beyond June 2025 and how the impetus that CR has delivered can be supported, as well as exploring alternative funding should the CR program funding lapse. An initiative funded by CR, a manufacturing Virtual Reality video filmed at Hilton Manufacturing, is in its final stages of completion and will complement a series of 15+ videos produced by the LLEN that will now be available for use by both jobseekers and students to better understand the world of work.	●

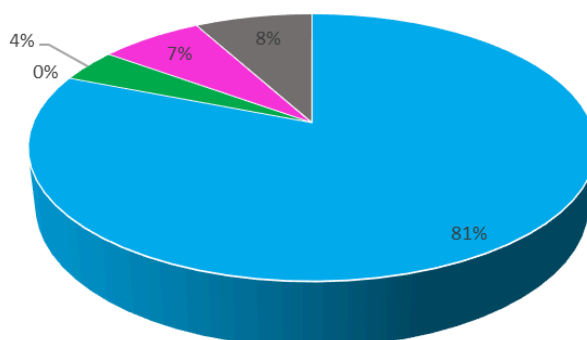
Action	Comment	Progress
<p>Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment</p>	<p>Highlights include:</p> <ul style="list-style-type: none"> • FReeZA events committee meetings and skills-based training sessions • The culmination of the Young Leaders Program and delivery of the Youth Leadership Forum • Holiday Activities Committee sessions • IMPACT Volunteering Program whereby participants gained a food handling certificate and barista skills • Music production program to give young people an opportunity to work with professionals in the sector and learn music production skills • Youth on Air podcasting program • Mock interview programs <p>Total contacts = 735</p>	
<p>Maintain support, collaboration and board participation of the South East Manufacturers Alliance (SEMMA)</p>	<p>Board participation has been maintained. SEMMA held their AGM in September, which was attended by various Council Officers.</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>SEBN networks and activities included site visits to Bomac Engineering, Dulux and SPEE3D. Issues addressed included Leadership in Tough Times, ESG (Environment, Social Governance), New Era of Safety Management, The Board Room, and Working Smarter- succeed in the ever-changing landscape beyond 2024.</p>	
<p>Deliver key events that showcase women in business including International Women's Day and facilitate a Women in Business Network, that is inclusive to all women in business in CGD</p>	<p>'Leading with Purpose' and 'Social Media - Truth, Lies and Myth' were two sessions delivered to SEBN Women in Business. A Showcasing WIB event is scheduled for October.</p>	
<p>Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation</p>	<p>Process has begun with service benchmarking.</p>	

Action	Comment	Progress
<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>In its 'consolidation and advocacy' phase, the initiative participated in three advocacy activities, to raise funding for continuation of the initiative and transition to community from Council:</p> <p>1) Collaboration with other Community Revitalisation sites. An advocacy/funding request letter was created and endorsed by CEOs at five sites. A letter was sent to Vicki Ward MP, Julian Hill MP and Senator Murray Watt.</p> <p>2) Strategic Growth and Advocacy - Project Priorities. GameChange requested \$1.5m to aid in the establishment of an ongoing Dandenong Employment Hub, and \$400k per year for between three to five years to continue the work of GameChange and transition to a fully community-led initiative.</p> <p>3) Advocacy will continue with Andrew Giles MP and our other local politicians - Cassandra Fernando, Clare O'Neil, Mark Dreyfus, Gabrielle Williams.</p>	
<p>Facilitate Playgroup Training Vocational Pathways for local community members</p>	<p>Thirteen community playgroup leaders attended a two hour online training session during August, one participant completed the training program. The thirteen participants represented eight community playgroups including two new playgroups that will be begin in term 4.</p>	
<p>Deliver initiatives in partnership with local schools, industry and SELLEN, that provide opportunities for young people to gain skills and experience that enhance their employment opportunities</p>	<p>SEBN's 19th Lunch with the Winners, held in partnership with SELLEN on 3 September, brought together more than 150 secondary students and industry representatives to connect with each other. RoboGals and Casey Tech spoke about the diversity of manufacturing careers and industry local, Sam Bell from AW Bell, spoke about their growth across diverse sectors and delighted the audience handing round a Silver TV Week Logi - one of the many unique products manufactured by AW Bell.</p>	

Action	Comment	Progress
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<p>Support the Market Street Child Care Centre with a sustainable business model to expand market share and community expectation</p>	<p>Market Street community childcare has developed a sustained business model in partnership with Springvale Service for Children offering funded three and four-year-old kindergarten and wrap around childcare services to the community. The service is now at licensed capacity for three of the five days of care, offering a unique service to local vulnerable and disadvantaged families, who are either newly arrived requiring English language support, culturally diverse or from the Orange Door Program requiring support services. The two Federal grants have sustainable business practices and supported staff to work with the Family Law Courts, local community hubs in schools, Chisholm TAFE to support childcare access and provide transport options, through taxi vouchers for families.</p>	
<p>Support local business efforts to respond to their climate change risks and transition to a net zero economy by informing them of relevant State and Federal Government policies and programs</p>	<p>Various programs were promoted through the Talking Business newsletter to help local businesses address climate change risks and transition to a net zero economy. Key initiatives included promoting the ASPIRE Circular Economy Platform and Government Programs like the 'Go Green Co-Innovation' Program, which offers Australian SMEs grants to partner with Singaporean businesses on net-zero emission projects.</p>	
<p>Participate in the GSEM Jobs and Skills Summit</p>	<p>The GSEM Jobs and Skills Summit was held on 3 May and Council continues to work with GSEM to implement the actions resulting from this summit.</p>	





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







■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start





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	<p>A review of Parking Wayfinding Signage for Springvale Activity Centre has been completed. The roll out of signage improvements is anticipated in Q2 and Q3.</p> <p>Council officers continue to work with the Level Crossing Removal Project team for Webster Street, to advocate for improved accessibility outcomes for Dandenong Activity Centre through delivery of that project.</p>	●
Conduct a comprehensive review of the 10-year Activity Centre Capital Improvement Program including evaluation of ongoing projects	<p>A program has been developed for the three Activity Centres identifying infrastructure investment priorities.</p>	●
Implement Council's infrastructure renewals program	<ul style="list-style-type: none"> • Works are progressing on Councils footpath and drainage renewal programs, • The decorative LED Lighting upgrade in the Dandenong CBD is 50% complete. • Road renewal and resurfacing programs are in the final planning and procurement stages for construction over the summer period. 	●







Action	Comment	Progress
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<p>Review the existing Road Management Plan and develop the new Road Management Plan 2025</p>	<p>The review of the existing Road Management Plan (RMP) and development of new RMP will be undertaken by the Transport team with support from the asset management team and asset data/GIS teams.</p>	
<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>Regular meetings of the Young Planners Group (13 August) and the Children's Advisory Group (31 July and 28 August) enabled fifty primary school students to take part in the planning and policy-making processes of the council.</p>	
<p>Develop a Customer Experience Strategy, and update the Customer Service Charter</p>	<p>A competitive procurement process resulted in a consultant being appointed to undertake three sample Customer Journey maps. Outcomes from this project will deliver multiple benefits, including educating CGD staff on how to create additional customer journey maps. This will provide valuable insight into the challenges customers face across various service requests, which will inform the development of the Customer Service Strategy and help the organisation identify areas for improvement.</p>	
<p>Facilitate better community engagement across a diverse community to promote more accessible engagement</p>	<p>Considerable work is undertaken to ensure Council meets the principles set out in the Local Government Act 2020. Comprehensive Community Engagement plans are developed, identifying key stakeholders and offering multiple ways for the community to provide feedback.</p>	



Action	Comment	Progress
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<p>Improve Council's customer service and communications to our linguistically diverse community by making more effective use of translation and interpreter services</p>	<p>Insights have been gathered on how Council can improve engagement with CGD's diverse community. A recent meeting introduced an app called Hemingway, which uses AI technology to simplify complex writing into more accessible language. This tool may prove valuable in enhancing communication with our linguistically diverse community.</p>	
<p>Provide timely and accurate information and tell stories reflecting the best of our community and local economy</p>	<p>Work has commenced on a Communications and Engagement Strategy, including plans to improve workflow and structure. Requests received are being measured to evaluate where they're coming from and how long Council is spending on each item in order to better prioritise. This work will make the best possible use of resources and plan campaigns. Council is working towards becoming more strategic and less reactive in this space and will ensure timely and accurate information is provided and stories reflecting the best of the community and local economy are told.</p>	
<p>Implement the recommendations of the IT Service Review</p>	<p>A strategic approach is being taken following the IT Service Review, focusing on a thorough examination of the technical and digital landscape. This assessment is pivotal in crafting a Digital Roadmap that will guide CGD'S technological direction for the upcoming years. The Digital Roadmap will align IT services with the broader business objectives, ensuring operational efficiency and continuity. The roadmap's development will be a collaborative effort, incorporating insights from key stakeholders to ensure it supports the City of Greater Dandenong's vision.</p>	
<p>Enhance Council's major projects communications, so they are timely, accurate and promote community trust; and explain project benefits effectively.</p>	<p>Funds have been identified for dedicated communications, marketing and issues management around major projects. It is anticipated that this role will be filled in Q2 and this will see significant uplift in proactive communications about iconic and major projects. Planning for communications is underway for the awarding of the construction contract for DWC and breaking ground, as well as a Brand and Naming piece.</p>	

Action	Comment	Progress
<p>Complete Council's capital works program as outlined in the Annual Budget and Long Term Financial Plan</p>	<p>As of the end of September 2024, Total spend is \$21.1m, comprising \$7.3m actuals (works already complete) and \$13.8m committed (contracts awarded and works underway). This equates to 17.2% of the 2024-25 budget of \$122.5m (which includes \$29.1m carried over from the 2023-24 year).</p>	
<p>Develop an investment attraction program that facilitates appropriate investment attraction matched to the region's competitive strengths across identified target and growth industry sectors</p>	<p>The investment prospectus has been developed and is awaiting approval. The launch of the Why Invest in Greater Dandenong program will commence in November through the Council Publication, showcasing recent business investments.</p>	
<p>Introduce psychosocial education and assessment programs to proactively identify and mitigate workplace risks to employee health and wellbeing</p>	<p>The ASU (funded by WorkSafe Victoria) have been engaged to deliver awareness training on psychosocial hazards in the workplace. The presentation 'Building Mentally Healthy Workplaces' is designed to assist leaders and workers, giving them skills to help identify psychosocial hazards in the workplace. Seven face-to-face sessions and one online session have been organised to be completed by mid-October.</p>	
<p>Continue the rollout of wearable technology to prevent musculoskeletal injuries in high risk work areas</p>	<p>The Wearable Technology Program 'Preventure' has been progressively rolled out and utilised with high manual handling activities. The program also provides great opportunities to eliminate or reduce these risks through better education, upgrading equipment, job re-design or improved manual techniques.</p>	
<p>Implement Leadership Development programs for People Leaders incorporating innovation and change management</p>	<p>A dedicated resource has been appointed to roll out a program of people leaders engagement and is well underway.</p>	


Action	Comment	Progress
<p>Develop the new Council Plan 2025–29 in accordance with the Local Government Act 2020</p>	<p>The wider community engagement activities for the new Council Plan have been completed and the deliberative panel process will commence on 12 October. The results of the completed activities and the key areas of interest for our community will be shared in Q2.</p>	
<p>Comply with the auditing and reporting requirements of the Gender Equality Act 2020 including the preparation for the development of a new Gender Equality Action Plan (GEAP)</p>	<p>Confirmation has been received that CGD's plan and report complies with the Act and can now be placed on Council's Website.</p>	
<p>Implement the recommendations of the recent Child Safe Standards Audit Review</p>	<p>A Child Safety Compliance Officer has commenced and an implementation plan has been developed utilising the Child Safe Standards Audit Review completed by HLB Mann Judd. The implementation will leverage existing frameworks that are in place in child facing departments and roll them out across the organisation.</p>	
<p>Meet budget revenue targets for all commercial properties</p>	<p>The current financial performance of Council's commercial properties against budgeted FY25 revenue has an unfavourable variance due to a variety of reasons including strategic decisions to realign commercial properties with impact and grant opportunities. A working group has been created to drive the creation of a Council Property Strategy that provides guardrails for the Executive Team and Councillors to assess opportunities and changing conditions against.</p>	
<p>Develop a structured framework to streamline the preparation of Council's Strategies</p>	<p>A draft framework has been developed. This document will be finalised and its implementation will be a focus in early 2025 to align with the new Council Plan.</p>	
<p>Review Council's Long Term Financial Plan in line with the Local Government Act 2020</p>	<p>The Long Term Financial Plan review will commence in October 2024.</p>	

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"> • 63 applications were submitted to the Small Grants Program. Four Medium Grants Program categories closed in August – 60 Applications were received. 1 Large Grants Program – Partnerships Stream received 17 applications. • Multiyear funding agreements with Neighbourhood Houses and Community Centres were established. • 3 Medium Grants Information Sessions were delivered with 44 registrations across the sessions. • 2 Partnerships Grants Information Sessions were attended by 29 organisations. • 126 engagements with community were had, mostly queries and support for grants round applications. • 3 Community Newsletters were sent out to >800 registered community organisations. • The Small Grants Data Report for 2024–25 was developed. 	
<p>Implement the recommendations of the Procurement Review</p>	<p>Council's Procurement Review identified a number of key areas for Council to focus on. The following are in an implementation, training or change management phase:</p> <ul style="list-style-type: none"> • Contractor performance monitoring • Compliance with Child Safe Standards • Central contract management system • Procurement and contract management protocols • Risk management • Policy and procedure updates • Performance monitoring and reporting 	
<p>Facilitate and chair at least four Municipal Emergency Management Planning Committee (MEMPC) meetings with relevant members and Emergency Service Agencies</p>	<p>Municipal Emergency Management Planning Committee (MEMPC) meetings have been held each quarter to discuss previous incidents and more recently prepare for the upcoming summer season.</p>	
<p>Review, implement and monitor progress on mitigation and response (including relief and recovery) risk strategies and actions</p>	<p>Council is continuing to work with partner agencies on all aspects of Emergency Planning especially with the 2024–25 summer season approaching.</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 review was conducted and reported to Councillors in May/June 2024. As per the review DWC is continuing with the procurement process and DCH is continuing with the design process .	
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 has not been explored further due to the delay of the DCH.	
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 some of the potential sites for use on Housing Projects.	
1.5 Develop a Model of Service Review/Improvement.	A Service Planning Framework was developed and endorsed by Council in September. Development of service plans is underway and final drafts should be completed by end of January 2025. 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,	Council is actively gathering evidence to inform the Customer Experience (CX) Strategy, which aims to enhance the experience for all customers, including non-English speaking background (NESB) customers. To support this effort, a consultant has been engaged to map customer experience processes. This mapping will guide the development of the CX strategy and help identify opportunities to streamline and simplify processes.	
2.2 Implement a Customer Experience Action Plan: <ul style="list-style-type: none"> • digital technology • KPI's - feedback system 	<p>The Social Pinpoint survey has been successfully rolled out, with 13 responses received in Q1. To improve response rates, staff will be encouraged to actively ask customers to complete the survey. Additionally hard copy surveys will be implemented in October/November and explore further options, such as post-call surveys.</p> <p>Key performance indicators (KPIs) have been outlined that require consistent reporting.</p> <p>Council Officers have met with Telstra to review the Genesys call centre telephony system as a potential replacement for the current Touchpoint system. The next step will involve further pursuit understanding the procurement process.</p>	
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 has commenced with consultation with managers and leaders expected toward the end of 2024.	
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.	 40





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	A number of organisational reviews have been completed with a focus on efficiency and effectiveness. A revised workforce plan is targeted for delivery by the end of the financial year.	
3.5 Refresh the Workplace Culture Development Strategy	Not yet commenced due to departure of key personnel for this project.	
3.6 Create a Workplace Diversity Strategy	This action has been delayed due to the recent departure of key personnel in this team.	





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	A light refresh of the visual appearance and approach will be undertaken in Q2. Implementation of a new workflow approach is planned along with future planning to ensure strategic opportunities are capitalised on to tell Council and CGD's good news. Alternate frequency and distribution models may be discussed with the newly appointed Council in 2025.	

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	The Executive Director Corporate Development, CIO and Manager Governance, Legal and Risk are working on both systems and structure to ensure that all Councillor correspondence is captured and actioned accordingly. This will be progressed during Q2.	
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 customer portal/dashboard was introduced as an initiative to enhance customer engagement and experience. While it has been available for some time, the adoption rate among the community has not met expectations. Council is actively working on refining the portal's features to better serve community needs.	
5.5 Investigate new models for a Councillor intranet	The Governance, Legal and Risk department has commenced working with the newly appointed CIO and the Communications department to refresh the Councillor Intranet, Maccs. This work will continue over the FY25 period with the focus being on understanding and meeting the new Councillors' needs from an information perspective, promoting environmentally sustainable governance practices as well as ongoing training and support to Councillors to maximise the intranet usage.	

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>A strategic approach is being taken following the IT Service Review, focusing on a thorough examination of the technical and digital landscape. This assessment is pivotal in crafting a Digital Roadmap that will guide CGD's technological direction for the upcoming years. The Digital Roadmap will align IT services with the broader CGD objectives, ensuring operational efficiency and continuity.</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>	

Part B:

Financial Report

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Key financial highlights

Period ending 30 September 2024

	30 Sep 2024 Year-to-Date					Full Year				
	Actual	Amended Budget	Variance	Var. %	Status	Original Budget	Amended Budget	Variance	Var. %	Status
	\$'000	\$'000	\$'000	%	Var.	\$'000	\$'000	\$'000	%	Var.
Operating Income	74,789	73,238	1,551	2%	✓	268,746	277,665	8,919	3%	✓
Operating Expenses	51,477	54,778	3,301	6%	✓	233,934	242,618	(8,684)	(4%)	—
Operating Surplus	23,312	18,460	4,852	26%	✓	34,812	35,047	235	1%	✓
Capital Expenditure	(7,255)	(6,213)	(1,042)	(17%)	✗	(93,474)	(122,499)	(29,025)	(31%)	✗
Non-Cash Operating Items	8,867	8,867	-	0%	✓	28,143	28,143	-	0%	✓
Loan Repayments	(937)	(937)	-	0%	✓	(3,961)	(3,961)	-	0%	✓
Loan Proceeds	-	-	-	0%	✓	21,920	21,920	-	0%	✓
Lease Repayments	(149)	(178)	29	16%	✓	(710)	(710)	-	0%	—
Net Reserve Transfers	(2,561)	(2,496)	65	0%	✓	13,270	16,835	3,565	27%	✓
Current Year Cash Surplus	21,277	17,503	3,774	22%	✓	-	(25,225)	(25,225)		
Accumulated Surplus b/f ¹	-	-	-			-	26,014	26,014		
Accumulated Cash Surplus	21,277	17,503	3,774			-	789	789		
Cash/Investment Holdings ²	222,296	<i>Not applicable</i>				152,429	162,621	10,192	7%	✓

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

Notes

1. The Accumulated Surplus brought forward (b/f) represents funds committed to finance capital and operating carry overs from 2023-24.
2. Total cash/investments at 30 September 2024 include cash on hand and financial assets (term deposits invested for a period greater than 90 days) and have been allocated for specific future purposes by Council. The dissemination of Council's restricted and operating cash is provided in the table in section D4 and the graph "Restricted and Unrestricted Cash" in Appendix 2 Investment Analysis of this report.

Budget information

The Original Budget information contained in the report is the budget approved by Council on 24 June 2024. The year-to-date budget in this report reflects the Amended Budget as adopted by Council on 23 September 2024. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2023-24.

Executive Summary

Operating Result

For the three months ended 30 September 2024, Council achieved a surplus operating result of \$23.31 million which is \$4.85 million better than the year-to-date budget. The main factors contributing to this result comprise favourable variances in:

- **Income** (\$1.55 million favourable) - Higher than anticipated supplementary rates (\$505,000), interest returns on investments (\$341,000) and contributions - monetary (\$381,000).
- **Operating expenditure** (\$3.3 million favourable) – Mainly due to lower than anticipated materials and services (\$1.51 million) and employee costs (\$1.34 million) to date.

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

Capital Result

Year-to-date capital expenditure is \$7.25 million which is \$1.04 million unfavourable compared to the year-to-date budget, representing 6% of the full year Amended Budget. There are also \$13.8 million in commitments (open purchase orders) on 30 September.

The unfavourable variance mainly relates to an unbudgeted property acquisition in Blissington Street, Springvale acquired for open space purposes. This is a strategic decision which will be funded by a transfer from the Open Space Acquisitions reserve and will be reflected in the Mid-Year Budget review.

Cash Position

Cash and investments total \$222.3 million at 30 September 2024, comprising \$36.57 million of cash and cash equivalents and \$185.7 million of 'financial assets' (term deposits invested for a period of greater than 90 days).

This cash and investments balance has increased from the 30 June 2024 cash and investments balance due mainly to 100% of the Financial Assistance Grant funding allocation for 2024-25 (\$12.34 million) being distributed early in July 2024 and fire services property levy collected (\$12 million) due to be paid to the State Revenue Office in October.

The working capital ratio result remains sound at 1.63.

Income Statement

For the period 1 July 2024 - 30 September 2024

	Note	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income	B1					
Rates and charges		46,356	45,771	585	176,177	176,177
Statutory fees and fines		3,014	2,801	213	10,972	10,972
User fees		2,111	2,190	(79)	9,812	9,812
Grants - operating		18,121	18,043	78	35,937	35,216
Grants - capital		560	496	64	14,462	8,625
Contributions - monetary		881	500	381	9,123	7,676
Contributions - non-monetary		-	-	-	7,500	7,500
Net gain (loss) on disposal of property, infrastructure, plant and equipment		65	248	(183)	833	833
Other income		3,681	3,189	492	12,849	11,935
Total income		74,789	73,238	1,551	277,665	268,746
Expenses	B2					
Employee costs		21,873	23,209	1,336	105,062	99,649
Materials and services		18,811	20,317	1,506	90,966	88,357
Bad and doubtful debts		-	-	-	2,026	2,026
Depreciation		8,718	8,718	-	34,885	34,885
Amortisation - right of use assets		149	149	-	598	598
Borrowing costs		672	672	-	3,184	3,184
Finance costs - leases		-	-	-	55	55
Other expenses		1,254	1,713	459	5,842	5,180
Total expenses		51,477	54,778	3,301	242,618	233,934
Net surplus (deficit)		23,312	18,460	4,852	35,047	34,812

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 2024

		2024-25 ACTUAL 30 Sep 2024 \$'000	2023-24 ACTUAL 30 Jun 2024 \$'000	2024-25 AMENDED BUDGET \$'000	2024-25 ORIGINAL BUDGET \$'000
	Note				
ASSETS					
Current assets					
	C1				
Cash and cash equivalents		36,569	21,577	20,621	50,429
Financial assets		185,727	172,820	142,000	102,000
Trade and other receivables *		144,005	30,254	30,938	32,208
Other assets		3,715	6,577	6,003	8,104
Total current assets		370,016	231,228	199,562	192,741
Non-current assets					
	C2				
Property, infrastructure, plant and equipment		2,642,725	2,644,188	2,739,142	2,629,770
Investment property		6,690	6,690	6,690	6,575
Right-of-use assets		1,020	1,169	1,272	1,758
Intangible assets		1	1	1	25
Trade and other receivables		266	266	266	273
Total non-current assets		2,650,702	2,652,314	2,747,371	2,638,401
Total assets		3,020,718	2,883,542	2,946,933	2,831,142
LIABILITIES					
Current liabilities					
	C3				
Trade and other payables		1,631	25,837	36,076	32,911
Prepaid rates *		130,084	-	-	-
Trust funds and deposits **		16,410	4,254	4,304	6,359
Unearned income		54,059	56,518	56,368	58,616
Provisions		21,066	20,847	21,169	21,998
Interest-bearing liabilities		2,897	3,834	4,802	4,802
Lease liabilities		475	594	589	541
Total current liabilities		226,622	111,884	123,308	125,227
Non-current liabilities					
	C4				
Provisions		1,392	1,475	1,351	1,187
Trust funds and deposits		2,137	2,898	2,956	2,181
Interest-bearing liabilities		43,348	43,348	60,339	60,339
Lease liabilities		612	642	637	1,025
Total non-current liabilities		47,489	48,363	65,283	64,732
Total liabilities		274,111	160,247	188,591	189,959
NET ASSETS	C5	2,746,607	2,723,295	2,758,342	2,641,183
EQUITY					
Accumulated surplus		994,274	973,523	1,025,405	1,040,353
Asset revaluation reserve		1,655,211	1,655,211	1,655,211	1,530,252
Reserves		97,122	94,561	77,726	70,578
TOTAL EQUITY		2,746,607	2,723,295	2,758,342	2,641,183

NOTES TO THE STATEMENTS

Balance Sheet (*previous page*)

* *Prepaid Rates and Trade and Other Receivables*: Rate revenue (excluding supplementary rates) is accrued evenly over the year, although rate receipts 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.

** *Trust funds and deposits (current)*: Higher this quarter due to the timing of the quarterly Fire Services Property Levy payment to the State Revenue Office.

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 table in section D4 and the graph "*Restricted and Unrestricted Cash*" in **Appendix 2 Investment Analysis** of this report.

Cash inflows and outflows are inclusive of GST where applicable.

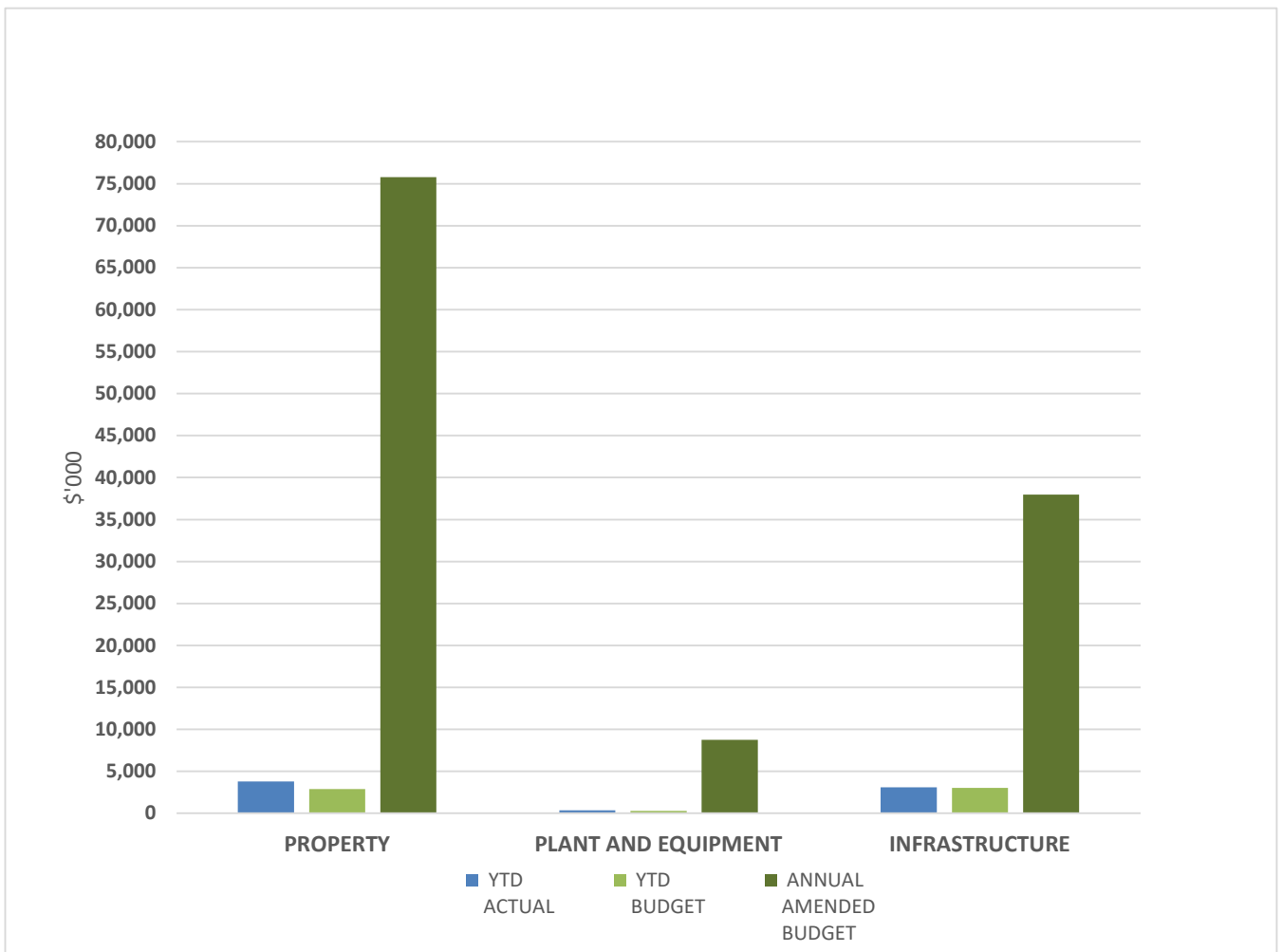
Cash Flow Statement

		2024-25 ACTUAL as at 30 Sep 2024 Inflows/ (Outflows) \$'000	2024-25 ANNUAL AMENDED BUDGET Inflows/ (Outflows) \$'000	2024-25 ANNUAL ORIGINAL BUDGET Inflows/ (Outflows) \$'000
	Notes			
Cash flows from operating activities				
Rates and charges		64,312	175,753	175,641
Statutory fees and fines		2,082	8,759	8,574
User fees		9,294	10,799	10,721
Grants - operating		10,424	37,224	37,231
Grants - capital		1,391	14,660	8,625
Contributions - monetary		882	9,973	7,676
Interest received		2,289	6,800	6,800
Trust funds and deposits taken		14,280	32,108	29,450
Other receipts		1,156	6,917	5,748
Net GST refund		3,623	18,030	14,963
Employee costs		(25,938)	(104,635)	(98,751)
Materials and services		(33,864)	(102,012)	(103,077)
Short-term, low value and variable lease payments		(100)	(683)	(683)
Trust funds and deposits repaid		(2,915)	(32,000)	(29,181)
Other payments		(1,272)	(5,972)	(5,070)
Net cash provided by operating activities	D1	45,644	75,721	68,667
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment		(13,819)	(122,499)	(93,474)
Payments for investments				
Proceeds for sale of investments		(15,156)	30,820	-
Proceeds from sale of property, infrastructure, plant and equipment		65	993	993
Net cash provided by investing activities	D2	(28,910)	(90,686)	(92,481)
Cash flows from financing activities				
Finance costs		(653)	(3,184)	(3,184)
Proceeds from borrowings		-	21,920	21,920
Repayment of borrowings		(937)	(3,961)	(3,961)
Interest paid - lease liability		(3)	(55)	(55)
Repayment of lease liabilities		(149)	(711)	(710)
Net cash used in financing activities	D3	(1,742)	14,009	14,010
Net increase (decrease) in cash and cash equivalents		14,992	(956)	(9,804)
Cash and cash equivalents at the beginning of the year		21,577	21,577	60,233
Cash and cash equivalents at the end of the period		36,569	20,621	50,429
Represented by:				
Operating cash		(144,714)	(130,965)	(94,465)
Restricted cash	D4	181,283	151,586	144,894
Total		36,569	20,621	50,429

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	3,794	2,884	(909)	8,016	75,785	58,845
PLANT AND EQUIPMENT	370	296	(74)	674	8,760	7,471
INFRASTRUCTURE	3,092	3,033	(59)	5,105	37,954	27,158
TOTAL EXPENDITURE	7,255	6,213	(1,042)	13,795	122,499	93,474



Management Accounting Result

For the period 1 July 2024 - 30 September 2024

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 2024 to 30 September 2024 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	AMENDED BUDGET \$'000	ORIGINAL BUDGET \$'000	VARIANCE Fav(unfav) \$'000
Income Statement						
Income	74,789	73,238	1,551	277,665	268,746	8,919
Expenditure	51,477	54,778	3,301	242,618	233,934	(8,684)
Net surplus - ongoing operations	23,312	18,460	4,852	35,047	34,812	235
Management Accounting reconciliation						
<i>Add (less) non cash items included in op result</i>						
Depreciation	8,718	8,718	-	34,885	34,885	-
Amortisation - right of use assets	149	149	-	598	598	-
Contributions non-monetary assets	-	-	-	(7,500)	(7,500)	-
Written down value of assets sold/disposed	-	-	-	160	160	-
Sub total	8,867	8,867	-	28,143	28,143	-
Net operating surplus	32,179	27,327	4,852	63,190	62,955	235
<i>Add (less) cash items not included in op result</i>						
Capital expenditure	(7,255)	(6,213)	(1,042)	(122,499)	(93,474)	(29,025)
Net transfers to (from) reserves	(2,561)	(2,496)	(65)	16,835	13,270	3,565
Repayment of borrowings	(937)	(937)	-	(3,961)	(3,961)	-
Proceeds from borrowings	-	-	-	21,920	21,920	-
Repayment of lease liabilities	(149)	(178)	29	(710)	(710)	-
Sub total	(10,902)	(9,824)	(1,079)	(88,415)	(62,955)	(25,460)
Cash surplus (deficit)	21,277	17,504	3,774	(25,225)	-	(25,225)
Accumulated surplus brought forward	-	-	-	26,014	-	26,014
Surplus position	21,277	17,504	3,774	789	-	789

The management accounting result (after removing non-cash items) on 30 September 2024 shows a favourable variance between budget and actual of \$3.78 million. The variance is due mainly to a favourable surplus from ongoing operations (\$4.85 million), caused by lower than anticipated operating expenditure and higher income, partly offset by the unfavourable variance in capital expenditure of \$1.04 million.

Notes to the Financial Statements

A. Accounting Policy Notes

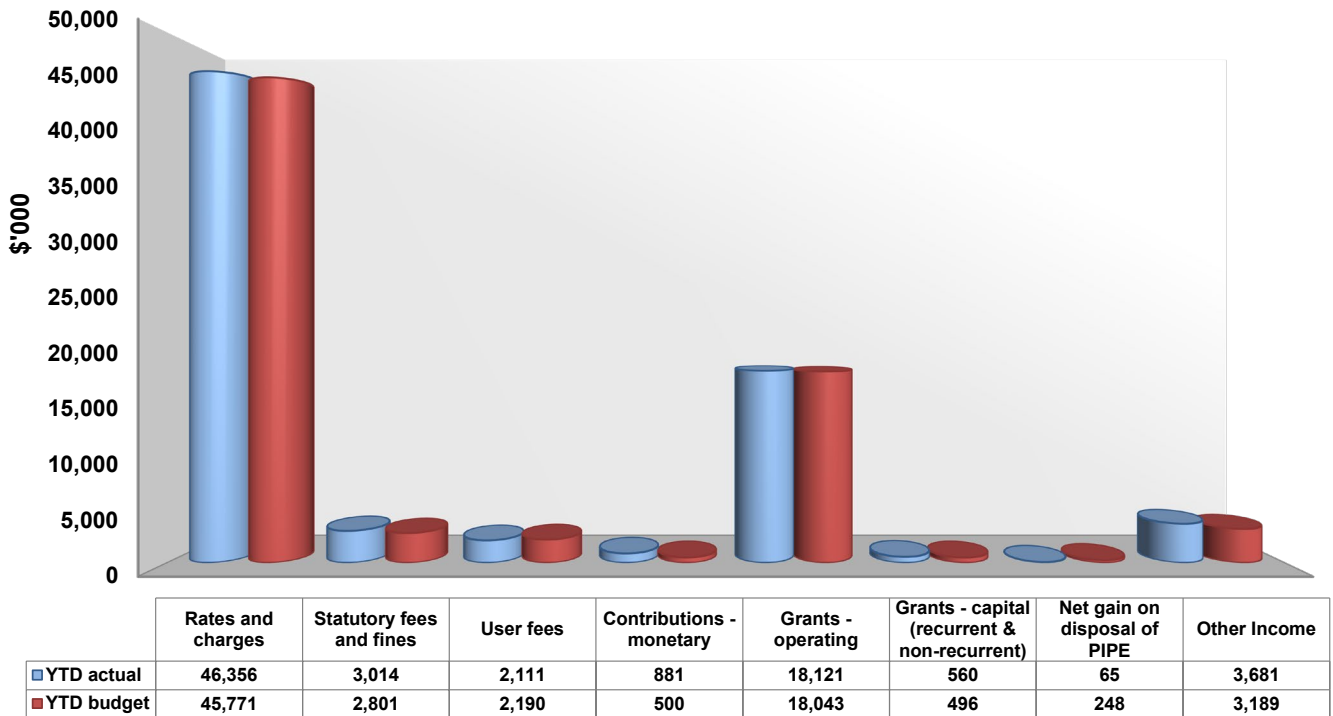
The financial report is prepared on the principles of accrual accounting. Accrual accounting recognises income when earned and expenditure when incurred, regardless of whether cash settlement has taken place. The basis of recognition of major income and expenditure in these statements are defined below.

- 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 Accounting Standards, AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income of Not-For-Profit Entities', grant income is generally recognised in the Income Statement to the extent of satisfied performance obligations. Alternatively, grant funding which does not have sufficiently specific performance obligations is 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 24 June 2024. The year-to-date budget in this report reflects the Amended Budget as adopted by Council on 23 September 2024. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2023-24.
- 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 (e.g. 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 2024 - 30 September 2024



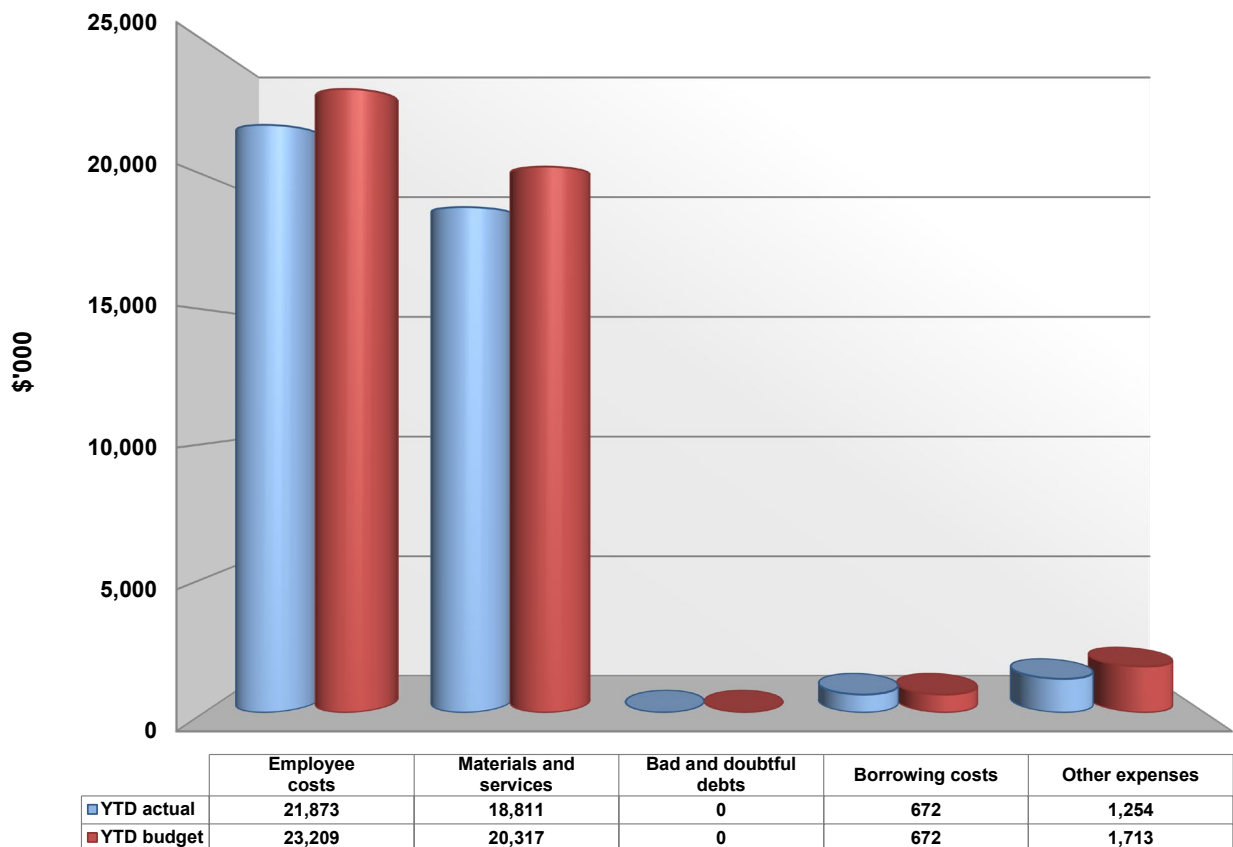
Operating income for the quarter ended 30 September 2024 is \$1.55 million favourable against budget. This is primarily due to the following:

- **Rates and charges (\$585,000 favourable)** - Mainly due to higher than anticipated supplementary rates, which will be adjusted at Mid-Year Review and transferred to Reserves (Non-Directorate \$505,000).
- **Other income (\$492,000 favourable)** - Better than anticipated interest returns on investments due to sustained high interest rates combined with greater cash and investment funds because of capital expenditure delays in the prior year (Non-Directorate \$341,000) combined with higher income from legal cost rebate (Non-Directorate \$47,000) and earlier than anticipated container deposit scheme rental (City Futures \$45,000). These items will be assessed, and any permanent variances will be reflected in the Mid-Year Budget review.
- **Contributions – monetary (\$381,000)** - Better than anticipated income from developer and public open space contributions (City Futures \$292,000) and contributions received for the Mayoral Task Force associated with Status Resolution Support Services program (CEO \$64,000). These contributions will be offset by associated expenditure and adjusted in the Mid-Year Budget.

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 2024 to 30 September 2024**



Operating expenditure for the quarter ended 30 September 2024 is favourable by \$3.30 million against budget. The major variances are in materials and services and employee costs.

- **Materials and services (\$1.5 million favourable)** – The major items contributing to this favourable variance are:
 - City Futures (\$1.43 million) due to lower than anticipated tipping (the July invoice has not been received and is currently being followed up) and contract costs to date (Waste Management \$784,000), combined with lower maintenance costs particularly cyclical pruning, tree planting (Parks Services \$729,000), bridges, drains (Roads and Drains \$125,000), building maintenance (\$88,000) and graffiti removal, footpath and street furniture cleansing (Cleansing \$59,000). These favourable variances are partly offset by higher than anticipated legal costs (Strategic Design and Sustainability Planning \$248,000 and Health \$114,000). These items will be monitored and any permanent variances will be reflected in the Mid-Year Budget review.

- Lower than anticipated promotions, exhibitions and special project costs (Cultural Development \$69,000), grant program expenditure (Drug Strategy \$48,000), contractor services (Community Funding \$35,000), meals on wheels costs (Food Services \$33,000) and CCTV maintenance (Public Safety and Security \$21,000). These favourable variances are partly offset by higher than anticipated educator payments to date, which are mostly offset by higher income (Family Day Care \$108,000).
- **Employee costs (\$1.34 million)** - as depicted in the following table 30% (\$396,000) of the favourable variance relates to grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (mostly in Community Strengthening).

Directorate	2024-25 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	Potential Underspend/ (overspend) 2024-25 \$
CEO Services	36,982	-	-	36,982
City Futures	343,462	17,149	70,229	256,085
Community Strengthening	876,562	378,472	193,674	304,416
Corporate Development	117,143	-	-	117,143
Non-Directorate	(37,982)	-	-	(37,982)
Total Council	1,336,167	395,621	263,903	676,643

A further \$264,000 represents favourable salary variances that are wholly offset by lower income:

- Community Care (\$378,000): Lower grant funding due to capacity to achieve target set. This is due to ongoing resourcing challenges including the inability to recruit staff due to uncertainty caused by the Aged Care Reforms combined with an ageing workforce on limited duties or Workcover.
- Statutory Planning (\$70,000): Lower income due to reduced development activity.

The remaining \$677,000 represents a potential underspend in salary costs due to a delay in recruitment of vacant positions combined with challenges in sourcing permanent skilled staff mainly in the following areas:

- Community Strengthening (\$304,000) – mainly in Maternal and Child Health (\$173,000), Family Day Care (\$87,000), Children's Support Services (\$70,000), Youth and Family Support (\$36,000) and Civic Facilities (\$28,000). These favourable variances are partly offset by higher than anticipated casual salaries in the Drum Theatre (\$82,000).
- City Futures (\$256,000) - in Statutory Planning (\$88,000), Parks Services (\$87,000), Roads and Drains (\$39,000) and Cleansing (\$24,000).
- Corporate Development (\$117,000) - in Financial Services (\$107,000), Governance, Legal & Risk (\$30,000) and Communications & Customer Experience (\$37,000).
- **Other expenses (\$459,000 favourable)** – Due mainly to timing of Fire Services Property Levy on Council properties (Non-Directorate \$220,000) and IT equipment lease rentals (CEO \$141,000).

C. Balance Sheet

Council's net assets are valued at \$2.75 billion as at 30 September 2024.

C1. Current assets

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

Cash and cash equivalents (\$36.57 million) – Represent the net amount held by Council in cash or term deposits with a term of less than 90 days.

\$181.28 million of cash and investment funds are 'restricted' for various purposes. The reduction in operating funds at 30 September 2024 is due to the classification of \$185.73 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 \$41.01 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 (\$185.73 million) – Increase in financial assets from 30 June 2024 is due to the make-up of Council's cash and investments holdings at 30 September 2024 with more investments placed with a term of over 90 days and less investments with a term of under 90 days.

Trade and other receivables (\$144.01 million) – This balance includes:

- Rate debtors \$127.38 million
- Infringement debtors of \$10.01 million (net of provision for doubtful debts).
- General debtors \$6.62 million (net of provision for doubtful debts).

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 (\$3.72 million) – This balance includes:

- Accrued income \$3.08 million – income earned but cash not yet received as at 30 September 2024 (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 \$64,000 - expenses prepaid at 30 September 2024.

C2. Non-current assets

Property, infrastructure, plant and equipment (\$2.64 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 (\$6.69 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 (\$1.02 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 (\$1,000) – Represents computer software assets. These values are reflected after recognising the associated amortisation expense.

Trade and other receivables (\$266,000) – \$191,922 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 (\$1.63 million) – This balance includes trade creditors arising from operations and capital works.

Prepaid rates (\$130.08 million) – Rate revenue (excluding supplementary rates) is accrued evenly over the year, although rate receipts are 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 (\$16.41 million) – Trust funds and deposits includes other refundable monies in respect of:

- Fire services property levy funds collected by Council on behalf of the State Government, but not yet paid on to the State Revenue Office (\$12.36 million). These monies are remitted to the State Revenue Office in accordance with legislative timeframes (28 days after each quarterly rate instalment date).
- Other deposits (\$2.40 million).
- Landscape deposits (\$978,000).
- Road deposits (\$429,000).
- Open space contributions (\$242,000).

Unearned income (\$54.06 million) – Represents income not yet earned based on specific performance obligations that were not complete at 30 September 2024 in respect of:

- Developer Contribution Plan liabilities (DCP) – (\$44.26 million).
- Operating grants (\$8.91 million).
- Other (\$549,000), mainly relating to Civic Facilities and Drum Theatre events.
- Capital grants (\$336,000).

Provisions (\$21.07 million) – This balance represents the provision for employee entitlements and landfill restoration works.

- Employee entitlements:
 - Long service leave entitlements - \$11.75 million.
 - Annual leave entitlements - \$8.47 million.
 - Rostered days off (RDO) - \$620,000.
- Landfill provision - \$229,000 - 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 (\$2.90 million) – Represents the repayment of long-term borrowings expected during 2024-25.

Lease liabilities (\$475,000) - Represents the lease repayments in respect of the right-of-use assets that are payable during 2024-25.

C4. Non-current liabilities

Debts due to be repaid in future years.

Provisions (\$1.39 million) – Represents the provisions estimated to be paid beyond the 2024-25 financial year and comprises of long service leave entitlements for employees (\$517,000) and landfill provision for restoration of Spring Valley landfill site (\$875,000) (Council's share is 19.88% of the total future estimated costs).

Trust funds and deposits (\$2.14 million) – Represents deposits that are payable beyond the 2024-25 financial year and comprises asset protection bonds of \$1.83 million, landscape deposits of \$224,000 and contractor deposits of \$84,000.

Interest-bearing liabilities (\$43.35 million) – Comprises outstanding borrowings to be repaid beyond the next 12 months.

Lease liabilities (\$612,000) – Represents 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 / Community Programs)
- 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 \$36.57 million as at 30 September 2024, an increase of \$14.99 million since 30 June 2024. Total cash and investment holdings are made up of operating cash (significantly reduced to \$144.71 million due to the classification requirement of term deposits over 90 days as financial assets) and restricted cash (\$181.28 million).

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

D1. Cash flows from operating activities – net inflow of \$45.64 million.

The major inflows are rates (\$64.31 million), trust funds and deposits taken (\$49.41 million), grants (\$11.82 million), statutory fees and fines (\$2.08 million) and user fees (\$9.29).

The major outflows are trust funds and deposits repaid (\$38.05 million), materials and services (\$33.86 million) and employee costs (\$25.94 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.

D2. Cash flows from investing activities – net outflow of \$28.91 million, including:

- \$15.16 million relates to cash outflows for term deposits with a maturity of greater than three months.
- \$13.82 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.
- \$65,000 proceeds on asset sales relating to the fleet replacement program.

D3. Cash flows from financing activities – outflow of \$1.74 million.

Council incurred \$653,000 in finance costs on its borrowings and repaid \$937,000 of existing borrowings. In addition, Council repaid \$149,000 of its lease liabilities as at 30 September 2024.

D4. Restricted cash - Funds set aside for specific purposes, as detailed in the following tables.

Type	30-Sep-24	Notes
Reserve funds	\$'000	
Council funded Development Contribution Plans (DCP) reserve	16,182	Reserved for specific expenditure in accordance with the published DCP.
Open space – planning, development and improvements	4,393	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	49,940	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	4,621	Reserved for specific maintenance expenditure relating to this area.
Spring Valley landfill rehabilitation	4,055	Rehabilitation of the Spring Valley landfill site.
Re-vegetation reserves	200	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	2,890	To fund development in the Dandenong Activity Centre.
General reserve (Aged Care)	4,127	Funds set aside for the aged care reforms.
Future maintenance reserve	4,010	Contribution funds for future works to address level crossing removal authority defects.
Total reserve funds	97,122	
Employee provisions	\$'000	
Long service leave	12,262	Funds to meet long service leave commitments.
Annual leave and other	9,092	Funds set aside to meet annual leave and rostered days off (RDO) commitments.
Employee provisions	21,354	
Trust funds and deposits	\$'000	
Fire services property levy (FSPL) collected and due	12,356	Payable to State Revenue Office – legislative requirement.
Open space contributions	242	Pending completion of works.
Landscape deposits	1,203	Pending completion of works.
Road deposits	429	Pending completion of works.
Other trust funds and deposits	4,317	Refundable upon finalisation of programs.
Total trust funds and deposits	18,547	
Other restricted funds	\$'000	
DCP unearned income	44,260	Pending completion of works by developers.
Other restricted funds	44,260	
Total restricted cash	181,283	

E. Statement of Capital Works

Total capital expenditure as at 30 September 2024 was \$7.25 million. A further \$13.8 million was committed as at the end of September. The following **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 project whereas the Capital Expenditure report details the variances separately by asset class and project.

Property

- **4201 9A Blissington Street, Springvale (\$1.01 million unfavourable)** – This is a strategic property purchase acquired for open space purposes, which will be funded by a transfer from the Open Space Acquisitions reserve and included in the Mid-Year Budget review. The property settled in August 2024.

APPENDIX 1 - CIP 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	-	-	-	51,745	562,061	-
1869. 2587-23/24 D'nong Community Hub	4,340	4,340	(0)	1,407,326	1,731,226	-
1943. Air Fryer Crowe Pavilion	-	-	-	-	15,000	-
3004. Bldg Renewal Aq/Leis D'nong Oasis	-	-	-	-	110,000	110,000
3041. Dandenong Civic Ctr Rectification	38,640	38,640	-	-	600,000	600,000
3093. Dandenong Nth Senior Citizen	-	-	-	-	65,000	65,000
3207. Bldg Renewal Aq/Leis D'nong Stadium	4,680	4,680	-	39,675	490,000	490,000
3219. 1943-20/21 Thomas Carroll Pavilion	-	-	-	45	-	-
3224. Ross Res Athletics Pav. Amenities	153	-	(153)	47,800	50,000	50,000
3267. Lois Twohig Gerry Sweet Pavilion	-	-	-	5,000	30,000	30,000
3271. Bldg Renewal Aq/Leis Gloria Pyke	-	-	-	-	32,000	32,000
3303. NP Comm Ctr Building 2	3,080	3,080	-	2,193	50,000	50,000
3324. Bldg Renewal Aq/Leis Springers	-	-	-	-	158,000	158,000
3455. Burden Park Masterplan Implem.	-	-	-	-	65,000	65,000
3479. Darren Reserve Kindergarten	-	-	-	-	90,000	90,000
3483. Dandenong Sth Kinder HVAC	-	-	-	-	40,000	40,000
3548. Keysb Sth Community Hub	1,916,148	1,916,148	-	4,667,137	21,212,975	19,736,000
3717. Springvale Reserve	-	-	-	-	552,511	-
3793. 1583-19/20 Dandenong Market Square	4,125	5,000	875	8,409	38,005	-
3820. Bldg Renewal Aq/Leis NPAC	-	-	-	-	85,000	85,000
3876. Bldg Renewal Fixt/Fitt Bathroom	74,620	74,621	0	160,686	354,000	160,000
3878. Bldg Renewal Lift	-	-	-	-	148,300	148,300
3879. 2457-23/24 Bldg Renewal Minor Wrks	2,281	2,280	(1)	5,982	19,000	-
3880. 2458-23/24 Bldg Renewal Roof	-	-	-	68,894	-	-
3883. Bldg Renewal Fixt/Fitt Kitch & Mech	236,141	236,141	-	89,755	406,000	200,000
3902. 1928-20/21 Ross Reserve Pavilion	1,388	-	(1,388)	844	-	-
3903. D'nong Mkt - 10 Yr Plan Imp	99	-	(99)	6	-	-
3904. Bldg Renewal Theatre	108	108	-	18,115	53,000	53,000
3906. 2583-23/24 Dandenong Gallery of Art	123,684	130,000	6,316	125,084	5,209,297	-
3946. Bldg Renewal Aquat/Leis	142,273	145,000	2,727	48,725	210,740	-
3955. Chandler MCH/Kinder Windows	-	-	-	-	90,000	90,000
3974. D'nong Wellbeing Centre	172,470	264,504	92,033	120,167	38,289,646	35,000,000
4001. Dandenong Market Bazaar Bird Net	-	-	-	-	185,000	185,000
4003. Springvale Res Masterplan Implem.	-	-	-	-	90,000	90,000
4067. 2570-23/24 Lyndale Sec Coll Kitchen	968	-	(968)	405,717	494,877	-
4069. 2585-23/24 Pep Redevelopment	8,620	8,620	0	364,526	1,254,465	-
4104. Security Program	-	-	-	-	220,000	220,000
4105. 2311-22/23 Police Padck Water Main	-	-	-	116,582	144,100	-
4106. 2330-22/23 D'nong Civic Hot Water	-	-	-	-	93,280	-
4126. Dandenong Day Nursery Cafe Blinds	-	-	-	-	35,000	35,000
4132. 1009-18/19 Heritage Hill (Laurel)	-	-	-	-	60,000	-
4142. 1944-20/21 Dandy Mkt Carpk Bollards	1,683	1,683	-	-	12,000	-
4144. 1925-20/21 Dandy CvcCtrLib Ccpt Des	-	-	-	2,500	6,700	-
4148. 1688-19/20 Noble Park - Mbl Lib Srv	-	-	-	1	17,356	-
4184. Dandenong Market - Lift	435	-	(435)	1,091	175,000	-
4185. Dandenong Market - Fire Services	9,100	9,100	-	37,109	743,003	-
4200. Cladding Rectification Program	-	-	-	78,000	-	-
4202. Gas Transition Program	-	-	-	-	145,000	145,000
4203. Lois Twohig Curator Shed Storage	9,212	9,212	-	141,655	176,422	176,422
4219. Bldg Renewal Fixt/Fitt Paddy O'Don	-	-	-	-	250,000	250,000
4220. Bldg Renewal Fixt/Fitt General	31,204	31,204	-	-	257,000	257,000
4221. Ian Tatterson Masterplan Implem.	-	-	-	-	30,000	30,000
4222. NPAC Pump & Pipework	-	-	-	-	5,000	5,000
4238. Bldg Renewal Fixt/Fitt Fifth Ave	-	-	-	-	200,000	200,000
4243. Frank Street Open Spaces	-	-	-	900	-	-

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
PROPERTY						
Leasehold Improvements						
3941. 1767-19/20 Police Padck Grandstand	-	-	-	-	433,660	-
Land						
4201. 9A Blissington Street, Springvale	1,008,134	-	(1,008,134)	-	-	-
Total property	3,793,585	2,884,359	(909,226)	8,015,668	75,784,624	58,845,722
PLANT AND EQUIPMENT						
Plant, machinery and equipment						
1188. HACC Minor works	-	-	-	-	50,000	-
1445. Fleet Renewal Program	138,950	138,270	(679)	413,584	4,017,000	2,980,000
1447. 2252-22/23 Fleet New Program	73,091	-	(73,091)	-	-	-
Library books						
3104. Library Strategy Books & Resources	111,831	111,831	-	232,107	1,100,000	1,100,000
Computers and telecommunications						
3147. Parking Machines	25,545	25,545	-	-	600,000	600,000
3740. Drum Theatre Improvements	-	-	-	5,105	10,000	10,000
3957. Audio Visual Renewal Program	-	-	-	-	59,000	59,000
4007. 1713-19/20 Merit CRM Replacement	-	-	-	-	88,050	-
4052. LRCI3 Optical Fibre Various	-	-	-	-	10,028	-
4104. Security Program	-	-	-	-	40,000	-
4153. 1346-19/20 Hemmings Pk-Radio/Wi-Fi	-	-	-	2,102	10,434	-
4154. 2358-22/23 Var Locations Pple Count	-	-	-	-	31,088	-
4162. CCTV Renewal Program	-	-	-	-	2,097,000	2,097,000
4223. Dandenong Library Book Sorter	-	-	-	-	250,000	250,000
4224. Dandenong Civic Ctr UPS Server	-	-	-	-	149,575	149,575
Fixtures, fittings and furniture						
3314. Furniture Renewal Program	20,200	20,200	-	20,200	138,000	115,000
3959. Emergency Relief Centre Equipment	-	-	-	-	60,000	60,000
4151. Public Art Renewal Program	-	-	-	920	50,000	50,000
Total plant and equipment	369,616	295,846	(73,770)	674,017	8,760,175	7,470,575
INFRASTRUCTURE						
Parks, open space and streetscapes						
3442. 2574-23/24 NPR Noble Park Revital'n	1,530	1,530	0	-	248,688	-
3581. Dandenong Memorial Cenotaph & POF	-	-	-	-	90,000	90,000
3849. 2201-22/23 Fred Wachter Playground	-	-	-	-	73,788	-
3931. 2440-23/24 Guardrail Program	-	-	-	80,519	80,000	-
3932. Passive Open Space Renewal Program	3,906	3,906	-	22,779	65,000	65,000
3973. Signage Renewal Program	-	-	-	29,540	90,000	90,000
4012. Alex Wilkie Wetlands	-	-	-	-	370,000	320,000

Note – Land 9A Blissington Street, Springvale – This is a strategic property purchase acquired for open space purposes, which will be funded by a transfer from the Open Space Acquisitions reserve and included in the Mid-Year Budget review.

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
Parks, open space and streetscapes						
4027. 1920-20/21 NPR Ian St Street Scape	3,331	3,331	-	6,026	62,763	-
4032. 1138-18/19 Hemmings St Precinct	-	-	-	-	130,043	-
4062. 2561-22/23 NPR Muderra Artwork	-	-	-	2,500	169,228	-
4066. George Andrews Field 2 Lighting	-	-	-	-	400,000	400,000
4124. Thomas Carroll West Oval Lighting	-	-	-	-	350,900	350,900
4134. 2465-23/24 Lighting Renewal Prg	581	-	(581)	-	-	-
4135. 2433-22/23 Arkwright Drive Wetlands	-	-	-	51,027	-	-
4163. 2469-23/24 Ligh Renew Prog-Op Space	-	-	-	88,897	410,550	-
4164. 2318-22/23 Dandy CBD-LED Upgrade	-	-	-	-	409,204	-
4167. 1869-20/21 Ian Tatt Lsr Prk LEDStg1	40,395	40,395	-	132,791	129,689	-
4175. 2576-23/24 Springvale Revit ActPLAN	-	-	-	-	250,000	-
4191. Railway Parade Shopping Centre	-	-	-	-	99,833	-
4199. Lois Twohig Oval 1 Lighting	-	-	-	-	353,000	353,000
4207. Noble Park Reserve Carpark & Picnic	5,400	5,400	-	-	60,000	60,000
4208. Warner Reserve Masterplan Implem.	8,100	8,100	-	-	80,000	80,000
4209. Dandenong Stadium Carpark Lighting	-	-	-	-	10,000	10,000
4210. Gerard Reserve Furn. & Landscape	2,000	2,000	-	-	5,000	5,000
4211. Heyington Cres Furn. & Landscape	-	-	-	-	20,000	20,000
4212. Gatley Crt Res Furn. & Landscape	2,000	2,000	-	-	5,000	5,000
4213. View Road Furn & Landscape	4,000	4,000	-	-	5,000	5,000
4214. Thornton Reserve Open Space	5,790	5,000	(790)	19,366	100,000	100,000
4215. Railway Parade Pocket Park	-	-	-	73,426	80,000	80,000
4216. Greenglade Res Furn. & Landscape	-	-	-	-	80,000	80,000
4217. Dandenong CBD Road & Ped. Lighting	-	-	-	29,683	150,000	150,000
4218. Lois Twohig Oval 1 Soccer Fencing	-	-	-	-	150,000	150,000
4234. Rosswood Tennis Lighting	-	-	-	-	400,000	400,000
4235. Greaves Res Oval 4 Lighting	-	-	-	-	584,200	584,200
4237. Barry Powell Oval 1 Fencing	-	-	-	121,470	142,000	142,000
Recreational, leisure and community facilities						
1679. Parkfield Reserve Master Plan	-	-	-	-	950,195	950,195
1859. Rowley Allan Res Masterplan Implem.	-	-	-	-	30,000	30,000
3029. Playground Improvements	-	-	-	23,098	20,000	20,000
3033. Edinburgh Res. Playground	3,200	3,200	-	-	5,000	5,000
3209. ARP Sporting Facilities	26,183	26,183	-	54,228	135,000	135,000
3631. Dandenong Park Masterplan Implem	4,500	4,500	-	-	50,000	50,000
3925. ARP Fencing Program	25,917	24,040	(1,877)	103,985	200,000	200,000
4031. 1499-19/20 Ross Reserve SoccerPitch	(129)	-	129	200,052	-	-
4120. 2475-23/24 Ross Reserve Ath Track	-	-	-	-	321,360	-
4125. Greaves Reserve Masterplan	21,800	21,800	-	-	40,000	40,000
4135. 2433-22/23 Arkwright Drive Wetlands	-	-	-	-	178,006	-
4157. 2209-22/23 Springvale Rsv - Playgrd	-	-	-	-	46,993	-
4161. 2203-22/23 Fred. Wachtr. Rsv-RecDes	-	-	-	28,270	58,360	-
4195. Barry Powell Masterplan Implem.	16,990	16,990	-	-	708,673	90,000
4205. Pencil Park Hid Grv - Playgrd	-	-	-	7,495	80,000	80,000
4206. ARP Goal Post Program	9,395	10,000	605	51,508	80,000	80,000
4221. Ian Tatterson Masterplan Implem.	-	-	-	7,850	80,000	80,000
4229. ISDP Fotheringham Res Oval Drainage	8,550	8,550	-	9,000	250,000	250,000
4230. ISDP Ian Tatterson Oval 1 Drainage	-	-	-	9,000	400,000	400,000
4231. ISDP Coomoora Res. East Drainage	-	-	-	9,000	100,000	100,000
4232. ISDP Dandenong Park Irrigation	5,613	5,613	-	1,985	40,000	40,000
4233. Greaves Res Fit Playgrd Rec'n Zone	7,000	7,000	-	-	300,000	300,000
4240. Alex Nelson Ground Scoreboard	-	-	-	61,736	85,000	85,000

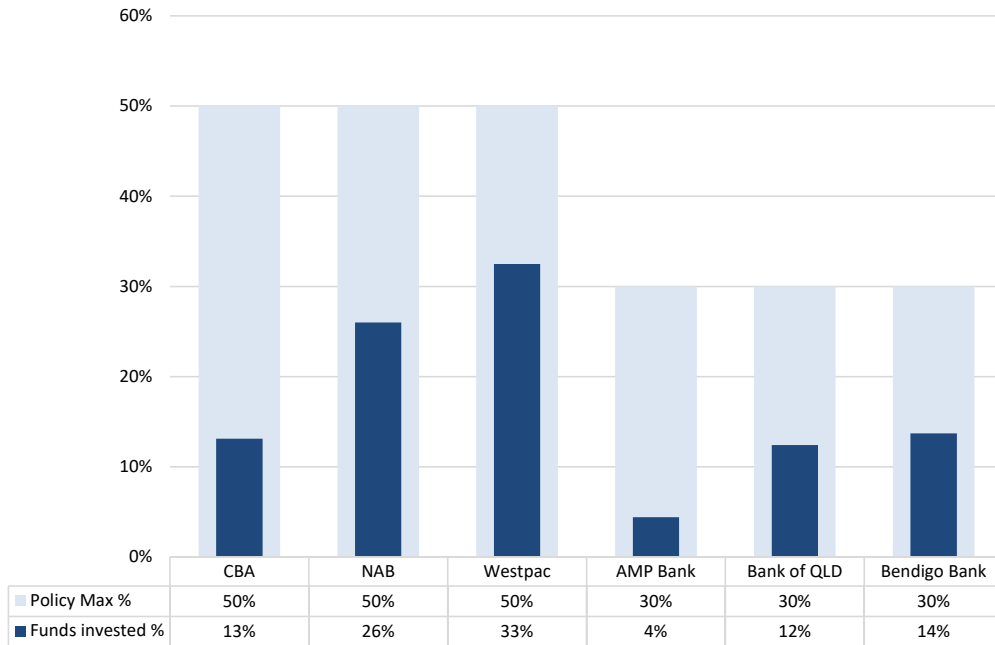
	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
Roads						
3231. Road Reconstruction Program	1,247,069	1,247,069	(0)	976,918	8,527,105	6,446,941
3373. 2441-23/24 Kerb & Channel Renewal	22,973	-	(22,973)	-	-	-
3404. Black Spot - Brady Rd, Dandenong	3,350	3,350	-	36,980	1,168,902	-
3418. 2582-23/24 LATM New Program	19,135	19,135	(0)	6,343	40,213	-
3752. 2445-23/24 Roads to Recovery Prg	10,000	-	(10,000)	260,594	-	-
3753. Road Resurfacing Program	193,346	193,346	-	374,836	4,940,716	4,940,716
3754. Road Rehabilitation Program	-	-	-	5,000	1,425,548	1,425,548
3942. 1784-20/21 Black Spot Works Program	-	-	-	44,579	-	-
3992. DCP Perry Rd Widening Green-Pacific	517,902	517,902	0	1,341,868	6,745,880	4,987,410
4059. 2557-22/23 OUTLOOK DVE BLACKSPC	18,453	-	(18,453)	19,646	-	-
4060. 2558-22/23 RAILWAY PDE BLACKSPO	136,514	136,514	-	178,485	410,945	-
4061. 2559-22/23 Browns Rd Blackspot PG	15,252	15,252	-	8,921	68,367	-
4064. 2563-22/23 NPR Laneway Activation	2,010	-	(2,010)	421	-	-
4187. Black Spot Prog.- Hammond Rd Lodgis	1,450	1,000	(450)	-	86,354	-
4188. Black Spot Prog.-Athol Rd/Springval	46,495	46,495	-	12,745	311,904	-
4189. Black Spot Prog.-View Rd, S/Vale	1,900	-	(1,900)	14,760	247,584	-
4190. Black Spot - Woodlee St, Dandenong	9,450	8,200	(1,250)	7,469	174,423	-
4225. Dandenong Market Road Safety	1,170	-	(1,170)	15,100	175,000	175,000
Bridges						
4034. 2243-22/23 LRCI3 Hammond Rd Bridge	-	-	-	-	66,575	-
Footpath and cycleways						
1747. Barry Powell Masterplan Implem.	-	-	-	-	100,000	100,000
3174. 2581-23/24 Active Transport ATIPP	247,912	247,913	1	1,854	247,913	-
3355. Footpath Renewal Program	324,916	324,916	-	515,564	757,217	757,217
4239. Langhorne Place Decking	-	-	-	-	200,000	200,000
Off street car parks						
4003. Springvale Res Masterplan Implem.	3,670	3,670	-	-	50,000	50,000
4033. 1914-20/21 LRCI3 The Crescent	-	-	-	-	19,616	-
4049. 2288-22/23 LRCI3 Robert Booth-Bess	-	-	-	-	14,243	-
4186. D'nong Market - CarPark Recitificat	8,250	8,250	-	11,300	225,000	-
Drainage						
4010. 2230-22/23 LRCI2 Callander Rd	13,700	15,000	1,300	1,835	299,791	-
4156. 1798-20/21 Victoria Avenue New GPT	18,515	18,515	-	-	238,627	-
4226. Drainage Renewal Works Program	-	-	-	35,349	1,000,000	1,000,000
4227. Drainage Reactive Works Program	22,627	22,627	-	9,646	600,000	600,000
Total infrastructure	3,092,112	3,032,693	(59,418)	5,105,443	37,954,396	27,158,127
GRAND TOTAL	7,255,313	6,212,899	(1,042,414)	13,795,128	122,499,195	93,474,424

CIP Glossary

Abbrev.	Description
ARP	Active Reserves Program
ATIPP	Active Transport Infrastructure Priority Program
CBD	Central Business District
CRM	Customer Relationship Management
DCP	Development Contributions Plan
GPT	Gross Pollutant Trap
HACC	Home and Community Care
HVAC	Heating, Ventilation and Air Conditioning
ISDP	Irrigation and/or Sportsground Drainage Program
LED	Light-Emitting Diode
LRCI	Local Roads Community Infrastructure
NP	Noble Park
NPAC	Noble Park Aquatic Centre
NPR	Noble Park Revitalisation
PEP	Precinct Energy Plant
POF	Pillars of Freedom
UPS	Uninterruptible Power Supply

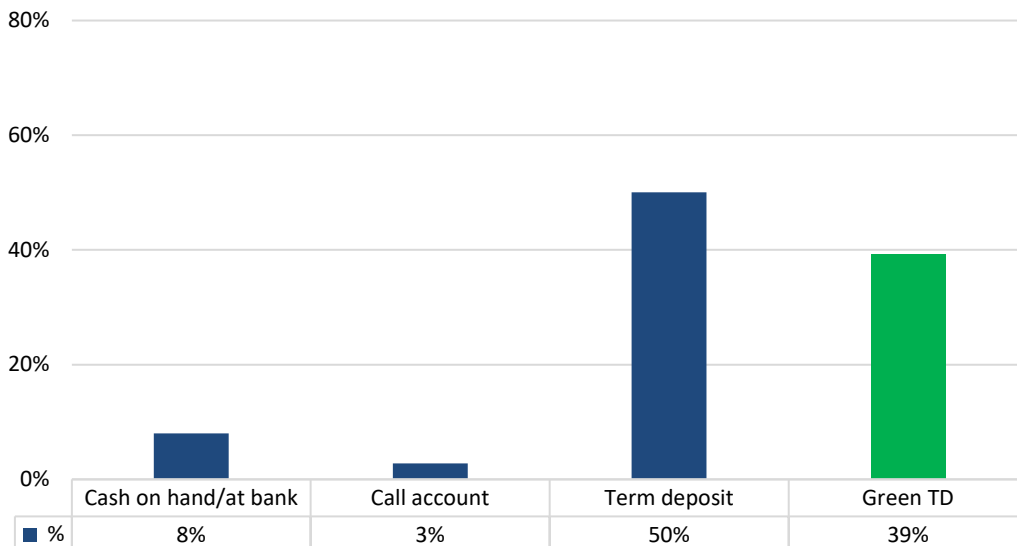
APPENDIX 2 – Investment Analysis

Individual Institution (ADI) limits



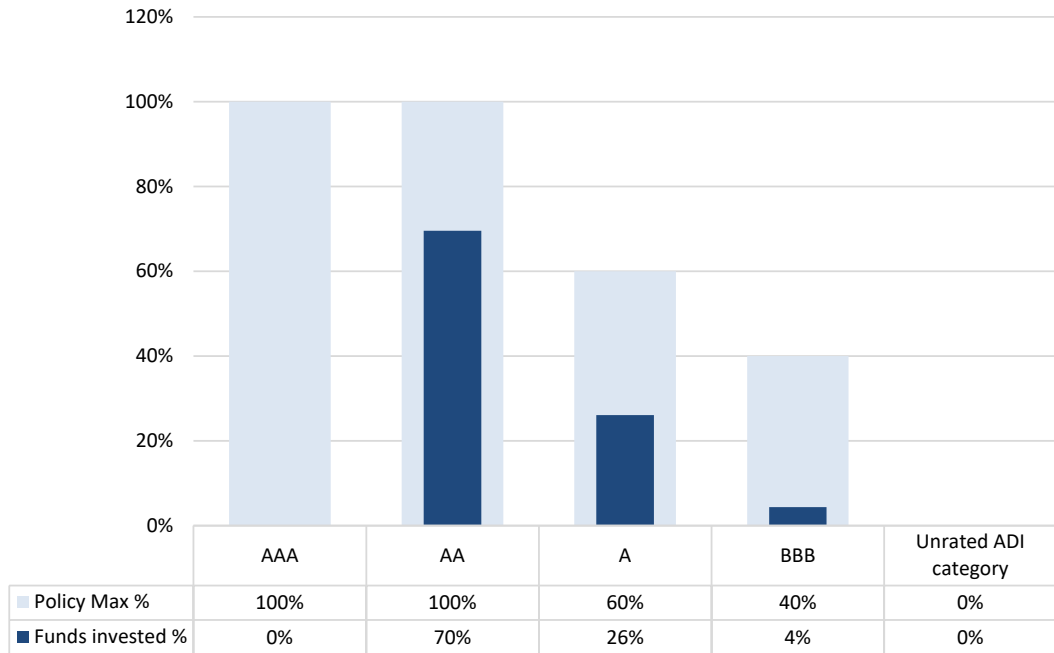
Policy limit – Council’s Investment Policy limits funds invested in AAA category Authorised Deposit Institutions (ADI) to a maximum of 60%, 50% with AA category or major bank, 40% with A category ADIs, 30% with BBB category ADIs and 0% in unrated ADIs.

Portfolio Products

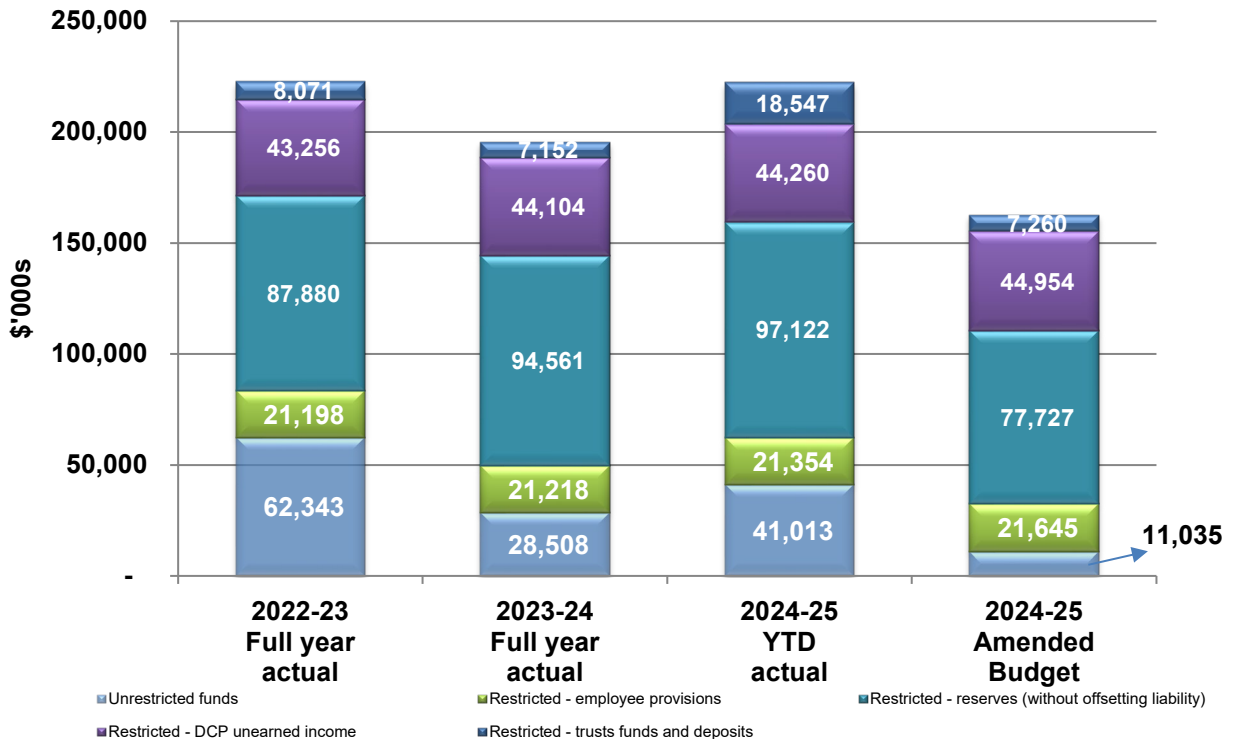


Note: Green deposits: 39% (or \$87.1 million) was invested at 30 September 2024. These investments are certified against Climate Bonds Initiative – Climate Bonds Standard, the same certification as green bonds. Investments held with Bendigo Bank fall under this category as this institution does not invest in fossil fuels.

Investment portfolio by credit rating

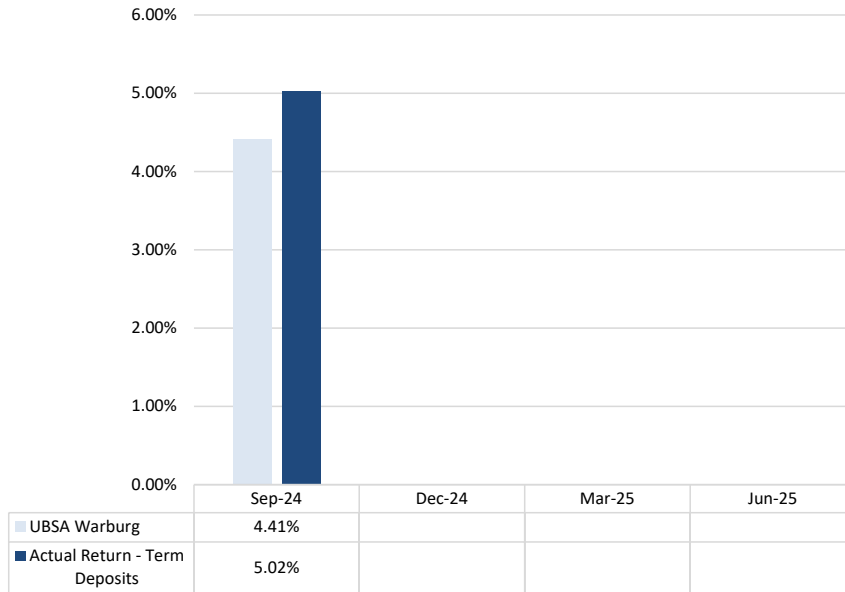


Restricted and unrestricted cash balances

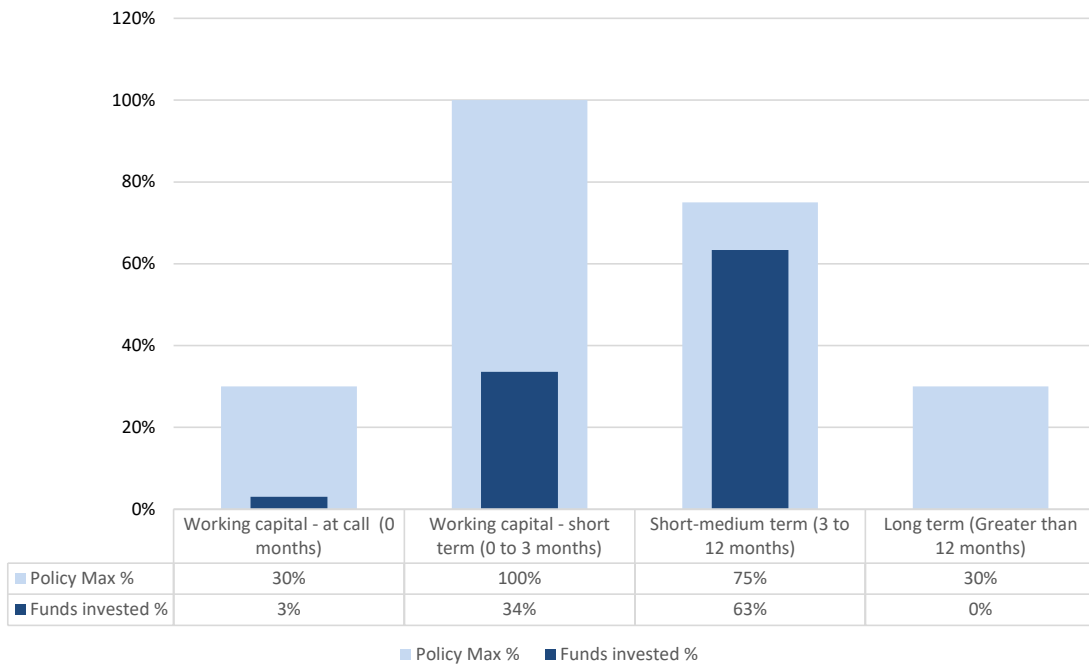


Note – the unrestricted cash balance at 30 September 2024 does not reconcile to the Statement of Cash Flows for the purposes of the above graph as the term deposits over 90 days classified as 'financial assets' have been included as cash here.

Benchmark Indicator - Term Deposits



Maturity Targets



Note - 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	99	-	99	20	20
Corporate Development	412	410	2	1,962	1,962
City Futures	10,105	9,889	216	41,644	40,890
Community Strengthening	9,301	9,047	254	36,100	35,219
Non-Directorate ^(a)	54,351	53,396	955	176,514	176,514
Capital Works Program	521	496	25	21,585	14,301
Total income	74,789	73,238	1,551	277,825	268,906
Expenses					
Chief Executive Office	4,725	4,838	113	13,493	13,305
Corporate Development	5,794	5,921	127	19,281	19,234
City Futures	15,550	17,327	1,777	94,523	92,110
Community Strengthening	15,746	16,806	1,060	73,986	67,950
Non-Directorate ^(a)	9,662	9,886	224	41,495	41,495
Capital Works Program	-	-	-	-	-
Total expenses	51,477	54,778	3,301	242,778	234,094
Net surplus (deficit)	23,312	18,460	4,852	35,047	34,812

Footnotes:

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

General 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					
Grants - operating	34	-	34	20	20
Contributions - monetary	64	-	64	-	-
Other income	1	-	1	-	-
Total income	99	-	99	20	20
Expenses					
Employee costs	1,446	1,483	37	6,446	6,446
Materials and services	3,186	3,121	(65)	6,281	6,241
Other expenses	93	234	141	766	618
Total expenses	4,725	4,838	113	13,493	13,305
Net surplus (deficit)	(4,626)	(4,838)	212	(13,473)	(13,285)

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income					
CEO	-	-	-	-	-
Digital Technology	1	-	1	-	-
Strategic Growth & Advocacy	98	-	98	20	20
Total income	99	-	99	20	20
Expenses					
CEO	210	206	(4)	710	710
Digital Technology	3,331	3,408	77	8,558	8,558
Strategic Growth & Advocacy	1,184	1,224	40	4,225	4,037
Total expenses	4,725	4,838	113	13,493	13,305
Net surplus (deficit)	(4,626)	(4,838)	212	(13,473)	(13,285)

Chief Executive Office

Income

Note 1 Contributions - monetary (\$64,000 favourable) – Due to contributions received for the Mayoral Task Force associated with Status Resolution Support Services (Community Development \$64,000). These contributions will be offset by associated expenditure and adjusted in the Mid-Year Budget.

Expenditure

Note 2 Materials and services (\$65,000 unfavourable) – Due to Empowering Communities grant funded expenditure occurring in this line item, but the budget is included in 'other expenses'.

Note 3 Other expenses (\$141,000 favourable) – Due to lower than expected IT equipment lease rentals to date which is expected to balance over the year (Technical Services \$63,000) coupled with grant expenditure occurring in 'materials and services' but budgeted here (see note 2 above) (Empowering Communities \$80,000).

CORPORATE DEVELOPMENT DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Statutory fees and fines		35	28	7	100	100
User fees		8	2	6	9	9
Grants - operating		2	-	2	-	-
Other income		367	380	(13)	1,853	1,853
Total income		412	410	2	1,962	1,962
Expenses						
Employee costs	4	2,832	2,949	117	12,779	12,759
Materials and services		2,777	2,771	(6)	5,626	5,599
Other expenses		185	201	16	876	876
Total expenses		5,794	5,921	127	19,281	19,234
Net surplus (deficit)		(5,382)	(5,511)	129	(17,319)	(17,272)

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income					
Corporate Development Executive	-	-	-	-	-
Governance, Legal & Risk	374	368	6	1,768	1,768
Financial Services	36	42	(6)	194	194
People and Change	2	-	2	-	-
Total income	412	410	2	1,962	1,962
Expenses					
Corporate Development Executive	191	195	4	825	825
Communications & Customer Experience	1,040	1,046	6	4,464	4,464
Governance, Legal & Risk	2,662	2,727	65	6,134	6,135
Financial Services	1,094	1,163	69	4,663	4,643
People and Change	807	790	(17)	3,195	3,167
Total expenses	5,794	5,921	127	19,281	19,234
Net surplus (deficit)	(5,382)	(5,511)	129	(17,319)	(17,272)

Corporate Development Directorate

Expenditure

Note 4 Employee costs (\$117,000 favourable) – Due to delay in recruitment of vacant positions (Financial Services \$107,000, Communications & Customer Experience \$37,000 and Governance, Legal & Risk \$30,000). This favourable variance is partly offset by higher salary costs for the temporary Senior Advisor, Organisation Capability position which will be adjusted in the Mid-Year Budget (People and Change Executive \$77,000).

CITY FUTURES 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		6,829	6,810	19	27,248	27,248
Statutory fees and fines	5	669	737	(68)	2,949	2,949
User fees		1,374	1,360	14	5,980	5,980
Grants - operating		-	-	-	272	432
Grants - capital	6	64	-	64	-	-
Contributions - monetary	7	792	500	292	2,000	2,000
Asset sales	8	65	248	(183)	993	993
Other income	9	312	234	78	2,202	1,288
Total income		10,105	9,889	216	41,644	40,890
Expenses						
Employee costs	10	7,100	7,444	344	32,823	32,501
Materials and services	11	8,372	9,806	1,434	61,252	59,159
Bad and doubtful debts		-	-	-	16	16
Carrying amount of assets sold		-	-	-	160	160
Other expenses		78	77	(1)	272	272
Total expenses		15,550	17,327	1,777	94,523	92,108
Net surplus (deficit)		(5,445)	(7,438)	1,993	(52,879)	(51,218)

CITY FUTURES DIRECTORATE

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income					
City Futures Exec.	-	-	-	-	-
Business Development & Investment	68	15	53	234	394
Chief Engineering & Major Projects	11	6	5	36	36
Infrastructure Services	7,239	7,196	43	30,044	29,130
Building & Compliance Services	378	367	11	2,836	2,836
Statutory Planning	1,019	952	67	3,809	3,809
Strategic & Environmental Planning	1	6	(5)	26	26
Transport & Civil Development	1,389	1,347	42	4,659	4,659
Total income	10,105	9,889	216	41,644	40,890
Expenses					
City Futures Exec.	119	114	(5)	493	493
Business Development & Investment	741	812	71	3,698	3,476
Chief Engineering & Major Projects	2,778	2,841	63	13,980	13,929
Infrastructure Services	8,093	9,953	1,860	60,622	58,697
Building & Compliance Services	1,302	1,116	(186)	4,685	4,488
Statutory Planning	636	809	173	3,375	3,375
Strategic & Environmental Planning	900	645	(255)	2,741	2,741
Transport & Civil Development	981	1,037	56	4,929	4,909
Total expenses	15,550	17,327	1,777	94,523	92,108
Net surplus (deficit)	(5,445)	(7,438)	1,993	(52,879)	(51,218)

Income

Note 5 Statutory fees and fines (\$68,000 unfavourable) - Due to lower than anticipated fee and fine income to date (Statutory Planning \$78,000, Civil Development and Design \$52,000 and Building \$11,000).

This is partially offset by higher than anticipated Health fine income to date (\$85,000).

Note 6 Grants - capital (\$64,000 favourable) – Due to an incorrect account allocation that will be resolved in October, should have been allocated to the Capital Program.

Note 7 Contributions – monetary (\$292,000 favourable) – Better than anticipated income from developer and public open space contributions to date. The developer contribution will be offset by associated expenditure and reflected in the Mid-Year Budget review (Parks Services \$155,000). The nature of public open space contributions makes timing difficult to predict and these contributions are transferred to reserves (Statutory Planning \$137,000).

Note 8 Asset sales (\$183,000 unfavourable) – Due to lower than anticipated sale of vehicles to date (Fleet Management \$183,000).

Note 9 Other income (\$78,000 favourable) – Due to higher than anticipated income from royalties, recoveries and container deposit scheme rental (Waste Management \$51,000 and Asset Protection \$29,000).

Expenditure

Note 10 Employee costs (\$344,000 favourable) – Due mainly to the delay in recruitment of vacant positions (Statutory Planning \$158,000, Parks Services \$87,000, Roads and Drains \$39,000, and Cleansing \$24,000). The favourable variance in Statutory Planning more than offsets the unfavourable variance in permit fee income.

Note 11 Materials and services (\$1.43 million favourable) - Favourable variance due to lower than anticipated tipping (the July invoice has not been received and is currently being followed up) and contract costs to date (Waste Management \$784,000), combined with lower maintenance costs particularly cyclical pruning, tree planting (Parks Services \$729,000), bridges, drains (Roads and Drains \$125,000), building maintenance (\$88,000) and graffiti removal, footpath and street furniture cleansing (Cleansing \$59,000).

This favourable variance is partially offset by higher than anticipated legal costs (Strategic Design and Sustainability Planning \$248,000 and Health \$114,000). These items will be monitored and any permanent variance will be reflected in the Mid-Year Budget review.

COMMUNITY STRENGTHENING DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Statutory fees and fines	12	2,309	2,036	273	7,924	7,924
User fees	13	729	828	(99)	3,823	3,823
Grants - operating		5,751	5,708	43	22,576	21,695
Other income		512	475	37	1,777	1,777
Total income		9,301	9,047	254	36,100	35,219
Expenses						
Employee costs	14	10,456	11,334	878	51,805	46,731
Materials and services	15	4,380	4,492	112	17,302	16,854
Bad and doubtful debts		-	-	-	2,010	2,010
Other expenses	16	910	980	70	2,869	2,355
Total expenses		15,746	16,806	1,060	73,986	67,950
Net surplus (deficit)		(6,445)	(7,759)	1,314	(37,886)	(32,731)

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income					
Community Strengthening Executive	-	-	-	-	-
Community Wellbeing	3,730	3,215	515	14,018	13,138
Community Care	1,512	2,071	(559)	9,787	9,786
Community Arts, Culture and Libraries	1,569	1,528	41	2,786	2,786
Safe, Active & Connected Communities	138	155	(17)	551	551
Community Amenity	2,352	2,078	274	8,958	8,958
Total income	9,301	9,047	254	36,100	35,219
Expenses					
Community Strengthening Executive	148	116	(32)	654	654
Community Wellbeing	4,662	5,378	716	25,384	20,058
Community Care	2,992	3,199	207	14,413	14,042
Community Arts, Culture and Libraries	3,560	3,563	3	13,761	13,610
Safe, Active & Connected Communities	2,549	2,680	131	9,625	9,465
Community Amenity	1,798	1,814	16	9,911	9,911
Special Projects	37	56	19	238	210
Total expenses	15,746	16,806	1,060	73,986	67,950
Net surplus (deficit)	(6,445)	(7,759)	1,314	(37,886)	(32,731)

Community Strengthening Directorate

Income

Note 12 Statutory fees and fines (\$273,000 favourable) - Due to better than anticipated income from parking infringements and statutory recoveries to date (Parking Management \$301,000). These items will be monitored and any permanent variance will be reflected in the Mid-Year Budget review.

This favourable variance is partially offset by lower litter and local law statutory fines (General Law Enforcement \$43,000).

Note 13 Users fees (\$99,000 unfavourable) – Due to lower than anticipated fees to date (Home and Community Care \$41,000, The Drum Theatre \$24,000 and HACC – Home Maintenance \$14,000).

Expenses

Note 14 Employee costs (\$878,000 favourable) –

Community Strengthening	2024-25 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	2024-25 Potential Underspend/ (overspend) \$
COMMUNITY AMENITY	68,944	0	0	68,944
COMMUNITY ARTS, CULTURE & LIBRARIES	(105,181)	0	0	(105,181)
COMMUNITY CARE	193,674	0	193,674	0
COMMUNITY STRENGTHENING EXECUTIVE	(36,877)	0	0	(36,877)
COMMUNITY WELLBEING	760,855	378,472	0	382,384
SAFE, ACTIVE & CONNECTED COMMUNITIES	(6,815)	0	0	(6,815)
SPECIAL PROJECTS	1,962	0	0	1,962
Grand Total	876,562	378,472	193,674	304,416

The \$878,000 favourable employee cost variance to 30 September can be broken down as follows:

- \$378,000 relates to grant funded programs in Community Wellbeing which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (Pre-School Field Officer \$100,000, Child First \$65,000, Playgroups Initiative \$59,000, Drug Strategy \$58,000, 3-year-old Kindergarten Planning \$50,000, Healthy Children & Young People \$21,000 and Enhanced MCH program \$18,000).
- \$194,000 in Community Care represents a favourable salaries variance that is more than offset by lower grant funding due to lower than anticipated achievement of targets. This is due to ongoing resourcing challenges including the inability to recruit staff due to uncertainty caused by the Aged Care Reforms combined with an ageing workforce on limited duties or Workcover.
- The remaining \$304,000 favourable employee cost variance represents a potential underspend in salary costs in the following areas caused by a delay in recruitment of vacant positions:
 - Maternal and Child Health (\$173,000)
 - Family Day Care (\$87,000)
 - Childrens' Support Services (\$70,000)
 - Youth and Family Support (\$36,000)

- Civic Facilities (\$28,000)
- Library Services (\$27,000)

These favourable variances are partly offset by higher than anticipated casual salaries in The Drum Theatre (\$82,000) and Community Precinct Operations (\$51,000). These unfavourable variances will be monitored and reviewed in the Mid-Year Budget.

Note 15 Materials and services (\$112,000 favourable) – Due to lower than anticipated promotions, exhibitions and special project costs (Cultural Development \$69,000), grant program expenditure (Drug Strategy \$48,000), contractor services (Community Funding \$35,000), meals on wheels costs (Food Services \$33,000) and CCTV maintenance (Public Safety and Security \$21,000).

The favourable balance is partly offset by higher than anticipated educator payments to date, which are mostly offset by higher income (Family Day Care \$108,000).

Note 16 Other expenses (\$70,000 favourable) – Due to lower than anticipated community grants, sponsorship and partnership payments to date (Community Funding \$76,000).

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	17	39,528	38,962	566	148,928	148,928
Grants - operating		12,335	12,335	-	13,069	13,069
Contributions - non-monetary		-	-	-	7,500	7,500
Other income	18	2,488	2,099	389	7,017	7,017
Total income		54,351	53,396	955	176,514	176,514
Expenses						
Employee costs		38	-	(38)	1,209	1,209
Materials and services		97	126	29	504	504
Depreciation		8,717	8,718	1	34,886	34,886
Amortisation - right of use assets		149	149	-	598	598
Borrowing costs		672	672	-	3,184	3,184
Finance costs - leases		-	-	-	55	55
Other expenses	19	(11)	221	232	1,059	1,059
Total expenses		9,662	9,886	224	41,495	41,495
Net surplus (deficit)		44,689	43,510	1,179	135,019	135,019

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income					
Corporate Accounting	54,351	53,396	955	176,514	176,514
Total income	54,351	53,396	955	176,514	176,514
Expenses					
Corporate Accounting	9,662	9,886	224	41,495	41,495
Total expenses	9,662	9,886	224	41,495	41,495
Net surplus (deficit)	44,689	43,510	1,179	135,019	135,019

Note - 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.

Non-Directorate

Income

Note 17 Rates and charges (\$566,000 favourable) – Mainly due to higher than anticipated supplementary rates (Corporate Accounting \$505,000) and higher than anticipated Maintenance Levy from Keysborough South Development (\$62,000), which will be transferred to reserves and adjusted in the Mid-Year Review.

Note 18 Other income (\$389,000 favourable) – Better than anticipated interest returns on investments due to sustained high interest rates combined with greater cash and investment funds because of capital expenditure delays in the prior year (\$341,000) and an unanticipated legal cost rebate (Corporate Accounting \$47,000). These items will be assessed during the Mid-Year Budget review.

Expenditure

Note 19 Other expenses (\$232,000 favourable) – Favourable variance due mainly to Fire Services Property Levy on Council properties occurring later than expected (\$220,000).

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	496	496	-	14,462	8,625
Contributions - monetary	25	-	25	7,123	5,676
Total income	521	496	25	21,585	14,301
Net surplus (deficit)	521	496	25	21,585	14,301

Notes not required for this directorate.

APPENDIX 4 - Operating Initiatives

Operating initiative project	2024-25 YTD Actuals \$	2024-25 YTD Budget \$	YTD Var. (Unfav) / Fav	2024-25 Original Budget \$	Project update 30 September
City Futures					
Spring Valley Open Space Master Plan (former landfill site)	-	-	-	60,000	Stage One community consultation occurred over four weeks from 22 July to 18 August, focusing on seeking ideas and suggestions on what the community would like to see included or improved at Spring Valley Reserve. Council officers are currently working through the feedback received which will inform the development of the draft master plan.
Cyber Risk High Security Access Upgrade	-	-	-	95,000	A project plan including stakeholder consultation, design, procurement and handover is expected to be prepared by the end of October with expenditure to occur by February 2025.
Urban Forest Strategy Implementation - Landscape Improvements (seven parks per annum)	-	-	-	80,000	Preliminary survey work planned for Quarter 2 and expenditure anticipated in Quarter 4 to coincide with tree planting season.
Noble Park Revitalisation program	-	-	-	18,000	Place activation grant scheme underway. Three successful grant applications. Money to successful applicants will be issued in October.
Springvale Revitalisation Action Plan (implementation of actions)	-	-	-	100,000	Consultant for Multicultural Place engaged. Audit work complete. Concept design underway. Payment to consultants will be end of October.
Gas Transition Feasibility Report - Noble Park Aquatic Centre	-	-	-	30,000	Consultant engaged and the final report and invoice expected by end of October.
Sub-total	-	-	-	383,000	

Operating initiative project	2024-25 YTD Actuals \$	2024-25 YTD Budget \$	YTD Var. (Unfav) / Fav	2024-25 Original Budget \$	Project update 30 September
Community Strengthening					
Heritage Hill Interpretation Development	-	-	-	15,000	This project had been paused while Cultural Venues report was underway and is now completed. The Cultural Venues review was to provide recommendations on a cohesive overall vision and purpose of Council's Cultural venues which are delivered against the Arts, Culture and Heritage Strategy 2022–2026 and to inform planning / projects on cultural infrastructure. It is anticipated that the project will commence in early 2025.
Contribution to Noble Park Country Fire Authority for Automated External Defibrillator (AED) Cabinet	-	-	-	2,000	Consultation with the Captain of Noble Park Country Fire Authority about the cabinet in progress and expecting further update by the end of October
Sub-total	-	-	-	17,000	
Total	-	-	-	400,000	

Notes:

The reporting on operating initiatives excludes the following:

- salary related initiatives
- operating initiatives that add to an existing budget (for example, "Greening Our City" tree strategy)
- ongoing initiatives (greater than one year)
- carry overs of prior year operating initiatives

