
4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

POLICY AND STRATEGY

COUNCIL PERFORMANCE REPORT END OF YEAR 2020-21

ATTACHMENT 1

**COUNCIL PERFORMANCE REPORT END OF
YEAR 2020-21**

PAGES 55 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

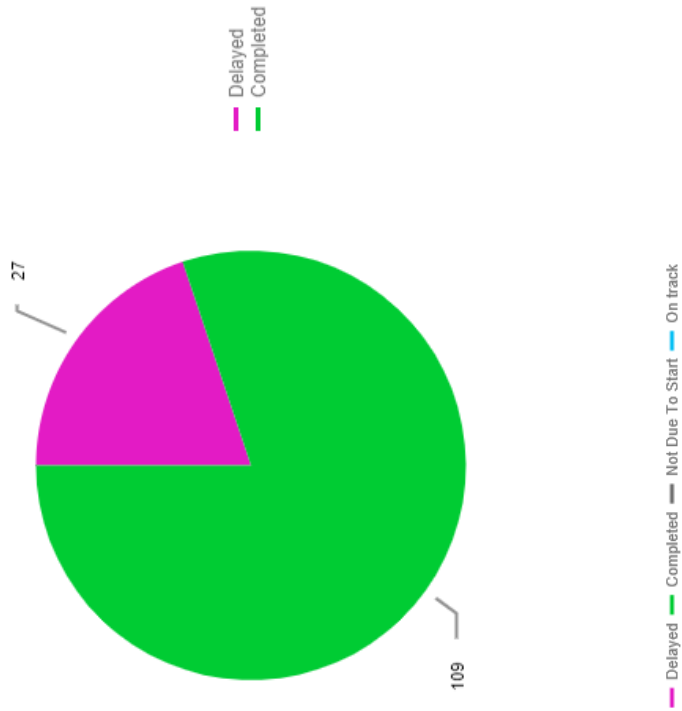
4.2.1 Council Performance Report End of Year 2020-21 (Cont.)



**Council Plan
End of Year Performance Report
2020-21**



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

End of Year Performance Summary – July 2020 to June 2021









4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

Strategic Objective 1: A vibrant, connected and safe community
A city with high community participation

| Priority | Action | Progress | Status |
|---|---|---|---|
| Advocate for increased employment opportunities, particularly for vulnerable community groups | Deliver initiatives which enhance the employment capability of young people | During 2020-21 Youth and Family Services have promoted volunteering as a pathway to improve work readiness and employability. 31 young people were engaged in the IMPACT youth volunteering programs to gain hands-on experience. Two social media campaigns were delivered, reaching 4150 people. |  |
| Increase community participation in physical activity through our leisure, recreation and sports services | Develop and deliver a program of festivals and events across the City that are accessible and inclusive, financially and environmentally sustainable and contribute to the creativity and vibrancy of Greater Dandenong | The last year was one of massive disruption to events due to COVID-19 restrictions. Despite the unprecedented disruption, Council's program of festivals and events was delivered as scheduled wherever it was possible to do so. Two of Council's most high-density events - Springvale Snow Fest and New Year's Eve - were not able to proceed. Poor weather disrupted Keysborough's Big Picnic on the day of the event, which was also not able to proceed. Council has however successfully delivered online versions of three events, the Greater Dandenong Children's Festival, The Big Day In (formerly the Little Day Out) and the Greater Dandenong Carols concert. Council also delivered two in-person events this year, the Open Air Cinema series which received a record 100 per cent satisfaction rating from the public and the Australia Day celebrations. |  |

 Delayed
  Completed
  Not Due To Start
  On track




4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|--|---|---|
| | Develop female physical activities and sporting opportunities as part of the 'Make Your Move' Physical Activity Strategy | The This Girl Can program, whilst delayed due to COVID-19, was a successful event with participants from Burke and Beyond getting active online with the South Side Flyers WNBL players. Feedback from the program was positive and has kicked off further discussion on how Council and South Side Flyers can work together. |  |
| | Implement the year one actions of the 'Make Your Move' Physical Activity Strategy | Out of the 27 MYM Actions for Year One, eight are complete, 12 are in progress and seven were placed on hold due to COVID-19. Actions that are still in progress or are on hold will be moved to Year two or have been changed slightly taking into consideration COVID-19 and resourcing. |  |
| Provide quality and affordable community facilities to enable effective programs and activities for all | Manage the new permanent Pop Up Park (constructed by Development Victoria) | Park works are fully complete and a licence agreement has been signed with Development Victoria for Council to manage the operations of the facility. The Sport and Recreation team are responsible for its day to day management. |  |
| | Review governance structures for kindergarten and child care provision across the municipality | License agreements and a governance review will roll out in the new financial year. This has been delayed due to the pandemic restrictions and late changeover of committees of management for a governance review with approved service providers. |  |
| Support agencies, schools, neighbourhood houses and community groups to work collaboratively to build resilience and social connectedness | Develop an Informal Recreation Infrastructure Plan | The Informal Recreation Infrastructure Plan is now in its final draft form ready to be reviewed. The Plan will be presented to Council once consultation is complete which is expected to be in October 2021. |  |
| | Develop and implement a governance framework that will guide engagement, support and business with community organisations | A project brief has been developed and public consultation is due to commence in September 2021. |  |

 Delayed  Completed  Not Due To Start  On track

ORDINARY COUNCIL MEETING - MINUTES



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|---|---|---|
| | Finalise the review of the Community Development Framework and Community Hub Framework | The review of the Community Development Framework and Community Hub Framework has been finalised and Council endorsement is scheduled for 12 July. |  |
| | Implement a new network approach to connect and build the capacity of Not for Profit agencies through corporate support and sponsorship | Council has facilitated corporate donations of food, material aid relief, and sanitation products to support Council's COVID-19 material aid procurement work supporting the Anti-Poverty Consortium agencies. A framework for supporting connection and building capacity of Not for Profit agencies through corporate support and sponsorship is under development. |  |
| | Support young people to participate in civic and community activities which enhance leadership and personal development | Youth and Family Services have delivered a range of leadership and personal development programs both online and in-person. These include, Young Leaders, Freeza Committee, Holiday Activities Committee and Game On. (Total 949 contacts). Highlights have included the establishment of new programs, including Kick Start and Change Makers. The 2020 Young Leaders delivered two community projects, 'Healthy Minds, Healthy Lives' (an online forum for 90 students at Noble Park English Language School, promoting positive mental health), and the Youth Leadership Forum (engaging 50 students from 8 local secondary schools). The Freeza Committee produced two online events showcasing local youth talents, and supported delivery of two key events (Youthfest and Soccer Tournament) in the April school holidays. |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES


4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|--|--|---|---|
| <p>Support and promote volunteering through the Council volunteer program, Greater Dandenong Volunteer Resource Service and community groups</p> | <p>Continue to support, train and recognise Council volunteers through regular training and recognition events</p> | <p>Council Volunteers were provided with relevant training, recognition and support through the year. New strategies were implemented to achieve this due to COVID-19 restrictions which resulted in retaining volunteer numbers and service standards. Two recognition events were held through the year. A fortnightly Enews was established to support, inform and connect volunteers and new safe volunteering opportunities were sourced. Karma Knitters provided over 410 knitted items which were donated to Cornerstone, CoCo social enterprise and OzChild as well as some Meals on Wheels clients.</p> |  |
| | <p>Increase opportunities for volunteering within Council programs</p> | <p>Volunteers continue to stay committed to Council programs. Though most roles were suspended for half of the year new volunteering opportunities were sourced and offered ie Online Book Club, Karma Knitters, Conduct Material Aid Surveys, assisting Community Care with QR Code sign in at Senior Clubs and Sustainability Festival. New roles with Sports and Leisure, Parks and Gardens and Community Care are being considered for the future. All Volunteer position descriptions have been reviewed and updated. The Volunteer webpage has been updated, resulting in a more informative and user-friendly webpage for those seeking information on volunteering.</p> |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)


A safe community

| Priority | Action | Progress | Status |
|--|---|--|---|
| Advocate for increased police resources for our city to assist with reducing crime | Assist Victoria Police with targeted enforcement of speeding and hoon behaviour, through ongoing liaison and data provision | Due to COVID-19 restrictions, Council was not requested to assist the police this financial year. Hooning and excessive speeding issues raised by the public were passed onto the Victoria Police for enforcement. |  |

█ Completed
 █ Not Due To Start
 █ On track
 █ Delayed






ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|---|---|---|
| | <p>Improve safety within the community by advocating for additional police resources and addressing identified hot spots while also continuing to monitor community perceptions</p> | <p>Council continues to implement Community Safety Infrastructure Grant funding and is finalising the procurement and design of safety upgrades and CCTV locations in Walker Street Car Park, Boyd Lane and the Springvale Community Hub. A Building Safer Communities Grant has also been obtained to implement the Hemmings Street Precinct Action Plan to improve safety through upgraded lighting, additional CCTV, landscaping and sightlines. Council will partner with the State Government to further build social cohesion and increase support options for the Precinct community. Council has continued to collaborate with other agencies and Victoria Police to manage crime and social concerns in six central Dandenong hotspot locations, three in Noble Park, four in Springvale, three key 'hooning' hotspots and five major parks across the municipality. The rate of alleged offences in Greater Dandenong has declined 14 per cent in the four years to 2021, though is 42 per cent higher for overall offences compared with Metropolitan Melbourne. This included a 15 per cent decrease in violent offences and 18 per cent in property offences, while drug offences rose 3 per cent. Victoria Police officer numbers have increased by 34 in Greater Dandenong, with personnel coming from the Police Academy.</p> |  |





■ Completed
 ■ Not Due To Start
 ■ On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|--|--|---|---|
| Develop safe and well-designed public spaces which encourage public access | Develop and implement the Domestic Animal Management Plan 2020-21 | Public consultations for the new DAMP is commencing in August 2021. Following this consultation phase the timetable for ensuring the completion of the DAMP by the end of 2021 (in line with the State Government's requirement) has been mapped out and is ready for implementation. |  |
| | Maintain the Safe City CCTV system in accordance with specified performance standards | Council's Safe City CCTV system is currently meeting all specified performance standards. |  |
| Increase cyber safety awareness in the community | Review the Municipal Emergency Management Plan as part of ongoing continuous improvement activities | Continuous improvement initiatives are discussed at each meeting of the emergency management committee. |  |
| | Maintain eSmart Libraries accreditation to equip libraries and connect communities with the skills needed for smart, safe and responsive use of technology | Library Services continues to retain eSmart accreditation through ongoing education and information provision of cyber safety practices through Library programs, e-news and the Libraries' webpages. |  |
| Promote gender equity, and support the right of women to engage and participate equally in all aspects of community life | Work with young people to address the impact of racism and discrimination | Youth and Family Services have delivered online campaigns addressing homophobia (total reach 3,769), surveyed young people about their experiences of racism during the COVID-19 pandemic, and formulated the Change Makers youth project team, who will develop and deliver a community project addressing racism during the 2021-22 year. In addition, 78 youth work professionals were engaged in a Greater Dandenong Youth Network meeting on the topic of young people's experiences of racism and discrimination. |  |

 Delayed
  Completed
  Not Due To Start
  On track




4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|--|---|---|
| Provide information on road laws and ensure road safety messages are culturally sensitive and available in languages other than English | In association with RoadSafe South East, continue to advocate for and promote the implementation of programs that address road laws and highlight the impact that alcohol and drugs (legal and illegal), fatigue, speed, hoon behaviour and distractions have on driving abilities | Uptake of the program has been low due to COVID-19. Applications for program funding in 2021-22 have been submitted. |  |
| | Provide ongoing funds for local road safety treatments to address priority locations, where the greatest road safety risks are identified (via Council's Local Area Traffic Management prioritisation program) | All works for the 2020-21 LATM Program have been completed. Initial concept designs are being prepared for the next sites likely to receive treatments in the 2021-22 financial year. |  |
| Support those experiencing family violence and work with agencies and Victoria Police to address the causes | Deliver support services for vulnerable families, including those experiencing or at risk of, family violence | Family Support engaged 215 families and 494 children, providing 9,956 contact hours of support. |  |
| | Host the 2020 Walk Against Family Violence | The 2020 Walk was completed online due to COVID-19 restrictions. |  |

 Delayed
  Completed
  Not Due To Start
  On track





4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

A well informed and connected community with improved health and wellbeing

| Priority | Action | Progress | Status |
|---|--|---|---|
| Enhance the health and wellbeing of our community through key initiatives of the Community Wellbeing Plan | Continue to develop and implement an Anti-Poverty Collective Impact program with high community and cross Council departmental involvement | The Anti-Poverty Collective Impact program has continued with the focus on material aid procurement in response to additional emergency food demand on agencies as a result of the COVID-19 pandemic. Council staff supported the direct procurement of food for distribution to 12-14 Anti-Poverty Consortium agencies on a weekly basis until 31 March. For Q4 direct procurement of food ceased and a new model of grant funding to Anti-Poverty agencies was introduced to provide either food or vouchers to clients after initial assessment. |  |
| | Endorse and begin implementation of the next Reconciliation Action Plan | The draft Reconciliation Action Plan 2021-23 was endorsed by Council at the 14 September 2020 Council meeting with provisional endorsement by Reconciliation Australia received in January 2021. The artwork for the Reconciliation Action Plan was completed in early June. Final endorsement by Reconciliation Australia has not yet been received but is anticipated for mid-July. The delayed recruitment of a RAP officer has meant some actions have not been achieved in anticipated timelines. This recruitment will be finalised in July. |  |
| | Maintain food safety - inspect all registered food premises annually and report outcomes | The Public Health Unit successfully conducted 90 per cent of the annual inspections of all businesses. This was despite the fact that many businesses were impacted by the pandemic and temporarily closed during 2020 that prevented Council from being able to undertake the annual inspection. All food businesses will be inspected within the registration period that expires 31 July 2021. |  |


 Delayed  Completed  Not Due To Start  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|--|---|---|
| | Maintain food safety and public health standards - interact with other local authorities, Environmental Health Professionals Australia (EHPA), Municipal Association of Victoria (MAV), and State Government departments | The Public Health Unit continues to work closely with key stakeholders to promote and maintain public health standards. The team's involvement has been critical to assisting DHHS in responding to the COVID-19 pandemic. This has involved being a key stakeholder on HRAR taskforce, working with Monash Health, EACH, DJPR and DHHS in supporting both business and community, responding to potential outbreaks within the municipality and developing guidance materials for the industry for both local government and businesses. |  |
| | Monitor adolescent immunisation rates and report on the number of adolescents immunised according to the National Immunisation Program (NIP) Secondary School Program | 5,148 adolescents were immunised this year according to the Victorian secondary school vaccination program. This result compared to last year's result of 4,024, which was impacted with disruption of the program because of the COVID-19 pandemic. The immunisation service program has worked hard to complete student secondary school vaccinations outstanding from 2019-20. |  |
| | Monitor immunisation rates and report on the number of children and adolescents under 20 years of age immunised according to the National Immunisation Program (NIP) | 2,528 children < 20 years of age were immunised (not including the secondary school program) in the City of Greater Dandenong, according to the National Immunisation Program. This programming attendance has been impacted by the COVID-19 pandemic. |  |
| | Promote gender equity, and support the right of women to engage and participate equally in all aspect of community life | Council endorsed nine grants totalling \$259,311 for projects and activities that promote gender equity and support the right of women to engage and participate equally in all aspects of community life. |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|---|---|---|
| | <p>Report on services and initiatives targeting vulnerable people in the community who may be at risk of being unimmunised or under immunised</p> | <p>Council has been able to continue services and initiatives targeting vulnerable people in the community at risk of being unimmunised or under immunised, despite disruption to scheduled session dates and venues due to the COVID-19 pandemic. The Providing Refugee Immunisation, Monitoring and Education (PRIME) project initiatives for people on humanitarian visas continue to be recognised by the State Government and funding has been extended into 2021-22. There has been a noticeable decline in numbers referred to these projects due to closed borders during the pandemic.</p> |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)



Enhanced partnerships with agencies and stakeholder groups to deliver quality services

| Priority | Action | Progress | Status |
|--|---|---|---|
| Provide community funding programs to increase capacity of strategic partners and community groups | Engage with and monitor organisations funded through the Community Partnership Funding and Sponsorship Program to ensure delivery of outcomes. | Funded agencies have signed grant agreements and engaged with Council to report on the effect of COVID-19 on program delivery, including delays to implementation or changes to delivery to comply with COVID-19 safety requirements. Annual Reports include reporting against specific outcomes are due in August 2021. |  |
| | Implement the endorsed recommendations of the Community Transport Review 2020 which aims to develop an improved Community Transport Program for older frail residents and residents with a disability to foster greater social connectedness and health and wellbeing | Following extensive consultation across Council and with relevant groups in the community, Council endorsed a Community Transport report and new policy. This policy provides guidance and definition for Community Transport into the future and supports the broadening of both the users of the transport service and the way in which the transport service is delivered including a loop model which will allow for access to most venues/services across the municipality. This will be implemented as COVID-19 restrictions ease. Essential transport for vulnerable and with appropriate COVID safe measures in place restrictions. Subject to further lockdown restrictions transport is now back to full capacity. The introduction of additional shopping trips has been well received. Implementation of further actions from the Community Transport report and new policy will be implemented over the coming months. |  |

 Delayed
  Completed
  Not Due To Start
  On track



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

Strategic Objective 2: A creative city that respects and embraces its diversity
A city well known for working together with its community

| Priority | Action | Progress | Status |
|--|---|--|---|
| Provide community members of all abilities and backgrounds with access to community and council information, services and events | Implement Year Four actions of the Disability Action Plan 2017-23 | Medium term actions have been prioritised and the mid-term review of the Disability Action Plan has been endorsed by the Disability Advisory Committee. New objectives and actions have been incorporated into the Disability Action Plan for implementation in 2021-22. |  |
| | Implement Year Four actions of the Positive Ageing Strategy 2017-25 | Medium term actions of the Positive Ageing Strategy have been prioritised with a particular focus on transport and social connection, however, COVID-19 restrictions have had a negative impact on the delivery of some of these actions whilst also providing the opportunity to implement unique programs like the Seniors Phone Chat group. As restrictions have eased programs including day trips, social connection groups and exercise programs have commenced. |  |


 Delayed
  Completed
  Not Due To Start
  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|--|---|--|---|
| Provide programs and events for people to participate in community activities and civic life | Monitor and analyse the recommendations of the Aged Care Quality and Safety Royal Commission final report due November 2020 with a view to preparing an Options Paper which identifies the possible impacts for older residents of Greater Dandenong and the role of Aged Services post June 2022 | The Aged Care Quality and Safety Royal Commission final report was released in February 2021 after delays related to the COVID-19 pandemic. Community Care has analysed the issues raised through the Royal Commission and has sought the input of the Positive Ageing Advisory Committee, the MAV and other Councils in order to understand the potential impact on our local community. The Government response to the Aged Care Quality and Safety Royal Commission was released in May and Aged Care reforms announced in conjunction with the budget. The Positive Ageing Advisory Committee provided feedback to Council about the reforms. Further details about the aged care reforms are expected to be released over the coming months and Community Care will utilise this information to prepare an Options Paper for the future of aged care services at the City of Greater Dandenong. |  |
| | Facilitate the implementation of a new Children Youth and Family Strategy 2020-24 for children and families | The Children's Plan 2021-26 has been completed and is awaiting Council endorsement. The Youth and Family Strategy is due to be endorsed by Council early in the new financial year. |  |





 Delayed  Completed  Not Due To Start  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|---|---|---|
| <p>Advocate against all forms of discrimination</p> | <p>Continue to improve the inclusion, recognition and community understanding of the LGBTIQ community</p> | <p>Council celebrated a number of days of significance for LGBTQIA+ communities (IDAHOBIT, Wear It Purple Day), by raising the Pride Flag at Harmony Square and illuminating the Drum Theatre in rainbow colours.</p> <p>Other events such as Unwrapped, provided a safe and supportive place for LGBTQIA+ artists, residents, and visitors to express themselves without fear of condemnation. Events such as these have also raised community awareness about the rights of LGBTQIA+ members and the artistic excellence that exists within the rainbow communities.</p> <p>Council is continuing to investigate options to create a regional LGBTQIA+ Network, that brings together an array of organisations that work with LGBTQIA+ communities.</p> <p>In addition, monthly topics discussed in Council's Internal Rainbow Network have also provided an opportunity for Council staff to develop their cultural awareness of issues affecting LGBTQIA+ communities, and how to best support communities.</p> |  |

■ Completed
 ■ Not Due To Start
 ■ On track
 ■ Delayed





4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|--|---|---|
| Advocate for and assist Asylum Seekers and Refugees living in the community | Continue to support the Back Your Neighbour campaign and the activities of the Local Government Mayoral Taskforce Supporting People Seeking Asylum | Activity for the Back Your Neighbour campaign continued to highlight the impacts of COVID-19 on people seeking asylum by activation of regular social media posts. Greater Dandenong Council (and other Taskforce member Council representatives) participated in the Palm Sunday - Justice for Refugees Rally in late March. Advocacy for additional State Government funding was successful with \$3.9 million being allocated across Victoria to support people seeking asylum for the financial year. |  |
| | Deliver the Home exhibition and program that features artists from refugee backgrounds including people seeking asylum | This project was delivered successfully in quarter one. |  |
| Celebrate diversity through a range of cultural activities | Support implementation of yearly actions from the Greater Dandenong People Seeking Asylum and Refugee Action Plan 2018-21 | The Multicultural and People Seeking Asylum Advisory Committee regularly reviews and updates the Part B Actions from the Refugee and People Seeking Asylum Action Plan at the Advisory Committee's bi-monthly meetings. |  |
| | Provide support and guidance to community organised festivals, events and cultural celebrations | Community events and celebrations continued this year despite the extraordinary impact of COVID-19 restrictions across the entire events sector. A total of 15 in-person events were facilitated on Council land in the last year, and one online event - an Afghan vigil - was also facilitated by Council for the local community. |  |

 Delayed
  Completed
  Not Due To Start
  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

Increased participation in creative and cultural activities

| Priority | Action | Progress | Status |
|---|--|---|---|
| Provide community arts participation for artists, residents and businesses through performances, exhibitions and programs | Deliver at least 12 arts and cultural heritage exhibitions and supporting programs annually through cultural facilities | The capacity to deliver exhibitions has been significantly affected by COVID-19 restrictions. Whilst only eleven exhibitions have been delivered a greater focus has been placed on the provision of supporting participatory activities. As a result a full program of activations has occurred supporting the exhibition content, including 34 programs, workshops and other participatory outcomes. |  |
| | Deliver the 2020 Short Cuts Film Festival | This program was cancelled due to COVID-19 restrictions. |  |
| | Implement Year Five actions of the Greater Dandenong Arts and Cultural Heritage Strategy 2016-26 | Demonstrated commitments were shown in all identified areas, with many outcomes pivoting successfully to respond to COVID-19 restrictions. Highlights have included: - Ongoing construction of the new Dandenong New Art facility - Appointment of three new members to the Arts Advisory Board - Delivery of a new Education partnership program to connect with local education providers - Continued connection with aged care facilities and engagement with local schools to deliver incursion activities. |  |
| | Present a season of professional performances consisting of varied genres for the Encore seniors program, family and children's program as well as general programming with broad appeal | The digital offerings this season included shows to appeal to older audiences with some Encore-style programming, particularly at Christmas. Families were encouraged to assist members of their family unaccustomed to online environment to access these programs. |  |

 Delayed
  Completed
  Not Due To Start
  On track


4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|--|---|---|--------|
| | Promote and support artists locally through engagement, networking, residency and development activities | <p>Eleven artists were supported through residencies and commissioned projects, as well as the establishment of multiple partnership programs and in particular a new education partnership program.</p> <p>The Drum has focussed on partnerships with artists and community organisations including with the Southern Migrant Resource Centre, Multicultural Arts Victoria and the Sangam Performing Arts Festival of South Asia and the Diaspora. New partnerships with local artists have been developed working with young people to create work that is relevant and meaningful to them. This is part of the strategy to welcome more diverse audiences and creators into the Drum.</p> <p>Local artists were supported during the worst of the shutdown through commissioning short films and creating a new platform Drum Digital. Along with some virtual tours of the Drum Theatre, 16 short films had an audience reach of 60,060 and 16,132 views.</p> | ● |
| | Promote greater artist engagement through The Drum's programs, performances and workshops | <p>A total of 62 workshops and opportunities were provided over the course of 2020-21.</p> <p>The Children's Forum was held online via Microsoft Teams with over 100 children participating in the forum providing their voice and feedback on the new Council Plan, Laneways within CGD, Library resources and programs, waste management and programs at the Drum Theatre.</p> | ● |
| Provide opportunities for children and young people to participate in civic and community activities | <p>Provide 20 community arts participation opportunities for artists, residents and businesses through performance and exhibition programs and other projects</p> <p>Host the 2020 Children's Forum</p> | | ● |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

ORDINARY COUNCIL MEETING - MINUTES



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|---|---|---|
| Record, protect and promote local heritage including support of the historical societies and Cultural Heritage Advisory Committee | Enhance Council's ability to store and protect the City's heritage collections in collaboration with local historical societies | <p>The Springvale and District Historical Society (SDHS) have progressed planning their move to Springvale Community Hub with induction commencing.</p> <p>The COVIDSafe Plan for the Shared Archive has been finalised with staff and Historical Societies being briefed on requirements. Long-term and short-term archival and collection storage will continue to be assessed in consultation with the Historical Societies.</p> |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track




4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

Strategic Objective 3: A healthy, liveable and sustainable city
A city that delivers a clean and healthy environment for people to enjoy

| Priority | Action | Progress | Status |
|---|---|--|---|
| Engage with the community to increase their awareness of the environment and sustainability | Develop and deliver a 2020-21 Waste Education Program | <p>The Waste Education Plan 2020-21 was developed, approved and implemented.</p> <p>Key highlights included:</p> <ul style="list-style-type: none"> - Successful roll out of Food Organics into the Garden Waste Stream, which involved 20 webinars and face to face workshops. - Introduction of a new "Waste Smart Kindies" program - 14 Kindies/Early Learning Centre's provided EOI's. - Forever Fest event attended by the Waste Services team on day one engaging with the community and a live webinar focusing on recycling. <p>A number of programs have not been delivered due to the ongoing COVID-19 restrictions/lockdowns.</p> |  |
| | Implement the Greater Dandenong Plastics Policy | <p>The implementation of the Greater Dandenong Plastics Policy was greatly delayed due to the COVID-19 pandemic, however is now back on track. A key highlight in the 2020-21 financial year included the development of a "Plastic Wise" educational guide for Council's operations, events, sports clubs, community groups and facility hiring. In addition, multiple workshops have been held with the Sports and Recreation team to develop a framework for rollout of the policy in recreation and aquatic centres, ensuring sports clubs and associations are able to make the transition to a single use plastics free facility smoothly.</p> |  |

 Delayed
  Completed
  Not Due To Start
  On track





4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---------------------------------------|---|---|---|
| | Implement the Greater Dandenong Sustainability Strategy 2016-30 and undertake the five year review | Work continues on implementing the actions and initiatives outlined in the Greater Dandenong Sustainability Strategy 2016-30, in tandem with the implementation of the Climate Emergency Strategy as a supporting document which was adopted in August 2020. The five year review of the Sustainability Strategy is scheduled for presentation in October 2021 and will bring the strategy in line with the rapidly changing scientific targets, technologies and key strategies associated with the climate emergency. |  |
| | Undertake the annual Sustainability Festival and Awards | The Sustainability Festival (rebranded as 'Forever Fest: Sustainable Living for Now and the Future') was successfully delivered in May 2021. A nine day 'hybrid' festival including virtual and face-to-face elements, the Fest saw over 500 attendees tune in from all over the world and was a bold step in bringing Council's existing events into a COVID-19 normal world. A review is now underway to assess the effectiveness and develop learnings for the 2022 Festival. The Sustainability Awards were successful, with over 80 entries - the largest cohort in the awards' history. |  |
| Improve diversion from landfill rates | In conjunction with the Metropolitan Waste Resource and Recovery Group, participate in the current EOJ process and report back to Council at the key milestones that will inform the final tender stage | Council's commitment to the Advanced Waste Processing Contract procurement with the Metropolitan Waste and Resource Recovery Group and 15 other participating Councils in south east metropolitan Melbourne is well advanced into stage two of the tender procurement process, with final tenders to be called for late in 2021. Prior to calling for tenders, Council will make a formal decision to commit to participating in the final stage of the procurement process. |  |

 Delayed
  Completed
  Not Due To Start
  On track




ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|--|---|---|---|
| | Investigate the implications in implementing the Circular Economy Policy recommendations | <p>Council Officers have participated in forums to gain a clear understanding of the Circular Economy Policy. Aligned with this Council officers have:</p> <ol style="list-style-type: none"> 1. Participated in a procurement process to contract recycling processing services that will have clear alignment with the Circular Policy for the beneficial use of recyclables. 2. Submitted a Transition Plan to the State Government's Department of Environment, Water, Land and Planning (DEWLP) outlining our plans to introduce a Food and Organics (FOGO) and glass kerbside collection services to households, which includes implementation and cost consideration. 3. A FOGO Service was introduced on 1 April 2021. |  |
| | Offer a Food Organics Garden Organics (FOGO) service to our community as a means to divert this valuable resource from landfill | <p>A Food and Garden Organics collection service was introduced on 1 April 2021 and supported by a successful communications and engagement campaign, which included the provision of kitchen caddies to households.</p> |  |
| | Review the recycling charges, whilst considering opportunities to introduce an incentive for increased recycling | <p>The Residential Garbage Levy (charge) was reviewed as a part of the budget process, with incentives for recycling considered to be satisfactory at this stage.</p> |  |
| Protect and enhance the ecological value of land within the municipality | Finalise the Urban Forest Strategy | <p>A draft Urban Forest Strategy has been completed and presented to Councillors. Public consultation was completed in February 2021. The consultation outcomes have assisted in finalising the draft documents. The finalised draft Urban Forest Strategy will be the subject of a report to a Council meeting in the first quarter of the next reporting year.</p> |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)




| Priority | Action | Progress | Status |
|---|---|---|---|
| | <p>Implement the Greater Dandenong Green Wedge Management Plan 2015-35</p> <p>Implement Year Three of the Urban Tree Strategy 2018-23</p> | <p>The implementation of the actions of the Greater Dandenong Green Wedge Management Plan 2015-35 are undertaken on an ongoing basis during the year.</p> <p>Tree planting and pruning contracts continue to deliver services in line with approved programs. Expert arboriculture advice on matters relating to tree retention and planting via planning referrals, subdivisions and capital projects continue to be provided. The Urban Tree Strategy has been referenced and recognised in the development of the draft Biodiversity Action Plan, Activity Centre planting plan and the draft Urban Forest Strategy. Stronger relationships continue to be built with utility service providers resulting in collaboration on major projects. Grant funding has been successfully secured to assist in delivering community education programs and tree planting programs.</p> | <p></p> <p></p> |
| Provide proactive waste 'pick up' throughout the municipality combined with a public education campaign | Monitor materials recycling and green waste processing sites across the municipality | <p>There was a total of 32 inspections of recycling and green waste sites. Since the inception of a High Risk Waste Sites officer there has been a steady increase in the facilitation of compliance requirements throughout the municipality. Previous non compliant sites continue to be investigated with new business being discovered weekly by compliance officers. Council continues to receive support from the EPA in the form of the Officer for the Protection of the Local Environment (OPLE) pilot program which has government funding approved for the next four years.</p> | <p></p> |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)



A city that prepares for climate change

| Priority | Action | Progress | Status |
|--|---|---|---|
| Develop and complete a Climate Change Strategy | Determine future approach re: ESD 2.0 (implementing zero carbon into the planning scheme) | In 2020-21 ESDv2.0 was a significant focus area for Council officers as comprehensive engagement, collaboration and review were required to draft the proposed elevated standards, target and framework. Work in this space continues and is expected to be delivered, subject to the approval of the Minister of Planning of the planning scheme amendment, by the conclusion of the 2021-22 financial year. |  |
| | Develop an Electric Vehicle Fleet Transition Plan | Specialist consultants (Evensberg) have now completed the draft EV Transition Plan. A final report is to be provided by mid July 2021. |  |
| | Embed climate emergency into decision making and governance processes | Key achievements in 2020-21 include Council's adoption of the Greater Dandenong Climate Emergency Strategy 2020-30, a comprehensive framework guiding Council's response to the climate emergency across all aspects of its decision making and operational processes. Additionally, officers have worked collaboratively on embedding climate change consideration into the annual budget, Long Term Financial Plan, and Council Plan 2021-25. |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|---|---|---|
| | Finalise and begin implementing the Climate Change Strategy and Action Plan | The Greater Dandenong Climate Emergency Strategy and Action Plan 2020-30 was adopted by Council in August 2020. Implementation continues steadily with key highlights including climate adaptation workshops in partnership with local community care organisations in the Greater Dandenong municipality, in partnership with Jesuit Social Services and RMIT. Within Council's operations, a sustainability scoring mechanism has been developed to inform City Improvement Project (CIP) bids, ensuring Council is able to consider the contribution a proposed project will make to fighting the climate emergency. |  |
| Ensure new street plantings are compatible with increasing average temperatures, whilst increasing canopy cover throughout the municipality | Commence the development of the Biodiversity Action Plan | A draft Biodiversity Action Plan and Ecological Knowledge review have been completed. The draft Biodiversity Action Plan will be presented to Council in the first quarter of the new financial year with the view to consulting the broader community. |  |

 Delayed
  Completed
  Not Due To Start
  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)






A network of quality parks, reserves and sportsgrounds

| Priority | Action | Progress | Status |
|--|---|---|---|
| Upgrade Council parks and reserves through the implementation of the Capital Improvement Program | Undertake Dandenong Park improvements as per the Dandenong Park Masterplan 2007 | All planned infrastructure upgrades have now been satisfactorily completed, initial feedback from the community has been really positive with the works undertaken. The park is now a "landscape showpiece" complementing the Lonsdale Street boulevard and providing a significant parkland for the community and visitors to the city to enjoy. |  |

■ Completed
 ■ Not Due To Start
 ■ On track
 ■ Delayed

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)




Infrastructure that supports people and business

| Priority | Action | Progress | Status |
|---|--|---|---|
| Increase the length and coverage of the shared path network | Deliver Council's Capital Works Program | 93 per cent of projects were delivered or were in the process of finishing up at the end of the financial year. |  |
| | Enable and showcase the opportunity for social activity on local streets, for example street parties, temporary playgrounds and events | Barriers/signage and documentation has been prepared. The roll out has been delayed due to COVID-19. |  |
| | Finalise the Toilet Strategy to map out where there needs to be new or upgraded public toilets | This strategy is now complete. |  |
| | Implement the Active Transport Infrastructure Priority Program improving pedestrian and cycling infrastructure | Design work is complete for the Hammond Road path between Dalgety Street and Kirkham Road. Construction has been tendered and is anticipated to be awarded in July 2021. There have been delays to review the impact to trees to determine what may be able to be saved and to determine replanting or offset planting opportunities in line with the Greening Our City strategy. |  |
| | Undertake the road resurfacing program | This program is now complete. |  |

 Delayed
  Completed
  Not Due To Start
  On track


4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

Strategic Objective 4: A city planned for the future
An adequate supply of residential, commercial and industrial development

| Priority | Action | Progress | Status |
|--|---|---|---|
| Appropriately zone sufficient land for ongoing industrial growth and development in the city | Process the Planning Scheme Amendment for the Sandown Master Plan | The Melbourne Racing Club have advised Council that they have placed the proposed Planning Scheme Amendment on hold pending the Clubs review of the implications of the State Governments policy changes announced in the 2021 State Budget. |  |
| | Town Planning referral from Engineering. Compliance with statutory timeframes as defined by the Subdivision Act | Total no of applications received for the financial year = 457 with 90 per cent completed within timeframe. |  |
| | Translate the existing Local Planning Policy Framework and Municipal Strategic Statement to the Planning Policy Framework in conjunction with DEWLP | The translation of the existing Local Planning Policy Framework and Municipal Strategic Statement to the Planning Policy Framework (PPF) in conjunction with DELWP was delayed as Council were awaiting the provision of draft material from DELWP for 12 months. Draft material was received in Q3 and has been reviewed by Council officers and returned to DELWP with comments expressing major concern on the proposed PPF. DELWP had undertaken to provide revised documentation by 30 June 2021. Given the DELWP delays, this project will extend into the next financial year. |  |

 Delayed  Completed  Not Due To Start  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)






| Priority | Action | Progress | Status |
|---|---|--|---|
| Undertake a review of the number of dwellings constructed in each residential zone to ensure the aims of the Municipal Housing Strategy are being met | Review the Greater Dandenong Housing Strategy | The Greater Dandenong Housing Strategy 2014-24 has been reviewed and a revised Housing Strategy Action Plan will be presented to the Executive Management Team early in the next financial year. The need to review the Housing Strategy was due to significant changes in government policy and more recently available social data (2016 Census) since the adoption by Council of the Housing Strategy in 2015. There was also a need to provide greater connection to and consistency with key Council strategies and action plans adopted by Council since 2015. |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)





Assets planned to meet future community needs

| Priority | Action | Progress | Status |
|---|---|--|---|
| Advocate for improved transport options | Develop a Multi Modal Transport Infrastructure Plan for Noble Park Activity Centre | A draft document has been prepared however it has not been finalised due to input from the Department of Transport delayed until August 2021. |  |
| | Finalise a Multi Modal Transport Infrastructure Plan for Dandenong Activity Centre | Finalisation of this plan has not been possible as the Department of Transport input has been delayed until August 2021. |  |
| | Launch the Public Transport Advocacy Statement and advocate in accordance with the Statement | The statement has been finalised and advocacy and activity are occurring in alignment with the document. Advocacy to date has focused on two of the Key Priorities within the Statement - Keysborough South Bus Route and the Dandenong Station. |  |
| Investigate the development of a municipal wide developer contributions plan for application to new development across the city | Complete the Springvale Community Hub Project | This project is complete. |  |
| | Continue planning for a Dandenong Community Hub by developing the business case and concept plans | Consultants were engaged in April 2021. The project work is underway, with an initial round of community consultation and engagement taking place in May/June 2021. Site analysis work and concept design development is now progressing pending Council's consideration of service/facility inclusion and site/s determination. |  |

 Delayed  Completed  Not Due To Start  On track

ORDINARY COUNCIL MEETING - MINUTES


4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|--|---|---|
| | Continue to advocate for the proposed Dandenong Sports and Events Centre, as south east Melbourne's home for elite sporting competitions, major events, concerts and community festivals | Ongoing advocacy has led to a funding grant being received from the Victorian Government to undertake a feasibility review and business case for the proposed Dandenong Sports and Events Centre. This project will also be undertaken with support from the Melbourne City Football Club and City Football Group who have relocated to south east Melbourne. |  |
| | Finalise the design and commence construction of the Keysborough South Community Hub | The design documentation is being finalised. It is expected the tender will occur in October 2021 and the construction commence in February 2022. |  |
| | Review and implement the Municipal Early Years Infrastructure Plan to embed planning for three year old kindergarten | The annual infrastructure review is complete. A Kindergarten Infrastructure Service Plan has been developed with the Department of Education and Training for the rollout of 3 year old kindergarten in 2022. |  |
| | Undertake detailed planning for the new Dandenong Aquatic and Leisure Centre in partnership with key stakeholders and in accordance with the Greater Dandenong Aquatic Strategy | A business case for the new aquatic and wellbeing centre in Dandenong is complete and was endorsed by Council. The project has now moved into the design phase. |  |

 Delayed
  Completed
  Not Due To Start
  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)



Increased sustainability of residential, commercial, industrial and Council developments

| Priority | Action | Progress | Status |
|--|---|---|---|
| <p>Ensure that both private and new developments are site responsive, innovative, and achieve high quality urban design and environmentally sustainable outcomes</p> | <p>Increase access and availability of social housing stock in the municipality by activation of Council and community assets for delivery of social housing, and advocating for increased State and Federal Government provision</p> | <p>Greater Dandenong is one of 13 regional Charter Councils seeking to increase access and availability of social housing stock in each respective municipality. Briefings have been received from Homes Victoria (the newly formed State Government body responsible for implementing the Big Housing Build) as to the processes and opportunities for Councils to increase social housing supply. At the municipal level the Executive Management Team have given in principle agreement to purchase land in partnership with a local philanthropic and WAYS to secure social housing for women escaping family violence.</p> |  |

■ Completed
 ■ Not Due To Start
 ■ On track
 ■ Delayed

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)





Quality public open space provided across the city

| Priority | Action | Progress | Status |
|--|---|--|--|
| Increase supply of open space in areas currently deficient and achieve policy benchmark of 4.5ha per 1000 head of population for each of the areas outlined in the Greater Dandenong Open Space Strategy | Finalise the revised Open Space Strategy and commence the Planning Scheme Amendment Implement the Open Space Acquisition Targets | The revised Open Space Strategy 2020-30 was adopted at the 24 August Council meeting. Preparation of the Planning Scheme Amendment has commenced. Officers continue to identify opportunities to acquire properties that assist in delivering more open space in gap areas. |   |

■ Completed
 ■ Not Due To Start
 ■ On track
 ■ Delayed

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)



Revitalised activity centres

| Priority | Action | Progress | Status |
|---|---|--|---|
| Amend the Greater Dandenong Planning Scheme to include and update policy provisions for Noble Park and Springvale Activity Centres | Finalise the Noble Park Activity Centre Structure Plan and commence the Planning Scheme Amendment | The Structure Plan was tabled and adopted at the 24 May Council meeting. The Planning Scheme Amendment preparation has commenced and will be sent to the Minister for Planning to request authorisation in the next reporting year. |  |
| Deliver a collaborative approach to creating, enhancing and managing great people focused places that respond to and respect the unique qualities of the activity centres | Finalise the Planning Scheme Amendment for the Springvale Activity Centre Structure Plan | The Planning Scheme Amendment for the Springvale Activity Centre Structure Plan was approved by the Minister for Planning and gazetted on 24 April 2021. |  |
| | Advocate for phase two of the Revitalising Central Dandenong project | Capital Alliance were selected for the next phase of the RCD project (sites 11-15) Foster Street Redevelopment. Grants were secured for a study to explore options for accessibility and safety improvements at the Dandenong station, and to undertake a study pertaining to a development facilitation, investment and implementation options paper to grow central Dandenong. |  |
| | Construct the Greater Dandenong Gallery of Art | Construction is advancing with the main steel work now erected on the north and south sides of the building. The project has been delayed due to COVID-19 restrictions and material supply issues. The project is due for practical completion by late 2021. |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES




4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|---|--|---|
| | <p>Continue to support the Little India Precinct including implementing the State Government grant to deliver Victorias first ever Indian Cultural Precinct</p> | <p>A Little India "Shopping Market" including the use of temporary outdoor dining furniture; partly funded via a State grant was implemented in April to promote and support the retailers in the precinct. The Place Score (2020) for Little India improved from 54/100 to 80/100. A shop front improvement program was delivered to a total of 39 shops.</p> <p>A Marketing Plan developed with traders has delivered a branding Style Guide, Facebook and Instagram page, seven human interest stories, "official trader" stickers for shops, bulletin header, social media campaign and 'discount sale' signs for traders. Improved vehicle signage at intersections around the cultural precinct periphery was delivered. Multicultural Affairs and Social Cohesion Division grant spending has been on hold pending the outcome of the EOJ/RFP process being undertaken for sites 11-15 Foster Street precinct, which has also impacted the Taskforce meeting.</p> <p>Support continued for implementation of a \$10,000 grant from Small Business Victoria.</p> |  |
| | <p>Develop Vanity Lane as a new pedestrian link between Thomas and Lonsdale Streets, Dandenong</p> | <p>Ongoing complexities with demolition have delayed this project. Design work is progressing including additional works to fully document proposed portals. Demolition is planned to be finalised by late 2021, and construction of the laneway completed by mid 2022.</p> |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES


4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|--|---|---|
| | Implement staged delivery of the Springvale Boulevard Project | Works during 2020-21 have focussed on external authority approval processes and accompanying complex technical design resolution; construction contract tender/award and commitment to honouring the project aspirations collected from the local Springvale community. The Victorian Government recently announced an investment of \$900,000 towards this project. Additional funds were also allocated in the 2021-22 budget ratified in June. Construction works are planned to escalate from late July and will occur over the next 12 month period. |  |
| | Monitor the 10 year Infrastructure Plan for the Activity Centres | A 10 year program has been developed but will need adjusting pending limited available funding via CIP due to COVID-19 impacts. A review is scheduled for mid-late 2021. |  |
| | Monitor, implement and promote Activity Centre parking changes | COVID-19 impacted on parking demand. Lonsdale Street free parking has been extended until July 2021. The parking sensors installation is complete in central Dandenong and testing is underway. A 2021-22 CIP bid has been approved for additional ramp improvements to No. 8 Balmoral Avenue car park in Springvale. |  |

 Delayed
  Completed
  Not Due To Start
  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)


Strategic Objective 5: A diverse and growing economy
A city that is connected to the global economy

| Priority | Action | Progress | Status |
|---|---|--|---|
| Continue to promote opportunities for businesses to compete and participate in the global economy | Deliver activities to business and industry that provide opportunities, awareness and exposure to global trends and markets | Global issues and speakers have been addressed by local and international specialists including Keith Suter; Bernard Salt AM; Melissa Sterry and Mark Thomas on a range of topics from Innovation and the Economy to New Markets and Leadership. Building on these speakers and activities exploring trends and opportunities across the globe, planning for a new SEBN export group has been completed and the launch, which was delayed due to the recent unexpected resurface of COVID-19, will now take place later this year. |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

ORDINARY COUNCIL MEETING - MINUTES




4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|--|--|---|
| | <p>Support the Future of Manufacturing program and continue to explore the opportunities for a Manufacturing Connectivity Centre in partnership with SEMMA</p> | <p>Across all networks it has been reaffirmed that learnings are so much stronger if held face to face, enabling far deeper relationships to develop and foster - which is the basis for collaboration both for business and for social impact. New members have been added to the group to further strengthen its spirit of support and camaraderie. Discussion highlights include succession and people management, with a particular focus on the need to grow leadership capability in today's continuously changing environment. The growth of some individuals who have benefited from coaching and continual reinforcement within the group and managing issues such as employee mental health and wellbeing, together with sharing successes (and challenges) only serves to demonstrate the power that lies within when like-minded people are brought together and supported through the SEBN model.</p> |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)


A city that supports the economic contribution, strength and diversity of its industries

| Priority | Action | Progress | Status |
|--|--|--|---|
| Market business and investment success stories | Develop an Activity Centre's investment prospectus | Work commenced on an Investment Attraction prospectus for Noble Park, Springvale and Dandenong activity centres however this is currently on hold pending the outcome of a new study for which a grant was sought and approved to review development opportunities in central Dandenong. Work will continue on the prospectus in 2021-22 and in part will be informed by the outcomes of this study. |  |
| Provide information on investment options and facilitate streamlined processes for planning and investment | Develop an investment attraction prospectus for the City | Elements for a draft investment prospectus are being investigated. Council contributed to the draft consultants brief for a development facilitation, investment, and implementations options paper for Central Dandenong. This options paper will help inform future investment attraction work, as will learnings from Council's Better Approvals Project. |  |
| | Undertake discussions with industry experts and stakeholders on future opportunities and strategies for revitalising central Dandenong | Funds have been secured for a study pertaining to a development facilitation, investment and implementation options paper to grow central Dandenong. Ongoing discussions have been held with various agencies, developers and investors to progress projects with three major projects now under construction, (1) Children's Court in Foster Street, (2) Launch Housing apartments in Cheltenham Road and (3) Salvation Army Mission Centre in George Street. |  |

 Delayed  Completed  Not Due To Start  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

A city where business and community work together



| Priority | Action | Progress | Status |
|--|--|--|---|
| Support, promote and facilitate local social enterprises | Develop and deliver a program for social enterprises | This project was slightly delayed due to the recruitment of a replacement officer and other COVID-19 recovery initiatives taking priority. |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)


A great place for business

| Priority | Action | Progress | Status |
|--|--|--|---|
| Support businesses through education, awareness, collaboration, networking and trade opportunities | Host the CGD-industry "Take a Swing" golf day event to raise funds in support of the local community | This year's "Take a Swing for Charity" golf day held in February at Victoria Golf Club, culminated in a dinner and auction, raising a total of \$43,000 shared between the Keysborough Learning Centre and the ASRC, enhancing services to those most vulnerable in our community. Exploring charitable organisations and increasing sponsorship are well underway for the 2022 event which is scheduled for Victoria on 23 February 2022. |  |
| | Monitor and report the number of network activities conducted with a target of 50 | Totals for the Year: 61 activities and in excess of 1,100 participants. A strong base was maintained which is a significant outcome given the impacts of COVID-19 and the plethora of distractions, activity and online offerings. |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)



| Priority | Action | Progress | Status |
|----------|--|--|---|
| | <p>Provide activities that encourage opportunities for women and promote women in business</p> | <p>Many topics and issues have been addressed throughout the year designed to support women in all sectors and spheres of business. Personal development and mental health took a particular step up over the last 12 months as COVID-19 impacted so many women in the workplace. All activities were, of necessity, delivered online and whilst we were able to continue to deliver meaningful sessions and events, 'online fatigue', together with the myriad additional activities that many participants were undertaking both inside and outside the work environment, certainly had an impact. Council took the opportunity of a slightly lighter WIB workload to develop a new network and events framework for 2021-22 to broaden women in business engagement and events.</p> |  |

█ Completed
 █ Not Due To Start
 █ On track

ORDINARY COUNCIL MEETING - MINUTES



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

A resilient employment hub

| Priority | Action | Progress | Status |
|---|---|--|--|
| Work collectively with and across government, industry, service providers and educational organisations to facilitate long term solutions to both the supply and demand of employment | <p>Continue to implement the refreshed Local Economic and Employment Development Strategy</p> <p>Deliver a minimum of one key event for secondary school students that promotes the diversity of career opportunities in the region, particularly within the manufacturing sector</p> | <p>The final draft of the refreshed strategy has been completed. Actions continue to be implemented in a "working with COVID-19" business environment.</p> <p>The 2020 Lunch with the Winners was a successful event and remains an annual 'go to' for students from local secondary schools. Due to COVID-19, this event was held virtually for the first time and despite the fear that students were 'zoomed out', the attendance and interaction of the students consolidated the strong reputation this event has built over more than a decade. As this year's report is being finalised, preparations for returning to a face to face event in September 2021 are well under way with some exciting young leaders scheduled to participate.</p> |   |

■ Completed
 ■ Not Due To Start
 ■ On track


4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|---|--|---|
| | Oversee and implement the Community Revitalisation and One Per Cent project and continue to develop the capability and capacity of the disadvantaged/disengaged jobseekers in our community | A major research piece Making the Match has been completed and will be launched in August. The CEAV's program of individualised support has developed jobseeker work readiness which due to COVID-19 has led to an unexpected increase in their digital literacy, further enhancing their skills. Design of a dedicated 'Employment' section of the CGD website is advanced and will provide all sectors access to reliable, current and accurate information on job seeking/recruitment. A suite of videos showcasing local businesses is in production and will be hosted on the CGD website. The provision of additional State Government funding for a new program, Strengthening Pathways to Economic Participation (SPEP) will underpin CGD's ongoing commitment to improve the local employment landscape. To be delivered over 4 years, the SPEP action plan will be designed in partnership with the community for the benefit of all stakeholders - employers, jobseekers, employment services and training/education. |  |
| | Publish four editions of 'Talking Business' magazine and relevant e-newsletters | Four editions of Talking Business were published and distributed on time. Monthly e newsletters were also published and distributed on time. Importantly, a number of ad hoc newsletters were delivered quickly to help businesses with urgent COVID-19 related information during lockdowns. Quantitative and qualitative feedback received from local businesses show the value they place on these publications as a "source of truth". |  |

 Delayed
  Completed
  Not Due To Start
  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

A tourist destination attracting new visitors



| Priority | Action | Progress | Status |
|---|--|---|---|
| Undertake effective marketing, events and tourism activities to promote Greater Dandenong | Continue to implement the Tourism and Regional Food Strategies | A wider, local audience has been reached with new partnerships for marketing the city. Support offered to businesses has strengthened, including via the outdoor dining initiative, Better Approvals process, COVID-19 business grants and marketing and promotions in Talking Business. Anecdotal data shows that local businesses acknowledge and appreciate council officers' support. |  |

■ Delayed
 ■ Completed
 ■ Not Due To Start
 ■ On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

Strategic Objective 6: An open and effective Council



A Council connected with the community, providing an effective voice on their behalf

| Priority | Action | Progress | Status |
|---|--|--|---|
| Continue to be a strong advocate on issues of community importance which are beyond Council authority | <p>Achieve an index score that is equivalent or higher than the average result of comparison Councils for community consultation and advocacy (Community Satisfaction Survey)</p> <p>Maintain a detailed advocacy register on Council's website and prepare an updated advocacy document for distribution to local Members of Parliament</p> | <p>Council achieved a score of 60 for consultation and engagement which was one point above the metropolitan average and four points above the state-wide average.</p> <p>A detailed advocacy register is available and up to date on Council's website. This was reviewed and updated for the launch of Council's new website in November 2020 and is now fully functional. All of Council's advocacy documents are available online, including that which was recently completed and distributed to Members of Parliament at the ALGA conference held in Canberra in June. This booklet highlights a number of projects that could quickly be mobilised if stimulus funding were to become available following the COVID-19 pandemic, as well as longer term projects that will provide much needed resources for the Greater Dandenong Community.</p> |  |
| Undertake proactive communication on key issues to foster community understanding | Facilitate Community Forums as requested by Councillors | <p>The October Local Government elections (caretaker period) together with the COVID-19 restrictions reduced Councillor capacity to host in-person community forums in 2020-21. Discussions were held to deliver online community forums and in some instances small group meetings were held between Councillors, Council officers and interested residents on issues of specific concern/importance, however these meetings were not defined as a community forum.</p> |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES






4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|----------|---|--|---|
| | <p>Grow Council's social media following by 10 per cent from a base figure of 26,000</p> | <p>Total Yearly growth (Facebook, Twitter, Instagram, YouTube and LinkedIn CGD Official Channels combined) = 19 per cent Facebook - +619 followers. Total growth = 4 per cent Twitter - +25 followers. Total growth = 0.5 per cent Instagram - +332 followers. Total growth = 8 per cent YouTube - +199 subscribers. Total growth = 18 per cent LinkedIn - +954 followers. Total growth = 13 per cent</p> |  |
| | <p>Manage VEC contract for conduct of the 2020 Council elections and conduct candidate forums across Greater Dandenong community.</p> | <p>All requirements of Council and the CEO in relation to the elections and under the Local Government Act 2020 were met. The VEC met all contracted obligations and reported regularly on all outcomes. Further work is still being undertaken by the VEC in collecting infringement penalties.</p> |  |

█ Completed
 █ Not Due To Start
 █ On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)






A well-managed and high performing Council

| Priority | Action | Progress | Status |
|--|--|--|---|
| Ensure best practice risk management through the implementation of the Risk Management Strategy | Enhance the Pulse risk management system across Council for improved performance reporting, risk identification and mitigation | PULSE is now Council's repository for recording, reporting and tracking action against public liability incidents/claims. Some enhancements to the Pulse system were implemented in 2020-21. Others have been identified and will be implemented in 2021-22. |  |
| | Ensure Local Government Act general compliance across the organisation through the ongoing management of the legislative compliance system | The new Legislative Compliance Policy provides a framework for regular updates to delegations and accountable responses to internal audit recommendations. It will assist to foster compliance that is not restrictive but educative and will empower officers to understand the legislative environment in which they work. |  |
| Maintain and annually review Council's Long Term Financial Strategy to ensure financial sustainability | Review and update the Audit Advisory Committee Charter | The Audit and Risk Committee Charter was reviewed and submitted to the Audit and Risk Committee in June 2021 and will be endorsed by Council on 12 July. |  |
| | Develop a Revenue and Rating Strategy | Council's Revenue and Rating Plan 2021-25 was adopted by Council on 28 June 2021. |  |
| | Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2020 and receive full audit clearance by the legislated time frame of 30 September (including compliance with the Model Financial Report) | This task has been completed and the Annual Financial Statements have been submitted to the Minister for Local Government as part of the Annual Report 2019-20. |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|--|--|--|
| | Review the Long Term Financial Strategy and seek Council adoption of the revised framework | A proposed Long Term Financial Plan has been prepared and is currently under a formal deliberative engagement/community consultation process. The Long Term Financial Plan is set to be adopted by Council by 31 October 2022 in accordance with the transitional provisions under the new Local Government Act 2020. |  |
| Maintain Council as an employer of choice and provide a safe work environment | Complete a Workforce Management Plan | Work on this process will commence in line with the requirements and timelines of the new Local Government Act. To date there has been some preliminary collaborative work done with a number of other Councils in relation to the development of a Workforce plan. |  |
| | Complete the development of a CEO remuneration policy | Work on this policy has now commenced with examples of policies from other councils being reviewed and a draft document started. Maddocks Lawyers are also finalising a template policy for LG that can be amended to suit. Once this is published this will be reviewed and considered as part of the policy development process for CGD. |  |
| | Develop a professional development and training program for Councillors | While the Councillor Induction program is largely complete, officers are still recognising training opportunities resulting from new policy development required under the Local Government Act 2020 and will offer several additional modes of training over the next 12 months. |  |
| Provide high quality, timely customer service | Achieve an index score of 76 or higher for customer satisfaction (Community Satisfaction Survey) | Council achieved a score of 74 for customer service in 2021, one point higher than the previous year. This result is equal to the metropolitan average and four points ahead of the state-wide average. |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES



4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

| Priority | Action | Progress | Status |
|---|--|--|--|
| Seek to establish and maintain strategic partnerships and alliances which enhance Council performance | Maintain all public registers required in accordance with the Local Government Act and associated regulations Manage the effective leasing of Council's commercial property portfolio including seeking new lease opportunities for spaces which are currently vacant | All Public Registers have been maintained in accordance with the current Local Government Act 2020 and associated Regulations. Managing the effective leasing of Council's Commercial Property portfolio including seeking new lease opportunities for spaces which are currently vacant has been completed for the financial year with all lettable commercial properties being occupied. Commercial Property along with Community Property have suspended the investigation of options for an EOI for the leasing of an additional 'surplus to Council requirements' property being the former Yarraman Kindergarten and Early Years offices due to the the property being used for COVID-19 related purposes. Incoming revenue was halved due to rental waivers during the COVID-19 lockdowns and continue to be impacted in activity centres. |   |

 Delayed
  Completed
  Not Due To Start
  On track

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

An innovative and technologically connected Council




| Priority | Action | Progress | Status |
|--------------------------------|--|--|---|
| Implement the Digital Strategy | Continue to develop on-line digital forms to supplement current manual processes and promote these products to the community | Over the past 12 months IT implemented over 204 new online forms both internal and external (used 76,919 times), additional reporting and modules in systems to improve business processes. |  |
| | Implement Council's Information Technology and Digital Strategy 2020-25 | An action plan has been developed and some of the key projects completed include: - Online Planning Portal - Online Forms - Microsoft Teams Deployment - Webmarshal replacement with Zscaler |  |

 Delayed
  Completed
  Not Due To Start
  On track

ORDINARY COUNCIL MEETING - MINUTES

4.2.1 Council Performance Report End of Year 2020-21 (Cont.)

Decision making which is transparent and accountable

| Priority | Action | Progress | Status |
|---|--|---|---|
| Continue to implement mechanisms that enhance community access and understanding of Council decision making and the role of Council | Achieve an index score that is equivalent or higher than the average result of comparison Councils for making decisions in the interest of the community (Community Satisfaction Survey) | Council achieved a score of 63 for making decisions in the interest of the community which was two points above the metropolitan average and seven points above the state average. |  |
| | Develop the new Council Plan 2021-25 and the Annual Plan 2021-22 | All consultation activities and community panel sessions are now complete. A draft of the new Council Plan is expected to be out for public consultation at the end of August and the final plan approved by Council in October 2021. All project updates can be found on Council's website at www.greaterdandenong.vic.gov.au/council-plan-2021-25 |  |
| Ensure compliance with the Local Government Act and Councillor/Staff Codes of Conduct | Produce and adopt the Annual Budget by 30 June 2021 in line with the new requirements of the Local Government Act | The 2021-22 Budget was approved by Council at its meeting on 28 June 2021. |  |

 Delayed
  Completed
  Not Due To Start
  On track