

Agenda

Council Meeting

Monday 13 May 2024, 7:00 pm
Dandenong Civic Centre, 225 Lonsdale Street,
Dandenong, Victoria 3175

greaterdandenong.vic.gov.au



Council Meeting Details

At the time of printing this Agenda, the Council Meeting to be held on Monday 13 May 2024, will be open to the public to attend in person but will be subject to venue seating capacity. This will be a hybrid meeting consisting of Councillors attending in person and remotely.

If we are unable to accommodate you indoors, you will still be able to watch the webcast live on the Urban Screen in Harmony Square. To view the webcast and stay informed about the status of Council Meetings please visit Council's [website](#).

The Civic Centre basement carpark will be opened to all members of the public during library opening hours. Any parking in this area will be subject to availability and time limits as notified by any signage posted.

Your Councillors

[Mayor Lana Formoso](#)

[Cr Bob Milkovic](#)

[Deputy Mayor Richard Lim OAM](#)

[Cr Sean O'Reilly](#)

[Cr Phillip Danh](#)

[Cr Sophaneth \(Sophie\) Tan](#)

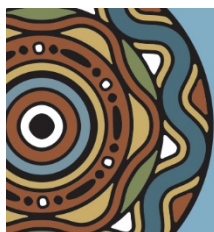
[Cr Tim Dark](#)

[Cr Loi Truong](#)

[Cr Rhonda Garad](#)

[Cr Angela Long](#)

[Cr Jim Memeti](#)



We acknowledge the Traditional Owners and Custodians of this land, the Bunurong People, and pay respect to their Elders past and present.

We recognise and respect their continuing connections to climate, Culture, Country and waters.



(03) 8571 1000



council@cgd.vic.gov.au



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TTY: 133 677

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TIS: 13 14 50



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COUNCIL OBLIGATIONS AND AGENDA REPORTS

Council has several obligations in relation to its Community Vision, Council Plan, Instruments of Legislation and Council policy. These are summarily considered in each Agenda report and further details are added as required. The obligations are as follows:

Community Vision 2040 (Community Vision | Greater Dandenong Council)

After consultation with the Greater Dandenong community on what kind of future they wanted for themselves and our city, the Greater Dandenong People's Panel developed a new Community Vision for 2040:

*The City of Greater Dandenong is a home to all.
It's a city where you can enjoy and embrace life through celebration and equal opportunity.
We harmonise the community by valuing multiculturalism and the individual.
Our community is healthy, vibrant, innovative and creative.
Our growing city is committed to environmental sustainability.
Welcome to our exciting and peaceful community.*

Reports in this Agenda will identify when any of the above principles are relevant.

The Council Plan 2021-25 (Council Plan 2021-25 | Greater Dandenong Council)

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. The Council Plan has the following key strategic objectives:

- *A socially connected, safe and healthy city*
- *A city that respects and celebrates diversity, our history and the arts*
- *A city of accessible, vibrant centres and neighbourhoods*
- *A green city committed to a sustainable future*
- *A city that supports entrepreneurship, quality education and employment outcomes*
- *A Council that demonstrates leadership and a commitment to investing in the community.*

Reports in this Agenda will identify when any of the above principles are relevant.

The Overarching Governance Principles of the Local Government Act 2020

Section 9 of the *Local Government Act 2020* states that a Council must in the performance of its role give effect to the overarching governance principles. These are:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d) the municipal community is to be engaged in strategic planning and strategic decision making;
- e) innovation and continuous improvement are to be pursued;
- f) collaboration with other Councils and Governments and statutory bodies is to be sought;
- g) the ongoing financial viability of the Council is to be ensured;
- h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i) the transparency of Council decisions, actions and information is to be ensured.

Also, in giving effect to the overarching governance principles above, a Council must take into account the following supporting principles:

- a) the community engagement principles (section 56);
- b) the public transparency principles (section 58);
- c) the strategic planning principles (section 89);
- d) the financial management principles (section 101);
- e) the service performance principles (section 106).

Reports in this Agenda will identify when any of the above principles are relevant.



The Gender Equality Act 2020

The *Gender Equality Act 2020* came into operation on 31 March 2021 and requires councils to take positive action towards achieving workplace gender equality and to promote gender equality in their policies, programs and services. The objects of the Act are as follows:

- a) to promote, encourage and facilitate the achievement of gender equality and improvement in the status of women; and
- b) to support the identification and elimination of systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities; and
- c) to recognise that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes; and
- d) to redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate persons of different genders by way of structural change; and
- e) to enhance economic and social participation by persons of different genders; and
- f) to further promote the right to equality set out in the Victorian Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women.

Council is obligated to think about how its programs and services affect different people and different communities and how we can avoid reinforcing unintentional inequalities. Reports authors must consider the requirements of the *Gender Equality Act 2020* and Council's Diversity, Access and Equity Policy when asking Council to consider or review any issues which have a direct or significant impact on members of the Greater Dandenong community.

Victorian Charter of Human Rights and Responsibilities

Council, Councillors and members of Council staff are a public authority under the *Charter of Human Rights and Responsibilities Act 2006* and, as such, are all responsible to act in accordance with the *Victorian Charter of Human Rights and Responsibilities 2006* (the Charter). The Charter is founded on the following principles:

- human rights are essential in a democratic and inclusive society that respects the rule of law, human dignity, equality and freedom;
- human rights belong to all people without discrimination, and the diversity of the people of Victoria enhances our community;
- human rights come with responsibilities and must be exercised in a way that respects the human rights of others;
- human rights have a special importance for the Aboriginal people of Victoria, as descendants of Australia's first people, with their diverse spiritual, social, cultural and economic relationship with their traditional lands and waters.

Given this municipality's diversity and inclusiveness, when developing or preparing a report for Council consideration, report authors are required to ensure their report is consistent with the standards set by the Charter.



Consideration of Climate Change and Sustainability

One of the overarching governance principles of the *Local Government Act 2020* is that the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.

In January 2020, this Council joined a growing number of cities around Australia and declared a “Climate and Ecological Emergency” and committed this Council to emergency action on climate change. Council has developed a Climate Change Emergency Strategy and Action Plan 2020-30 to help the City of Greater Dandenong become a resilient, net zero carbon emission city with an active community prepared for the challenges of changing climate.

When developing or preparing a report for Council consideration, report authors are required to consider what impacts their issue has on Council's Declaration on a Climate and Ecological Emergency, Council's Climate Change Emergency Strategy and the requirements of the *Local Government Act 2020* in relation to the overarching principle on climate change and sustainability.

Related Council Policies, Strategies or Frameworks

Report authors will consider how their report aligns with existing Council policies, strategies, frameworks or other documents, how they may affect the decision of this report or are relevant to this process.



TABLE OF CONTENTS

1	MEETING OPENING	8
1.1	OPENING OF MEETING BY MAYOR	8
1.2	ATTENDANCE	8
1.3	ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS OF LAND	9
1.4	OFFERING OF PRAYER, REFLECTION OR AFFIRMATION	9
1.5	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	10
1.6	DISCLOSURES OF INTEREST	10
2	OFFICERS REPORTS - PART 1	11
2.1	DOCUMENTS FOR SEALING	11
2.1.1	Documents for Sealing	11
2.2	PETITIONS AND JOINT LETTERS	13
2.2.1	Petitions and Joint Letters	13
3	PUBLIC QUESTION TIME	19
4	OFFICERS REPORTS - PART 2	21
4.1	POLICY AND STRATEGY	21
4.1.1	Quarterly Performance Report January to March 2024	21
4.2	OTHER	123
4.2.1	Review of Neighbourhood Houses and Community Centres Project Brief	123
4.2.2	Springvale Revitalisation Action Plan	136
4.2.3	Recommended Applicant for the Disability Advisory Committee	174
4.2.4	Draft Minutes of Arts Advisory Board Meeting - 27 February 2024	178
4.2.5	2024-25 Proposed Capital Works Program	187
4.2.6	Proposed 2024-25 Budget	196
4.2.7	Proposed Long Term Financial Plan 2024-25 to 2033-34	367
4.2.8	List of Registered Correspondence to Mayor and Councillors	454
4.2.9	Potential Open Space Acquisition in Greater Dandenong (CONFIDENTIAL)	457
5	NOTICES OF MOTION	458



6	REPORTS FROM COUNCILLORS/DELEGATED MEMBERS AND COUNCILLORS' QUESTIONS.....	459
7	URGENT BUSINESS	460
8	CLOSE OF BUSINESS	461



1 MEETING OPENING

1.1 OPENING OF MEETING BY MAYOR

1.2 ATTENDANCE

Apologies

Cr Sophie Tan.



1.3 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS OF LAND

We acknowledge the Traditional Custodians of this land, the Bunurong People, and pay respect to their Elders past and present.

We recognise and respect their continuing connections to climate, Culture, Country and waters and we also pay our respect and acknowledge all Aboriginal and Torres Strait Islander peoples and their Elders present here today, in acknowledging their journey.

1.4 OFFERING OF PRAYER, REFLECTION OR AFFIRMATION

As part of Council's commitment to recognising the cultural and spiritual diversity of our community, the prayer, reflection or affirmation this evening will be offered by Rajaratna Sarma Premakantha Kurukkal, a member of the Greater Dandenong Interfaith Network.



1.5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Meeting of Council held 22 April 2024.

Recommendation

That the Minutes of the Meeting of Council held 22 April 2024 be confirmed.

1.6 DISCLOSURES OF INTEREST

Any interest that a Councillor or staff member has deemed to be significant and has disclosed as either a material or general interest is now considered to be a conflict of interest. Conflict of Interest legislation is detailed in Division 2 – Conflicts of Interest: sections 126, 127, 128, 129 & 130 of the *Local Government Act 2020*. This legislation can be obtained by contacting the Greater Dandenong Governance Unit on 8571 5216 or by accessing the Victorian Legislation and Parliamentary Documents website at www.legislation.vic.gov.au.

If a Councillor discloses any interest in an item discussed at any Council Meeting (whether they attend or not) they must:

1. complete a disclosure of interest form prior to the meeting;
2. advise the chairperson of the interest immediately before the particular item is considered (if attending the meeting); and
3. leave the chamber while the item is being discussed and during any vote taken (if attending the meeting).

The Councillor will be advised to return to the chamber or meeting room immediately after the item has been considered and the vote is complete.



2 OFFICERS REPORTS - PART 1

2.1 DOCUMENTS FOR SEALING

2.1.1 Documents for Sealing

Responsible Officer: Manager Governance, Legal & Risk

Attachments: Nil

Executive Summary

1. Under the Local Government Act 2020, each Council is a body corporate and a legal entity in its own right. Each Council must therefore have a common seal (like any corporate entity) that is an official sanction of that Council. Sealing a document makes it an official document of Council as a corporate body. Documents that require sealing include agreements, contracts, leases or any other contractual or legally binding document that binds Council to another party.
2. This report recommends that the listed documents be signed and sealed.



Item Summary

3. There is one (1) item being presented to Council's meeting of 13 May 2024 for signing and sealing as follows:
 - a) A letter of appreciation to Helen Heath, Interfaith Network for her contribution to our local community.

Officer Recommendation

That the listed documents be signed and sealed.



2.2 PETITIONS AND JOINT LETTERS

2.2.1 Petitions and Joint Letters

Responsible Officer: Manager Governance, Legal & Risk
Attachments: 1. Petitions and Joint Letters [2.2.1.1 - 4 pages]

Executive Summary

1. Council receives a number of petitions and joint letters on a regular basis that deal with a variety of issues which have an impact upon the City.
2. Issues raised by petitions and joint letters will be investigated and reported back to Council if required.
3. A table containing all details relevant to current petitions and joint letters is provided in Attachment 1. It includes:
 - a) the full text of any petitions or joint letters received;
 - b) petitions or joint letters still being considered for Council response as pending a final response along with the date they were received; and
 - c) the final complete response to any outstanding petition or joint letter previously tabled along with the full text of the original petition or joint letter and the date it was responded to.
4. This report recommends that the listed items in Attachment 1, and the current status of each, be received and noted.



Petitions and Joint Letters Tabled

Council received no new petitions and no joint letters prior to the Council Meeting of 13 May 2024.

Note: Where relevant, a summary of the progress of ongoing change.org petitions and any other relevant petitions/joint letters/submissions will be provided in the attachment to this report.

Officer Recommendation

That this report and its attachment be received and noted.

Date Received	Petition Text (Prayer)	No. of Petitioners	Status	Responsible Officer Response
22/01/2024	<p>I wish to raise a formal petition to upgrade and replace the current trees in Keysborough South under the Governance Rules item 4.5.10. Some are dead, dying (with disease) and this type of tree that has been planted require extensive maintenance. We all collectively strongly dislike these trees due to the large amount of tree litter they release with excessive leaves, nuts, bark they drop every year and they are causing damage to our homes.</p> <p>Some of us that are a Single Storey dwelling regularly need to climb up onto the roof to clear the gutters and valley channels which is a dangerous and hazardous. This activity needs to be minimised and reduced for the safety of ourselves. One resident needs to wear a harness on their double storey to clean his gutters/channel valleys. This is very dangerous.</p> <p>Furthermore, excessive build up of these leaves/litter has contributed to flooding claims to property in which I have personally been involved with (twice in 5 years).</p> <p>Since speaking to the street residence about the Petition, I've found out that other Residents have had damage and issues with their homes;</p> <ul style="list-style-type: none"> properties have also had flood / ceiling damage into their homes due to excessive leaf/litter build up. A branch fell onto the home causing damage and subsequent insurance claim. Large branches also fell which blocked the road which was could of potentially damaged vehicles and/or injured a person – happened twice in the last 3 years. There has been footpath repairs due to the existing roots from the trees on the western side of the street. Trees heights affect solar panel effectiveness and one house cannot have Solar system installed due to the trees along Keylana Ave blocking their northern sun –they are asking to have their trees removed as well on that side. Please apply same plan to remove. 	36	Completed	<p>Responsible Officer: Chief Engineer & Major Projects.</p> <p>Acknowledgment letter sent 23/01/2024 to the head petitioner.</p> <p>Outcome letter sent 01/05/2024 to the head petitioner:</p> <p><i>“Council engaged an independent Consulting Arborist to prepare a Tree Assessment Report (TAR) and establish a monetary value on the avenue of semi-mature Yellow Box (Eucalyptus melliodora) in Longview Road, Keysborough. The trees were assessed from an arboriculture; aspect on their overall health, structural condition and retention value. The attributes used to calculate a tree’s monetary value as per the highly regarded City of Melbourne Urban Forest tree Amenity Value methodology were also collected.</i></p> <p><i>The trees in Longview Road are mostly of good health and structure with a prolonged useful life expectancy. They pose a low risk to the public and private properties. 33 of the 36 trees have been assessed to have a moderate retention value, 2 with a low retention value and 1 with a very low retention value. The total value of the tree assets as per the City of Melbourne valuation methodology is \$425,814. The proposal to remove and replace the current established avenue of trees will come at significant cost to Council both financially and through the loss of precious canopy cover that is providing many benefits to the residents of the street and neighbourhood and to the local fauna.</i></p> <p><i>Given Greater Dandenong’s low tree canopy coverage, preservation of existing canopy is considered a priority and assigning a monetary value assists in quantifying and protecting Councils Urban Forest. Based on the value and condition of the tree assets in Longview Road, the arborists’ recommendations are as follows:</i></p>

Date Received	Petition Text (Prayer)	No. of Petitioners	Status	Responsible Officer Response
	<p>I am petitioning on behalf of the residents in our street and request the current trees to be replaced with smaller trees that require less maintenance (similar to others). I have been informed that over the last 10 years that over 100 streets in this Municipality have had their trees upgraded and seeking this also performed to our street. We are collectively keen to have the trees replaced.</p> <p>Our Local Councillor Rhonda Garad and Lead Arborist Gareth Pickard have both been to our property and are aware of my situation which has now led to this Petition.</p> <p>Please see following pages with the names the residents/home owners with trees that agree with the replacement of the existing trees along the nature strip.</p>			<ul style="list-style-type: none"> • Retain the 33 trees within Longview Road assessed to have a moderate retention value • Remove and replace 3 trees identified with low and very low retention value • Consider undertaking sensitive pruning within the street to abate the residents' leaf litter concerns • Continue to inspect, monitor and prune the trees every two years as required in accordance with Council's cyclic tree inspection program <p>These recommendations have been reviewed and supported by Council's Parks Department and Executive team. The 3 tree removals will be done within the next 20 days with replanting of replacement trees to occur during the following planting season (early 2025). The pruning works for all other trees has been programmed to occur over the next 2 months.</p> <p>David Fice, Chief Engineer and Major Projects"</p>
13/03/2024	<p>As lead petitioner for the Greater Dandenong Environment Group petition with the above title, I ask on the group's behalf that the petition be listed on the next council agenda please. https://www.change.org/p/time-for-greater-dandenong-council-to-walk-the-talk-to-fund-action-on-climate-change</p> <p>Time for Greater Dandenong Council to walk the talk - to fund action on climate change and other environmental issues to the average level of other Melbourne Councils. Since declaring a climate and ecological emergency in early 2020, Greater Dandenong Council staffing and project budgets relating to climate change and other environmental issues lag well behind other Melbourne Councils.</p> <p>Council's own public report of 27th February, 2023 stated that staffing levels in the climate change and environment space are less than half the average Melbourne Council. Council is only delivering a fraction, 6 out of 44, of the actions it has committed to in current plans let alone the</p>	<p>116</p> <p>208 as at 27/03/24</p> <p>248 as at 03/04/24</p> <p>252 as at 10/04/24</p> <p>254 as at 17/04/24</p>	Completed	<p>Responsible Officer: Executive Director City Futures.</p> <p>Acknowledgment letter sent 18/03/2024 to the head petitioner.</p> <p>Outcome letter sent 18/04/2024 to the head petitioner:</p> <p><i>"Council is committed meeting its climate change responsibilities and supporting the community to respond to the challenges of this issue. To this extent, Council has developed numerous strategies and policies that establish Council's future direction for addressing climate change. Several of these have been acknowledged or awarded as industry leading documents.</i></p> <p><i>Council has made substantial progress on many actions in these strategies and policies, including transitioning a considerable number of its fleet to electric or hybrid vehicles, reducing its emissions by 83% since 2019 as part of the progress to net zero, the development of the Springvale</i></p>

Date Received	Petition Text (Prayer)	No. of Petitioners	Status	Responsible Officer Response
	<p>ones like the Climate Emergency and Mobilisation Action Plan to come.</p> <p>As reported recently in the media is both the most disadvantaged local government area in Melbourne but also one of the hottest.</p> <p>Each year extreme weather events - heat, storms or flooding - are increasing. Funding both Council action and funding supporting and educating our residents to deal with climate change is not a luxury - it is a critical social justice and health issue.</p> <p>When is Greater Dandenong going to start funding environmental action like they really believe we are in an emergency?</p>			<p><i>Community Hub 6 Star Green Star certified building which represents world leading environmental performance, the installation of 660kW of solar on Council buildings in recent years, the banning of gas in new Council buildings and development of gas transition plan to remove gas from existing Council buildings, the delivery of the community environmental education electric van, and the engagement of thousands of community members in sustainability education and activities through the Sustainability Festival and other events such as student leadership summits, school visits, and excursions, among many other actions.</i></p> <p><i>Council recognises and appreciates the community's interest in the critical issue of climate change, the shared desire to do more, and concerns regarding funding. Council will continue to consider options to increase funding available for climate action, however, this must be balanced against the need to fund more than 100 other essential services that Council provides to the community. It is also worth noting that there are additional avenues to enhance our climate response, including exploring collaborative efforts with other councils and partners. In this regard, Council is actively pursuing efficiency opportunities and other initiatives as they arise. As stated above, Council is committed to working to meet the challenges of climate change, and will continue to do so.</i></p> <p>Brett Jackson, Manager Strategic & Environmental Planning"</p>
27/03/2024	<p>We, the undersigned residents and businessmen of Greater Dandenong Victoria, demand immediate action on matters relating to hygiene and safety in Springvale Vic 3171. As residents and businessmen of Springvale VIC, Australia, we are living in a state of constant distress due to the hazardous conditions surrounding the property.</p> <p>Our peaceful neighbourhood is being polluted by trash and littered with drug needles. The noise pollution after 10 PM caused by people camping at the back of this house has made it impossible for residents to live peacefully.</p>	12	Completed	<p>Responsible Officer: Executive Director Community Strengthening.</p> <p>Acknowledgment letter sent 27/03/2024 to the head petitioner.</p> <p>Outcome letter sent 5/04/2024 to the head petitioner:</p> <p><i>"I write to acknowledge receipt of a petition from 13 proponents requesting that Council address hygiene and safety concerns in Springvale.</i></p>

Date Received	Petition Text (Prayer)	No. of Petitioners	Status	Responsible Officer Response
	<p>These issues have not only disrupted our lives but also pose a significant threat to our safety and well-being. According to a report from Clean Up Australia, improperly disposed syringes can potentially transmit infectious diseases like HIV and Hepatitis B & C (Clean Up Australia). Moreover, excessive noise pollution has been linked with various health problems including stress-related illnesses, high blood pressure, sleep disturbance, and even heart disease (World Health Organization).</p> <p>We urge local authorities to take immediate action on these pressing issues. We demand strict enforcement of hygiene standards around this property along with measures that ensure our safety from potential harm caused by discarded drug paraphernalia or unruly behaviour during late hours. Help us reclaim our peace and security in our own homes.</p>			<p><i>Council officers from our Local Laws team attended this property on Wednesday 3 April 2024 and spoke with the said person.</i></p> <p><i>As this is a privately owned property, Council is not permitted to clean up the property or to ask this person to leave, however Council officers will contact the property owner to inform them that they have the right to remove the rubbish and call Victoria Police to have the person removed under trespassing laws.</i></p> <p>Marcus Forster, Acting Executive Director Community Strengthening</p>
9/04/2024	<p>Please find attached "Save our Noble Park Remnant Red Gums" petition https://chng.it/dCpNRhjYwR</p> <p>Please help save the remaining red gum trees next to Noble Park railway station.</p> <p>The new development that has been approved plans to cut down these precious trees.</p> <p>We want to save them as they cool the streetscape, enhance architecture and help create fresh air amongst other benefits. Please sign the petition to help save them. Thank you</p>	<p>1341</p> <p>1366 as at 17/04/24</p> <p>1557 as at 01/05/24</p> <p>1707 as at 08/05/24</p>	Completed	<p>Responsible Officer: Executive Director City Futures.</p> <p>Acknowledgment letter sent 9/04/2024 to the head petitioner.</p> <p>Responsible Officer advised that a report will be provided at the 27 May 2024 Council Meeting for Councillor consideration.</p>



3 PUBLIC QUESTION TIME

Question Time at Council meetings provides an opportunity for members of the public in the gallery to address questions to the Councillors, Delegates and/or officers of the Greater Dandenong City Council. Questions must comply with s. 4.5.8 of Council's Governance Rules.

QUESTIONS FROM THE GALLERY

Questions are limited to a maximum of three (3) questions per individual. Where time constraints deem it likely that not all questions can be answered within the time allowed for Question Time, the Mayor at his/her discretion may determine only the first question may be presented verbally with others deferred to be managed in the same manner as public questions not verbally presented.

Priority will be given to questions that relate to items on the Council Agenda for that meeting. Questions including any preamble should not exceed 300 words.

- a) All such questions must be received in writing on the prescribed form or as provided for on Council's website and at Ordinary meetings of Council. Where there are more than three (3) questions received from any one individual person, the Chief Executive Officer will determine the three (3) questions to be considered at the meeting.
- b) All such questions must clearly note a request to verbally present the question and must be received by the Chief Executive Officer or other person authorised for this purpose by the Chief Executive Officer no later than:
 - i) the commencement time (7.00pm) of the Ordinary meeting if questions are submitted in person; or
 - ii) noon on the day of the Ordinary meeting if questions are submitted by electronic medium.
- c) A question can only be presented to the meeting if the Chairperson and/or Chief Executive Officer has determined that the question:
 - i) does not relate to a matter of the type described in section 3(1) of the *Local Government Act 2020* (confidential information);
 - ii) does not relate to a matter in respect of which Council or a Delegated Committee has no power to act;
 - iii) is not defamatory, indecent, abusive or objectionable in language or substance, and is not asked to embarrass a Councillor, Delegated Member or Council officer; and
 - iv) is not repetitive of a question already asked or answered (whether at the same or an earlier meeting).
- d) If the Chairperson and/or Chief Executive Officer has determined that the question may not be presented to the Council Meeting or Delegated Committee, then the Chairperson and/or Chief Executive Officer:
 - i) must advise the Meeting accordingly; and
 - ii) will make the question available to Councillors or Members upon request.
 - iii) The Chairperson shall call on members of the gallery who have submitted an accepted question to ask their question verbally if they wish.
- e) The Chairperson, Chief Executive Officer or delegate may then direct that question to be answered by a nominated Councillor or member of Council staff.



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- f) No debate on, or discussion of, a question or an answer will be permitted other than for the purposes of clarification.
 - g) A Councillor, Delegated Committee Member or member of Council staff nominated to answer a question may:
 - i) seek clarification of the question from the person who submitted it;
 - ii) seek the assistance of another person in answering the question; and
 - iii) defer answering the question, so that the answer may be researched and a written response be provided within ten (10) working days following the Meeting (the question thereby being taken on notice).
 - h) Question time for verbal presentations is limited in duration to not more than twenty (20) minutes. If it appears likely that this time is to be exceeded then a resolution from Council will be required to extend that time if it is deemed appropriate to complete this item.
 - i) The text of each question asked and the response will be recorded in the minutes of the Meeting.



4 OFFICERS REPORTS - PART 2

4.1 POLICY AND STRATEGY

4.1.1 Quarterly Performance Report January to March 2024

Responsible Officer: Executive Manager Strategy Growth & Advocacy

Attachments: 1. Council Quarterly Performance Report Q 3 2023-24
[4.1.1.1 - 98 pages]

Executive Summary

1. This report details Council's progress against performance targets outlined in the Council Plan 2021-25, Annual Plan 2023-24, and Budget 2023-24.
2. This report recommends that Council notes the achievements against the Council Plan indicators and the Mid-Year Budget for the period ending 31 March 2024.



Background

3. Council formally adopted the Council Plan 2021-25, Annual Plan 2023-24 and Budget 2023-24 on Monday 26 June 2023.
4. The Council Plan 2021-25 outlines the vision and objectives of the current Council over the four (4) years of its term in office. This document guides service delivery, innovation and good governance, and provides the foundation for the corporate planning framework for all business activities. The Council Plan also guides the budget, service delivery priorities and the continuous improvement of our services.
5. The Council Plan 2021-25, Annual Plan 2023-24, and Budget 2023-24 are made available to residents through the Customer Service Centres, libraries and on Council's website at www.greaterdandenong.vic.gov.au

Key Points / Issues / Discussion

6. The Quarterly Performance Report provides a summary of key highlights for the quarter against the Council Plan, Budget, Reshaping Greater Dandenong report and the capital works program.
7. Progress against performance targets is outlined in the following components of the attachment to this report.
 - Part A – Annual Plan progress details the achievements for the Council Plan strategic objectives from the Council Plan 2021-25 for the period 1 January to 31 March 2024.
 - Part B – The Financial Report is designed to inform Councillors of the results of operations for the period 1 July 2023 to 31 March 2024 including financial performance against the 2023-24 Budget. The Original Budget information contained in the report is the budget approved by Council on 26 June 2023. The year-to-date budget in this report reflects the Mid-Year Budget as adopted by Council on 11 December 2023. The full year 2023-24 current forecast is the subject of an extensive review undertaken with departments during the March quarter. This review is still underway at the time of preparing this report.
 - The financial report incorporates a set of Financial Statements and a Directorate Analysis of financial performance by Business Unit. The following are contained in the attachment:
 - Income Statement
 - Balance Sheet
 - Cash Flow Statement
 - Capital Expenditure Statement
 - Management Accounting Result
 - Capital Expenditure Report
 - Investment Report
 - Directorate Analysis



Financial Implications

8. The financial position of the Council will be monitored against the approved Mid-Year Budget to ensure that Council achieves its financial goals.

Operating Result

9. For the nine (9) months ended 31 March 2024, Council achieved a surplus operating result of \$14.88 million which is \$8.06 million better than the year-to-date budget. The main factors contributing to this result comprise favourable variances in:
- Income (\$4.12 million) due to operating grant funding (\$1.61 million), better than anticipated interest returns on investment (\$1.5 million) and interest on rates in arrears (\$533,000).
 - Expenditure (\$3.95 million) due to lower employee costs (\$6.67 million) and materials and services (\$1.90 million), partly offset by prior year capital expenditure unable to be capitalised (\$3.9 million).
10. More detailed variance explanations are included in the attachment (refer to sections B1 and B2).

Capital Result

11. Year-to-date capital expenditure is \$32.58 million which is \$13.22 million favourable to the year-to-date budget and represents 37% of the annual Mid-Year Budget.
12. The more significant favourable variances relate to the following projects:
- Road Reconstruction and Road Rehabilitation programs (\$2.47 million)
 - Perry Road project (\$2.11 million)
 - Building Renewal program (\$1.19 million)
 - Active Reserves renewal (\$794,000)
 - Ross Reserve Athletics Track (\$715,000)
13. There are also \$27 million in commitments (open purchase orders) on 31 March.

Community and Stakeholder Consultation

14. The Chief Executive Officer, Directors and staff responsible for reporting were consulted.
15. Council's Finance Department has prepared the financial statements and all other attachments with feedback from Business Unit Managers.

Links to the Community Vision and Council Plan

16. This report is consistent with the following principles in the Community Vision 2040:
- Safe and peaceful community.
 - Education, training, entrepreneurship and employment opportunities.
 - Embrace diversity and multiculturalism.
 - Sustainable environment.
 - Mind, body and spirit.
 - Art and culture.



17. This report is consistent with the following strategic objectives from the Council Plan 2021-25:

- A socially connected, safe and healthy city.
- A city that respects and celebrates diversity, our history and the arts.
- A city of accessible, vibrant centres and neighbourhoods.
- A green city committed to a sustainable future.
- A city that supports entrepreneurship, quality education and employment outcomes.
- A Council that demonstrates leadership and a commitment to investing in the community.

Legislative and Policy Obligations

18. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:

- The Overarching Governance Principles of the *Local Government Act 2020*.
- The *Gender Equality Act 2020*.
- *Victorian Charter of Human Rights and Responsibilities 2006*.
- Climate Change and Sustainability.
- Related Council Policies, Strategies or Frameworks.

Conclusion

19. Greater Dandenong City Council provides a performance report against organisational objectives and its financial position on a quarterly basis. The reporting procedures and systems in place provide Councillors and the community with the opportunity to monitor progress against Council Plan indicators. This ensures that all resources are managed effectively and accountably. Council will be kept informed of the financial position on a quarterly basis, as is the current practice.

Officer Recommendation

That Council NOTES the progress against the performance targets outlined in the Council Plan 2021-25 for the period 1 January to 31 March 2024 and the Financial Report for the period 1 July 2023 to 31 March 2024.



Quarterly Performance Report

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



Q3 2023-24





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.

Table of Contents

04
Message from the CEO

06
Performance Summary

07
Highlights

10
Capital Works Summary

11
Part A: Annual Plan and
Reshaping Greater
Dandenong Progress

51
Part B: Financial Report

Message from the CEO



2024 has already brought many new and exciting changes for Greater Dandenong City Council and I am pleased to present the performance results for the period January to March.

Firstly I would like to congratulate a number of people on their recent appointments to both Council and our organisation.

We welcome Cr Phillip Danh as the new representative for the ward of Yarraman after his success in the by-election held in March. Cr Danh fills the vacancy left by Eden Foster MP after her election to the State Government seat of Mulgrave.

We also welcome a new Junior Mayor, Emma from Keysborough Gardens Primary School. Emma is passionate about sustainability and hopes to promote the importance of recycling during her time with Council.

Our Executive Team recruitment is now complete with the appointments of Sanjay Manivasagasivam, Executive Director City Futures; Andrew Foley, Executive Director Corporate Development; and Marjan Hajjari, Executive Manager Strategic Growth and Advocacy.

I look forward to working with the new leadership team and progressing the commitments in my 100 Day Report – Reshaping Greater Dandenong.

As we move into the last quarter of the year we are making great progress against our key actions and at the end of March we have 90% of actions on track for completion or completed. Large community events continued to be held across the municipality and Council spent a considerable amount of time on the review of aged and disability services and discussing the strategic priorities of our municipality now and into the future.

Highlights this quarter include:

- Successful advocacy for the reduction of the posted speed limit on Stud Road, Dandenong North to encourage safer driving conditions.
- The 2024 Children's Advisory Group was established, with 34 Grade 5/6 students representing 17 Primary Schools.
- Council launched a new Community Engagement platform, Social Pinpoint, that allows us to create meaningful and accessible engagement opportunities for our community.
- A number of key events were held:
 - Over 1,500 people attended the 2024 Sustainability Festival
 - Keysborough Big Picnic engaged with 7,750 community members and visitors; and
 - Noble Park Community Fun Day attracted 5,500 people.

- \$31.6 million of capital works have been completed year to date across the municipality.
- 4,102 visits were made across gallery programs and arts venue hires.
- A dedicated Community Safety unit has been established and work is underway for a new community safety action plan.
- Library visits increased by 3.2% on the same quarter last year with 99,708 at Springvale and 84,811 at Dandenong.
- Council decided to continue delivering its current range of Aged Care and Disability services, subject to expected contract extensions with the Victorian and Commonwealth Governments.

We are currently preparing the Proposed Budget 2024-25 and revised Long Term Financial Plan for Council review. These documents outline our plans to deliver the most important services and facilities to our community whilst addressing our ongoing financial challenges and need for additional revenue. We will also be focussing over the next three months on engaging with our community on the strategic direction for 2025-29 and preparing for the development of a new Council Plan along with planning for the upcoming Local Government election to be held on 26 October.

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

CEO, Jacqui Weatherill



Noble Park Community Fun Day

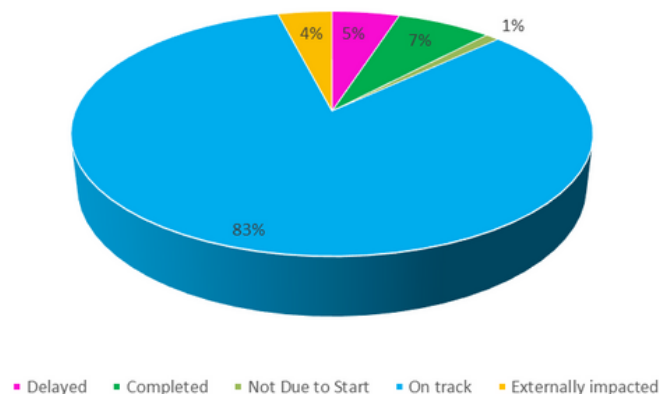


Australia Day Citizenship Ceremony

Performance Summary

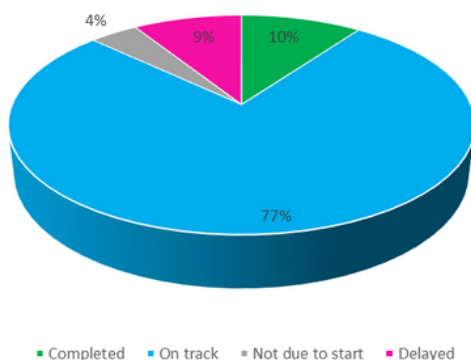
Council Plan Progress

The Annual Plan 2023-24 outlines Council's key activities to deliver on the Council Plan 2021-25. In Q3 83% of the actions are on track and 7% are complete. A small number of actions continue to be affected by external factors such as government reforms and planning decisions.



Reshaping Greater Dandenong

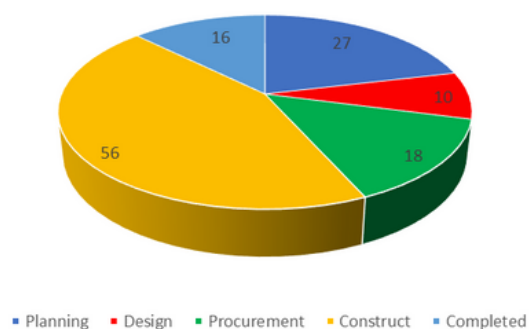
Council is progressing well against the actions outlined in the CEO's 100 Day Report – Reshaping Greater Dandenong.



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.

Program Status as at March 2024



Highlights



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

- On Monday 25 March Council resolved to continue to provide all current in-home aged and disability support services for the foreseeable future.
- 160 people participated in the Australia Day Fun Run.
- Council's first Community Safety Unit has been formed to focus on a comprehensive action plan that will outline initiatives and timelines to achieve our safety goals.
- A formal Memorandum of Understanding has been established with Melbourne City FC and City in the Community to help overcome social disadvantage and improve the health and wellbeing of the community.
- Council has been recognised by SmartyGrants, a grants program management company used across government agencies, as leading in the evaluation of local government community funding programs for social impact.



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

- The Drum Theatre hosted the Wominjeka event which showcased Wominjeka welcome flags created by four Bunurong artists. The project has been nominated for the Indigenous Category at the 2024 National LGPro Awards.
- Major events were held including the Noble Park Community Fun Day which saw 5,500 people attend and the Keysborough Big Picnic which attracted 7,750.
- 350 people attended the Australia Day Awards which was held along with the Citizenship Ceremony.
- Drum Theatre had over 7,000 visits across all programs and performances including 3,705 at events and 328 artists and participants.
- 184,519 visits were made to Greater Dandenong Libraries, a 3.2% increase on Q3 last year. The Little Library at Dandenong North also saw an increase with 339 loans.

Highlights



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

- The Keysborough South Community Hub concrete slab was poured on Tuesday 13 February which marks a significant milestone for this project.
- The WJ Crowe Pavilion at Thomas Carroll Reserve opened on Friday 2 February including access to the social rooms.
- A final draft of the Springvale Revitalisation Action Plan (SVRAP) is complete which reflects the community's big ideas to help improve Springvale. The five-year implementation plan and the draft SRAP will be presented to Council for adoption in April.
- Public art work for Settlers Square has been commissioned with delivery expected by May.
- Council continues to advocate for transport safety improvements and welcomes the upcoming changes to the speed limit on Stud Road, Dandenong North.



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

- The Sustainability Festival was held on Sunday 25 February and was a huge success with over 1,500 people in attendance. The theme this year was Urban Heat and a number of partners such as local primary schools, Environment Victoria and Solar Victoria were involved.
- Revegetation sites have been prepared for the planting of over 18,000 Indigenous seedlings.
- The first Reuse and Recycle Drop Off Day for 2024 was held on Saturday 24 February. 589 vehicles attended with a recovery rate of 58%.
- The 2023 Canopy Coverage Audit is complete and shows a significant increase in canopy coverage across the municipality. Council is on track to meet its target of 15% coverage by 2028.
- The new Local Law 'Tree Protection on Private Land' has been implemented and aims to protect the existing tree canopies on private property.

Highlights



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

- 625 contacts were made across youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment. Initiatives included the Young Leaders Program, Holiday Activities Committee, Proud to Be campaign, and numerous sessions at local schools and tertiary institutions.
- Council collaborated with the Local Jobs Program on the 2024 GameChange Career and Support Expo.
- 120 women attended the Women in Business event hosted by South East Business Networks.
- A range of masterclasses on marketing, business planning and starting a business were delivered to entrepreneurs looking to get a business idea off the ground.
- The Buy Local Business Grant program is live and offers \$1,000 to businesses who want to engage a business to help them grow.



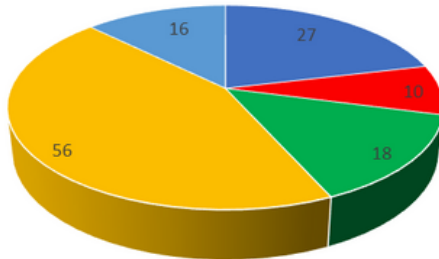
Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community

- Cr Phillip Danh was elected to Council in the Yarraman by-election.
- The Australia Day Citizenship Ceremony was held at the Drum Theatre in conjunction with the 2024 Australia Day Awards.
- Council's Executive Team recruitment was finalised and new staff commenced in January and February.
- Council's Proposed Budget and revised Long Term Financial Plan have been developed.
- An online engagement tool was launched to help Council tailor engagements to our community's needs and includes content in 10 languages other than English.
- The 2024 Children's Advisory Group was established with 34 Year 5 and 6 students from 17 Primary Schools.
- Council has completed \$31.6 million of capital works with another \$26.6 million committed.

Capital Works Summary

Project Updates

Program Status as at March 2024



■ Planning ■ Design ■ Procurement ■ Construct ■ Completed

- Keysborough South Community Hub – earthworks and in-ground works are in progress. Council is awaiting a stage 2 building permit to be issued but this is not expected to delay the project.
- Ross Reserve Athletics Track – this project is now complete.
- Dandenong Wellbeing Centre – The design for this project is now complete. Procurement will commence once Council endorsement has been received.

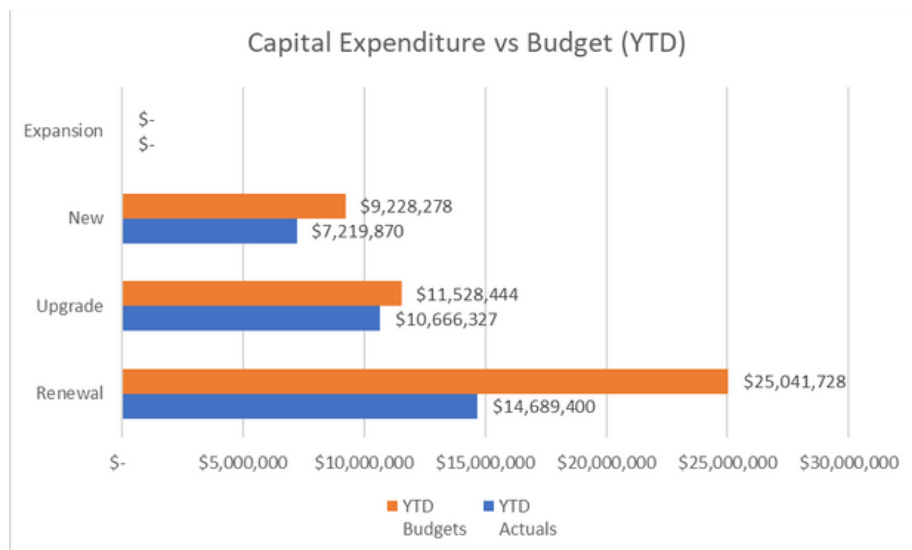


Ross Reserve Athletics Track



Keysborough Community Hub

Expenditure



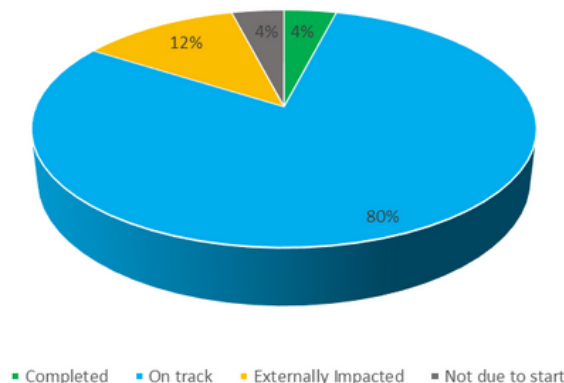
The capital program has experienced underspend due to project delays including required permits and third party approvals. Major projects are under review and are subject to change. Efforts will be made to progress projects as soon as practicable.

10






Part A:




Annual Plan Progress




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








Action	Comment	Progress
Implement the Year Four actions of the 'Make Your Move' Greater Dandenong Physical Activity Strategy 2020-30 to improve health outcomes for our diverse and multicultural community	<p>Activities included:</p> <ul style="list-style-type: none"> • Come and try sessions with Volleyball Victoria and Dandenong Basketball Association. • A MYM zone of activities at the Big Picnic Council event • A Youth Soccer Clinic at Ross Reserve in April's school holiday program with Melbourne City Football Club • The Get Active Get Moving in March campaign across 8 primary schools promoting active travel to and from school • GO Soccer Mums program at Ross Reserve with Football Victoria, Monash Health and Reclink. 	
Partner with Melbourne City Football Club and City in the Community to develop and deliver aligned programs that focus on community outreach, engagement, participation and business networking.	<p>A formal MOU was established between Council, City In The Community (CITC) and Melbourne City FC in January, to facilitate a range of social, community and football outcomes to help overcome social disadvantage and improve the health and wellbeing of the community. Council officers have recently worked with Melbourne City FC to deliver a soccer clinic at Ross Reserve for the April school holidays. Melbourne City FC have also been activating the newly branded multi-use court at George Street in partnership with Crime Stoppers. This is a free weekly soccer program for young people aged 12-24 to learn new skills as well as link in with local youth employment services.</p>	




Action	Comment	Progress
Commence implementation of the Climate Change Community Engagement and Mobilisation Plan (CEMP)	Implementation of the Climate Change Community Engagement and Mobilisation Plan will commence in mid 2024.	
Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers	<ul style="list-style-type: none"> Onboarded 16 new volunteers Provided volunteers with training on In Home Fire Safety Organised volunteer support to assist with Council Plan Community Consultations and Noble Park Placemaking Initial planning for first Volunteer Creative Art exhibition to be held in May Distributed first edition 2024 Volunteer Newsletter. 	
Actively collaborate with the Orange Door and Southern Area Family Partnership to support vulnerable families to address/prevent family violence	Youth and Family Services continues to participate in the Orange Door referral meetings, operation meetings, six weekly working group and family alliance governance meetings. 13 Allocations meetings with the Orange Door were attended.	
Implement the Youth and Family Services Strategy Year Three action plan	All KPIs are on track for the Youth and Family Strategy Action plan pillars: Lead and Advocate, Learn and work, engaged and valued, health and wellbeing and safe and inclusive. An LGBTIQ+ project was completed and will be published next quarter along with the completion of the racism and discrimination report for young people.	
Implement Year Three of the Children's Plan	The Year Three Action Plan is being implemented.	


Action	Comment	Progress
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.	Short-term HACC PYP funding has allowed Community Care to support several HACC PYP clients to transition to the NDIS with more clients being supported to test their eligibility. Additionally, Council is participating in several local disability networks focused on increasing access to supports and employment. Council is continuing the rollout of the Sunflower Program which supports people with a hidden disability to access Council programs and services.	
Deliver preventative health activities to Aboriginal and Torres Strait Islander families through the New Directions project	Supporting Safe Space for Mums and Bubs Yarning Group & Mums and Carers Yarning Group (Clow St) have supported: <ul style="list-style-type: none"> • 50 Mums and Carers with 19 Mums attending both groups weekly. • 7 Mums reported completed key ages and stages checks. • 3 Hearing follow up referrals were made to Hearing Australia. • 5 families referrals were made to speech therapy and diagnosis. • 3 families are seeking NDIS supports. 	
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	Planning is underway with key partners for the development of our next Municipal Public Health and Wellbeing Plan. Council continued working on the SEPHU Population Health Catchment Plan Advisory Committee and Regional Expert Advisory Groups for priority action areas including, reducing vaping (e-cigarette) and tobacco use and related harms, and falls prevention.	

Action	Comment	Progress
Implement the agreed key recommendations from the Future Directions for Council's Community Transport Program Project	An increased number of day trips, additional shopping trips and targeted location-based community transport is now offered to Greater Dandenong residents as part of the community transport program. Further trials of a variety of loop models are underway with analysis of bookings and client feedback set to influence ongoing offerings.	
Undertake community consultation and development of an Options Paper that determines the future role of Council in the provision of home support services	A report on the Future direction of Council's role in Aged and Disability Services was presented to the 25 March 2024 Council meeting. Council resolved to: – continue Council's current contracted CHSP and HACC-PYP services that provide support services to aged residents and residents with a disability subject to continuing State and Commonwealth Government funding. – note that since the commencement of the Aged and Disability Review the Commonwealth has announced a further extension to CHSP funding until at least June 2027 – endorse further detailed analysis to be undertaken for Council's potential entry into the new proposed Support at Home Program that will inform a report to come back to Council for their consideration of whether Council will apply for Support at Home provider status. The valuable feedback obtained through the community consultation phase will assist Council in the regular reviewing of how we can better respond to our client's needs.	
Support and encourage older residents to understand the importance of developing and maintaining social connection through support to seniors clubs and groups and increasing the range and number of social activities provided by Council.	Following feedback from older people and a review of attendance numbers a program of educational talks has commenced, hosted by the libraries. These talks include topics such as hearing, wills and estates and advance care planning. All sessions have been well attended and the programs will be expanded over the coming months. Day trips have continued to be very popular with additional day trips added to the schedule and the new dedicated phone number for bookings improving equitable access to day trips.	

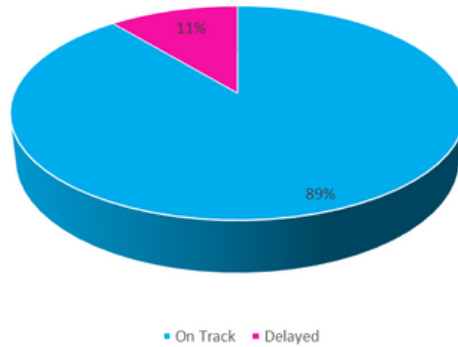
Action	Comment	Progress
Implement the VicHealth Local Government Partnership health promotion modules, incorporating the Vic Kids Eat Well and Healthy Kids Advisor initiatives	VicHealth Partnership activities have focused on the second year activities associated with increasing active travel for children and young people. Eight schools have been engaged for this year's activities and awards will be given early in Quarter 4 once the data has been received and collated.	
Support the mental and physical health of children, young people and their families through preventative health initiatives and responsive interventions	Family Services have engaged 46 families and 116 children, providing a total of 3,759 contact hours of support. The Happiness project was delivered which was designed to support vulnerable young people transitioning from primary school to high school (146 contacts).	
Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm	Information about community donations by gambling venues has been compiled and submitted to the Alliance. In addition, a wider variety of data concerning gambling losses, gambling machine numbers and overall gambling losses has been assembled to help inform new staff and support their advocacy.	
Promote gender equity and support and implement initiatives to address and prevent family violence with the municipality.	A draft brochure about family violence has been prepared, including a resource card listing key sources of assistance, with consideration of printing it in English and community languages. Data concerning incidents of family violence by municipality has been assembled and distributed among our partners in local government. Similarly, notes about key issues in gender equity and the prevention of family violence have been updated and shared as a resource to guide relevant planning and community programs.	

Action	Comment	Progress
Proactively deliver and support initiatives that raise young people's awareness of harmful alcohol, vape/tobacco and other drugs use	Party Safe workshops were delivered in local tertiary education facilities that increased young people's awareness of harmful alcohol, vape/tobacco and other drugs use. Social media content was designed to educate young people about the harms of alcohol, drugs and vaping. This was shared on Facebook and Instagram. Total: 1,225 contacts.	
Coordinate tobacco control activities to meet service and funding requirements in accordance with the Municipal Association of Victoria service agreement	Test purchasing is scheduled for the second week of school holidays in April. The Public Health team has completed four education visits. Four further inspections of tobacco retailers took place and three hospital visits. Two non-compliance issues were identified and one business is now awaiting registration, the other identified as an outdoor drinking and dining establishment.	
Work with key stakeholders to deliver a 'Functional Zero' model of homelessness in Greater Dandenong	The project team continues to work with partnerships to achieve functional zero homelessness in Greater Dandenong	
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	Increasing the supply of emergency, crisis and transitional housing within the municipality continues to be affected by external factors such as high rental demand, low supply of available rentals and increased demand for homelessness services. An updated Building Permit has been approved for a Council owned site to construct four single level units to be managed by homelessness service provider Wayss to provide housing support for women and families affected by family violence.	



Action	Comment	Progress
Complete Keysborough South Community Hub Strategy and develop an Action Plan	Community consultation for the draft Keysborough South Community Hub Strategic Plan will commence from Sunday 24 March at the Keysborough Big Picnic. The community will have the opportunity to provide feedback on the draft Plan and tell Council what programs and activities they would like to see in the space.	
Implement the Springvale Community Hub Action Plan	Activities that have occurred this quarter include supporting the community's access to physical activity opportunities through sport "come and try" activities and regular soccer sessions. The Hub has also partnered with the Springvale Asian Business Association to display a processional dragon and hold activities to celebrate Lunar New Year.	
Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy	The rising cost of living and housing affordability continues to impact the community. Council is partnering with South East Community Links hosting bring your bills days to alleviate some of the financial burden. Foodbank are delivering additional food to family's food relief in Dandenong North and at Springvale Hub. The Anti-Poverty Consortium report increased the number of people seeking support and the shortage of emergency relief funds, with agencies extending times between support and tightening criteria. A steering committee has been formed from members of the anti-poverty consortium which will guide the advocacy campaign to attract further funding for place-based community development to the municipality acknowledging "poverty is everyone's business."	




Action	Comment	Progress
Create safer spaces and improve actual and perceived levels of community safety within the municipality	A dedicated Community Safety Unit has been established within Council. Initial planning and considerations have begun for Council's community safety action plan, with the exploration of various approaches and information gathering to develop a comprehensive strategy for this initiative. Council has continued its collaboration efforts with partnership agencies, stakeholders and the wider community in identifying community safety themes within the municipality.	



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



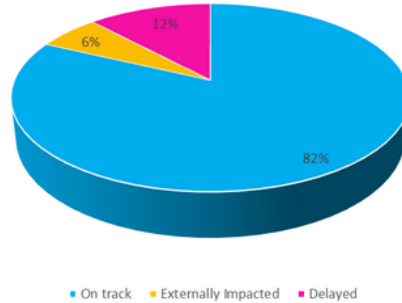
Action	Comment	Progress
Deliver a range of major festivals, events and program across the City which celebrate the diversity of cultures within our community.	Five major festivals, events and programs were delivered across the municipality which celebrate diversity of cultures within our community, including Australia Day Awards (350 people) and Fun Run (160 people), Open Air Movies (450 people), Noble Park Community Fun Day (5,500 people) and Keysborough's Big Picnic (7,750 people).	
Support appropriate event applications from community/corporate event organisers in planning and delivering festivals and events across the municipality	Support was provided on event applications from 38 community events and 25 council events. This includes 36 completed events and 27 events that were postponed, changed or cancelled during the event permit process.	

Action	Comment	Progress
<p>Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community.</p>	<p>Greater Dandenong officers and community members attended the annual Midsumma Pride March to stand in solidarity with LGBTQIA+ communities. Council also raised the Pride Flag and illuminated the Drum Theatre in pink, blue and white to mark Trans Day of Awareness on Sunday 31 March.</p> <p>The Anti-Racism Support Network (ARSN) Steering Committee facilitated the first of a series of anti-racism workshops for members of the Southeast Anti-Racism Support Network. The workshop focused on understanding what racism looks like in the southeast and its impacts, as well as navigating the different pathways to reporting racism.</p> <p>As an official supporter of the #RacismNotWelcomeCampaign, Council installed 40 fingerboard signs across the municipality's four activity centres clearly stating that racism is not welcome in the City of Greater Dandenong.</p>	
<p>Support and advocate for the rights of people seeking asylum and refugees as part of the 'Back Your Neighbour' campaign</p>	<p>The Mayoral Taskforce continues its recruitment drive for new Council members, targeting identified marginal seat Councils. Council members have approved the hosting of a morning tea and exhibition booth at the Australian Local Government Association's National General Assembly as part of the Recruitment Strategy and campaign promotion. Planning is underway for the Taskforce's annual delegation in Canberra and invitations are being delivered to Federal members of Parliament to meet with Taskforce delegates in July.</p>	




Action	Comment	Progress
Promote reconciliation by implementing Council's Reconciliation Action Plan (RAP)	<p>Some highlights include:</p> <ul style="list-style-type: none"> – Monthly consultations with Bunurong Land Council Aboriginal Corporation. – Council membership in the LGPro Special Interest Group RAP meetings. – In consortium with Bunurong Land Council, NAIDOC grant funding submission applied for several community led events. – Eyes on Boorais Committee meetings held twice. – Council hosted the Wominjeka event at The Drum. The event showcased the creation of Wominjeka welcome flags created by four Bunurong artists; a true collaboration with the Land Council. This project has recently been nominated for the Indigenous Category for the 2024 National LGPro Awards. 	
Progress the Dandenong New Art Gallery and associated PEP redevelopment	Building rectification works are currently taking place on inground services for the Dandenong New Art Gallery. Currently a market-sounding is being carried out to determine how further works can proceed.	
Implement the Arts, Culture and Heritage Strategy 2022-26	<p>Arts in Greater Dandenong thrived with a social media reach of 57,200, two exhibitions, and a total number of visits of 4,102 across gallery programs and venue hire activities.</p> <p>A 3-year collaboration with ACMI was secured, focusing on programming, skill sharing, and audience engagement, supporting our current and future creative spaces.</p> <p>The Heritage team delivered two exhibitions with 350+ visitors, and 16 tours with 78 people. Online heritage collections reached 959 views. Drum Theatre hosted 25 events and activities, including 11 performances. Total visitation of 7,041, including 3,705 at events and 328 artists and participants.</p>	





Action	Comment	Progress
<p>Complete a review of the existing sites covered by the Heritage Overlay within the Planning Scheme</p>	<p>A review of the existing sites covered by the Heritage Overlay within the Planning Scheme has been completed and reported to a Councillor Briefing Session (CBS) in March. In accordance with the CBS outcomes a report to a Council meeting is to be prepared recommending the commencement of a Planning Scheme Amendment implementing Stage 2 of the project, the updating of Heritage Overlay sites. Prior to the Council report affected property owners are to be notified of proposed alterations to Heritage Overlay descriptions or status.</p>	
<p>Implement the Greater Dandenong Libraries Strategy 2022-26</p>	<p>Attendance at Springvale = 99,708 and Dandenong = 84,811. Total visitation was 184,519, representing a 3.2% increase on this quarter last year. A concrete slab has been laid for Keysborough South Community Hub. The Little Library at Dandenong North has had an increase with 339 loans. 444 programs with 7,179 attendees (713 Outreach visits).</p>	





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







Action	Comment	Progress
Conduct a comprehensive review of the Dandenong Visitor Attraction Action Plan (DVAP) and implement actions identified that will increase the number of visitors to the city in support of local businesses and the economy, raise awareness of the City as a destination, and promote the unique features and attractions to potential visitors.	Internal workshops with key stakeholders have been held to finalise the draft pillars of the DVAP document. Also a series of place activation programs including Busking, Outdoor art and Signage have been planned.	
Deliver the Greater Dandenong Regional Food Strategy through the successful implementation of the 12 month action plan for 2023-24	<p>74 businesses were assisted with various issues, 11 B2B were made, with numerous business visits undertaken. Contact was made with new businesses who have opened up in CGD- 15 businesses were contacted showcasing how EDU support businesses with any issues they might have, including 6 site visits.</p> <p>Collaboration with FIAL saw local manufacturers attending an 'Accelerate Australian Food Sector Growth Through Innovation' Workshop which was delivered in partnership with Monash Innovation Centre at Monash University.</p> <p>Discussions have taken place across LGA's and affiliated organisations on the merits of opening a commercial kitchen for businesses in the South East.</p>	

Action	Comment	Progress
Deliver the Tourism Strategy through the successful implementation of the 12 month action plan for 2023-24	<p>Marketing collateral has been supplied across the local accommodation venues. Cross promotion on CGD's social platforms continues. Melbourne Cable Park's recent new golf addition was a main feature, further promoting to the community what is happening in their own backyard.</p> <p>Work still continues in the revamp of the DVAP Strategy.</p> <p>Connections continue to take place across the accommodation industry and CGD's Arts and Cultural teams.</p>	
Commence construction of a new aquatic and wellbeing centre to replace Dandenong Oasis at Mills Reserve subject to Council funding approval.	<p>At the Council meeting on 12 February 2024, Council resolved to:</p> <ul style="list-style-type: none"> – Proceed with the Head Contractor tender process, noting that the tender price will come back to Council for approval before appointing the Head Contractor. – Acknowledge that a \$20M Federal grant contribution will be received, subject to signing a funding agreement. <p>Council officers are proceeding with the project based on this direction, noting further reports back to Council.</p>	
Continue to plan for the development of a new table tennis centre in Greater Dandenong in partnership with key stakeholders.	<p>At the Council meeting on 12 February 2024, Council, as part of a report on the proposed Dandenong Wellbeing Centre, noted that a separate report will be forthcoming outlining future accommodation options for the Dandenong Table Tennis Club.</p> <p>Council officers met with representatives of the Dandenong Table Tennis Association in March, and further reports will be presented to Council on progress of the Dandenong Wellbeing Centre.</p>	

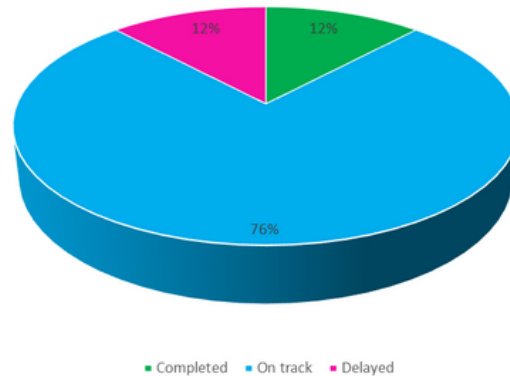
Action	Comment	Progress
Advocate to the State Government to create a State and Local Government Task Force to address inconsistencies in the standards of social housing providers	Preparation of a paper reviewing the many different and confusing legislative requirements for operating and regulating rooming houses is currently being prepared. Once complete it is proposed to send to the Minister for Housing, Harriet Shing MP and to Minister for Planning Sonya Kilkenny MP to consider recommendations for changes to improve the inconsistencies of standards within the rooming house sector.	
Progress the Environmentally Sustainable Design 2.0 Planning Scheme Amendment	The Environmentally Sustainable Design 2.0 Planning Scheme Amendment was submitted to the Minister for Planning for authorisation in July 2022. In March 2024 it was confirmed with DTP that the Planning Scheme Amendment remains under active consideration by the Minister.	
Develop a Place Activation Plan to increase the attractiveness and vibrancy of Greater Dandenong's activity centres	Public art work for Settlers Square has been commissioned – delivery in April/May Busk Stop developed – delivery May Interactive Signage out for concept for Wildflower Meadow(s) – delivery mid June.	
Progress the Sandown Redevelopment Planning Scheme Amendment	The Minister for Planning has, under the Planning and Environment Act, "called in" the Sandown Redevelopment Planning Scheme Amendment (SRPSA) with DTP progressing the planning process on behalf of the Minister for Planning as the responsible authority. The Minister for Planning has constituted an Advisory Committee to examine and report on the SRPSA prior to considering the exercising of ministerial prerogative to authorise the public exhibition of the SRPSA. It is likely that the amendment will be publicly exhibited in May or June.	

Action	Comment	Progress
Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement	Council is continuing to advocate on priorities identified in Council's Greater Dandenong Public Transport Advocacy Statement as opportunities arise. Primarily this is via regional groups such as the Eastern Transport Coalition.	
Advocate for, plan and deliver improved active transport networks and initiatives	Planning for the delivery of the Active Transport Infrastructure program has continued with some projects having had quotes accepted and construction commencing shortly. This includes a footpath on Princes Highway (Hillside St to Smith Rd). The IP43 Safe System Pedestrian Infrastructure Program for detailed design of improvements for pedestrian crossings around Dandenong Market and along Cleeland St has design funding. This is anticipated for construction of scope items around Dandenong Market. TAC grant funding has been confirmed for Lindsey William Crossing, however MTM approval is required before construction can commence.	
Roll-out a high priority local road program within Dandenong South, including the Dandenong South Industrial Area Extension Structure Plan's Transport Network	Delays to developer procurement have pushed out expected timeframes for Taylors Road completion. Key stakeholders on Taylors Road and Glasscocks Road have been updated on progress.	
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	A meeting with the Department of Education Kindergarten Infrastructure and Services Plan team and the Kindergarten on School Sites team was held. This meeting was to discuss future population predictions for Greater Dandenong and the impact this will have on future infrastructure needs within the municipality to meet the demand of 30hrs of PrePrep.	




Action	Comment	Progress
Advocate for, and deliver, transport safety improvements and initiatives to improve road safety awareness and to mitigate road safety risks	Advocacy on key transport safety projects, including the Stud Rd / McFees Rd intersection, Heatherton Rd / Douglas St roundabout and general anti-social driving issues (i.e. Hooning) continued via various forums, including an article on how to report hooning in the Council Magazine. The Department of Transport have committed to reducing the speed limit on Stud Road, however Council advocacy remains focused on signalisation of Stud Road / McFees Road.	
Facilitate Development Victoria/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct	Council held workshops with Development Victoria and Capital Alliance to finalise the planning scheme amendment for Halpin Way and Little India precinct. The amendment has been signed off by DTP and awaiting Ministerial approval by end of April 2024.	






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, encourage economic development and investment, and foster a sense of community and social cohesion in the Springvale activity centre</p>	<p>Public exhibition of SRAP to :</p> <ul style="list-style-type: none"> • Present feedback received from Phase 1 Community Engagement back to stakeholders and community for consideration. • Inform and increase the awareness, knowledge and understanding of the SRAP and Placemaking. • Provide to the community the support, collaboration and prospect for their input into the Placemaking opportunities and priorities. • Collation of the community's input and metrics in relation to the SRAP objectives to facilitate a community led co-design of the Placemaking objectives and priorities programs and ideas. <p>Minor changes were made to the SRAP. Endorsement is sought from Council at a meeting scheduled for May 2024.</p>	
<p>Develop and implement the Noble Park Revitalisation program to enhance the quality of life for residents, workers and visitors by improving their physical and social environment, encouraging investment and economic development, and fostering a sense of community and social cohesion within the Noble Park activity centre</p>	<p>New Projects:</p> <ul style="list-style-type: none"> • Place Activation Grant Program to Open on 15 April • Muderra Way Railbridge Pillars – First Nations mural on 4 pillars – Preparation for securing permits through multiple agencies is underway. This is expected to take some time, and will be utilising a new (untried) process at MetroTrains. • Street Furniture Copas Park– Resubmission successful and funding secured. Project plan submitted. • Frank Street Open Space seating and shelter infrastructure – Project plan submitted, awaiting on OSD for confirmation of funding or not. 	





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






Action	Comment	Progress
Finalise review and update the Waste and Litter Strategy	A revised draft strategy incorporating recent changes in the waste and recycling sector is to be finalised in Q4 with a view to formal approval and adoption early in 2024-25. There has been a minor delay in finalising this strategy due to the ongoing changes within the waste sector.	
Implement the Open Space Strategy 2020-30	Revised concept plans and implementation plans have been completed for Pitman Reserve, George Andrews Reserve, Barry Powell Reserve, Browns Reserve, Bakers Reserve, Madison Reserve, Springvale Reserve, Glendale Reserve, 218 Railway Parade and 86-88 Clow Street. The implementation of stage 1 works for 2023/24 is being implemented over Q3 and Q4. The Thomas Carroll Reserve entry plaza design for the new WJ Crowe Pavilion is under construction and a concept plan for a new fenced dog off leash area has been completed for Keneally Street Reserve, Dandenong. All of these projects include new tree planting and improving the quality and amenity of the reserves.	

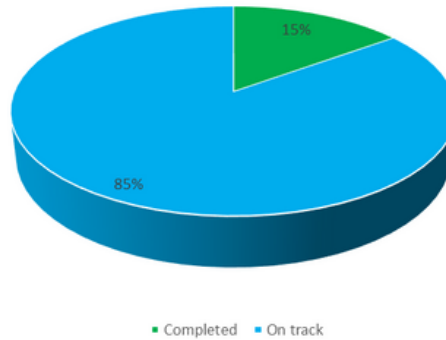
Action	Comment	Progress
Undertake tree canopy coverage audit	The results from Council's consultants tree canopy coverage audit project have been finalised and presented at a Councillor Briefing Session. The information presented will be the subject of a Council report for noting at a Council meeting prior to the end of the financial year.	
Implement the Urban Forest Strategy 2021-28 and Green Wedge Management Plan	The implementation of the Green Wedge Management Plan is supported by the planning for equestrian trails and supporting DEECA's proposed Patterson River Master Plan which envisages the naturalisation of Patterson River and lower reaches of the Dandenong Creek inclusive of connective paths. The implementation of the park and playground projects in the 2023-24 capital works program include tree planting to significantly increase tree canopy coverage within each park.	
Implement the Tree Protection on Private Land Local Law and undertake a community education program	The Gazetting was completed in February and implementation of the Tree Protection on Private Land Local Law is now active and applications now being received.	

Action	Comment	Progress
Implement the Biodiversity Action Plan 2021-26	The focus for Q3 has been preparing the revegetation sites for Q4 planting (18,000+ indigenous seedlings) and working with state government agencies on expression of interests for upcoming conservation grants.	
Implement the Cat Curfew in line with the Domestic Animal Management Act	<ul style="list-style-type: none"> - A subsidised cat de-sexing round 2 grant was applied for in March. - Cat curfew education continued throughout Q3 and is on track for Q4 implementation for enforcement. - Trapping program re commenced after global vaccine shortage mid Feb. 	
Develop a strategic register of sites for potential open space acquisition	Officers have in place a software product that is able to identify properties becoming available to the property sales market. A fortnightly report is now being produced to highlight potential property available for purchase in areas with identified open spaces deficits.	
Commence the review of the Playground Strategy 2013-23	The review of the Playground Strategy has commenced.	
Implement year six of the Greening Our City: Urban Tree Strategy 2018-28	The development of Councils tree management software 'Forestree' progressed before shifting focus onto responding to the severe weather event which occurred on 13 February. Council's Annual Tree Inspection Program has been awarded with tree assessments scheduled to commence in Q4. Planning has also been finalised for the delivery of the annual street and park tree planting program with planting scheduled to commence next quarter.	




Action	Comment	Progress
Implement the Electric Vehicle Transition Plan	The capital renewal plan has been delayed due to workforce changes.	
Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond	The theme of the 2024 Sustainability Festival held on Sunday 25 February was 'urban heat' and focused on tangible actions the community can take to reduce their personal risk in a changing climate. A number of partners, such as local primary schools, Environment Victoria, and Solar Victoria were involved.	
Support local business efforts to respond to their climate change risks by informing them of relevant State and Federal Government policies and programs	News relating to environmental initiatives continue to be researched and reported in the Talking Business newsletter. In the February edition the 'Cleanup Australia Day' businesses event was featured.	
Deliver the Sustainability Festival	The 2024 Sustainability Festival was held on 25 February and was a great success. Despite the hot day, over 1,500 people attended and engaged with the environmental activities on offer with positive feedback received.	


Action	Comment	Progress
Implement the Climate Emergency Strategy, Sustainability Strategy and climate emergency declaration	Council's commitment to implementing the Climate Emergency Strategy, Climate Emergency Declaration, and Sustainability Strategy continues. This quarter marked a significant milestone with the successful delivery of the annual Sustainability Festival on February 25. The festival provided a platform for direct engagement with the community, offering valuable education on climate change and sustainability topics, advancing our collective environmental goals.	
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	On hot days over summer, Council enacted its Heatwave Procedures and undertook telephone check ins with vulnerable clients and then took appropriate action such as delivering fans to clients who had no appropriate cooling.	
Advocate to the Environment Protection Agency to undertake regular air and water quality assessments to protect the health of our community	The EPA continued to conduct scientific air quality monitoring in February 2024, and also monitored samples collected from residential properties. The results again showed that there are no air quality impacts on the residential areas of the City. The EPA will continue to monitor air quality within the City and regulate the industries known to odours to ensure they are reducing their emissions. Due to the lack of scientific evidence to support the claims of poor air quality within Greater Dandenong, the future of the formulation of a task force is now brought into question.	





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



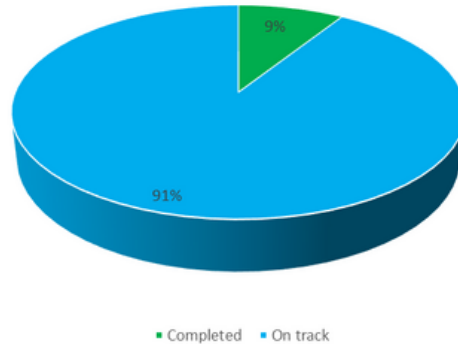
Action	Comment	Progress
Drive the ongoing implementation of the Local Economic and Employment Development Strategy	<p>The Economic and Place Profile draft report will be available in late April, which will assist in informing the new strategy.</p> <p>Development of a content and channel strategy is underway which will identify ways for Council to further communicate with the business community and increase our reach.</p> <p>A comprehensive business education program has been developed, with workshops and information sessions scheduled with partner organisations, to assist in the upskilling of businesses and their employees.</p>	
Manage, support and deliver activities that strengthen the capability and capacity and jobseekers in our community facing multiple barriers to employment.	<p>The Greater Dandenong Regional Employment Taskforce continues to oversee and collaborate with the GameChange project. A support fair was held in March with great success and attendance of over 200 community members. SEBN continues to engage with GSEM's Jobs and Skills committee to ensure collaboration and alignment of programs and projects.</p>	

Action	Comment	Progress
Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment	<p>A range of programs have been facilitated to promote youth voice, build leadership capability and skills that enhance employment including:</p> <ul style="list-style-type: none"> - FReeZA events committee - IMPACT program, introducing young people to local volunteer opportunities and pathways - The commencement of the Young Leaders Program through an information session and applicant interviews - Proud to Be campaign - Holiday Activities Committee <p>Youth and Family Services delivered several information sessions at local secondary and tertiary institutions to educate young people about the programs and services provided by Council.</p> <p>Total: 625 contacts</p>	
Maintain support, collaboration and board participation of SEMMA	Council continues to maintain its support and collaboration with SEMMA and have maintained board participation and attendance to meetings and events.	
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	The monthly network meetings have continued with a variety of topics and themes discussed.	





Action	Comment	Progress
Deliver key events that showcase women in business including International Women's Day and facilitate the SEBN Women in Business Network	SEBN successfully held an International Women's Day event on Wednesday 6 March at the Drum Theatre. The event was attended by over 120 attendees and was well received. The WIB steering group continue to meet regularly. Preparation has begun for the next showcasing event to be held in June.	
Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation	The Business and Marketing Plan is currently under review to reflect increased revenue and staffing across the business unit. A professional development calendar has been developed for 2024, with focus on streamlining processes and training to assist educators manage their time and business more effectively. Mandatory transportation training was completed by 130 educators.	
Guide the 'collective impact' phase of CR #2: GameChange towards a community-led jobs and skills system, strengthening pathways to economic participation (SPEP)	Further to the Support Fair concept, developed by GameChange in 2023, Council collaborated with the Local Jobs Program on the '2024 GameChange Career & Support Expo' (5 March). The public event was attended by 205 community members and was deemed a great success by community, employers and the employment sector. With feedback provided by over 40% of attendees, the Net Promoter Indicator was 4.71 out of 5.	
Successfully deliver an annual Ignite Program for local entrepreneurs who have recently started their business or are looking to get a business idea off the ground	Following a program review in early 2024, the program format has been revised to masterclasses. This shift in program aims to reach a wider audience and cater to more participants. In February, in collaboration with partners, Council successfully delivered a range of masterclasses including a two-day Business Planning Workshop, a Starting a business workshop and a Small Business Marketing Masterclass.	






Action	Comment	Progress
Deliver initiatives which provide opportunities for young people to gain skills and experience that enhance their employment opportunities, including Schools–Industry ‘Lunch with the Winners’ annual event with SELLEN	This event was held in 2023 and preparation for the next event to be held in September has begun.	
Facilitate and deliver the fundraising event ‘Take a Swing for Charity’ Golf Day in collaboration with industry partners	The ‘Take a Swing for Charity’ Golf Day was held successfully on Tuesday 20 February. There were 92 golfers that played the course on the day, followed by a dinner and auction to raise money for local charity Cornerstone. Over \$40,000 has been raised so far. Cornerstone, provide support for people experiencing homelessness and disadvantage in Dandenong.	
Partner with SEMMA, the Chamber of Commerce, local business and industry to facilitate and inform the business community on the transition to a net zero economy.	SEBN continues to work with industry to inform the business community of programs, information sessions and grants available to assist with the transition to a net zero economy.	
Advocate for the establishment of a Revitalising Central Dandenong Taskforce/Board with representation from Government, agencies and other influential stakeholders, to identify, support, and deliver targeted renewal initiatives for improved economic and social outcomes	Council has proactively engaged with key developers/ land holders in Central Dandenong to fast-track development on strategic sites.	


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







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	A revised parking fee structure and permit options are due for presentation to Councillors in Q4. The design for consolidated and improved parking wayfinding for Springvale is underway and expected to be delivered in Q4. The roll out of access to mobile phone / pedestrian data through Planwisely occurred in Q2 and was promoted in Q3. This will inform utilisation statistics to determine needs / priority.	
Conduct a comprehensive review of the 10-year Activity Centre Capital Improvement Program including evaluation of ongoing projects, identification of any changes in community needs or priorities, and ensure the program is aligned with the strategic goals and objectives of Council.	Further refinement is underway of the 10 year pipeline of infrastructure projects for each activity centre. Consideration was given to activity drivers, public / private development and Council major projects. Outcomes will be documented for tabling with the working group in Q4 as part of the review.	
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.	The 2024 Children's Advisory Group was established, with 34 Grade 5/6 students representing 17 Primary Schools. Two meetings were held in February and March, with the Junior Mayor elected by their peers.	

Action	Comment	Progress
Enhance Council's customer interactions through the development of a Customer Experience (CX) Strategy	Benchmarking Council's performance against other Councils and conducting an internal Customer Centricity survey are priorities. CSBA will lead the benchmarking program, starting in April.	
Undertake a review of Council's information technology systems to identify gaps in the organisation's digital capability	Stage two of the review by Digital Frontier Partners is now complete. As part of this review, Council has uplifted its Cyber Security with the addition of a 24/7 Security Operations Center, New Endpoint, and Detection and Response software. Additional findings will form the groundwork required to be completed by a newly appointed Chief Information Officer.	
Review the Business Classification System to better meet Council's record keeping practices and responsibilities	The final draft version of the Business Classification Scheme (BCS) Protocol is nearing completion. The final draft version requires matching to relevant disposal classes from PROV Retention and Disposal Authorities (RDAs).	
Completion of Council's annual approved Capital Works Program	Council has completed \$31.6M of works with commitments in place for a further \$26.6M. This equates to \$58.2M, which is 66% of the total capital program of \$87.4M for 2023-24.	






Action	Comment	Progress
Develop an investment attraction program to encourage investment within the Dandenong, Springvale and Noble Park activity centres	Urban Enterprise have been appointed to develop the Economic and Place Profile for the City of Greater Dandenong. Royce consulting have been appointed to develop a Brand Dandenong – Channel Strategy, the intent of the Channel Strategy is to assist Council to understand the best way to communicate with the diverse business community. This is a key project that will assist Council in the development of a Brand for Dandenong. Both projects will be key background information for the development of a new Economic and Place Strategy, a foundational guiding document for future investment attraction.	
Pilot new wearable technology to prevent musculoskeletal disorders and injuries	The Pilot program was completed during 2023. An expanded program is currently underway.	
Introduce psychosocial programs to identify hazards to manual handling and psychological health	Council is currently approaching providers of Psychosocial Risk and Education services to undertake programs in 2024.	
Drive innovation through Council's Service Improvement Program	Council is working with Swinburne Edge in the first half of 2024 on a 'future of flexible and hybrid work' project.	
Implement a Policy Development Program to ensure the currency of Council policies	The number of policies has been reduced by 30% since the Policy Register was introduced. Further work continues to reassess and streamline policy development and review in alignment with the Community Vision and Council Plan.	

Action	Comment	Progress
Maintain transparency of Councillor expenses as required under the Council Expenses, Support and Accountability Policy.	Councillor expenses are updated and made publicly available on Council's website. Some policy anomalies have been highlighted that will be addressed in the coming months.	
Comply with the auditing and reporting requirements of the Gender Equality Act 2020 including the implementation of the Gender Equality Action Plan	The compulsory Commission for Gender Equality in the Public Sector (CGEPS) reporting template is complete and has been submitted. The matter has been tabled for Councillors for noting at the Council meeting on 12 February.	
Comply with the requirements of the Child Safe Standards	A revised Code of Conduct, including the updated 11 child safe standards as recommended by auditors, was presented and approved at the March Staff Consultative Committee. Further actions to strengthen compliance with Child Safety legislation were identified by a recent audit and are currently being considered and programmed for action.	
Meet budget revenue targets for all commercial properties.	Revenue actuals are still slightly under budget targets and are likely to remain so till the end of financial year due to the nature of reporting.	
Develop a Strategy Framework to streamline Council's planning and future focus	A number of consolidation options have been identified and the implementation of the draft framework is in alignment with the development of the new Council Plan. Further work will be undertaken within the next six months to finalise the framework and implement guidelines to ensure consistency across Council's strategic documents.	
Review Council's Long Term Financial Plan	The LTFP document will be produced alongside the 2024-25 Budget. The proposed 2024-25 Budget and draft 2025-2034 LTFP will be presented to Council on 13 May, exhibited for community engagement (28 days: 15 May to 12 June) and then brought back to Council for final adoption on 24 June 2024.	






Action	Comment	Progress
With the community, strengthen engagement, build capacity and accessibility to Council's grants programs	<ul style="list-style-type: none"> - The new Medium and Large Grants Guidelines were developed and implemented and administrative forms on SmartyGrants were developed to align to the new Community Grants Policy endorsed in December 2023. - Council's first Medium Grants Round opened in February and closed 12 March with 60 applications received. - The first Large Grants Program opened 1 April. - Six Community Grants Information Sessions were delivered with 118 registrations across the sessions. - One Grants Orientation was delivered - 20 new Community Panelists were recruited for Grants Panels and two Panel Induction sessions were delivered. - 28 applications were submitted to the Community Response Grants Program (CRGP). 	
Implement a Revenue Optimisation Plan to enhance existing revenue streams and identify new options	An issues and options report has been completed and was presented at a Councillor Briefing Session in January and circulated to managers. Options are still to be explored in greater detail to identify the most suitable model prior to the implementation phase commencing.	

Action	Comment	Progress
Coordinate and conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings with key stakeholders and agencies	The first meeting of the Greater Dandenong Municipal Emergency Management Planning Committee (MEMPC) for 2024 was held at Springvale Community Hub on Tuesday 20 February. A report about current fire season activities was presented, an in-depth discussion about the recent factory fire at Superior Drive was held and a thorough review of the Municipal Emergency Management Plan (and Sub Plans) was also completed. The next meeting is scheduled for Tuesday 21 May.	
Implement, monitor and review progress on mitigation strategies to risks identified via the Community Emergency Risk Assessment (CERA) – Heat/Health, Floods and Storms, and Pandemic	The latest Community Emergency Risk Assessment (CERA) was completed on 22 August by members of the Municipal Emergency Management Planning Committee (MEMCP) and invited subject matter experts from local major hazard facilities and various Council departments.	




Reshaping Greater Dandenong

Action	Comment	Progress
SUSTAINABILITY – We will deliver on our community vision in a financially sustainable manner		
1.1 Undertake a review of Council's 2 major projects (Dandenong Wellbeing Centre – DWC and Dandenong Community Hub – DCH) with a view of postponing one and to ensure Major Projects remain within budget parameters.	A comprehensive review of DWC and DCH is underway. Outcome of the review will be discussed with Councilors in early May.	
1.2 Explore new revenue streams/optimize existing revenue streams to implement a Revenue Optimisation Plan.	An issues and options report has been completed and was presented at a Councillor Briefing Session in January and circulated to managers. Options are to be explored in greater detail by the organisation to identify the most suitable implementation model.	
1.3 Explore Private Public Sector Partnership (PPP) model for major projects e.g. Dandenong Community Hub (DCH)/Multicultural Hub.	Exploration of partnership opportunities will be advanced upon completion of a finalised concept.	
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.	
1.5 Develop a Model of Service Review/Improvement.	A benchmark model for service improvement has been identified and reviewed. The scope of the model is to be refined and implemented in 2024.	




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,	Door to door research was undertaken in October and November by Metropolis Research and a report was delivered in December. This will be reviewed and the outcomes of the research benchmarked against Council's current situation.	
2.2 Implement a Customer Experience Action Plan: <ul style="list-style-type: none"> digital technology KPI's – feedback system 	We have enlisted Customer Service Benchmarking Australia (CSBA) to conduct a Customer Experience Benchmarking initiative. Scheduled to launch in April 2024 and extend through May 2024, this program entails CSBA delivering a detailed report showcasing our performance compared to other participating councils. Furthermore, CSBA will analyze and report on the performance of five services chosen by us, providing invaluable insights into areas for improvement and best practices	
PEOPLE AND CULTURE – Ensure we have the right number of the right people and right ability in the right roles		
3.1 Recruitment of Director Community Strengthening	Achieved – Peta Gillies commenced in April	
3.2 Create and roll out an updated employee value proposition	Work is well underway in updating the EVP. In the short term edits will be made to update the current EVP and later in 2024 to develop a new EVP focused on meaningful work research.	
3.3 Develop and implement a People Plan for the organisation:	Once the organisational functional review is completed work will continue on developing a new people strategy for CGD.	







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	Transition to the new organisational structure is virtually complete with new Executive Directors and an Executive Manager commencing employment in January and February 2024. Recruitment is now underway for the roles of Chief Information Officer and Manager Procurement with a target to having them on board prior to 30 June 2024.	
3.5 Refresh the Workplace Culture Development Strategy	Work has commenced on this action.	
3.6 Create a Workplace Diversity Strategy	Work has commenced on this action.	




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 purchased Social Pinpoint, a digital platform that will improve Council's ability to listen and understand the community's concerns, needs and aspirations in various formats.	
4.2 Investigate translation software, use of and strategies to enhance translation services	A trial is being considered from a new vendor re having translation better embedded in our phone IVR experience. This will be an increased cost but will deliver a better Customer Experience. A project on translated versions of new resident kits and better distribution is being considered.	
4.3 Explore options for the community newsletter in line with enhanced community engagement/communication	The magazine has been completed, printed and delivered before the start of the month, giving readers plenty of notice for events promoted in the issue. This has led to an improvement in timely communications and engagement with the community.	

Reshaping Greater Dandenong

Action	Comment	Progress
SYSTEMS AND PROCESSES – Fit for purpose processes, systems and technology in place for our objectives to be enabled		
5.1 Update financial delegations and thresholds to enhance speed of decision making/ effectiveness	Financial delegations were updated in October and this action is now complete.	
5.2 Assess the capturing of Councillor correspondence in Oracle to ensure tracking of 100% of all queries	This action has been delayed as the Oracle system is yet to be implemented.	
5.3 Progress our target to be a paper less organisation by 2026	Council continues to review its paper consumption and identify areas for improvement.	
5.4 Launch customer portal/dashboard	The number of Customer Portal registered users has continued to grow with an increase of 400 users in the last quarter, a total of 1,620. The Customer Portal has been promoted in recent rates notices as well as an article in the council magazine "Greater Dandenong Council News"	
5.5 Investigate new models for a Councillor intranet	This action is in the early stages of planning.	
5.6 Assess our current digital capability and invest in contemporary technology and digital systems to facilitate identified opportunities for system and process improvements.	The review of Digital and IT Capacity, including cyber security, is complete and has been presented at a Councillor Briefing Session. IT and cyber security Improvement actions linked to a high level roadmap have commenced. A proposal for the next stages of the recommended uplift work has been received and is available for consideration by the new Chief Information Officer, yet to be appointed, and Council's Executive Team.	

Reshaping Greater Dandenong

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

Part B:

Finance Report

Financial Report

1 July 2023 to 31 March 2024



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Table of Contents

Key financial highlights	2
Executive Summary	3
Income Statement	6
Balance Sheet	7
Cash Flow Statement	9
Capital Expenditure Statement	10
Management Accounting Result	11
Notes to the Financial Statements	12
B1. Operating Income	13
B2. Operating Expenditure	14
C1. Current assets	16
C2. Non-current assets	17
C3. Current liabilities	17
C4. Non-current liabilities	18
C5. Net assets and equity	18
D. Cash Flow Statement	20
E. Statement of Capital Works	22
APPENDIX 1 - Capital Expenditure Report	24
APPENDIX 2 – Investment Analysis	28
APPENDIX 3 – Directorate Analysis	31
CGD BY DIRECTORATE	31
CEO DIRECTORATE	32
CORPORATE DEVELOPMENT DIRECTORATE	33
CITY FUTURES DIRECTORATE	35
COMMUNITY STRENGTHENING DIRECTORATE	38
NON-DIRECTORATE	42
CAPITAL WORKS PROGRAM	44
APPENDIX 4 - Operating Initiatives	45

Key financial highlights

Period ending 31 March 2024

	31 Mar 2024 Year-to-Date					Full Year					Full Year
	Actual	Budget	Variance	Var.	Status	Mid Year	Current	Variance	Var.	Status	Original
	\$'000	\$'000	\$'000	%	Var.	Budget	Forecast	\$'000	%	Var.	Budget
						\$'000	\$'000				\$'000
Operating Income	178,077	173,959	4,118	2%	✓	253,805	257,984	4,179	2%	✓	247,868
Operating Expenses	163,198	167,143	3,945	2%	✓	234,393	237,301	2,908	1%	✓	218,785
Operating Surplus	14,879	6,816	8,063	118%	✓	19,412	20,683	1,271	7%	✓	29,083
Capital Expenditure	(32,576)	(45,798)	13,222	29%	✓	(87,442)	(84,158)	3,284	4%	✓	(58,331)
Non-Cash Operating Items	30,464	25,653	(4,811)	(19%)	×	27,553	27,553	0	0%	—	27,553
Loan Repayments	(2,688)	(2,688)	-	0%	✓	(3,713)	(3,597)	116	3%	✓	(3,713)
Loan Proceeds	-	-	-	0%	✓	6,120	1,000	(5,120)	84%	✓	6,120
Lease Repayments	(487)	(530)	43	8%	×	(710)	(710)	0	0%	✓	(710)
Net Reserve Transfers	(3,905)	(3,322)	583	18%	✓	4,047	4,033	(14)	(0%)	✓	4,047
Current Year Cash Surplus	5,687	(19,869)	25,556	129%	✓	(34,733)	(35,196)	(463)			4,049
Accumulated Surplus b/f	-	-	-			34,733		34,733			-
Accumulated Cash Surplus	5,687	(19,869)	25,556			0		34,270			-
Cash/Investment Holdings	201,885	<i>Not applicable</i>				143,184		-	0%	✓	143,184

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

Budget information

The Original Budget information contained in the report is the budget approved by Council on 26 June 2023. The year to date budget in this report reflects the Mid-Year Budget as adopted by Council on 11 December 2023. The full year 2023-24 current forecast is the subject of an extensive review undertaken with departments during the March quarter. This review is still underway at the time of preparing this report.

Executive Summary

Operating Result

For the nine months ended 31 March 2024, Council achieved a surplus operating result of \$14.88 million which is \$8.06 million better than the year-to-date budget. The main factors contributing to this result comprise favourable variances in:

- **Income (\$4.12 million)** due to operating grant funding (\$1.61 million), better than anticipated interest returns on investments (\$1.5 million) and interest on rates in arrears (\$533,000).
- **Expenditure (\$3.95 million)** due to lower employee costs (\$6.67 million) and materials and services (\$1.90 million), partly offset by prior year capital expenditure unable to be capitalised (\$3.9 million).

More detailed variance explanations are included in the body of this report (refer to sections B1 and B2).

Capital Result

Year-to-date capital expenditure is \$32.58 million which is \$13.22 million favourable to the year-to-date budget and represents 37% of the annual Mid-Year Budget.

The more significant favourable variances relate to the following projects:

- Roads Reconstruction and Road Rehabilitation programs (\$2.47 million)
- Perry Road project (\$2.11 million)
- Building Renewal program (\$1.19 million)
- Active Reserves renewal (\$794,000)
- Ross Reserve Athletics Track (\$715,000)

There are also \$27 million in commitments (open purchase orders) on 31 March.

Cash

Cash and investment balances remain strong which is contributing to better than anticipated interest returns.

The working capital ratio is also a strong result of 1.97.

Forecast Review

The current full year forecast represents a deficit outcome of \$469,000 compared to the 2023-24 Mid-Year Budget.

The full year forecast result is the subject of an extensive review undertaken with departments during the March quarter, is still underway and may be subject to change as reviews are being finalised.

Should Council not achieve a surplus outcome in its 2023-24 forecast result, this will need to be adjusted in the 2024-25 Mid-Year Budget.

Highlighted below are some of the emerging trends (favourable/unfavourable) in the 2023-24 forecast deficit of \$469,000 (please note that fully grant funded programs/projects have been excluded from these variance explanations):

Favourable

- Interest on Investments (\$2.3 million): Favourable variation in interest income is due to sustained higher interest rates and greater than anticipated investment funds caused by delayed capital expenditure.
- Employee Costs (\$1.24 million): The 2023-24 net employee cost variance is favourable by \$1.24 million as depicted in the table below. However, it should be noted that \$1 million of this variance relates to employee underspends that are wholly offset by lower income. These underspends relate to Community Care and Statutory Planning and are not a saving in the 2023-24 Forecast.

Directorate	Underspends offset by lower income (NOT savings)	Potential Underspend/ (overspend) 2023-24 \$	Total 2023-24 Forecast Employee Costs \$
CEO Services	-	121,106	121,106
City Futures	217,513	(255,469)	(37,956)
Community Strengthening	782,877	821,318	1,604,195
Corporate Development	-	(178,741)	(178,741)
Non-Directorate	-	(271,153)	(271,153)
Total Council	1,000,390	237,061	1,237,451

The remaining potential underspend of \$237,000 (excluding grant funded programs) is due to a number of underspends and overspends that mostly offset.

- Provision for Doubtful Debts (\$567,000): Due to the provision for doubtful debt reversal for a long-outstanding debtor in relation to Spring Valley Landfill, partly offset by an increase in the provision for doubtful parking infringement debtors.
- Interest on Rates (\$500,000): A conservative budget was set for this interest income in 2023-24 due to the new legislation relating to rates in arrears, debt recovery and inability to charge interest on certain outstanding accounts. Interest on rates has been higher than anticipated due to the high balance of rates in arrears and the freeze on debt recovery in prior years.

Unfavourable

- Capital Improvement Program (CIP) (\$1.78 million): Further review work is required in relation to the 2023-24 Forecast of the CIP program. At the time of writing this report, the unfavourable variance is mainly due to two projects that are expected to exceed the 2023-24 Budget and two projects that were not budgeted* in 2023-24.
 - Thomas Carroll Pavilion (\$550,000) – Building works complete.
 - George Andrews Reserve (\$550,000) – Multi-year project to renovate the kitchen and veranda. Kitchen extension complete, veranda works underway.

- 8 Balmoral Avenue Carpark* (\$320,000) – The unfavourable variance in this project is due to the enhancement to the original project scope to install a user activated roller shutter. This created a secure parking area for permit holders as well as reducing anti-social behaviour and vandalism on the roof level. This work was undertaken knowing that there was savings within the broader CIP 2022-23 budget. However, due to delays with manufacturing the works were completed in 2023-24 and invoice received in August 2023. This project will have an overspend which has been reflected in the 2023-24 Forecast.
- Springvale Reserve* (\$272,000) – Compliance works required for fire services.
- Cleaning and Security Costs - Building Maintenance (\$1.22 million): Mostly relates to cleaning costs which have increased substantially due to contract variations and greater use of community facilities. Building Maintenance will work with Civic Facilities to explore options to reduce the current costs by reviewing hiring conditions, delaying cleaning to business hours and making greater use of internal staff. Additionally, security costs consistently exceed budget which requires a review of the current service level agreements. This is of particular concern and requires further review.
- Community Care Income (\$1.07 million): This unfavourable income variance more than offsets the favourable salary variance of \$783,000 noted above. Overall, the net deficit forecast for the Community Care department in 2023-24 is \$265,000. Staffing issues continue to be experienced which impact the hours and types of services that Council can provide. There is an ageing workforce in this department who are on limited duties or Workcover which impacts the ability to provide the more physically demanding care services. The uncertainty regarding this service area due to continued 12-month funding contract extensions also impacts the ability to attract staff. The result of the above means that grant income is lower than anticipated due to a reduction in service hours provided.
- Parks Storm Events (\$375,000): Increased cost forecast (\$750,000) for repair and clean up works required as a result of the February 2024 storm event, offset by \$375,000 (50%) assumed natural disaster recovery income.
- Statutory Planning Income (\$361,000) – This unfavourable income variance more than offsets the favourable salary variance of \$218,000 noted above. Overall, the net deficit forecast for the Statutory Planning department in 2023-24 is \$241,000 (higher legal costs and lower fee income are also contributors). The reduced income is primarily lower planning applications reflective of the current environment.
- Animal Pound Contract (\$335,000): In recent years, this contract is consistently exceeding budget. The challenge is that there is only one provider in the local area and multiple animals are being housed for an extended period. Efforts are being made by the Community Amenity department to return animals to their owners in a quicker fashion, however, several vacant positions in the department are hampering these efforts. The contract has been extended by 12 months, however, contract prices are expected to increase by more than CPI after that period.
- South East Leisure (\$290,000): Increased 2023-24 forecast operational cost due mainly to higher utility costs as the centres are heavily dependent on gas.

At this point, no forecast adjustments have been recognised in Waste Management as any savings will be transferred to reserves at the end of the financial year.

The 2023-24 Forecast review is still underway and will be reported in further detail in subsequent financial reports.

Income Statement

For the period 1 July 2023 - 31 March 2024

CGD - INCOME STATEMENT								
	YTD	YTD	YTD	ANNUAL	FULL	MYB to	ANNUAL	
	ACTUAL	BUDGET	VARIANCE	MID YEAR	YEAR	FORECAST	ORIGINAL	
Note	\$'000	\$'000	\$'000	BUDGET	FORECAST	VARIANCE	BUDGET	\$'000
				\$'000	\$'000	\$'000		\$'000
Income	B1							
Rates and charges	128,811	128,308	503	170,408	171,015	607	170,138	
Statutory fees and fines	8,275	8,110	165	10,817	10,433	(384)	10,865	
User fees	6,851	6,726	125	9,178	8,609	(569)	9,214	
Grants - operating	19,185	17,578	1,607	24,570	25,863	1,293	33,824	
Grants - capital	1,712	1,714	(2)	13,828	13,828	-	5,316	
Contributions - monetary	1,875	1,499	376	4,358	4,545	187	2,000	
Contributions - non-monetary	-	-	-	7,500	7,500	-	7,500	
Net gain (loss) on disposal of property, infrastructure, plant and equipment	535	736	(201)	746	546	(200)	746	
Other income	10,833	9,288	1,545	12,400	15,644	3,244	8,265	
Total income	178,077	173,959	4,118	253,805	257,983	4,178	247,868	
Expenses	B2							
Employee costs	66,807	73,478	6,671	103,317	102,080	1,237	95,009	
Materials and services	59,973	61,883	1,910	86,093	90,672	-	80,136	
Prior year capital expenditure unable to be capitalised (non-cash)	3,904	-	(3,904)	-	-	-	-	
Bad and doubtful debts	890	870	(20)	2,245	1,678	567	2,245	
Depreciation	25,191	25,191	-	34,201	34,201	-	33,601	
Amortisation - right of use assets	448	448	-	598	598	-	598	
Borrowing costs	1,915	1,915	-	2,698	2,537	161	2,698	
Finance costs - leases	-	-	-	22	52	(30)	22	
Asset write offs	907	-	(907)	-	-	-	-	
Other expenses	3,163	3,358	195	5,219	5,483	(264)	4,476	
Total expenses	163,198	167,143	3,945	234,393	237,301	(2,908)	218,785	
Net surplus (deficit)	14,879	6,816	8,063	19,412	20,682	1,270	29,083	

NOTE

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

Balance Sheet

As at 31 March 2024

	2023-24 ACTUAL 31 Mar 2024 \$'000	2022-23 ACTUAL 30 Jun 2023 \$'000	2023-24 MID YEAR BUDGET \$'000	2023-24 ORIGINAL BUDGET \$'000
ASSETS				
Current assets				
Cash and cash equivalents	23,660	72,244	60,193	143,184
Financial assets	178,226	122,869	102,000	-
Trade and other receivables *	63,775	30,705	31,203	30,267
Other assets	3,587	9,310	8,104	5,852
Total current assets	269,248	235,128	201,500	179,303
Non-current assets				
Property, infrastructure, plant and equipment	2,510,225	2,507,665	2,568,152	2,526,769
Investment property	6,575	6,575	6,575	6,336
Right-of-use assets	1,105	1,554	1,656	2,044
Intangible assets	25	25	25	56
Trade and other receivables	274	273	273	281
Total non-current assets	2,518,204	2,516,092	2,576,681	2,535,486
Total assets	2,787,452	2,751,220	2,778,181	2,714,789
LIABILITIES				
Current liabilities				
Trade and other payables	5,737	24,505	29,327	25,063
Prepaid rates *	41,906	-	-	-
Trust funds and deposits **	11,289	5,959	6,159	5,670
Unearned income	56,089	58,816	58,816	52,483
Provisions	20,477	20,954	21,127	22,909
Interest-bearing liabilities	910	3,597	4,193	4,193
Lease liabilities	181	548	545	518
Total current liabilities	136,589	114,379	120,167	110,836
Non-current liabilities				
Provisions	1,181	1,258	1,215	975
Trust funds and deposits	1,452	2,112	2,112	2,409
Interest-bearing liabilities	46,182	46,182	47,993	47,993
Lease liabilities	918	1,038	1,031	1,310
Total non-current liabilities	49,733	50,590	52,351	52,687
Total liabilities	186,322	164,969	172,518	163,523
NET ASSETS	2,601,130	2,586,251	2,605,663	2,551,266
EQUITY				
Accumulated surplus	979,093	968,119	991,578	1,008,893
Asset revaluation reserve	1,530,252	1,530,252	1,530,252	1,472,583
Reserves	91,785	87,880	83,833	69,790
TOTAL EQUITY	2,601,130	2,586,251	2,605,663	2,551,266

NOTES TO THE STATEMENTS

Balance Sheet *(previous page)*

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

** *Trust funds and deposits (current)* are 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 graph "*Restricted and Unrestricted Cash*" in **Appendix 2 Investment Analysis** in this report.

Cash inflows and outflows are inclusive of GST where applicable.

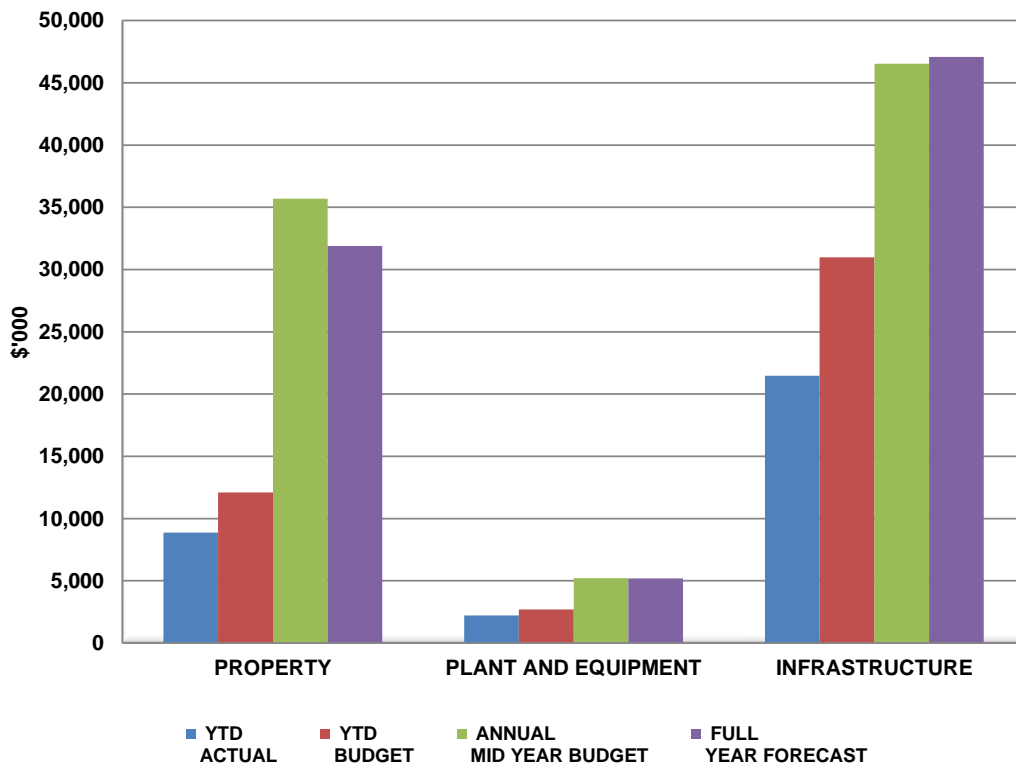
Cash Flow Statement

	2023-24 ACTUAL as at 31 Mar 2024 Inflows/ (Outflows) \$'000	2023-24 ANNUAL MID YEAR BUDGET Inflows/ (Outflows) \$'000	2023-24 ANNUAL ORIGINAL BUDGET Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges	137,188	169,910	168,756
Statutory fees and fines	5,901	8,572	8,104
User fees	7,166	10,549	9,939
Grants - operating	19,516	25,761	35,794
Grants - capital	4,096	12,845	5,316
Contributions - monetary	980	7,154	2,000
Interest received	5,092	6,800	3,394
Trust funds and deposits taken	17,258	29,400	31,050
Other receipts	4,584	6,466	5,452
Net GST refund	8,780	13,911	10,688
Employee costs	(70,969)	(102,893)	(94,092)
Materials and services	(72,455)	(98,695)	(95,674)
Short-term, low value and variable lease payments	(514)	(641)	(641)
Trust funds and deposits repaid	(12,431)	(29,200)	(30,250)
Other payments	(2,401)	(5,394)	(4,283)
Net cash provided by operating activities	51,791	54,545	55,553
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	(40,189)	(87,442)	(58,331)
(Payments) proceeds for investments	(55,634)	20,869	-
Proceeds from sale of property, infrastructure, plant and equipment	549	1,000	1,000
Net cash provided by investing activities	(95,274)	(65,573)	(57,331)
Cash flows from financing activities			
Finance costs	(1,922)	(2,698)	(2,698)
Proceeds from borrowings	-	6,120	6,120
Repayment of borrowings	(2,688)	(3,713)	(3,713)
Interest paid - lease liability	(5)	(22)	(22)
Repayment of lease liabilities	(486)	(710)	(710)
Net cash used in financing activities	(5,101)	(1,023)	(1,023)
Net increase (decrease) in cash and cash equivalents	(48,584)	(12,051)	(2,801)
Cash and cash equivalents at the beginning of the year	72,244	72,244	145,985
Cash and cash equivalents at the end of the period	23,660	60,193	143,184
Represented by:			
Operating cash	(143,871)	(97,031)	2,538
Restricted cash	167,531	157,224	140,646
Total	23,660	60,193	143,184

Capital Expenditure Statement

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

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	YTD COMMIT \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	ANNUAL ORIGINAL BUDGET \$'000
PROPERTY	8,873	12,109	3,236	12,671	35,686	31,890	26,745
PLANT AND EQUIPMENT	2,229	2,699	469	1,118	5,213	5,194	4,995
INFRASTRUCTURE	21,473	30,990	9,517	13,185	46,543	47,074	26,591
TOTAL EXPENDITURE	32,576	45,798	13,223	26,975	87,442	84,158	58,331



Management Accounting Result

For the period 1 July 2023 - 31 March 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 2023 to 31 March 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	MID YEAR BUDGET \$'000	FORECAST \$'000	VARIANCE Fav(unfav) \$'000
Income Statement						
Income	178,077	173,959	4,118	253,805	257,984	4,179
Expenditure	163,198	167,143	3,945	234,393	237,301	(2,908)
Net surplus - ongoing operations	14,879	6,816	8,063	19,412	20,683	1,271
Management Accounting reconciliation						
<i>Add back (less) non cash items</i>						
Depreciation	25,191	25,191	-	34,201	34,201	-
Amortisation - right of use assets	448	448	-	598	598	-
Contributions non-monetary assets	-	-	-	(7,500)	(7,500)	-
Assets written off	907	-	(907)	-	-	-
Prior year capital expenditure unable to be capitalised	3,904	-	(3,904)	-	-	-
Written down value of assets sold/disposed	14	14	-	254	254	-
Sub total	30,464	25,653	(4,811)	27,553	27,553	-
Net operating surplus	45,343	32,469	12,874	46,965	48,236	1,271
<i>Add/less non operating cash items</i>						
Capital expenditure	32,576	45,798	13,222	87,442	84,158	3,284
Net transfers to (from) reserves	3,905	3,322	(583)	(4,047)	(4,033)	(14)
Repayment of borrowings	2,688	2,688	-	3,713	3,597	116
Proceeds from borrowings	-	-	-	(6,120)	(1,000)	(5,120)
Repayment of lease liabilities	487	530	43	710	710	-
Sub total	39,656	52,338	12,682	81,698	83,432	(1,734)
Cash surplus (deficit)	5,687	(19,869)	25,556	(34,733)	(35,196)	(463)
Accumulated surplus brought forward	-	-	-	34,733	34,733	-
Surplus (deficit) position	5,687	(19,869)	25,556	-	(463)	(463)

The overall management accounting result (after removing non-cash items) at 31 March 2024 shows a favourable variance between the budget and actual of \$25.56 million. The variance is due to a favourable surplus from ongoing operations (\$8.06 million), caused by lower than anticipated operating expenditure and higher income combined with lower than anticipated capital expenditure to date (\$13.22 million).

Notes to the Financial Statements

A. Accounting Policy Notes

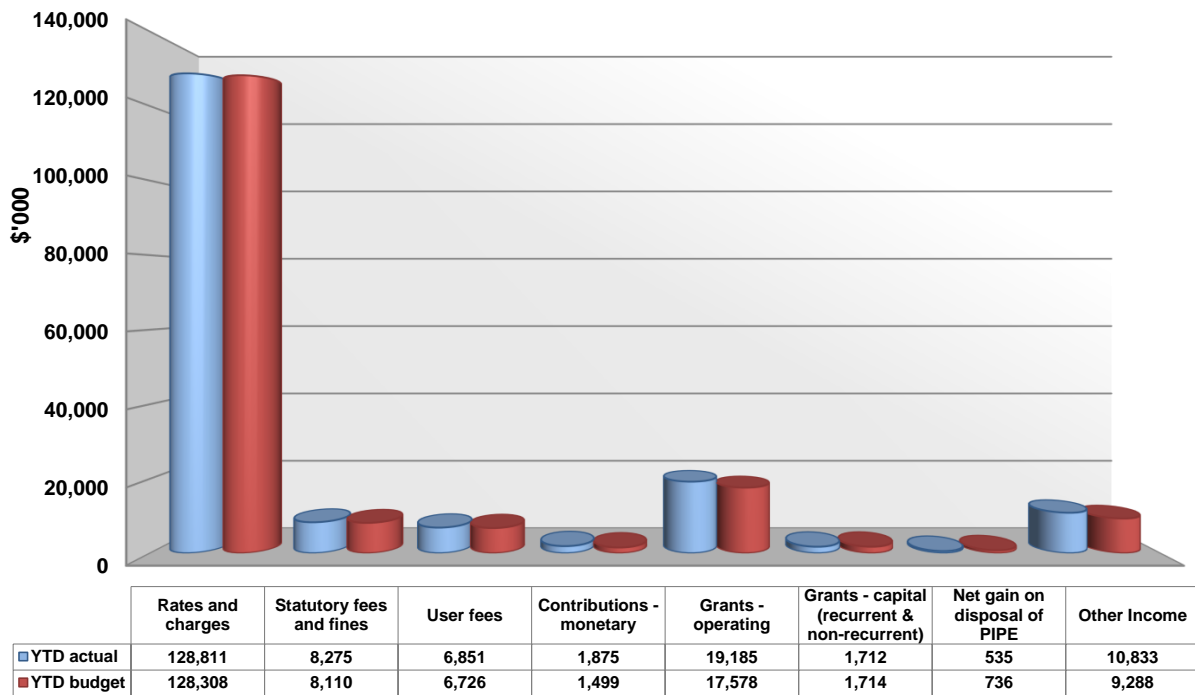
The financial report is prepared on the principles of accrual accounting. Accrual accounting recognises income when earned and expenditure when incurred, regardless of whether cash settlement has taken place. The basis of recognition of major income and expenditure in these statements are defined below.

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 new Accounting Standards, AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income of Not-For-Profit Entities', grant income is now generally recognised in the Income Statement to the extent of satisfied performance obligations. Alternatively, grant funding which does not have sufficiently specific performance obligations are recognised as income when the cash is received. Any grant income relating to unsatisfied performance obligations are recognised as unearned income in the Balance Sheet at balance date. Grants comprise of operating and capital (recurrent and non-recurrent in nature).
3. **Fees and charges:** Most fees and charges are recognised when cash is received. Generally, where Council raises a debtor's invoice, income is recognised at the point of the invoice and not when cash is received. Car parking permit income relating to a future period at balance date are recognised as unearned income in the Balance Sheet.
4. **Contributions - cash:** Cash contributions are essentially from developers towards open space works. These monies are treated as income when received. Council is obligated to spend these monies for the purpose for which they are given by the developers. Council also receives external contributions for other capital projects. Cash contributions received are held in reserves and treated as "restricted cash" until they are spent (see **note 9** below).
5. **Employee costs:** Salaries expenditure is based on fortnightly salaries paid and accruals for salary on-costs such as leave entitlements, superannuation and Workcover.
6. **Capital expenditure:** The two broad areas of capital are the capital improvement program (CIP) (which includes infrastructure and major projects) and 'other' which includes fleet, computers, plant and furniture. Expenditure is recognised as capital if it is significant in value and results in assets which have a useful life in excess of at least one year.
7. **Budget information:** The Original Budget information contained in the report is the budget approved by Council on 26 June 2023. The year to date budget in this report reflects the Mid-Year Budget as adopted by Council on 11 December 2023. No variations have been made to the declared rates and charges or loan borrowings other than what has been approved in the 2023-24 Adopted Budget.
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 2023 - 31 March 2024



Operating income for the period ended 31 March 2024 is \$4.12 million favourable against budget. This is primarily due to the following:

- **Grants – operating (\$1.6 million favourable)** – Higher than anticipated operating grant funding due mainly to an expanded Family Day Care (FDC) program (\$990,000) combined with additional funding in other programs including Maternal and Child Health (\$339,000), Child First (\$102,000), Market Street Occasional Care Centre Operational (\$101,000), Festivals and Events (\$48,000), HACC Co-ordination (\$47,000), Y-Space (\$25,000), Emergency Management (\$24,000), Children's Support Services (\$21,000) and Playgroups Initiatives (\$21,000).

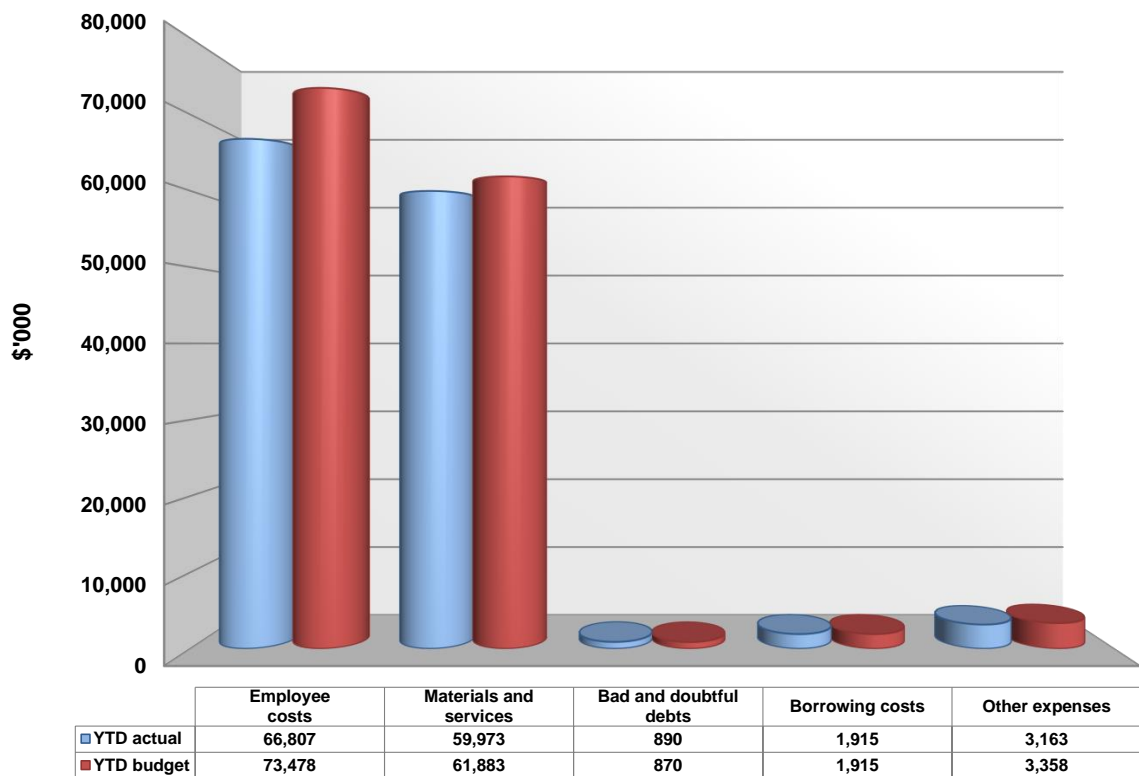
These favourable variances are partly offset by lower than anticipated grant funding recognised to date based on satisfied performance obligations for HACC – Assessments and Team Leaders (\$106,000), Sleep and Settling Initiative (\$85,000), Home and Community Care (\$58,000) Food Services (\$22,000) and HACC-Home Maintenance (\$22,000).

- **Other income (\$1.5 million favourable)** – Mainly due to better than anticipated interest returns on investments with greater cash and investment funds caused by capital expenditure delays.
- **Rates and charges (\$503,000 favourable)** - Better than anticipated interest on rates in arrears which was expected to reduce under recent legislative changes and supplementary rates.

B2. Operating Expenditure

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

**Expenditure from operating activities
for 1 July 2023 to 31 March 2024**



Operating expenditure for the quarter ended 31 March 2024 is favourable by \$3.95 million against budget. The major favourable variances are in Employee Costs (\$6.67 million) and Materials and Services (\$1.9 million), partly offset by non-cash accounting entries (prior year capital expenditure unable to be capitalised and asset write offs - \$4.81 million).

- **Employee costs (\$6.67 million)** - as depicted in the following table, nearly half (\$3.14 million) 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).

A further \$1.09 million in Community Care represents a favourable salaries variance that is mostly offset by lower grant funding due to lower than anticipated achievement of targets.

Employee costs (continued)

Directorate	YTD Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Grant Funding \$	Potential Underspend/ (overspend) 2023-24 \$
CEO Services	218,394	-	-	218,394
City Futures	106,515	65,957	-	40,557
Community Strengthening	6,060,317	3,077,125	1,087,154	1,896,038
Corporate Development	392,366	-	-	392,366
Non-Directorate	(106,741)	-	-	(106,741)
Total Council	6,670,850	3,143,082	1,087,154	2,440,614

The remaining \$2.44 million represents a potential underspend in salary costs year to date in the following areas:

- Community Strengthening (\$1.90 million), mainly in Maternal and Child Health (\$418,000), Library Services (\$318,000), Children's Support Services (\$365,000) and Family Day Care (\$245,000) due to a delay in recruitment of vacant positions combined with challenges in sourcing permanent skilled staff. These favourable variances are partly offset by higher than anticipated salaries in the Drum Theatre (\$189,000).
- Corporate Development (\$392,000) due to delay in recruitment and lower temporary agency staff costs in Call and Service Centres \$117,000, Community Property \$100,000, Financial Services \$99,000 and Occupational Health and Safety \$81,000. This favourable variance is partly offset by Corporate Development Executive \$139,000.
- CEO Services (\$218,000) due to a delay in filling vacant positions mainly in Digital Technology \$225,000 and Asset Management \$18,000.

Overall, a permanent favourable variance of \$1.24 million has been reflected for all Employee Costs in the 2023-24 Forecast which is detailed in the earlier Forecast Review section.

- **Materials and services (\$1.9 million favourable)** due to a variety of factors including:

- Delay in receipt of invoices most notably tipping fees and lower than anticipated recycling and waste collection contract costs (Waste Management \$1.45 million) and graffiti removal contract (Cleansing \$259,000).
- A delay in timing of works (Spring Valley Landfill \$283,000).
- Lower than anticipated software maintenance and IT costs (Digital Technology \$330,000).

These favourable variances are partly offset by higher than expected Family Day Care educator costs due to an expanded service matched by higher income (\$990,000).

The above favourable variances are offset by unfavourable fixed asset entries (Prior year capital expenditure unable to be capitalised (non-cash) \$3.9 million and Asset write offs \$907,000. These items are not budgeted as they are difficult to predict and represent non-cash accounting entries.

C. Balance Sheet

Council's net assets are valued at \$2.60 billion at 31 March 2024.

C1. Current assets

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

Cash and cash equivalents (\$23.66 million) – Represent the net amount held by Council in cash or term deposits with a term of less than 90 days.

\$167.53 million of cash and investment funds are 'restricted' for various purposes. The reduction in operating funds at 31 March 2024 is due to the classification of \$178.23 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 \$201.89 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 (\$178.23 million) – Increase in financial assets from 30 June 2023 is due to the make-up of Council's cash and investments holdings at 31 March 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 (\$63.77 million) – This balance includes:

- Rate debtors \$46.08 million
- Infringement debtors of \$10.33 million (net of provision for doubtful debts).
- General debtors \$7.36 million (net of provision for doubtful debts).

Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in 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 (\$3.59 million) – This balance includes:

- Accrued income \$3.01 million – income earned but cash not yet received as at 31 March 2024.
- Prepayments \$9,000 - expenses prepaid at 31 March 2024.
- Other deposits \$567,300 – represents \$8,700 works warranty bond for Soccer Pitch and Community Centre - 9 Memorial Drive, Noble Park, \$75,000 deposit for Metropolitan Resource Recovery organic waste processing contract, \$250,000 deposit paid for Metropolitan Resource Recovery Landfill Services Gate Fee and \$233,600 deposit paid to South East Water for 5 Mason Street, Dandenong works.

C2. Non-current assets

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

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

Right-of-use assets (\$1.10 million) – Represents leased (right-of-use) assets and includes property, fleet, IT and office equipment that has been leased under ordinary lease arrangements.

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

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

C3. Current liabilities

Debts due to be repaid within 12 months.

Trade and other payables (\$5.74 million) – This balance includes trade creditors arising from operations and capital works.

Prepaid rates (\$41.91 million) – Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in a variety of patterns including quarterly instalments, nine direct debit payments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July. Prepaid rates represent the monthly rate income not yet recognised in the Income Statement for the remaining months of this financial year.

Trust funds and deposits (\$11.29 million) – Includes:

- Fire services property levy funds collected by Council on behalf of the State Government, but not yet paid on to the State Revenue Office (\$5.89 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 (\$3.60 million).
- Landscape deposits (\$1.06 million).
- Road deposits (\$458,000).
- Open space contributions (\$289,000).

Unearned income (\$56.09 million) – Represents income not yet earned based on specific performance obligations that were not complete at 31 March 2024 in respect of:

- Developer Contribution Plan (DCP) liabilities – (\$42.36 million).
- Operating grants (\$10.36 million).
- Capital grants (\$2.99 million).
- Other – including facility hire for future events (\$376,000).

Provisions (\$20.48 million) – This balance represents the provision for employee entitlements and landfill restoration works.

- Employee entitlements:
 - Long service leave entitlements - \$11.94 million.
 - Annual leave entitlements - \$7.71 million.
 - Rostered days off (RDO) - \$533,000.
- Landfill provision - \$294,000 - provision for the restoration and aftercare management of the former Spring Valley landfill site (closed). The former closed landfill is owned by the Council and is used as recreational open space. Council's share is 19.88% of the total future estimated costs.

Interest-bearing liabilities (\$910,000) – Represents the repayment of long-term borrowings expected during 2023-24.

Lease liabilities (\$181,000) - Represents the lease repayments in respect of right-of-use assets that are payable during 2023-24.

C4. Non-current liabilities

Debts due to be repaid in future years.

Provisions (\$1.18 million) – Represents the provisions estimated to be paid beyond the 2023-24 financial year and comprises of long service leave entitlements for employees (\$461,000) and landfill provision for restoration of Spring Valley landfill site (\$720,000) (Council's share is 19.88% of the total future estimated costs).

Trust funds and deposits (\$1.45 million) – Represents deposits that are payable beyond the 2023-24 financial year and comprises asset protection bonds of \$850,000, landscape deposits of \$537,000 and contractor deposits of \$65,000.

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

Lease liabilities (\$918,000) – Represents lease payments in respect of right-of-use assets to be repaid beyond the next 12 months.

C5. Net assets and equity

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

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

The discretionary reserves are:

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

The statutory reserves are:

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

D. Cash Flow Statement

Cash and investment holdings total \$23.66 million as at 31 March 2024, an decrease of \$48.58 million since 30 June 2023. Total cash and investment holdings are made up of operating cash (significantly reduced to \$143.87 million due to the classification of term deposits over 90 days as financial assets) and restricted cash of \$167.53 million. Please refer below for a detailed listing of Restricted Cash items, which are set aside for specific purposes.

Cash flows from operating activities – net inflow of \$51.79 million.

The major inflows are rates (\$137.18 million), grants - operating (\$19.52 million), trust funds and deposits taken (\$17.26 million), user fees (\$7.17 million) and statutory fees and fines (\$5.90 million).

The major outflows are materials and services (\$72.45 million), employee costs (\$70.97 million) and trust funds and deposits repaid (\$12.43 million),

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

Cash flows from investing activities – net outflow of \$95.27 million, including:

- \$55.63 million relates to cash outflow for term deposits with a maturity of greater than three months.
- \$40.19 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.
- \$549,000 proceeds on asset sales mainly relating to the fleet replacement program.

Cash flows from financing activities – outflow of \$5.10 million.

Council incurred \$1.92 million in finance costs on its borrowings and repaid \$2.69 million of existing borrowings. In addition, Council repaid \$486,000 of its lease liabilities as at 31 March 2024.

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

Type	31-Mar-24	Notes
Reserve funds	\$'000	
Council funded Development Contribution Plans (DCP) reserve	17,677	Reserved for specific expenditure in accordance with the published DCP.
Open space – planning, development and improvements	3,859	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	47,127	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	3,453	Reserved for specific maintenance expenditure relating to this area.
Spring Valley landfill rehabilitation	3,119	Rehabilitation of the Spring Valley landfill site.
Re-vegetation reserves	209	To meet native re-vegetation requirements on Council's reserves.
Insurance fund reserve	469	To meet large and unexpected policy excesses on multiple insurance claims.
Springvale Activity Precinct Parking and Development reserve	235	To fund development in the Springvale Activity Centre.
Dandenong Activity Precinct Parking and Development reserve	3,073	To fund development in the Dandenong Activity Centre.
Grants received in advance	0	Represents grants received in advance.
General reserve (Aged Care)	2,418	Funds set aside for the aged care reforms.
Future maintenance reserve	4,146	Contribution funds for future works to address level crossing removal authority defects.
Total reserve funds	91,785	
Employee provisions	\$'000	
Long service leave	12,406	Funds to meet long service leave commitments.
Annual leave and other	8,238	Funds set aside to meet annual leave and rostered days off (RDO) commitments.
Employee provisions	20,644	
Trust funds and deposits	\$'000	
Fire services property levy (FSPL) collected and due	5,885	Payable to State Revenue Office – legislative requirement.
Open space contributions	289	Pending completion of works.
Landscape deposits	1,593	Pending completion of works.
Road deposits	458	Pending completion of works.
Other trust funds and deposits	4,516	Refundable upon finalisation of programs.
Total trust funds and deposits	12,741	
Other restricted funds	\$'000	
DCP unearned income	42,361	Pending completion of works by developers.
Other restricted funds	42,361	
Total restricted cash	167,531	

E. Statement of Capital Works

Total capital expenditure at 31 March 2024 was \$32.58 million. A further \$26.97 million was committed as at the end of March. 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

- **3876 Building Renewal Bathroom (\$867,000 favourable)** - Designs and request for quotes are underway for several child projects.
- **3219 Thomas Carroll Pavilion (412,000 unfavourable)** – Minor Disability Discrimination Act (DDA) rectification works are underway. This variance is permanent and an unfavourable adjustment of \$550,000 has been reflected in the 2023-24 Forecast.
- **1631 Art Gallery PEP Bldg (399,000 favourable)** - Concept design and detailed design on hold by the Project Control Group until further notice.
- **4069 PEP redevelopment (\$373,000 favourable)** – Seeking quotations.
- **3902 Ross Reserve Pavilion (\$341,000 favourable)** – Minor outstanding works required for the certificate of occupancy including rainwater tank connection and access ramps.
- **4185 Dandenong Market – Fire Services (\$336,000)** – Project underway. Initial inspection completed report provide. Minor rectification works and housekeeping items complete with DMPL. Seeking quotes for large items with DMPL. Second detailed site inspection complete, with report expected in April 2024. Additional rectification items are expected.
- **3547 George Andrews Reserve (\$329,000 unfavourable)** – Kitchen extension works complete. Verandah works to be completed in April. A permanent unfavourable variance of \$550,000 has been reflected in the 2023-24 Forecast.
- **4004 8 Balmoral Avenue (\$320,000 unfavourable)** – The unfavourable variance in this project is due to the enhancement to the original project scope to install a user activated roller shutter. This created a secure parking area for permit holders as well as reducing anti-social behaviour and vandalism on the roof level. This work was undertaken knowing that there was savings within the broader CIP 2022-23 budget. However, due to delays with manufacturing the works were completed in 2023-24. A permanent unfavourable variance of \$320,000 has been reflected in the 2023-24 Forecast.
- **3946 Building Renewal Aquatic / Leisure (\$318,000 favourable)** – Seeking quotes for child projects.

Infrastructure

- **3992 Perry Road DCP-KR01a (\$2.21 million favourable)** - Contract has been awarded and works are progressing well. Trees have been removed. Footpath construction is in progress. Melbourne Water connections have been done. Storm water drainage works are progressing and well and at 90% completion. Swale drain is being done.
- **3209 Active Reserves Renewal (\$794,000 favourable)** – Comprises 11 child projects. Project status commentary outstanding at the time of writing this report.
- **4120 Ross Reserve Athletics Track (\$715,000 favourable)** – Project complete. A permanent favourable variance of \$150,000 has been reflected in the 2023-24 Forecast.
- **4158 Springvale Reserve Netball (\$408,000 favourable)** – Construction works are well underway with expected completion end of May.

Roads

- **3231 Road Reconstruction Program (\$2.47 million favourable)** – Procurement works in progress for Ordish road full reconstruction phase 2. Tender report for Council approval in April.
- **3754 Road Rehabilitation Program (\$732,000 unfavourable)** – Twelve road sections are nominated this financial year. Nine road segments were resurfaced and completed. The remaining works are planned to start in April 2024. The overspend on this program has been reflected in the 2023-24 Forecast and will be offset by an underspend in the above Road Reconstruction Program (3231).

APPENDIX 1 - Capital Expenditure Report

	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	COMMIT	ANNUAL MID YEAR BUDGET	FULL YEAR FORECAST	ANNUAL ORIGINAL BUDGET
	\$	\$	\$	\$	\$	\$	\$
PROPERTY							
Buildings							
1631. 2434-22/23 Art Gallery PEP Bldg	1,950	400,500	398,550	11,141	573,668	573,668	-
1818. 1622-19/20 Walker St Carpark	10,845	-	(10,845)	4,435	-	10,845	-
1869. 2587-23/24 D'ong Community Hub	188,693	222,000	33,307	1,470,304	2,000,810	2,000,810	1,756,000
1943. Air Fryer Crowe Pavilion	-	15,000	15,000	-	15,000	15,000	-
3219. 1943-20/21 Thomas Carroll Pavilion	886,912	475,310	(411,602)	49,674	475,310	1,025,310	-
3547. 1504-19/20 George Andrews Reserve	431,896	103,210	(328,686)	225,340	103,210	653,210	-
3548. 2588-23/24 Keysb Sth Community Hub	3,233,308	3,415,000	181,692	8,742,140	13,830,089	8,710,089	11,000,000
3793. 1583-19/20 Dandenong Market Square	2,463	68,834	66,371	24,045	68,834	68,834	-
3817. 2356-22/23 Civic Archive Building	4,405	-	(4,405)	-	-	4,405	-
3820. 2367-22/23 N'Park Aquatic Ctr NPAC	-	-	-	13,372	-	-	-
3874. 2272-22/23 Bldg Renewal.- HVAC	-	288,500	288,500	-	465,000	465,000	465,000
3876. 2456-23/24 Bldg Renewal Bathroom	44,634	911,400	866,766	330,005	1,470,000	1,470,000	1,470,000
3879. 2457-23/24 Bldg Renewal Minor Wrks	183,980	147,000	(36,980)	73,054	147,000	197,000	147,000
3880. 2458-23/24 Bldg Renewal Roof	1,800	279,150	277,350	-	377,950	327,950	260,000
3883. 2321-22/23 Bldg Renewal Kitchen/Eq	218,561	-	(218,561)	161,892	-	250,000	-
3902. 1928-20/21 Ross Reserve Pavilion	6,800	347,465	340,665	1,946	347,465	347,465	-
3904. 2459-23/24 Bldg Renewal Theatre	60,909	237,500	176,591	120,514	383,000	383,000	383,000
3906. 2583-23/24 Dandenong Gallery of Art	971,225	1,008,400	37,175	357,855	4,681,181	4,681,181	3,000,000
3946. 2452-23/24 Bldg Renewal Aquat/Leis	326,539	644,800	318,261	225,462	1,039,500	789,500	1,039,500
3949. 1785-20/21 NPAC Redevelopment	8,502	-	(8,502)	12,257	-	8,403	-
3974. 2586-23/24 D'ong Wellbeing Centre	1,411,109	1,300,000	(111,109)	129,477	5,152,186	5,152,186	5,500,000
4003. 2054-21/22 Springvale Reserve	271,557	-	(271,557)	106,612	-	271,557	-
4004. 1764-19/20 8 Balmoral Avenue	320,228	-	(320,228)	2,142	-	320,228	-
4042. NPR N'Park Comm Ctr Bldg Upgrade	56,553	41,752	(14,801)	-	41,752	48,752	-
4067. 2570-23/24 Lyndale Sec Coll Kitchen	31,697	130,000	98,303	5,985	544,800	494,800	400,000
4069. 2585-23/24 Pep Redevelopment	136,172	508,900	372,728	467,423	1,526,995	1,526,995	800,000
4105. 2311-22/23 Police Padck Water Main	-	144,100	144,100	68,182	144,100	144,100	-
4106. 2330-22/23 D'ong Civic Hot Water	-	93,280	93,280	-	93,280	93,280	-
4109. 2167-22/23 Bains Pavilion	-	208,800	208,800	-	348,875	-	-
4132. 1009-18/19 Heritage Hill (Laurel)	-	27,000	27,000	-	60,000	60,000	60,000
4133. 1028-18/19 Jan Wilson Community Ctr	-	20,500	20,500	-	45,000	45,000	45,000
4142. 1944-20/21 Dandy Mkt Carpk Bollards	-	7,000	7,000	-	15,000	15,000	15,000
4143. 2336-22/23 Cooina Ctr - DDA Comply	14,715	124,000	109,285	-	200,000	200,000	200,000
4144. 1925-20/21 Dandy CvcCtrLib Ccpt Des	-	11,500	11,500	20,800	25,000	25,000	25,000
4145. 1362-19/20 Paddy O'Donoghue Centre	-	16,000	16,000	-	35,000	35,000	35,000
4146. 1487-19/20 39a Clow Street-Lighting	-	17,100	17,100	-	38,000	38,000	38,000
4147. 2340-22/23 Dandenong West Prim Sch	7,852	3,400	(4,452)	-	7,000	7,852	7,000
4148. 1688-19/20 Noble Park - Mbl Lib Srv	15,973	22,500	6,527	15,897	50,000	50,000	50,000
4149. 2602-23/24 Dandy North Snr Citizens	-	18,000	18,000	-	40,000	40,000	40,000
4150. 1893-20/21 The Castle - Lighting	-	4,500	4,500	-	10,000	10,000	10,000
4184. Dandenong Market - Lift	-	105,000	105,000	-	175,000	175,000	-
4185. Dandenong Market - Fire Services	23,857	360,000	336,143	31,500	600,000	600,000	-
Leasehold Improvements							
3941. 1767-19/20 Police Padck Grandstand	-	260,000	260,000	-	433,660	433,660	-
4111. 2247-22/23 Rosewd Downs PS MCH	-	122,070	122,070	-	122,070	122,070	-
Total property	8,873,135	12,109,471	3,236,336	12,671,456	35,685,735	31,890,150	26,745,500



	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	COMMIT	ANNUAL MID YEAR BUDGET	FULL YEAR FORECAST	ANNUAL ORIGINAL BUDGET
	\$	\$	\$	\$	\$	\$	\$
PLANT AND EQUIPMENT							
Plant, machinery and equipment							
1188. HACC Minor works	-	-	-	-	50,000	50,000	-
1445. 1702-19/20 Fleet Purchases	1,449,835	1,426,300	(23,535)	507,979	3,140,900	3,112,900	3,140,900
1447. 2252-22/23 Fleet New Program	130,571	57,770	(72,801)	-	57,770	127,833	-
4044. NPR Pedestrian Counters S/City	-	12,492	12,492	-	12,492	12,492	-
Library books							
3104. 2593-23/24 Library Strategy	511,041	664,000	152,959	230,924	878,000	828,000	878,000
Computers and telecommunications							
3957. 2294-22/23 Audio Visual Renewal	24,730	250,400	225,670	327,413	556,500	556,500	556,500
4007. 1713-19/20 Merit CRM Replacement	-	88,050	88,050	-	88,050	88,050	-
4052. LRCI3 Optical Fibre Various	-	10,194	10,194	-	10,194	10,194	-
4104. 1932-20/21 Security Program	-	18,000	18,000	-	40,000	29,155	40,000
4112. 2455-23/24 Keysborough Food Svcs	110,745	74,700	(36,045)	49,700	165,500	165,500	165,500
4152. 1347-19/20 Various Locations Wi-Fi	-	16,200	16,200	-	36,000	36,000	36,000
4153. 1346-19/20 Hemmings Pk-Radio/Wi-Fi	-	11,500	11,500	-	25,000	25,000	25,000
4154. 2358-22/23 Var Locations Pple Count	-	16,900	16,900	-	37,000	37,000	37,000
Fixtures, fittings and furniture							
3314. 2460-23/24 Furniture Renewal Prg	-	29,700	29,700	-	65,780	65,780	65,780
4151. 2463-23/24 Public Art Renewal Prog	2,501	22,500	19,999	2,215	50,000	50,000	50,000
Total plant and equipment	2,229,423	2,698,706	469,283	1,118,231	5,213,186	5,194,404	4,994,680
INFRASTRUCTURE							
Parks, open space and streetscapes							
1629. 2231-22/23 Vanity Lane 275 Lonsdale	875	250,000	249,125	4,976	1,985,276	1,985,276	-
3442. 2574-23/24 NPR Noble Park Revital'n	-	187,500	187,500	-	335,000	268,000	150,000
3849. 2201-22/23 Fred Wachter Playground	-	92,392	92,392	-	92,392	80,000	-
3900. 1542-19/20 Ross Reserve Landscape	93,510	134,279	40,769	-	134,279	134,279	-
3931. 2440-23/24 Guardrail Program	1,750	45,000	43,250	69,155	100,000	100,000	100,000
3932. 2462-23/24 Passive O/Space Renewal	593,196	727,800	134,604	412,839	1,335,000	1,035,000	1,335,000
3977. 1996-20/21 LXRA Rectification Works	16,787	24,380	7,593	31	40,644	40,644	-
4012. 1800-20/21 Alex Wilkie Wetlands	-	50,000	50,000	-	50,000	50,000	-
4014. 2575-23/24 NPR Frank Street	157,226	120,000	(37,226)	34,445	120,000	180,000	120,000
4020. 2225-22/23 LRCI3 Railway Parade SC	198,050	213,742	15,692	-	213,742	213,742	-
4027. 1920-20/21 NPR Ian St Street Scape	116,556	305,221	188,665	37,125	305,221	305,221	-
4032. 1138-18/19 Hemmings St Precinct	11,277	141,320	130,043	-	141,320	141,320	-
4043. NPR Leonard/Buckley Streetscape	-	31,400	31,400	-	31,400	31,400	-
4058. 2225-22/23 Railway Pde St Scape (2)	15,246	-	(15,246)	-	-	-	-
4062. 2561-22/23 NPR Muderra Artwork	10,800	179,664	168,864	87,561	179,664	179,664	-
4065. 2564-22/23 NPR Leonard Av St-Scape	354,003	398,079	44,076	28,509	398,079	398,079	-
4128. 1313-18/19 Tyers Lane Reserve	69,753	54,000	(15,753)	-	120,000	100,000	120,000
4134. 2465-23/24 Lighting Renewal Prg	391,153	547,100	155,947	795,988	1,390,000	1,340,000	1,802,500
4141. 2560-22/23 Keshava Mural Thunder FC	30,000	30,000	-	1,173	30,000	30,000	-
4162. 2303-22/23 Safe City CCTV RenewProg	-	61,400	61,400	-	136,550	136,550	136,550
4163. 2469-23/24 Ligh Renew Prog-Op Space	1,950	250,000	248,050	4,950	412,500	412,500	-
4164. 2318-22/23 Dandy CBD-LED Upgrade	-	192,600	192,600	-	409,640	409,640	409,640
4165. 2359-22/23 Hemmings Pk - Lighting	-	42,300	42,300	90,411	93,500	93,500	93,500
4166. 2223-22/23 86-88 Clow St Landscape	6,149	112,500	106,351	155,256	250,000	250,000	250,000
4167. 1869-20/21 Ian Tatt Lsr Prk LEDStg1	1,820	90,000	88,180	15,000	200,000	200,000	200,000
4168. 2113-21/22 Warner Rsv - Stg 2 of 2	54,176	90,000	35,824	36,580	200,000	200,000	200,000
4169. 2141-21/22 Madison Reserve	115,165	112,500	(2,665)	99,387	250,000	230,000	250,000
4170. 2144-21/22 Bakers Reserve	58,203	112,500	54,297	212,180	250,000	270,000	250,000
4171. 2202-22/23 Fred. Wachtr. RsvLndscpe	21,759	45,000	23,241	59,893	100,000	100,000	100,000
4172. 2207-22/23 Rowley Allan Rsv LapBldg	29,070	43,000	13,930	36,220	95,000	95,000	95,000
4173. 2398-22/23 Thoms. Carroll Rsv Entry	232,986	225,000	(7,986)	146,390	500,000	500,000	500,000
4174. 2414-22/23 Springvalley Park	25,900	90,000	64,100	38,850	200,000	150,000	200,000
4175. 2576-23/24 Springvale Revit ActPLAN	-	112,500	112,500	-	250,000	250,000	250,000
4177. 1832-20/21 George Andrews Rsv Upgrd	500	67,500	67,000	159,830	150,000	150,000	150,000
4178. 2614-23/24 Burden Park-Shade Sails	9,892	54,000	44,108	75,903	120,000	110,000	120,000
4179. 2609-23/24 Glendale Reserve	24,827	45,000	20,173	37,738	100,000	100,000	100,000
4180. 2214-22/23 218 Railway Pde Pckt Prk	500	36,000	35,500	86,868	80,000	80,000	80,000
4181. 2147-21/22 Thornton Reserve	-	56,500	56,500	33,020	125,000	125,000	125,000
4191. Railway Parade Shopping Centre	-	-	-	-	200,000	200,000	-

	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	COMMIT	ANNUAL MID YEAR BUDGET	FULL YEAR FORECAST	ANNUAL ORIGINAL BUDGET
	\$	\$	\$	\$	\$	\$	\$
Recreational, leisure and community facilities							
1747. 2170-22/23 Barry Powell Reserve	408	-	(408)	408	-	408	-
3209. 2464-23/24 Active Reserves Renewal	671,959	1,466,400	794,441	1,299,356	1,995,000	1,995,000	5,995,000
3454. 2584-23/24 ash program	12,262	74,000	61,738	21,236	100,000	100,000	100,000
3518. 1987-20/21 Harmony Square	1,200	-	(1,200)	3,182	-	1,200	-
3849. 2201-22/23 Fred Wachter Playground	446,529	523,554	77,025	48,075	523,554	500,000	-
3853. 2186-22/23 Parkfield Rsrve Cricket	29,290	53,418	24,128	-	53,418	53,418	-
4031. 1499-19/20 Ross Reserve SoccerPitch	298,777	338,081	39,304	42,604	338,081	338,081	-
4066. 2592-23/24 George Andrews Rsv Light	199,087	-	(199,087)	217,257	704,130	704,130	230,800
4120. 2475-23/24 Ross Reserve Ath Track	4,451,244	5,166,121	714,877	261,746	5,166,121	5,016,121	-
4121. 2339-22/23 Children Services Prg	18,546	-	(18,546)	-	-	18,546	-
4122. 2176-22/23 Fred Wachter North Lght	-	-	-	841	-	-	-
4157. 2209-22/23 Springvale Rsv - Playgrd	617	222,000	221,383	233,501	300,000	245,000	300,000
4158. 2416-22/23 Springvale Rsv - Netball	139,867	547,600	407,733	662,952	740,000	795,000	740,000
4159. 2197-22/23 Warner Rsv-Tennis-1 of 3	17,746	13,500	(4,246)	8,763	30,000	30,000	30,000
4160. 2601-23/24 Booth Rsv-Afghan RockCrt	68,715	34,000	(34,715)	830	75,000	75,000	75,000
4161. 2203-22/23 Fred. Wachtr. Rsv-RecDes	-	36,000	36,000	-	80,000	80,000	80,000
4195. 2213-22/23 Barry Powell Playgnd (N)	-	-	-	10,305	-	628,875	-
4198. 1982-20/21 Lyndale SC Sportsground	-	-	-	8,185	-	50,000	-
Roads							
3080. 2232-22/23 LRCI2 DCP-L102 AbbottsRd	277,795	150,000	(127,795)	-	350,000	350,000	-
3231. 2256-22/23 Road Reconstruction Prg	184,160	2,658,451	2,474,292	159,093	3,618,451	2,818,451	3,000,000
3373. 2441-23/24 Kerb & Channel Renewal	305,778	410,000	104,222	25,359	500,000	500,000	500,000
3404. Black Spot - Brady Rd, Dandenong	-	-	-	-	1,191,072	1,191,072	-
3418. 2582-23/24 LATM New Program	542,869	393,719	(149,150)	165,294	723,719	723,719	500,000
3752. 2445-23/24 Roads to Recovery Prg	1,517,206	1,681,100	163,894	921,699	2,496,388	2,496,388	2,407,702
3753. 2253-22/23 Road Resurfacing Prg	360	-	(360)	-	-	-	-
3754. 2446-23/24 Road Rehabilitation Prg	5,732,146	5,000,000	(732,146)	750,723	5,000,000	5,800,000	2,500,000
3828. 1685-19/20 Mason Street	28,407	-	(28,407)	2,727	-	28,407	-
3942. 1784-20/21 Black Spot Works Program	968,808	870,788	(98,020)	167,779	870,788	1,014,788	-
3962. 1478-19/20 Bakers Road Service Road	10,217	23,305	13,088	-	23,305	23,305	-
3992. 1399-19/20 Perry Road DCP-KR01a	330,548	2,539,200	2,208,652	3,934,230	4,232,883	4,232,883	-
4059. 2557-22/23 OUTLOOK DVE BLACKSPOT PG	7,255	74,000	66,745	126,566	148,336	148,336	-
4060. 2558-22/23 RAILWAY PDE BLACKSPOT PG	20,114	282,000	261,886	321,121	471,480	471,480	-
4061. 2559-22/23 Browns Rd Blackspot PG	23,240	256,000	232,760	315,524	427,083	427,083	-
4064. 2563-22/23 NPR Laneway Activation P	93,885	50,000	(43,885)	6,380	100,000	100,000	-
4138. 2448-23/24 LATM Renewal Program	166,302	127,500	(38,802)	11,904	150,000	166,302	150,000
4187. Black Spot Prog.- Hammond Rd Lodgis	-	-	-	-	106,704	106,704	-
4188. Black Spot Prog.-Athol Rd/Springval	-	-	-	-	311,904	311,904	-
4189. Black Spot Prog.-View Rd, S/Vale	-	-	-	-	257,184	257,184	-
4190. Black Spot - Woodlee St, Dandenong	-	-	-	-	186,048	186,048	-
Bridges							
4034. 2243-22/23 LRCI3 Hammond Rd Bridge	379,649	312,000	(67,649)	74,888	519,581	519,581	-
4046. 2244-22/23 LRCI3 Abbotts Rd Bridge	-	60,000	60,000	-	100,000	100,000	-
Footpath and cycleways							
3174. 2581-23/24 Active Transport ATIPP	150,818	175,000	24,182	13,352	500,000	500,000	500,000
3355. 2443-23/24 Footpath Renewal Prg	588,266	504,000	(84,266)	322,656	700,000	900,000	700,000
4155. 1995-20/21 Mordialloc Crk Eq Trail	-	9,000	9,000	-	20,000	20,000	20,000
Off street car parks							
4033. 1914-20/21 LRCI3 The Crescent	-	19,616	19,616	-	19,616	19,616	-
4049. 2288-22/23 LRCI3 Robert Booth-Bess	-	14,243	14,243	-	14,243	14,243	-
4182. 2205-22/23 Rowley Allan Rsv - Fence	65,972	27,000	(38,972)	-	60,000	65,972	60,000
4183. 1428-19/20 The Castle - Carpark Des	4,456	7,000	2,544	-	15,000	4,456	15,000
4186. D'ning Market - CarPark Rectificat	-	135,000	135,000	-	225,000	225,000	-

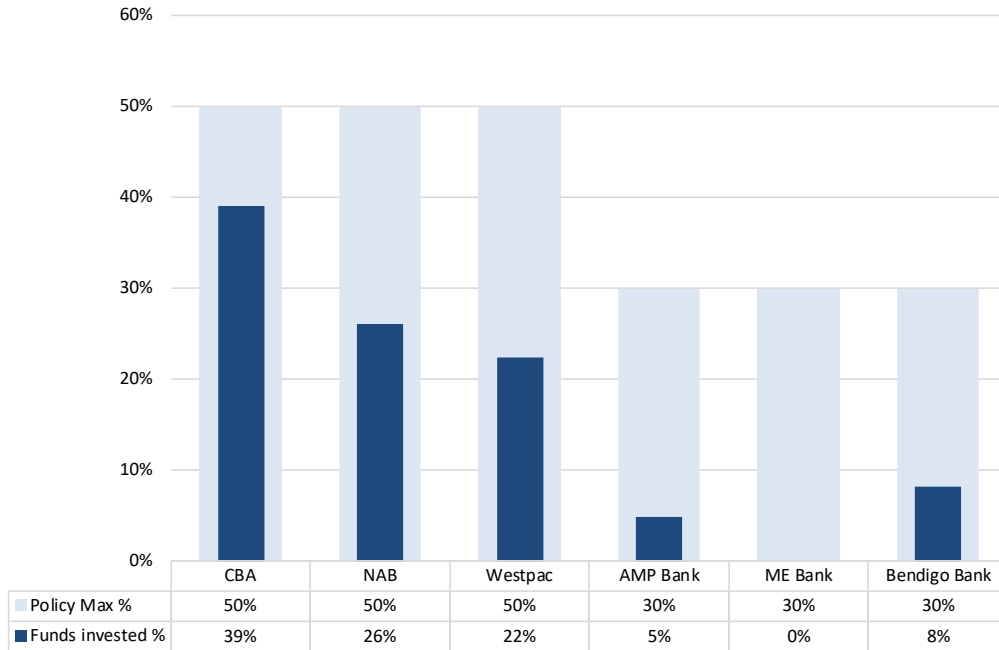


	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	COMMIT	ANNUAL MID YEAR BUDGET	FULL YEAR FORECAST	ANNUAL ORIGINAL BUDGET
	\$	\$	\$	\$	\$	\$	\$
Drainage							
3019. 2439-22/23 Drainage Renewal Prg	388,306	400,000	11,694	7,721	400,000	400,000	400,000
3558. 2449-23/24 Pit Renewal Program	10,235	49,000	38,765	18,640	100,000	100,000	100,000
3939. 2438-22/23 Drainage Reactive Prg	195,265	245,000	49,735	238,865	500,000	500,000	500,000
3977. 1996-20/21 LXRA Rectification Works	6,662	-	(6,662)	-	-	-	-
4010. 2230-22/23 LRC12 Callander Rd	-	135,000	135,000	1,350	300,000	300,000	300,000
4116. 1998-20/21 Drainage Catchment 38A	475,000	425,000	(50,000)	-	425,000	475,000	-
4156. 1798-20/21 Victoria Avenue New GPT	-	112,500	112,500	19,800	250,000	250,000	250,000
Total infrastructure	21,473,039	30,990,273	9,517,234	13,185,189	46,543,296	47,073,516	26,590,692
GRAND TOTAL	32,575,597	45,798,450	13,222,853	26,974,876	87,442,217	84,158,070	58,330,872

APPENDIX 2 – Investment Analysis

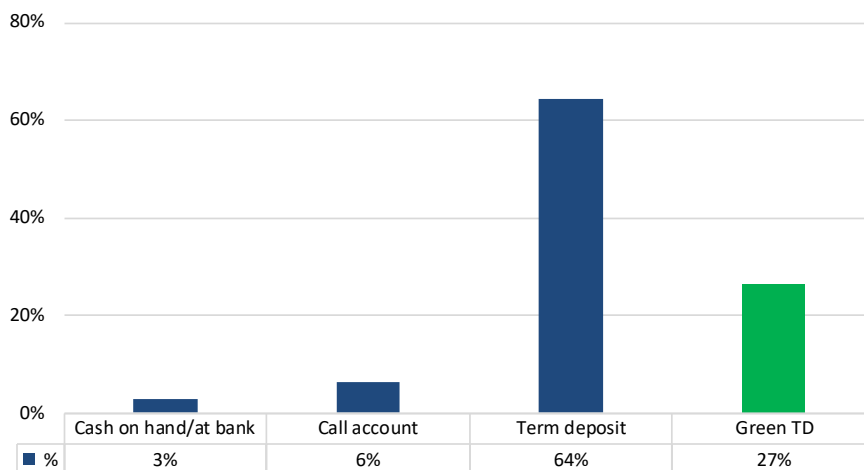
An update of Council's Investment Policy was approved in July 2023. The graphs in this appendix have been revised in accordance with the new policy parameters governing controls and thresholds of investment funds.

Individual Institution (ADI) limits



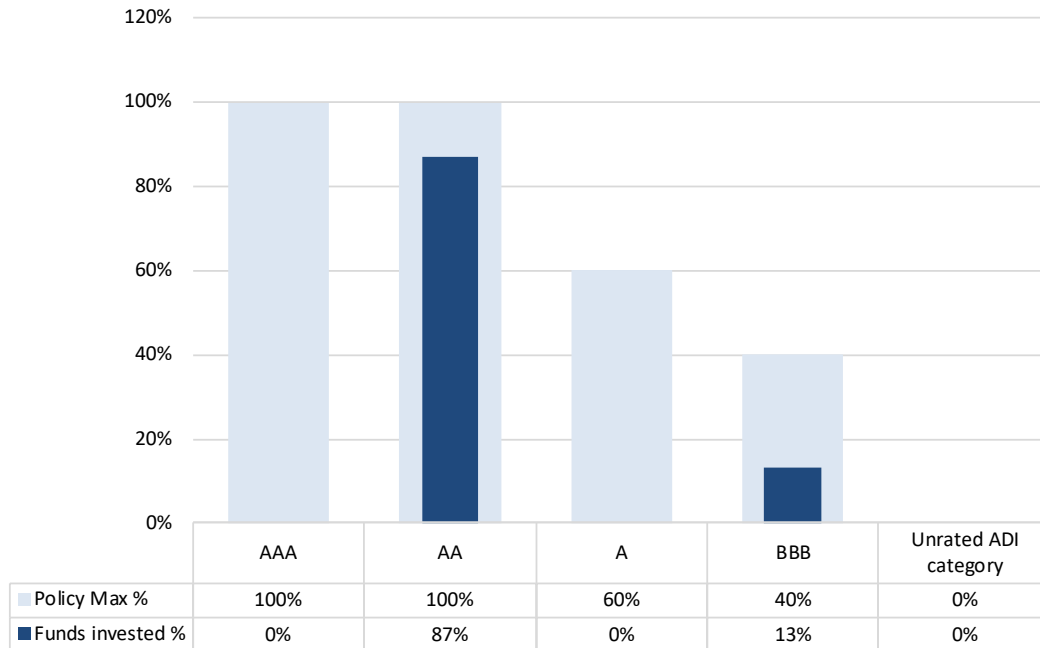
Policy limit – Council's Investment Policy limits funds invested in AAA category Authorised Deposit Institutions (ADI) to a maximum of 60%, 50% with AA category or major bank, 40% with A category ADIs, 30% with BBB category ADIs and 0% in unrated ADIs.

Portfolio Products

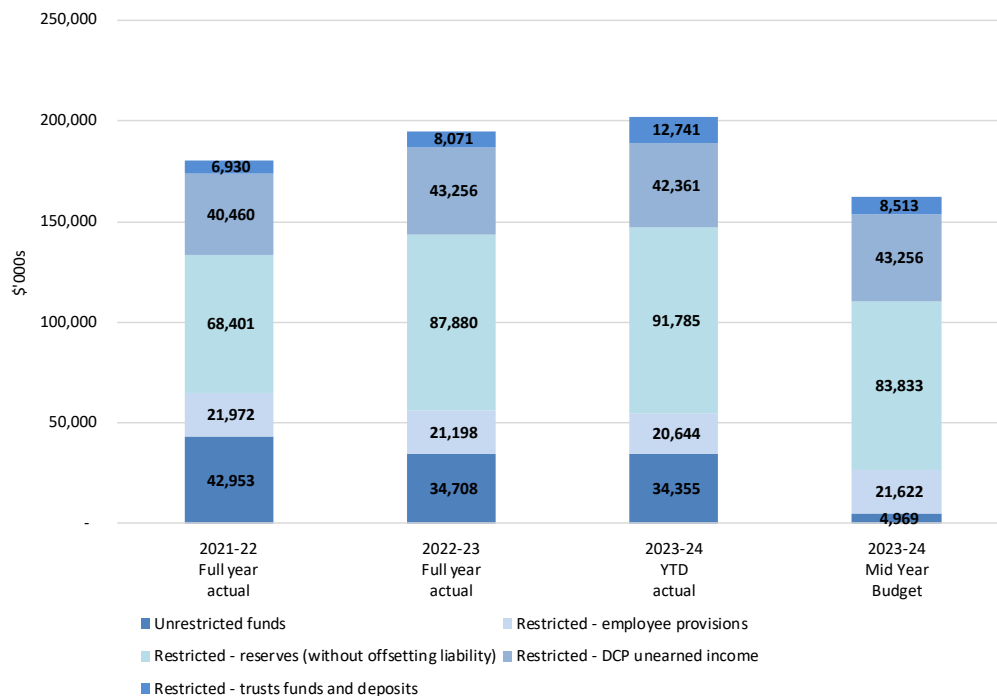


Note: Green deposits: 27% (or \$53.5 million) was invested at 31 March 2024. These investments are certified against Climate Bonds Initiative – Climate Bonds Standard, the same certification as green bonds. Investments held with Bendigo Bank fall under this category as this institution does not invest in fossil fuels.

Investment portfolio by credit rating

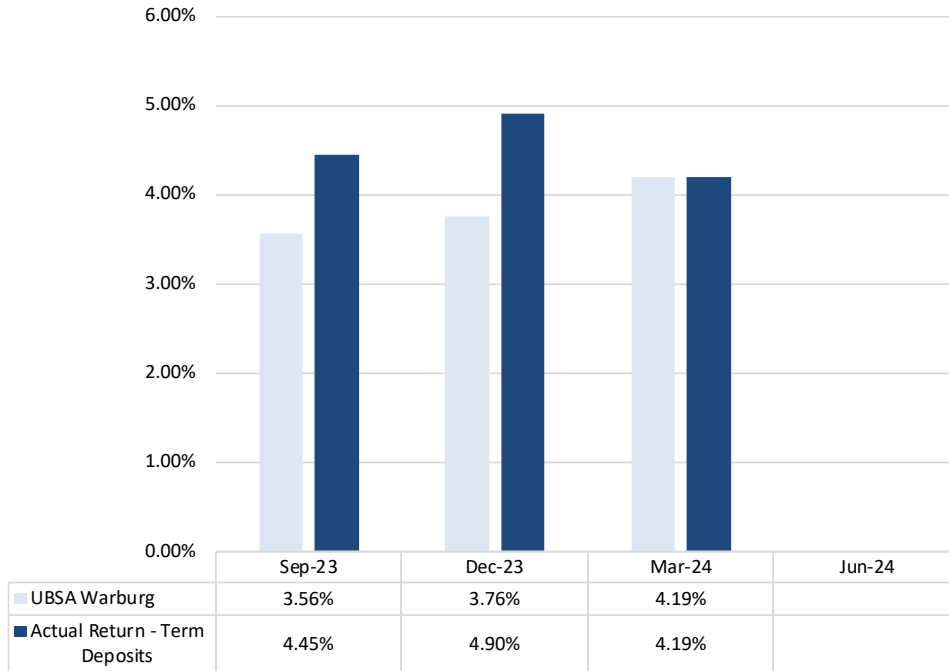


Restricted and unrestricted cash balances

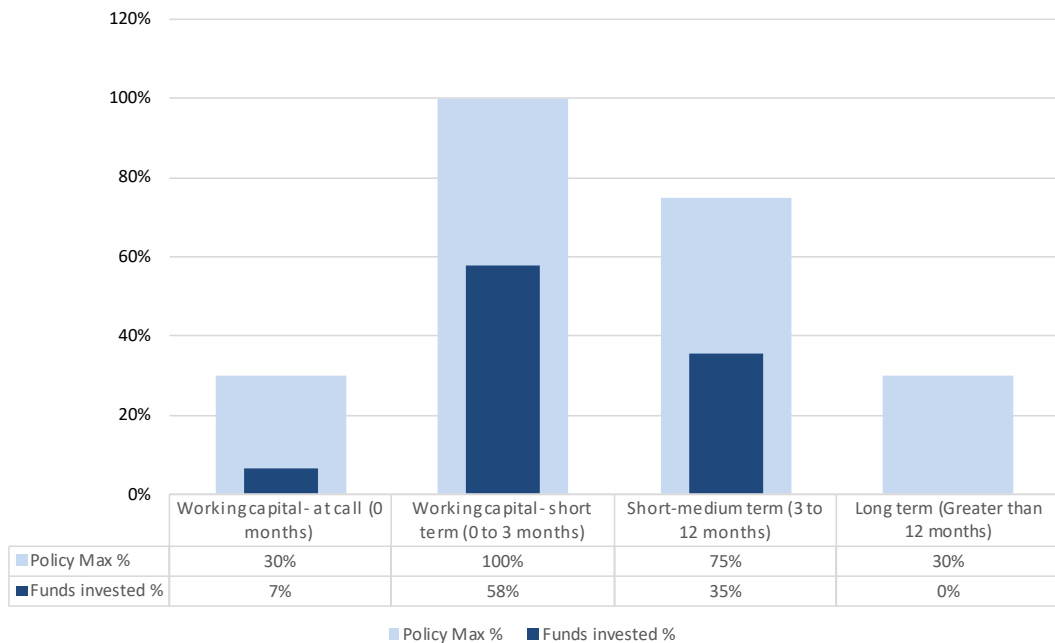


Note – the unrestricted cash balance at 31 March 2024 does not reconcile to the Statement of Cash Flows for the purposes of the above graph as the term deposits over 90 days classified as ‘financial assets’ has been included as cash here.

Benchmark Indicator - Term/Green Deposits



Maturity Targets



The above graph includes both cash and investments.

APPENDIX 3 – Directorate Analysis

Total Operating Results

CGD BY DIRECTORATE							
	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income							
Chief Executive Office	8	-	8	-	8	8	-
Corporate Development	1,392	1,419	(27)	1,951	1,911	(40)	1,951
City Futures	26,881	27,095	(214)	37,052	37,367	315	36,252
Community Strengthening	30,956	28,772	2,184	39,800	40,649	849	37,554
Non-Directorate ^(a)	117,087	114,973	2,114	159,072	162,062	2,990	167,050
Capital Works Program	1,766	1,714	52	16,186	16,241	55	5,316
Total income	178,090	173,973	4,117	254,061	258,238	4,177	248,123
Expenses							
Chief Executive Office	8,443	8,842	399	11,553	11,502	51	11,098
Corporate Development	13,163	13,540	377	18,207	18,459	(252)	17,687
City Futures	58,164	60,522	2,358	86,967	88,326	(1,359)	84,773
Community Strengthening	50,107	55,841	5,734	77,518	78,657	(1,139)	65,971
Non-Directorate ^(a)	33,334	28,412	(4,922)	40,404	40,612	(208)	39,511
Capital Works Program	-	-	-	-	-	-	-
Total expenses	163,211	167,157	3,946	234,649	237,556	(2,907)	219,040
Net surplus (deficit)	14,879	6,816	8,063	19,412	20,682	1,270	29,083

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

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

CEO DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Other income		8	-	8	-	8	8	-
Total income		8	-	8	-	8	8	-
Expenses								
Employee costs	1	3,052	3,264	212	4,464	4,343	121	4,464
Materials and services	2	4,953	5,153	200	6,523	6,573	(50)	6,068
Other expenses		438	425	(13)	566	585	(19)	566
Total expenses		8,443	8,842	399	11,553	11,501	52	11,098
Net surplus (deficit)		(8,435)	(8,842)	407	(11,553)	(11,493)	60	(11,098)

BUSINESS UNITS

		YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Digital Technology		8	-	8	-	8	8	-
Total income		8	-	8	-	8	8	-
Expenses								
CEO		581	542	(39)	709	731	(22)	709
Digital Technology		5,254	5,583	329	6,922	6,689	233	6,522
Strategic Growth & Advocacy		2,608	2,717	109	3,922	4,081	(159)	3,867
Total expenses		8,443	8,842	399	11,553	11,501	52	11,098
Net surplus (deficit)		(8,435)	(8,842)	407	(11,553)	(11,493)	60	(11,098)

Expenditure

Note 1 Employee costs (\$212,000 favourable) – Favourable variance mainly due to delay in recruitment of vacant positions (Digital Technology \$225,000 and Asset Management \$18,000, partially offset by Strategic Growth and Advocacy Executive \$37,000). This variance is expected to mostly balance out by 30 June, with a favourable adjustment of \$121,000 being reflected in the 2023-24 Forecast.

Note 2 Materials and services (\$200,000 favourable) - Mainly due to lower than anticipated software maintenance (Technical Services \$330,000) and street lighting (Asset Management \$132,000) to date.

Favourable variance in Technical Services is partly offset by higher professional services for review relating to Dandenong Wellbeing Centre (Digital Technology Executive \$177,000, CEO \$34,000) and earlier than anticipated software maintenance costs (Business Systems \$43,000). This favourable variance year-to-date is not expected to be permanent.

CORPORATE DEVELOPMENT DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Statutory fees and fines		95	78	17	104	104	-	104
User fees		19	17	2	23	23	-	23
Other income		1,278	1,324	(46)	1,824	1,784	(40)	1,824
Total income		1,392	1,419	(27)	1,951	1,911	(40)	1,951
Expenses								
Employee costs	3	8,257	8,649	392	11,951	12,130	(179)	11,747
Materials and services	4	4,306	4,233	(73)	5,407	5,482	(75)	5,102
Other expenses	5	600	658	58	849	847	2	838
Total expenses		13,163	13,540	377	18,207	18,459	(252)	17,687
Net surplus (deficit)		(11,771)	(12,121)	350	(16,256)	(16,548)	(292)	(15,736)

BUSINESS UNITS

		YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Governance, Legal & Risk		1,239	1,276	(37)	1,680	1,682	2	1,680
Financial Services		150	143	7	271	226	(45)	271
People and Change		3	-	3	-	3	3	-
Total income		1,392	1,419	(27)	1,951	1,911	(40)	1,951
Expenses								
Corporate Development Executive		361	218	(143)	299	602	(303)	299
Communications & Customer Experience		3,204	3,190	(14)	4,383	4,648	(265)	4,283
Governance, Legal & Risk		4,133	4,441	308	5,619	5,453	166	5,560
Financial Services		2,927	3,091	164	4,234	4,195	39	4,064
People and Change		2,538	2,600	62	3,672	3,561	111	3,481
Total expenses		13,163	13,540	377	18,207	18,459	(252)	17,687
Net surplus (deficit)		(11,771)	(12,121)	350	(16,256)	(16,548)	(292)	(15,736)

Corporate Development Directorate

Note 3 Employee costs (\$392,000 favourable) – Due to delays in recruitment and lower than anticipated casual salaries and overtime costs (Call and Service Centres \$117,000, Community Property \$100,000, Financial Services \$99,000, Occupational Health and Safety \$81,000 and People and Change \$35,000).

Favourable variance partly offset by higher than anticipated salaries due to an appointment under the new organisation structure (Corporate Development Executive \$139,000).

Overall, this favourable variance is not expected to be permanent.

Note 4 Materials and services (\$73,000 unfavourable) – Mainly due to higher than anticipated professional services costs (Communications & Customer Experience Executive \$164,000, People & Change Executive \$37,000), software maintenance costs (Procurement \$67,000, People and Change \$42,000) communications and council publications related costs (Communications & Customer Experience Executive \$48,000).

Unfavourable variance partially offset by lower than budgeted valuation contract expenditure to date (Property Revenue \$40,000), public claims liability (Risk Management \$20,000), events and catering (Members of Council \$27,000), postage, courier and commercial records storage (Records Management \$35,000) costs.

Note 5 Other expenses (\$58,000 favourable) – Mainly due to timing of allowances (Members of Council \$55,000).

CITY FUTURES DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET FORECAST \$'000	FULL YEAR FORECAST \$'000	MYB to VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Rates and charges		19,731	19,762	(31)	26,316	26,315	(1)	26,317
Statutory fees and fines	6	1,797	2,212	(415)	2,951	2,452	(499)	2,999
User fees	7	2,095	1,805	290	2,174	2,459	285	2,174
Grants - operating	8	553	365	188	642	745	103	529
Contributions - monetary	9	1,696	1,499	197	2,000	2,000	-	2,000
Asset sales	10	549	750	(201)	1,000	800	(200)	1,000
Other income	11	460	702	(242)	1,969	2,596	627	1,233
Total income		26,881	27,095	(214)	37,052	37,367	315	36,252
Expenses								
Employee costs	12	22,826	22,939	113	31,337	31,375	(38)	31,268
Materials and services	13	35,106	37,356	2,250	55,026	57,154	(2,128)	52,937
Bad and doubtful debts		11	-	(11)	15	(794)	809	15
Carrying amount of assets sold		14	14	-	254	254	-	254
Other expenses		207	213	6	335	337	(2)	298
Total expenses		58,164	60,522	2,358	86,967	88,326	(1,359)	84,773
Net surplus (deficit)		(31,283)	(33,427)	2,144	(49,915)	(50,959)	(1,044)	(48,521)

BUSINESS UNITS

		YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET FORECAST \$'000	FULL YEAR FORECAST \$'000	MYB to VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Business Development & Investment		192	191	1	392	364	(28)	386
Chief Engineering & Major Projects		25	15	10	20	26	6	20
Infrastructure Services		20,732	20,733	(1)	28,637	28,943	306	28,046
Building & Compliance Services		1,934	2,225	(291)	2,759	2,887	128	2,508
Statutory Planning		2,899	3,031	(132)	4,043	3,625	(418)	4,043
Strategic & Environmental Planning		61	19	42	25	72	47	25
Transport & Civil Development		1,038	881	157	1,176	1,450	274	1,224
Total income		26,881	27,095	(214)	37,052	37,367	315	36,252
Expenses								
City Futures Exec.		751	355	(396)	486	905	(419)	486
Business Development & Investment		2,379	2,750	371	3,973	3,767	206	3,515
Chief Engineering & Major Projects		9,689	9,049	(640)	12,566	13,849	(1,283)	12,474
Infrastructure Services		35,770	38,406	2,636	56,416	56,354	62	55,265
Building & Compliance Services		4,015	3,792	(223)	5,159	5,437	(278)	4,665
Statutory Planning		2,170	2,386	216	3,249	3,072	177	3,249
Strategic & Environmental Planning		1,602	1,893	291	2,620	2,385	235	2,620
Transport & Civil Development		1,788	1,891	103	2,498	2,557	(59)	2,498
Total expenses		58,164	60,522	2,358	86,967	88,326	(1,359)	84,773
Net surplus (deficit)		(31,283)	(33,427)	2,144	(49,915)	(50,959)	(1,044)	(48,521)

City Futures Directorate

Income

Note 6 Statutory fees and fines (\$415,000 unfavourable) – Due to lower than anticipated fees as a result of a drop in development activity (Statutory Planning \$289,000 and Building \$56,000) and fines issued to date (Health \$20,000 and Planning Compliance \$17,000).

A permanent unfavourable variance of \$499,000 has been reflected in the 2023-24 Forecast.

Note 7 User fees (\$290,000 favourable) – Higher than anticipated income from ticket machine income budgeted in Community Amenity but now managed by Transport and Civil Development (Carpark Management \$315,000), health permits and building permit applications (Health \$27,000 and Building \$16,000). Overall, a permanent favourable variance of \$285,000 has been reflected in the 2023-24 Forecast.

Note 8 Grants – operating (\$188,000 favourable) – Mainly due to unbudgeted grant funding (Parks Services \$104,000 and Waste Management \$68,000). These grants will be offset by associated expenditure and have been reflected in the 2023-24 Forecast.

Note 9 Contributions – monetary (\$197,000 favourable) – Better than anticipated income from public open space contributions. The nature of these receipts makes timing difficult to predict. These funds are transferred to reserves (Statutory Planning).

Note 10 Asset sales (\$201,000 unfavourable) – Due to lower than anticipated sale of vehicles to date (Fleet Management \$201,000).

Note 11 Other income (\$242,000 unfavourable) – Mainly due to lower than anticipated recovery income (Health \$250,000, Asset Protection \$76,000 and Transport \$30,000) combined with lower other income to date (Parks and Services \$27,000).

This unfavourable variance is partially offset by higher than anticipated recoveries (Spring Valley Landfill \$57,000 and Roads and Drains \$19,000) and other income (Strategic Design and Sustainability Planning \$54,000).

This unfavourable variance is not expected to be permanent.

Expenditure

Note 12 Employee costs (\$113,000 favourable) – Due to the delay in recruitment of vacant positions (Statutory Planning \$273,000, Strategic Design and Sustainability Planning \$233,000, Roads and Drains \$144,000, Transport \$102,000, Infrastructure Services Executive \$93,000, Waste Management \$62,000, City Improvement Executive \$70,000, Business Networks \$37,000 and Economic Development \$35,000). An additional \$55,000 relates to the Community Revitalisation grant funded project which requires an acquittal.

This favourable variance is offset by higher than anticipated salaries and temporary agency costs (City Futures Executive \$400,000, Chief Engineering and Major Projects Executive \$225,000, Parks Services \$84,000, Health \$72,000, Building \$40,000, Strategic Transport Planning \$46,000, Building Maintenance \$30,000, Civil Development and Design \$29,000, CIP Implementation \$25,000 and LG Capacity Building Grant \$24,000).

This favourable variance is not expected to be permanent.

Note 13 Materials and services (\$2.25 million favourable) - Favourable variance due to:

- Delay in receipt of invoices most notably for tipping fees and lower than anticipated recycling and waste contract costs to date (Waste Management \$1.45 million), graffiti removal (Cleansing \$259,000) combined with a delay in timing of works (Spring Valley Landfill \$283,000).
- Lower than anticipated materials and services project costs to date for grant funded projects (LG Capacity Building Grant \$85,000 and Strengthening Pathways to Economic and Revitalisation (SPEP) \$84,000).
- Lower than anticipated program works to date (Fleet Management \$82,000, Economic Development Unit \$80,000, Strategic Design & Sustainability Planning \$60,000, Place Making and Revitalisation \$57,000, Business Networks \$32,000, Transport \$32,000, Strategic Asset Planning \$27,000, Planning Compliance \$23,000 and Asset Protection \$22,000).
- Lower than budgeted external contractor expenses (Roads and Drains \$176,000 and Parks and Services \$161,000).

These favourable variances are partly offset by:

- Higher than anticipated cleaning and security services (Building Maintenance \$245,000), and building rectification works (City Improvement Executive \$180,000).
- Higher legal costs to date (Health \$166,000, Statutory Planning \$59,000). The Health legal costs are partly offset by an insurance claim recovery.

Overall, this favourable variance is not expected to be permanent. The 2023-24 Forecast review is currently being finalised, but projects an unfavourable variance in this directorate/expenditure type of \$2.13 million.

COMMUNITY STRENGTHENING DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Statutory fees and fines	14	6,330	5,820	510	7,763	7,825	62	7,763
User fees	15	4,737	4,903	(166)	6,981	6,127	(854)	7,017
Grants - operating	16	18,206	16,787	1,419	23,361	24,550	1,189	21,079
Contributions - monetary	17	130	-	130	-	139	139	-
Other income	18	1,553	1,262	291	1,695	2,008	313	1,695
Total income		30,956	28,772	2,184	39,800	40,649	849	37,554
Expenses								
Employee costs	19	32,460	38,521	6,061	53,979	52,375	1,604	46,238
Materials and services	20	15,067	14,646	(421)	18,141	20,571	(2,430)	15,030
Bad and doubtful debts		879	870	(9)	2,230	2,471	(241)	2,230
Other expenses	21	1,701	1,804	103	3,168	3,240	(72)	2,473
Total expenses		50,107	55,841	5,734	77,518	78,657	(1,139)	65,971
Net surplus (deficit)		(19,151)	(27,069)	7,918	(37,718)	(38,008)	(290)	(28,417)

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income							
Community Wellbeing	12,460	10,666	1,794	14,840	16,820	1,980	11,617
Community Care	5,858	6,271	(413)	9,306	8,231	(1,075)	10,278
Community Arts, Culture and Libraries	2,491	2,326	165	2,730	2,809	79	2,730
Safe, Active & Connected							
Communities	797	567	230	690	976	286	737
Community Amenity	9,349	8,942	407	12,234	11,812	(422)	12,192
Special Projects	1	-	1	-	1	1	-
Total income	30,956	28,772	2,184	39,800	40,649	849	37,554
Expenses							
Community Strengthening Executive	607	631	24	870	854	16	480
Community Wellbeing	15,485	18,995	3,510	27,181	28,527	(1,346)	18,202
Community Care	9,754	10,842	1,088	15,261	14,451	810	14,666
Community Arts, Culture and Libraries	9,603	10,146	543	13,568	13,560	8	13,292
Safe, Active & Connected							
Communities	8,049	8,247	198	10,283	10,413	(130)	9,316
Community Amenity	6,471	6,786	315	10,077	10,615	(538)	9,812
Special Projects	138	194	56	278	237	41	203
Total expenses	50,107	55,841	5,734	77,518	78,657	(1,139)	65,971
Net surplus (deficit)	(19,151)	(27,069)	7,918	(37,718)	(38,008)	(290)	(28,417)

Community Strengthening Directorate

Income

Note 14 Statutory fees and fines (\$510,000 favourable) - Due to better than anticipated income, from parking infringements and statutory recovery income to date (Parking Management \$542,000).

A permanent favourable variance of \$63,000 has been reflected in the 2023-24 Forecast.

Note 15 User fees (\$166,000 unfavourable) – Due to car park ticket machine income that is budgeted here but has moved to Transport and Civil Development as part of the new organisation structure (Car Parks \$261,000) combined with lower than anticipated fee income (Home & Community Care \$142,000, Food Services \$49,000, The Drum Theatre \$46,000, and HACC – Home Maintenance \$23,000).

The unfavourable variance is partially offset by higher than anticipated fee income (Family Day Care \$145,000) and earlier than anticipated animal registration fee income (Animal Management \$175,000).

Note 16 Grants – operating (\$1.42 million favourable) - comprising:

Additional/unbudgeted or earlier than anticipated:

- Family Day Care \$990,000
- Maternal and Child Health \$339,000
- Child First \$102,000
- Market Street Occasional Care Centre Operational \$101,000
- Festivals and Events \$48,000
- HACC Co-ordination \$47,000
- Y-Space \$25,000
- Emergency Management \$24,000
- Children's Support Services \$21,000
- Playgroups Initiatives \$21,000
- Market Street Occasional Childcare Centre \$20,000
- PYP Linkages \$18,000
- New Directions – Mothers and Babies \$11,000
- Enhanced Maternal Child and Health Program \$10,000

These favourable variances are partly offset by:

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

- HACC – Assessments and Team Leaders \$106,000
- Sleep and Settling Initiative \$85,000
- Home and Community Care \$58,000
- Food Services \$22,000
- HACC – Home Maintenance \$22,000

Delay in receipt of anticipated grant funding:

- Immunisation \$40,000

Note 17 Contributions-monetary (\$130,000 favourable) – Due to unbudgeted income received for the Status Resolution Support Services program and Healthy Children and Young People grant program (Community Development \$58,000 and Healthy Children and Young People \$72,000). This income will be offset by associated expenditure and will be reflected in the 2023-24 Forecast.

Note 18 Other income (\$291,000 favourable) - Higher than anticipated rental and recovery income to date (Emergency Management \$135,000, Civic Facilities \$72,000, Drum Theatre \$59,000, Senior Citizen Facilities \$35,000, Jan Wilson Community Centre \$23,000, Childrens Support Services \$21,000, Family Day Care \$16,000 Immunisation \$15,000 and General Law Enforcement \$11,000).

This favourable variance is partly offset by delay in invoicing Carroll Lane car park lease and sports clubs for utility expenses (Car Parks \$62,000 and Sports Planning \$61,000).

Overall, a permanent favourable variance of \$313,000 has been reflected in the 2023-24 Forecast.

Expenses

Note 19 Employee costs (\$6.06 million favourable)

Community Strengthening	YTD Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Grant Funding \$	Potential Underspend/ (overspend) 2023-24 \$
Community Amenity	164,381	0	0	164,381
Community Arts, Culture & Libraries	305,023	0	0	305,023
Community Care	1,087,154	1,227	1,087,154	(1,227)
Community Strengthening Executive	(2,459)	0	0	(2,459)
Community Wellbeing	4,225,843	3,001,943	0	1,223,900
Safe, Active & Connected Communities	223,753	73,955	0	149,799
Special Projects	56,620	0	0	56,620
Total	6,060,317	3,077,125	1,087,154	1,896,038

As depicted in the above table, half (\$3.08 million) of the favourable employee cost variance relates to grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment. The more significant variances relate to the grant funded projects listed below:

- Enhanced Maternal and Child Health (\$1.27 million)
- Sleep and Settling Initiative (\$621,000)
- Child First (\$301,000)
- Pre-School Field Officer (\$300,000)
- Playgroups Initiatives (\$267,000)
- Drug Strategy (\$142,000)

A further \$1.09 million in Community Care represents a favourable salaries variance that is mostly offset by lower grant funding due to lower than anticipated achievement of targets. This is mainly due to 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. It is noted that this favourable variance in Community Care is predominantly offset by a \$1.08 million unfavourable income variance due to insufficient resources to achieve targets which means grant income is not able to be recognised.

The remaining \$1.90 million favourable employee cost variance represents a potential underspend in salary costs in the following areas mainly due to a delay in recruitment of vacant positions:

- Maternal and Child Health (\$418,000)
- Children's Support Services (\$365,000) – also includes a number of grant funded projects.
- Library Services (\$318,000)
- Family Day Care (\$245,000)

These favourable variances are partly offset by higher than anticipated salaries in the Drum Theatre (\$189,000).

A permanent favourable variance of \$1.60 million has been reflected in the 2023-24 Forecast review.

Note 20 Materials and services (\$421,000 unfavourable) – Due to higher payments to educators (Family Day Care \$990,000) relating to an expanded service matched by higher grant income, partly offset by lower than anticipated parking equipment maintenance, cash collection and animal pound contract costs (Community Amenity \$161,000), special and grant funded project costs (Cultural Development \$279,000).

Overall a permanent unfavourable variance of \$2.43 million is currently reflected in the 2023-24 Forecast.

Note 21 Other expenses (\$103,000 favourable) – Favourable variance due to lower than anticipated grants distributed (Community Funding \$47,000) and grant funded project/program expenditure (Empowering Communities \$40,000 and Marketing Street Occasional Child Care \$26,000).

This favourable variance is not expected to be permanent.

NON-DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Rates and charges	22	109,080	108,547	533	144,093	144,700	607	143,824
Statutory fees and fines	23	53	-	53	-	53	53	-
Grants - operating		426	426	-	568	568	-	12,215
Contributions - non-monetary		-	-	-	7,500	7,500	-	7,500
Other income	24	7,528	6,000	1,528	6,911	9,241	2,330	3,511
Total income		117,087	114,973	2,114	159,072	162,062	2,990	167,050
Expenses								
Employee costs	25	213	106	(107)	1,586	1,857	(271)	1,293
Materials and services		539	494	(45)	998	892	106	998
Prior year capital expenditure unable to be capitalised (non-cash)	26	3,904	-	(3,904)	-	-	-	-
Depreciation		25,191	25,191	-	34,201	34,202	(1)	33,601
Amortisation - right of use assets		448	448	-	598	598	-	598
Borrowing costs		1,915	1,915	-	2,698	2,537	161	2,698
Finance costs - leases		-	-	-	22	52	(30)	22
Asset write offs	27	907	-	(907)	-	-	-	-
Other expenses		217	258	41	301	474	(173)	301
Total expenses		33,334	28,412	(4,922)	40,404	40,612	(208)	39,511
Net surplus (deficit)		83,753	86,561	(2,808)	118,668	121,450	2,782	127,539

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income							
Corporate Accounting	117,087	114,973	2,114	159,072	162,062	2,990	167,050
Total income	117,087	114,973	2,114	159,072	162,062	2,990	167,050
Expenses							
Corporate Accounting	33,334	28,412	(4,922)	40,404	40,612	(208)	39,511
Total expenses	33,334	28,412	(4,922)	40,404	40,612	(208)	39,511
Net surplus (deficit)	83,753	86,561	(2,808)	118,668	121,450	2,782	127,539

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

Note 22 Rates and Charges (\$533,000 favourable) – Mainly due to better than anticipated interest on rates in arrears (which was expected to decrease under recent legislative changes) and supplementary rates (Corporate Accounting \$534,000). These favourable variances have been reflected in the 2023-24 Forecast.

Note 23 Statutory fees and fines (\$53,000 favourable) – Due to unbudgeted election fines received for the 2020 Council election (Corporate Accounting \$53,000) which has been reflected in the 2023-24 Forecast.

Note 24 Other income (\$1,528,000 favourable) – Mainly due to better than anticipated interest returns on investments due to sustained high interest rates combined with greater cash and investment funds as a result of capital expenditure delays (Corporate Accounting). A favourable permanent variance of \$2.3 million has been reflected in the 2023-24 Forecast.

Expenses

Note 21 Employee costs (\$107,000 unfavourable) – Mainly due to unbudgeted temporary agency staff costs for strategic projects (Corporate Accounting \$153,000) combined with an unbudgeted Work Care contribution (Corporate Accounting \$32,000), partially offset by lower than anticipated FBT expenditure (Corporate Accounting \$78,000).

A permanent unfavourable variance of \$271,000 has been reflected in the 2023-24 Forecast.

Note 22 Prior year capital expenditure unable to be capitalised (non-cash) (\$3.90 million unfavourable) – Due to prior year capital expenditure included in works-in-progress being non-capital in nature, not meeting capitalisation thresholds or relating to Council owned assets (Corporate accounting \$3.904 million). Some of the key items contributing to this expense includes:

- \$1.6 million of asset spend under the capitalisation threshold for the respective asset class.
- \$800,000 project costs spent since 2019-20 on Shepley Oval written off due to funding withdrawn and project cancelled.
- \$508,000 repairs and maintenance expense which is not capital in nature, mainly in Roads to Recovery Program and Burden Park Reserve projects.

Note 23 Asset write offs (\$907,000 unfavourable) – Arising mainly from asset renewal and replacement works as part of capital work projects (particularly Road and Building renewal programs). This item is not budgeted as it is difficult to predict and is a non-cash accounting entry.

CAPITAL WORKS PROGRAM

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Grants - capital		1,712	1,714	(2)	13,828	13,829	1	5,316
Contributions - monetary		48	-	48	2,358	2,406	48	-
Other income		6	-	6	-	6	6	-
Total income		1,766	1,714	52	16,186	16,241	55	5,316
Expenses								
Employee costs		-	-	-	-	-	-	-
Materials and services		-	-	-	-	-	-	-
Other expenses		-	-	-	-	-	-	-
Total expenses		-	-	-	-	-	-	-
Net surplus (deficit)		1,766	1,714	52	16,186	16,241	55	5,316

No comments are required.

APPENDIX 4 - Operating Initiatives

Operating initiative project	2023-24 YTD Actuals \$	2023-24 YTD Budget \$	YTD Variance (Unfav)Fav \$	2023-24 Original Budget \$	2023-24 Mid Year Budget \$	Project update 31 March 2024
City futures						
Concept Plan for Lois Twohig Reserve, Dandenong North	-	-	-	40,000	40,000	Tenders to undertake the water and drainage work for the concept plan have been received and assessed by the tender panel. It is anticipated that the preferred consultant will be appointed and commence work in April 2024.
Total Operating Initiatives	0	0	0	40,000	40,000	

Notes re Operating Initiative reporting:

The reporting on operating initiatives excludes the following:

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



4.2 OTHER

4.2.1 Review of Neighbourhood Houses and Community Centres Project Brief

Responsible Officer:	Peta Gillies, Executive Director Community Strengthening
Attachments:	<ol style="list-style-type: none">1. Principles from the Community Grants Program Policy [4.2.1.1 - 1 page]2. Assumptions and Considerations in Developing Options [4.2.1.2 - 1 page]3. Neighbourhood Houses in Greater Dandenong City Council Value Impact [4.2.1.3 - 1 page]4. Neighbourhood Houses and Community Centres Funding Options [4.2.1.4 - 2 pages]5. Draft Council Position on Neighbourhood Houses [4.2.1.5 - 1 page]

Executive Summary

1. This report outlines recommendations in relation to the review of Neighbourhood Houses and Community Centres Grants funding and the current venue hire arrangements for the North Dandenong Neighbourhood House, and outlines a Council Position on Neighbourhood Houses (refer Attachment 5).
2. The report recommends that Council provide operational funding to the seven Neighbourhood Houses and Community Centres (NHCCs) through a multi-year service agreement.
3. The report recommends that funds be allocated from the existing grant funding pool, funding of \$350,000pa indexed and allocated \$50,000pa each NHCC.
4. The report recommends that funding be capped to NHCCs through Strategic Project Grants as part of the wider competitive grants process to a maximum amount of \$280,000pa.
5. The report recommends that the venue utilisation arrangements for the North Dandenong Neighbourhood House be changed to a peppercorn rent arrangement.



Background

6. Prior to 2019, Council provided recurrent funding to the NHCCs for operational activities through the Service and Funding Agreement. Per Council endorsement, in 2019 this approach changed to project funding with agreed deliverables and was available to all eligible community sector organisations, including NHCCs.
7. In November 2022, the seven NHCCs presented a funding proposal (NHCC proposal) to develop a multi-year partnership with Council to the value of \$70K per annum each, indexed over five years. The proposal sought recurrent operational funding exclusively for NHCC's in Greater Dandenong. In May 2023, a budget submission was presented to Council incorporating this proposal and a decision was deferred pending a review of the Community Funding Program and Policy.
8. This NHCC proposal was considered as part of the Community Funding Program and Policy Review conducted from April to December 2023.
9. The outcome of the Review resulted in a new consolidated Community Grants Program Policy and an updated Community Grants Program that incorporates strategic, governance and operational improvements and responds to emerging community needs. The updated Community Grants Program incorporated a Partnership Grants Stream available to all eligible *not-for-profit* community organisations - to provide operational funding over two years.
10. In finalising the Review, NHCCs were consulted and were not supportive of this recommendation.
11. Whilst multi-year operational funding partly addressed the issues raised in the NHCC proposal, the key concern from the NHCCs was that this was via a competitive grant process available to all not-for-profit community organisations and not exclusively to NHCCs.
12. The Community Grants Program Policy recommendations were presented to the Council meeting on Monday 11 December 2023, together with a recommendation noting that further consultation is required with NHCC's and a report, specific to NHCC's be put to Council in early 2024.
13. At the same time, the peak body for Victorian NHCCs (NH Victoria) was finalising a benchmarking report across all Councils, and a request was made that Council await this report prior to making final recommendations. This report was received in early 2024 and has been incorporated and recommendations.
14. *JSP Foresight Consulting* was engaged to undertake a review of NHCC funding and provide recommendations on NHCC funding in the context of the endorsed updated Community Grants Program Policy. This review included a desktop analysis of the current policy context, benchmarking with neighbouring and 'like' local governments, Neighbourhood Houses Victoria draft report Local Government Partnerships with Neighbourhood Houses in Victoria, and consultation with the NHCCs in Greater Dandenong, as well as other relevant stakeholders. The review also considered the Council's total support of NHCCs, including facility arrangements.



Key Points / Issues / Discussion

15. The review adopted the existing principles from the Community Grants Program Policy to guide the development of options (refer **Attachment 1**) and identified assumptions and considerations outlined in (refer **Attachment 2**).
16. Following are the key outcomes from the NHCC funding review:
17. **Confirmation of the value and contribution of NHCCs** and the need for a Council endorsed position on NHCCs (Attachment 5). NHCCs provide unique value to local government and local communities more broadly through:
 - a. A **place-based approach** that focuses on the whole community. The remit of NHCCs is to focus on a geographic community and respond to the needs of that community. This differs from other community groups and organisations that often focus on a particular cohort/target group or focus on a specific issue. This broad, place-based focus enables a partnership that delivers directly on Council strategies and plans.
 - b. **Flexibility and responsiveness**. NHCCs are established specifically with a broad objective to shape their activity to meet whatever the current and emerging needs and priorities are in their local community.
 - c. An **ability and capacity** to support and build capacity of other small community groups and organisations.
 - d. **Leveraging**. Evidence provided by Neighbourhood Houses Victoria (NHVic), the peak body for NHCCs in Victoria, identifies that when local governments provide operational funding this enables capacity to leverage and attract additional funding and therefore deliver more to the local community. Attachment 3 outlines the NHVic calculations of the value provided by NHCCs in Greater Dandenong in 2022. According to NHVic, Neighbourhood Houses that receive recurrent operational funding from Council, in aggregate, have higher leveraging rates than those that don't.
18. **Direct alignment and delivery on Council objectives/actions**. Specific funding targeted to NHCCs enables Council to determine, in partnership with the NHCCs, key deliverables that directly align to Council's strategies, plans and priorities. This differs from the community grants process, where Council typically sets criteria relating to Council's goals and objectives, but responses from community organisations are dependent on the nature of organisations and their particular target groups and priorities and do not enable the direct and timely responsiveness and flexibility that NHCCs are able to provide.
19. **Funding certainty via an agreement**. According to NHVic, the best practice model is where councils provide core operational funding combined with individual agreements with each NHCC that outlines the priorities and deliverables for the NHCC via a joint planning process. NHVic also identified that the problem with grant funding is that it *fails to provide certainty to Council, NHCCs, and the community*.
20. **Benchmarking**. When considering benchmarking on NHCC funding, the majority of metropolitan councils provide dedicated recurrent operational funding to NHCCs in their municipality. According to NHVic - 26 of the 31 metropolitan councils provide recurrent operational funding, with the average operational funding provided \$48K per annum. Amongst these councils, NHCCs would also typically have access to project grant funding.



21. Other support by the Greater Dandenong Council to NHCCs:

- a. Council provides Council owned venues to four of the NHCCs at peppercorn rent and two NHCCs (Keysborough Learning Centre and Wellsprings for Women) operate from venues provided by other organisations. One of the NHCCs (North Dandenong Neighbourhood House) operates from a Council owned venue (Deakin Hall, North Dandenong Complex) and was charged rent of \$47,793 in 2022-2023.
- b. The NHCCs operating from Council owned venues are able to generate income from hiring out of these facilities. The NHCCs advised that venue hire is driven by the needs of local groups and generates service/program delivery and activation by these groups. In addition, the NHCCs noted that venue hire also comes with costs associated with staffing and cleaning. It was also noted that a consideration in venue hire is the potential tension between venue hire and program/service delivery by the NHCC, ie., if there were incentives or pressure for generating greater revenue from venue hire, this may be at the cost of being able to deliver some programming/services by the NHCC.
- c. Hiring charge for North Dandenong Neighbourhood House (NDNH). NDNH is currently charged rental (equating to \$47,793 in 2022-23) for use of the Deakin Hall in the Dandenong North Complex. This arrangement is inconsistent with the other four NHCCs operating from Council owned premises, that currently pay peppercorn rent.

Funding Options and Recommendation for NHCCs:

22. Five funding options are outlined in (refer **Attachment 4**), including a description together with the pros and cons of each option from the Greater Dandenong Council's perspective.
23. On balance, Officers recommend option 4, as it provides operational funding to the seven NHCCs through a multi-year service agreement. This would provide total funding to the seven NHCC of \$350,000pa allocated equally (ie \$50,000pa each). This would also come with a restriction on the project grant funding that NHCCs could apply for through the 'Strategic Project Grant' stream.
24. This recommendation is provided on the basis that it provides a level of certainty to key stakeholders, including Council, NHCCs and the community. It also maintains funding levels to NHCCs at a level equivalent to the average received over the past two years and, therefore, doesn't result in potential inequities with funding available to other community organisations (assuming no increase to the total Council budget allocation to community grant funding/NHCC funding). It further enables Council to determine key priorities for NHCC delivery aligned to Council strategies.
25. It's recommended that the multi-year service agreement be implemented via an initial two-year agreement commencing in 2024-25 followed by a review and, depending on review outcomes, a following three-year agreement to bring into alignment with the Council Plan cycle.



26. The following are recommended deliverables/KPIs to be incorporated into the multi-year service agreement:
- a. Negotiated annual plan with deliverables aligned to Council Plan and other Council priorities (eg. community consultations undertaken in support of Council consultations, implementation of relevant actions in key Council plans eg Council Plan, Environment Strategy, Economic Development Strategy, health promotion and safety initiatives and messages etc).
 - b. Number of hours open to the community.
 - c. Engagement with hard-to-reach groups.
 - d. Qualitative and quantitative measures.
 - e. Work in partnership with Council on continuous improvement, economies of scale etc.
 - f. Capacity building of other community organisations, including partnership work.
27. **Additional recommendations** to align with the implementation of the preferred Option are:
- a. **Change the venue utilisation arrangements for the North Dandenong Neighbourhood House** to a peppercorn rent arrangement to align with the arrangements for the four other NHCCs utilising Council owned facilities. This change would result in funding provided by Council to the NDNH being able to be directed to programs and services to benefit the community, rather than offsetting the Council rental charge. It would also contribute to the financial sustainability for the NDNH and support their future plans to establish as an independent NHCC.
 - b. **Develop a Council Neighbourhood House and Community Centre Framework.** This would provide a framework for a separate funding process via a service agreement for NHCCs as a distinct category of community organisations. NHVic advise that a framework aligns to best practice approaches between Local Government and NHCCs. Proposed draft Council's Position on Neighbourhood Houses will be incorporated in the framework.
 - c. **Enhance partnership arrangements between Council and NHCCs through annual workshops and regular quarterly network meetings** focusing on continuous improvement, economies of scale and informing the development of annual deliverables/KPIs.
28. NHCC representatives were consulted as part of the NHCCs funding review and presented with the details in Option 4. Their collective response was support for provision of core operational funding via a multi-year service agreement, the proposed cycle of service agreements, equal distribution of the total funding to the NHs and the proposed KPIs. Their stated preference on total funding was \$70K per annum indexed, together with the opportunity to apply for project grants, capped at one application per year through the 'Strategic Project Grant' stream as outlined in Option 3. A second option proposed by NHCC's was funding commencing at \$50,000pa in 2024-25, increasing to \$60,000pa the following year and \$70,000 the year after that, together with an uncapped opportunity to apply for project grants (not included under Council's report proposed options).
29. A high-level discussion with NHCCs was held about capping the amount that NHCCs could apply for individual projects, but there hasn't as yet been a detailed discussion around capping the total allocation to NHCCs as a group. During the consultation they indicated an overall willingness to accept some form of project grant cap.



Financial Implications

30. This report has been prepared with the assumption that no additional funding will be provided for Council's grants and funding to community groups and organisations. Meaning any dedicated funding provided to NHCCs will reduce the pool of **\$1,451,150** allocated to the Partnership and Strategic Project Grants streams in 2024-25.
31. If the recommendation for NDNH is supported, this item will negatively impact the Civic and Community Facilities Team operating budget by approximately **\$48K** in 2024-25 budget through reduced rental revenue, equating to **\$480K (non-indexed)** over ten years. These funds will be offset through the existing grant funding pool.
32. Option 4 - Should Council approve funding of \$50K per annum (each NHCC) and additionally \$48K in 2024-25 for NDNH, this would make available a total of **\$1,053,150** for the Partnership and Strategic Project Grants streams.

Community and Stakeholder Consultation

33. Community consultation was undertaken as part of the development of the Community Grants Program Policy. There was no requirement for further community consultation as part of the NHCC's review.

Links to the Community Vision and Council Plan

34. This report is consistent with the following principles in the Community Vision 2040:
 - Safe and peaceful community.
 - Embrace diversity and multiculturalism.
35. This report is consistent with the following strategic objectives from the Council Plan 2021-25:
 - A socially connected, safe and healthy city.
 - A city that respects and celebrates diversity, our history and the arts.
 - A city of accessible, vibrant centres and neighbourhoods.
 - A city that supports entrepreneurship, quality education and employment outcomes.
 - A Council that demonstrates leadership and a commitment to investing in the community.

Legislative and Policy Obligations

36. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
 - The Overarching Governance Principles of the *Local Government Act 2020*.
 - Related Council Policies, Strategies or Frameworks.



Conclusion

37. Neighbourhood Houses and Community Centres play a pivotal role in increasing connection and participation, whilst promoting inclusion and capacity building in the community. It is important that investment in these functions enables delivery of Council's Plan and key strategies and programs. Council recognises this unique contribution of Neighbourhood Houses and Community Centres through establishing a multi-year service agreement.

Officer Recommendation

That Council:

1. **APPROVES** operational funding to the seven (7) Neighbourhood Houses and Community Centres (NHCCs) through a multi-year service agreement;
2. **ALLOCATES**, from the existing grant funding pool, funding of \$350,000pa indexed and allocated \$50,000pa (each NHCC);
3. **CAPS** funding available to NHCC through Strategic Project Grants as part of the wider competitive grants process to a maximum amount of \$280,000pa;
4. **AMENDS** the venue utilisation arrangements for the North Dandenong Neighbourhood House to a peppercorn rent arrangement; and
5. **ENDORSES** the draft Council Position on Neighbourhood Houses (refer Attachment 5).

Attachment 1

Principles from the Community Grants Program Policy

Principle	Intent
1. Partnerships between Council and the recipient	Grants are a partnership with Council and the recipient.
2. Build organisational capacity	Grants support organisational capacity building and sustainability.
3. Open, accessible, and accountable	The grants program is open and accessible for all eligible organisations. Grant processes are robust and stand up to scrutiny, governance is clear and strong.
4. Transparent	Grants, funding decisions and outcomes are transparent and the achievements (reporting) of funded outcomes are publicised.
5. Efficient and customer focused	Grants information is accessible and processes for applicants are well organised, streamlined, and enables timely decisions.
6. Strategic and needs based	Grants respond to emerging community priorities and assist Council realise the community vision and to the achieve the strategic objectives as outlined in the Council Plan.

Attachment 2

Assumptions/Considerations in Developing Options

- **No additional funding** to be provided for City of Greater Dandenong grants and funding to community groups and organisations. Meaning any dedicated funding provided to NHCCs reduces the pool for other grant categories ie “Partnership Grants” and “Strategic Project Grants” streams.
- Community need - City of Greater Dandenong has a very high level of socio-economic disadvantage and the most culturally diverse municipalities in Australia.
- Role of **NHCC's and their unique value** ie generalist and flexible in delivering on Council Plan and leveraging considerations:
 - Breadth and depth of alignment to Council Plans are unique to Neighbourhood Houses and Community Centres.
 - Place based and focus on the whole community (not limited to individual cohorts).
 - Flexible and able to shape activity to meet whatever current and emerging needs are in the community.
 - Able to support and build capacity of other community groups.
 - According to NHV ongoing operational funding creates capacity to seek more funding and ultimately bring greater community benefit.
- Key **priorities and outcomes** sought by Council and NHCCs are overwhelmingly strongly aligned with the aim to deliver best community outcomes that align with Council plans and priorities.
- Consideration of **best practice grant/funding distribution** from requirements in the Local Government Act and relevant VAGO and compliance requirements

Neighbourhood Houses in Greater Dandenong City Council

Real Impact. Real Value.

INCOME \$6,518,561

VALUE \$47,481,954

This figure includes the value of:

Improved quality of life through social
connection: **\$5,553,570**

Volunteer contributions: **\$3,965,205**

Emergency relief provided: **\$339,029**

Services provided: **\$1,105,069**

Adult Community Education: **\$36,441,967**

Social enterprise goods & services: **\$77,114**

This community value equates to:

\$7.28 for every \$1 of income

\$67.08 for every \$1
of Neighbourhood House Coordination
Program funding

Over **\$2,351.64** for every hour the
neighbourhood houses are in use

Emergency relief value includes:

- Food and groceries: **\$252,149**
 - Food vouchers: **\$16,800**
- Cash/prepaid or gift card: **\$30,000**
 - Fuel Vouchers: **\$6,000**
 - Clothing: **\$22,800**
- Personal care & hygiene items:
\$11,040

Services value includes:

- Computer/internet usage: **\$4,128**
- Facilities use or hire: **\$617,040**
 - Résumé assistance: **\$9,720**
- Auspicing other organisations: **\$4,427**
 - Community lunch, frozen or other
meals: **\$154,200**
- Fee for service activities: **\$172,554**
- Power Saving Bonus: **\$143,000**

Employment value

99.7 FTE jobs

including 71.8 direct and 28.0 indirect
Full Time Equivalent positions



These values are produced by Neighbourhood Houses Victoria
based on data provided by Neighbourhood Houses in Greater
Dandenong City Council in the 2022 Neighbourhood Houses
Survey. Only a limited range of activities where a determinable
valuation method exists are included.

ATT 4.2.1.4 Neighbourhood Houses and Community Centres Funding Options

Neighbourhood Houses and Community Centres Funding Options

	Option	Description	Pros	Cons	Comments/Rationale	Recommendations
1	Status Quo - Grant within Community grants policy/process and open to all not-for-profit community organisations.	Funding stream for core operational funding/multi-year integrated within grants via the Partnership Grant stream that is open to all not-for-profit organisations. Within Community Grants policy/ process.	Complies with VAGO report recommendations. Administration of the process is already in place.	NHVIC an NHCC feedback that this option creates significant challenges for delivering best community outcomes and provides a level of uncertainty to all key stakeholders (Council, NHs and community).	This option doesn't provide certainty of funding to NHs and doesn't address the concerns raised by NHs and NHVIC.	Not recommended.
2	Modified Status Quo Grant stream created within Community grants policy/process that is only available to NHCC's.	Funding stream for core operational funding/multi-year integrated within grants with a dedicated stream exclusively for NHCC's. Within the Community Grants policy/process.	Partly addresses concerns raised by NHCC's in CGD.	Non compliant with VAGO report recommendations.	This option is non compliant with VAGO best practice recommendations.	Not recommended.
3	Service Agreement with a dedicated funding stream for NHCC's with funding aligned to the NH proposal.	Service agreement established to provide multi-year core operational funding. Funding total to NHs of \$490k pa indexed and allocated equally to 7 NHCCs. No restriction on the Strategic Project grants that NHs can apply for. Maintain a reduced pool of core operational funding stream within the grants process. Service agreement is outside of the Community Grants policy/process but NHs eligible to apply for project grants.	Funding agreement enables negotiation annually on priorities and performance measures. Aligns to request in proposal from 7 NHCCs in CGD.	Separate process for Council officers to administer. Other community organisations may query why there is a unique approach to NHCCs.	There is a significant likelihood that NHCCs will obtain a substantially larger proportion of the overall Community funding allocation given they will have ongoing operational funding and the ability to apply for, and receive project grants. This will likely create inequities with other community organisations and groups	Not recommended.
4	Service Agreement with a dedicated funding stream with consistent funding to each NH and modified funding arrangements (core operational and grants mix).	Service Agreement established to provide multi-year core operational funding. Funding total to NHs of \$350k pa indexed and allocated equally to 7 NHs (\$50k each pa). Restriction on Strategic Project grant funding that could be applied for (grant cap available to NHs as part of the wider competitive process to a maximum amount of \$280,000k pa). Service agreement arrangement is outside of the Community Grants policy/process.	Provides funding largely aligned with average funding to NHs over the past 2 years. Aligns to request from NHs for operational funding to be allocated consistently across the 7 NHs. Addresses potential concerns from other community orgs about reduced funding pool. Aligns to NHV advice on best practice and improved funding leveraging capacity.	Separate process for Council officers to administer. Other community organisations may query why there is a unique approach to NHCCs.	This is recommended as it provides a level of certainty to key stakeholders on NH funding. It also maintains funding levels to NHs at a level equivalent to the average received in the past 2 years and therefore doesn't create inequities with other community organisations. It enables Council to determine key priorities and deliverables for NHs aligned to key Council strategies.	Recommended.
5	Service Agreement with a dedicated funding stream with variable funding to each NH with modified funding arrangements (core operational and grants mix).	Service Agreement established to provide multi-year core operational funding. Funding total to NHs of \$350k pa indexed and allocated variably to reflect the capacity to generate income from Council venue hire. The operational funding may be allocated on the basis of hiring revenue less associated costs total being removed from	Provides funding largely aligned with average funding to NHs over the past 2 years. Reflects variability in NHs capacity to generate revenue from Council provided venues.	Separate process for Council officers to administer. Other community organisations may query why there is a unique approach to NHCCs. Doesn't align to NHs request for operational funding to be allocated consistently across	This could be implemented however it may create ongoing tension from NHs as it doesn't align to their preferred approach. It also potentially means the NHs able to generate revenue are focussed on this at the expense of a strategic and balanced approach to meeting local needs through program delivery.	Not recommended.

ATT 4.2.1.4 Neighbourhood Houses and Community Centres Funding Options

Neighbourhood Houses and Community Centres Funding Options

Option	Description	Pros	Cons	Comments/Rationale	Recommendations
	<p>the base \$50k operational funding allocated to the other NHs.</p> <p>This would come with a mixture of consistent and tailored KPIs .</p> <p>Restriction on Strategic Project grant funding that could be applied for (grant cap available to NHs to a maximum amount of \$280,000k pa).</p> <p>Service agreement arrangement is outside of the Community Grants policy/process.</p>	Addresses potential concerns from other community orgs about reduced funding pool.	the 7 NHs with potential tension between program delivery aims and revenue aims.	This option is likely to be challenging to calculate a transparent and equitable funding arrangement and would likely require ongoing review.	

❖ The options do not include an option of Service Agreement approach that is an open process. The reason is that the service agreement requirement is to deliver NH services, and this is a closed market only open to NH's funded through State govt (DFFH) by meeting DFFH criteria.

Draft Council Position on Neighbourhood Houses

Council values the unique contribution and value that Neighbourhood Houses provide to local communities through:

- A place-based approach that focuses on the whole community. NHs focus on a geographic community and respond to the needs of that community. This differs from other community groups and organisations that often focus on a particular cohort/target group or focus on a specific issue.
- A partnership approach between Council and Neighbourhood Houses to directly deliver on Council strategies and plans.
- Flexibility and responsiveness to meet current and emerging needs. NHs are established specifically with a broad objective to shape their activity to meet whatever the current and emerging needs and priorities are in their local community.
- An ability and capacity to support and build capacity of other small community groups and organisations.
- Funding leverage. Evidence identifies that when local governments provide operational funding this enables NHs to leverage and attract additional funding and therefore deliver more to the local community.



4.2.2 Springvale Revitalisation Action Plan

Responsible Officer: Executive Director City Futures

Attachments:

1. SRAP Priority Projects__ Implementation Plan_- FINAL [4.2.2.1 - 1 page]
2. FINAL Springvale Revitalisation Action Plan A 10614604 [4.2.2.2 - 34 pages]

Executive Summary

1. This report is to seek Council endorsement of the final draft Springvale Revitalisation Action Plan. The draft plan has been developed through a comprehensive community engagement process, policy research and based on best practice planning and urban design principles.
2. Upon completion of the formal public exhibition, the draft plan was presented at CBS on 18 March 2024. Based on Council feedback the plan has undergone minor amendment to reflect the feedback and is now ready for formal endorsement by Council.
3. This report recommends that Council endorses Springvale Revitalisation Action Plan and Priority Projects Implementation Plan.



Background

4. Council engaged REALM studios to assist in the development of the Springvale Revitalisation Action Plan in 2023. A series of co-design workshops with key internal and external stakeholders were undertaken to understand the current state of play, challenges and opportunities for the centre. The draft SRAP document has been through two (2) rounds of public exhibition and received full support from the community.
5. The final draft SRAP encompasses a vision and set of actions which includes a diverse array of cultural, economic and public realm initiatives, and serves as a guide, enhancing the quality of life and allure of the precinct.

Key Points / Issues / Discussion

6. The Springvale Revitalisation Action Plan (SRAP) is a high-level, long-term framework, intended to guide the revitalisation of the Springvale Activity Centre. As a catalyst for revitalisation, the SRAP aims to identify quickly deployable projects and initiatives that will draw investment and development to the Activity Centre, along with longer term larger scale projects. The Action Plan has been shaped by invaluable input from the community and stakeholders and aligns with the Springvale Activity Centre Structure Plan 2017. These initiatives are informed by the guiding principles and are set out in short to long-term time frames. The initiatives are both tangible and operational, and relate to culture, economy, and public realm. They include:
 - Night time economy initiatives;
 - Smart city technologies;
 - Improved streetscape;
 - Pedestrianised zones; and
 - Urban greening initiatives.
7. Three broad phases of development are expected - short, medium and long term. The Action Plan will likely take over 10+ years to implement. A number of capital and operational actions are outlined in the draft Plan. Furthermore, a detailed Priority Projects Implementation Plan (Attachment 2) has been prepared to address this.
8. The centre will continue to redevelop over time, as investment becomes available in line with the Structure Plan. All stakeholders are committed to a thoughtful and staged approach to the redevelopment of the centre. This staged process will make sure that decisions continue to be informed by community and stakeholder priorities.

Financial Implications

9. There are no financial implications associated with this report.
10. Council has allocated \$350,000 via its CIP program to commence implementation and scoping of priority actions in FY 24/25.



Community and Stakeholder Consultation

11. Council undertook two (2) rounds of community consultation to develop the draft SRAP over the last 18 months. The purpose of the engagement was to provide the Springvale community a meaningful platform to have their say and contribute to the development of a robust action plan for Springvale. It also helped Officers develop a firsthand understanding of the deeper challenges and opportunities within the Springvale community, and the draft plan reflects the community sentiments, needs, and priorities.
12. Stage 1 – 24 Feb 2023 to 30 April 2023.
13. Stage 2 - 25 October to 21 November 2023.
14. The community has shown full support for the Plan.

Links to the Community Vision and Council Plan

15. This report is consistent with the following principles in the Community Vision 2040:
 - Education, training, entrepreneurship and employment opportunities.
16. This report is consistent with the following strategic objectives from the Council Plan 2021-25:
 - A city that supports entrepreneurship, quality education and employment outcomes.

Conclusion

17. The Revitalisation Action Plan alongside the Activity Centre Structure Plan will work together to provide a holistic vision for Springvale, breathing new life into the heart of the centre in the short, medium and long term.

Officer Recommendation

That Council endorses the Springvale Revitalisation Action Plan and Priority Projects Implementation Plan.

SPRINGVALE REVITALISATION ACTION PLAN - Implementation Plan

March 2024

The Opinion of Probable Cost is a guide only for the preparation of CIP projects as outlined below. The final cost is subject to detailed design and QS for each project.

	Springvale Revitalisation Action Plan		
	PRIORITY PROJECTS		
Item no.	Project	Timeframe	Budget (\$)
1	Prepare Concept design and documentation package for treatment of Multicultural Place and Buckingham Avenue Intersection.	Immediate	125,000
2	Fabrication and installation of parklet/s and green spaces along key activity nodes in Buckingham Avenue.	Immediate	80,000
3	Programming & activation of Multicultural Place and Buckingham Avenue through a curated community performance program	Immediate (ongoing)	20,000 (ongoing)
4	Conduct market feasibility study and explore development options for Warwick Avenue carpark site	Immediate	25,000
5	Fabrication and installation of shade structure and landscape improvements for Multicultural Place	Medium	500,000
6	Design & deliver wayfinding signage	Medium	180,000
7	Public art treatment in laneway	Medium	25,000
8	Waste management infrastructure in the Laneway behind Multicultural Space.	Medium	250,000
9	Prepare design for and deliver Buckingham Avenue streetscape improvements	Medium	2 Mil
10	Commence investigation of the Springvale Boulevard stages 3 & 4 streetscape improvements	Medium	500,000
11	Investigate option for pedestrianisation of Buckingham Avenue	Medium	150,000
12	Work with State Government and prepare a design for activation nodes along Djerring Trail	Medium	200,000
13	Deliver Springvale Boulevard stages 3 & 4 streetscape improvements	Medium to Long	8 Mil
	Budget is a high-level estimation only. Funding mechanism could be a combination of grants, rates, partnerships and other levies.		



DRAFT SPRINGVALE REVITALISATION ACTION PLAN

FEBRUARY 2024

Acknowledgment

The City of Greater Dandenong acknowledges and pays respects to the Bunurong, 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.

The City of Greater Dandenong 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.

Table of Contents

0.0 Introduction	05
0.1 A Unique Opportunity	06
0.2 Process + Partners	08
1.0 Vision	11
1.1 Vision	11
1.2 Guiding Principles	12
1.3 Initiatives Framework	14
2.0 Implementation	17
2.1 How We Will Deliver Change	18
2.2 Temporary Testing and Activation	19
2.3 Project Areas	20

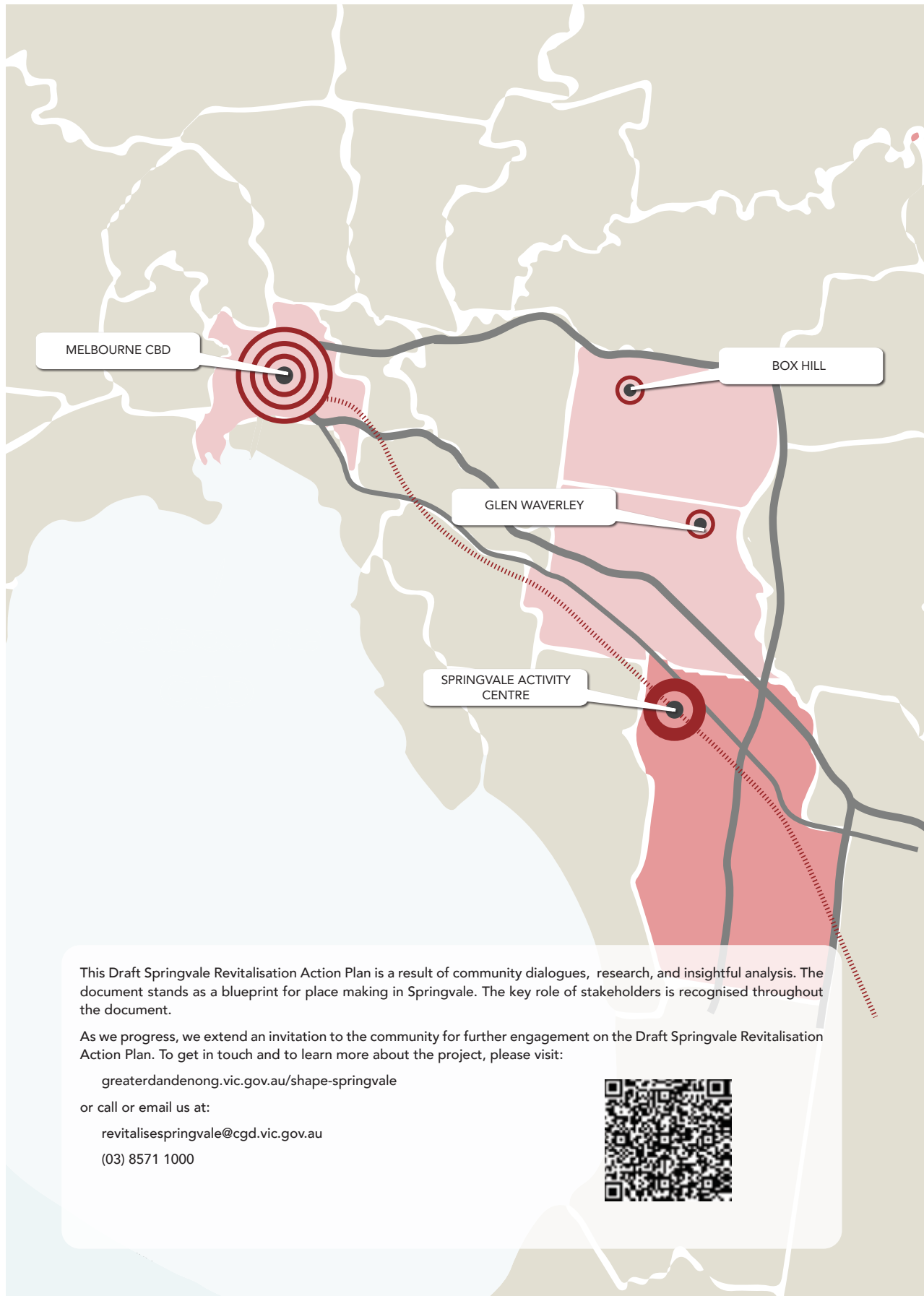
CONSULTANT TEAM

REALMstudios

Revision:	Status:	Date:	By:	Checked:
A	Draft Report	01/09/23	RP & AH	JS
B	Draft Report	26/09/23	FD & AH	JS
C	Final Report	05/02/24	FD & AH	JS

ON BEHALF OF





Introduction

Purpose

The Draft Springvale Revitalisation Action Plan aims to identify actions for private and public sector investment, and support the Springvale community to grow.

This Draft Springvale Revitalisation Action Plan (SRAP) has been prepared on behalf of The City of Greater Dandenong. The SRAP is a high-level, long-term framework, intended to guide the revitalisation of Springvale's Civic Heart.

As a catalyst for revitalisation, the SRAP aims to identify quickly deployable projects and initiatives that will draw investment and development to the Activity Centre. This will make the long-term planning vision a reality. This holistic vision will breathe new life into the heart of Springvale in the short, medium, and long term.

The direction of the document is informed by a series of guiding principles that came from detailed community engagement. These include:

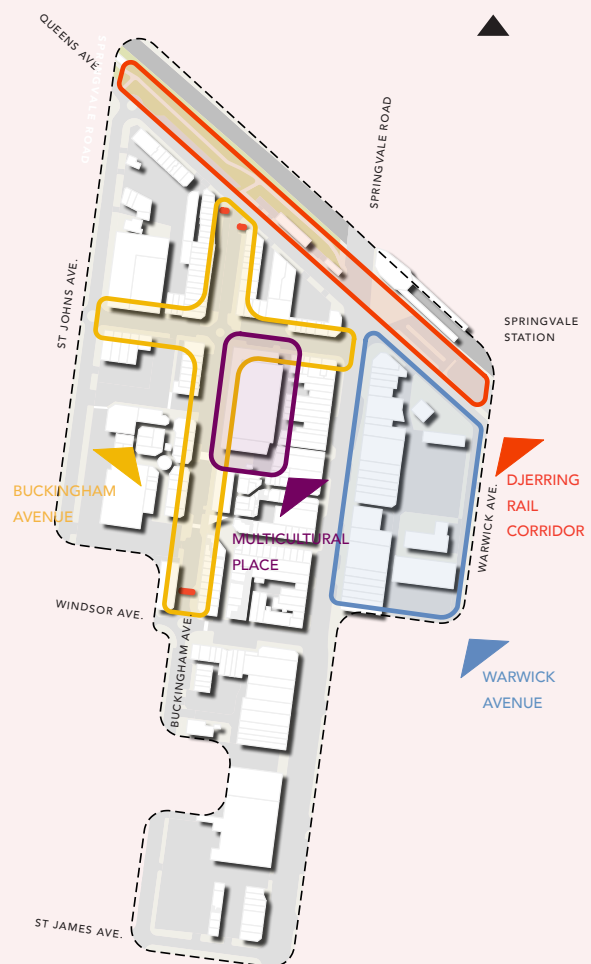
- Supporting thriving local experiences and economy
- Fostering a diversity of activated places
- Championing accessibility and inclusivity
- Designing a distinctive public realm identity
- Celebrating multicultural communities
- Addressing issues of safety and cleanliness

The SRAP is delivered through initiatives which frame and define projects to revitalise Springvale. These initiatives are informed by the guiding principles and are set out in short to long-term time frames. The initiatives are both tangible and operational, and relate to culture, economy, and public realm. They include:

- Night time economy initiatives
- Smart city technologies
- Improved streetscapes
- Pedestrianised zones
- Urban greening initiatives
- Passive and active surveillance initiatives

This document focuses on four key areas of the Springvale Activity Centre:

- 1 Buckingham Avenue
- 2 Multicultural Place
- 3 Djerring Rail Corridor
- 4 Warwick Avenue



A Unique Opportunity

To revitalise the key Activity Centre

Locational Context

The Springvale Activity Centre is located approximately 29 km southeast of Melbourne's Central Business District. The Activity Centre is strategically located on Springvale Road with excellent access to the Melbourne to Pakenham/Cranbourne railway line. The Centre has a strong Asian business and community focus making it a vibrant hub for retail and commerce. The Centre has a rich assortment of food, groceries, restaurants, and bakeries.

This Centre enjoys proximity to primary and secondary schools, boasts excellent transport connectivity, and is witnessing a surge in its apartment market. Recent times have seen transformative changes, including the removal of the Springvale level crossing, leading to a revamped railway station and bus transport interchange, and public realm upgrades to Springvale Road.

Melbourne Context

Springvale forms part of a network of activity centres within the region which include the Monash and Dandenong South National Employment and Innovation Clusters, Dandenong Metropolitan Activity Centre (MAC).

The Springvale Activity Centre is a busy inter-cultural retail and business centre in Melbourne's southeast. It is one of four major Activity Centres in the City of Greater Dandenong. Springvale, Box Hill and Glen Waverly are the three major Asian shopping centres in Greater Melbourne, with Springvale having the highest concentration of Asian retail outlets.

Policy Context

The Revitalisation Action Plan will work in with State and Local Policy objectives. The document aims to be adaptable to future conditions, and aligns with the Springvale Activity Centre Structure Plan, 2017.

Key Policy

Plan Melbourne 2017-2050

Plan Melbourne was released in March 2017 and sets the long-term strategic vision and guidelines for Melbourne's growth through to 2050. Relevant directions in Plan Melbourne for activity centre planning include:

- Allowing activity centres the capacity to continue to grow and diversify the range of activities they offer.
- Where appropriate, explore opportunities to partner with the private sector to enable diversification, investment and employment growth
- Diversification to give communities access to a wide range of goods and services, provide local employment and support local economies and the development of 20-minute neighbourhoods.
- To deliver more housing closer to jobs and public transport through policies which will support growth in activity centres that offer good access to jobs, services and public transport.
- Focusing on improving connectivity for pedestrians and cyclists
- Addressing housing diversity, design, quality, and energy efficiency.

Local Policy

The City of Greater Dandenong integrated planning framework consists of several key documents which guide Council's overall strategic direction.

Council Plan 2021-2025

Provides the strategic vision, objectives and actions for Council with the overall vision being that: *Greater Dandenong is a home to all. It's a city where you can enjoy and embrace life through celebration and equal opportunity. We harmonise the community by valuing multiculturalism and the individual. Our community is healthy, vibrant, innovative and creative. Our growing city is committed to environmental sustainability.*

Greater Dandenong Planning Scheme strategies

Within the Greater Dandenong Planning Scheme, relevant strategies include:

- Strategies that support Springvale as the principal metropolitan focus for Asian commercial and retail facilities.
- Strategies to consolidate and broaden Springvale's cultural base and expand its already vibrant economy and residential market.
- Local planning policy specific to the Springvale Major Activity Centre which provides direction to Council when considering future land use and development applications within the centre. This includes encouraging multi-storey, higher-density residential development in Springvale.

Design and Development Overlays

Design and Development Overlays identify land that is affected by specific requirements relating to the design and built form of new developments. In Springvale the Design and Development Overlays include:

- Controls for building heights and setbacks that create a strong and distinct image for the Centre.
- Guidance for higher density development, whilst maintaining the fine grain rhythm at street level, and achieving a transition down in scale to reduce amenity impacts to the surrounding established residential areas.
- Height and setback requirements for development that deliver a high-quality public realm which maintains sunlight and comfortable wind conditions.
- Guidance for high-quality buildings and ensures building separation and setbacks achieve high levels of external and internal amenity for occupants, visitors and the general public which may require consolidation of sites.

Springvale Activity Centre Structure Plan, 2017

Council adopted the Springvale Activity Centre Structure Plan, in 2017, to guide sustainable growth and progress. The Structure Plan also highlights Council's commitment to enhancing public infrastructure, from streetscapes to open spaces, aligning with the needs of today and tomorrow. This approach ensures a more vibrant social community, a greener environment, and enduring economic prosperity

for the heart of Springvale.

The Structure Plan guides planning, ensuring sustainable growth, and turning broader policies and strategies into a tailored framework. The Plan addresses land use, transportation integration, open spaces, and infrastructure. It provides actionable policies and development regulations, all aligned with the overarching vision.



Image: Springvale Activity Centre, Buckingham Avenue

Process + Consultation

A community informed plan developed in partnership from ideas to action.

Process

The SRAP has been created through extensive community consultation, workshops, walks on Country, and online engagement activities. The development of the document has occurred across three main phases; including engagement, stakeholder workshops, and refining. Activities were designed to elicit expertise and knowledge about the project area, capture the community vision for SRAP and involve the community in setting priorities for delivery.

The community was also invited to be creative and think of big ideas that could improve Springvale. An online survey was undertaken through Council's Have your Say website to help understand the broader community hopes and dreams.

Consultation

Consultation has been crucial to understanding what makes Springvale special, and which areas most need to be upgraded or improved.

The journey has involved local community members, city partners, businesses, Councillors, local schools, Council staff, and the Bunurong Land Council.

The engagement with partners was undertaken across a series of workshops, site walks, yarning circles and online.

IN STAGE 1:

464 online survey responses

90 participants took part in:

7 collaborative visioning workshops

Bunurong Land Council

- Local knowledge and cultural considerations.
- An understanding of Country, history of place, and the narratives that surround it.

Residents and Community Groups

- Local insight to identify values, aspirations, and barriers.
- Priority setting and preferences of different age and interest groups.

Local and State Government

- Detailed understanding of assets, system operations, issues and opportunities.
- Future development opportunities regarding state and council owned assets.

Education and Community Services

- Specific fields of knowledge relating to services and facilities in the study area.
- Detailed understanding of key areas and community groups
- Voices of young people and students

Businesses and Land Owners

- Detailed understanding of the commercial and economic areas.

“ Make footpaths wider - more space for people. Lights in the pavement so you can see when you walk at night ”

LOCAL SCHOOL STUDENT



“ What is country?
It is about inclusion,
community, gathering,
connection, and
sharing knowledge ”

BUNURONG LAND COUNCIL



Image: Community consultation workshop

“ The streetscape could be given an upgrade. Perhaps you could turn Buckingham Avenue into a pedestrian mall, as traffic comes to a stop at busy times. You could extend outdoor markets and dining onto the footpath... ”

LOCAL RESIDENT

“ Springvale is one of the most linguistically diverse suburbs in Melbourne, it would be great to see wayfinding incorporate languages other than English ”

LOCAL RESIDENT

“ I have owned and run my grocery store in Springvale since 2003. It has been wonderful as I have loyal customers that are also my friends and are our community... I love my work, my store and my customers, it's a very happy place to work and live.... ”

LOCAL BUSINESS OWNER

1.0

Vision

The Springvale Revitalisation Action Plan is shaped by a Vision and Guiding Principles informed through site analysis and engagement.

//

In Springvale, we are a culturally rich and connected community. We embrace our diverse backgrounds and celebrate our heritage.

Our public spaces support a healthy and prosperous economy, offering the community opportunities to live happy, active, and connected lives.

//

Guiding Principles

 <p>Supporting thriving local businesses</p>	 <p>Fostering a diversity of activated places</p>
 <p>Championing accessibility and inclusivity</p>	 <p>Enhancing the environment</p>
 <p>Encouraging safe movement and access</p>	 <p>Embedding sustainability into built outcomes and operations</p>
 <p>Celebrating community through a vibrant calendar of events</p>	 <p>Designing a distinctive place identity</p>

Initiatives Framework

The Springvale Revitalisation Action Plan will deliver initiatives that have been developed through community engagement, background research and best practice planning and urban design principles.

Connections + Mobility

Streets and laneways will become not just links, but vibrant places that bring the community together. Pedestrian-friendly streets will feature greenery, furniture and outdoor dining. Upgraded crossings, well-designed intersections, and precinct parking will ensure safe and efficient movement for all.



Will be delivered through:

- Pick-up and drop-off zones
- Sheltered bicycle parking
- Strategically located elevated car parks
- Rationalised on-street parking
- Review of parking study
- Improved wayfinding and signage of parking
- Improved parking surveillance
- Connected thoroughfares
- Activated laneways and arcades
- Pedestrianised zones (Buckingham Street and Balmoral Ave)
- Increased shade and weather protection for pedestrians
- Tree canopy coverage study and increased greening strategies
- Clear and safe day and night time pedestrian connections

Precincts + Gateways

The SRAP will revitalise and reinforce Springvale's precincts and gateways. This aims to create distinct places that resonate with the community's identity while establishing inviting gateways that warmly welcome both residents and visitors alike.



Will be delivered through:

- Vehicle gateways
- Pedestrian gateways
- Wayfinding and orientation
- Distinguishable precinct character
- Streets and laneway character
- Elevated street ornamentation
- Rationalisation of existing thoroughfares

Food + Cuisine

Food is an existing strength of Springvale that the Plan aims to celebrate. Springvale's markets and restaurants have a diversity of offerings where sharing of cultures takes place. This will be aided by new places for outdoor eating, an upgraded restaurant directory, and visitor maps.



Will be delivered through:

- Street dining
- Food demonstration spaces
- Springvale information point digital mapping
- Picnic and shared food spaces
- Walking tour and map directory
- Promotion of sustainable packaging
- Community garden
- On-site resource reuse hub

Events + Activation

Dynamic programming of vibrant events will infuse energy into the Centre, ensuring a lively and connected atmosphere for all. Interactive experiences throughout the day and night, and a calendar of diverse events, will cultivate a thriving environment where the community can actively participate, socialise, and celebrate.



Will be delivered through:

- Dedicated performance spaces and festival space
- Activated rooftops and laneways
- Bookable community performance space
- Space for informal busking
- Street entertainment
- Festival schedule and calendar
- Night street dining
- Seasonal food celebrations
- Review of licensing and noise for night time activation
- Seasonal street decorations
- Seasonal night markets

Art + Culture

The Centre will be a canvas that celebrates artistic expression and nurtures cultural exchange. The ultimate goal is to establish a harmonious and flourishing urban ambiance that resonates with residents and visitors alike.



Will be delivered through:

- Laneway art installations
- Place naming
- Culturally significant street decorations
- Programs to promote local artists
- Gateway markers at artwork
- Promote local foods
- Interpretation for diverse language groups
- Art and storytelling strategy

Safety + Amenities

The revitalisation aims to foster safety and the enhancement of the public amenities in Springvale. By making the public spaces and streets safer and more comfortable, the SRAP will cultivate a welcoming urban atmosphere that is pleasant for all.



Will be delivered through:

- Lighting strategy
- Safe streets partnership group
- Weather protection for pedestrians
- Public amenities provision
- Security service provision
- On-site welfare service provider
- Controlled and activated thoroughfares and frontages
- Pedestrian underpass review on Springvale Road

2.0

Implementation

How will we deliver change?

The Action Plan will be delivered over more than 10 years. Continued engagement with the community and testing of ideas will ensure a smooth transition

Council is committed to a thoughtful and staged approach to the revitalisation of Springvale. This process will ensure that decisions are informed by community and stakeholder priorities in addition to investment cycles. This means that the SRAP will likely take over a decade to implement.

Phasing and Timeframes

Three broad phases of implementation are expected from the SRAP. The following principles will guide the development of the phasing plan:

- Create the least amount of disruption to services, access, and transport connections.
- Keep the community informed of changes occurring across Springvale via a temporary information hub.
- Trialling ideas prior to significant investment, and allowing for community feedback.
- Build infrastructure as necessary to enable the revitalisation.

Short Term
1-5 years

Medium Term
6-10 years

Long Term
10 + years

1. Buckingham Avenue

The Buckingham Avenue project area consists of the street and public space along Buckingham Avenue from Queens Avenue in the north to St Johns Avenue and down to the junction at Windsor Avenue in the south. The area also includes the section of Balmoral Avenue from St Johns Avenue to Springvale Road.

2. Multicultural Place

The Multicultural Place project area incorporates the public space of Multicultural Place, the Balmoral 8 car park and the lane way connecting from the plaza to Balmoral Avenue

3. Djerring Rail Corridor

The Djerring Rail Corridor includes the roadway and linear open space beside the rail corridor along Queens Avenue, from St Johns Avenue in the west to Warwick Avenue to the east. It incorporates the forecourt of Springvale Station.

4. Warwick Avenue

The Warwick Avenue project area includes part of the city block, to the east of Springvale Road and bounded by Queens Avenue in the north and Warwick Avenue to the east. The project area includes the laneway and existing car parking area.

Temporary Testing and Activation

As Springvale changes, interim and semi-permanent projects will engage the community and draw activity to the Centre.

The process of revitalising Springvale is just as important as the final outcomes. There is a key need for ensuring community, business, and social needs are met, through the process of change and transformation.

Temporary Events

As part of the revitalisation, at any given time, portions of the Centre may be occupied by a cultural festival, public performance, food experience, or art installation.

These interim, seasonal, and semi-permanent uses will be curated through collaboration with the local cultural organisations, arts communities and stakeholders. This will ensure the creation of meaningful experiences that reflect Springvale's culturally rich communities.

Council and other stakeholders, are excited to work with local communities to enliven Springvale with welcoming, inclusive programming that celebrates diversity and embraces the rich multicultural history.

Overall, these temporary initiatives will help to increase the vibrancy of the Centre in the short term, while work gets underway on more complex public works and improvements that require greater planning.

Trialling and Testing

For some key ideas, like closing streets to private vehicles and pedestrianising spaces, detailed planning, engagement and investment is required.

Through staging of trials and testing projects over time, the community has time to experience the change and provide meaningful feedback. For example temporary street closures can be trialled during certain times of the day. This will ensure projects are informed at all stages by community and stakeholders. It will also build community ownership and support of changes before major investments are made through capital works.



Image: Modular pop-up incubators - London



Image: Lunar New Year celebration



Image: Pop-up forest - San Francisco's Market Street

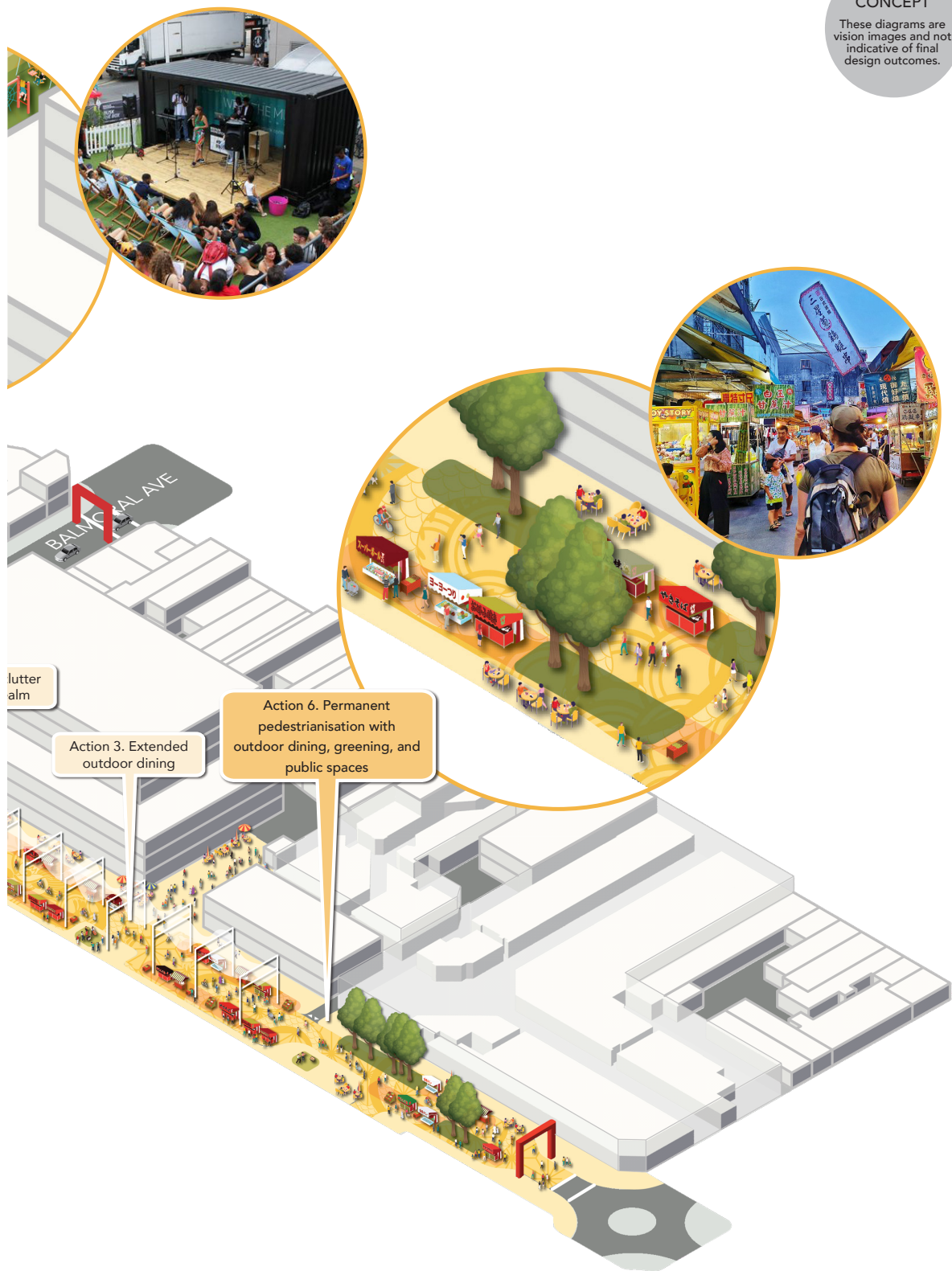
Buckingham Avenue

Redefining streets for people, place,
and culture



VISION
CONCEPT

These diagrams are vision images and not indicative of final design outcomes.



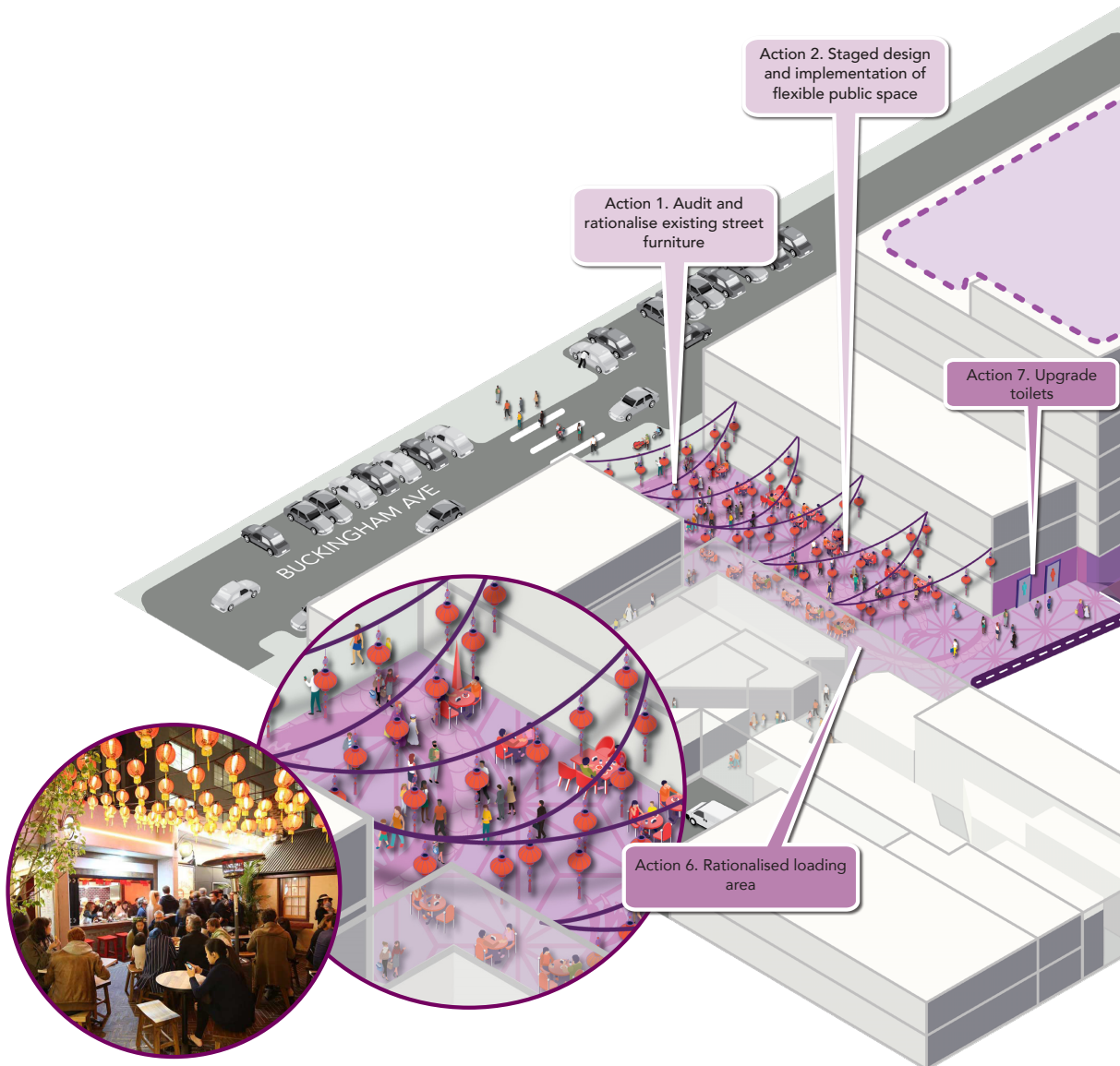
Delivering the Actions

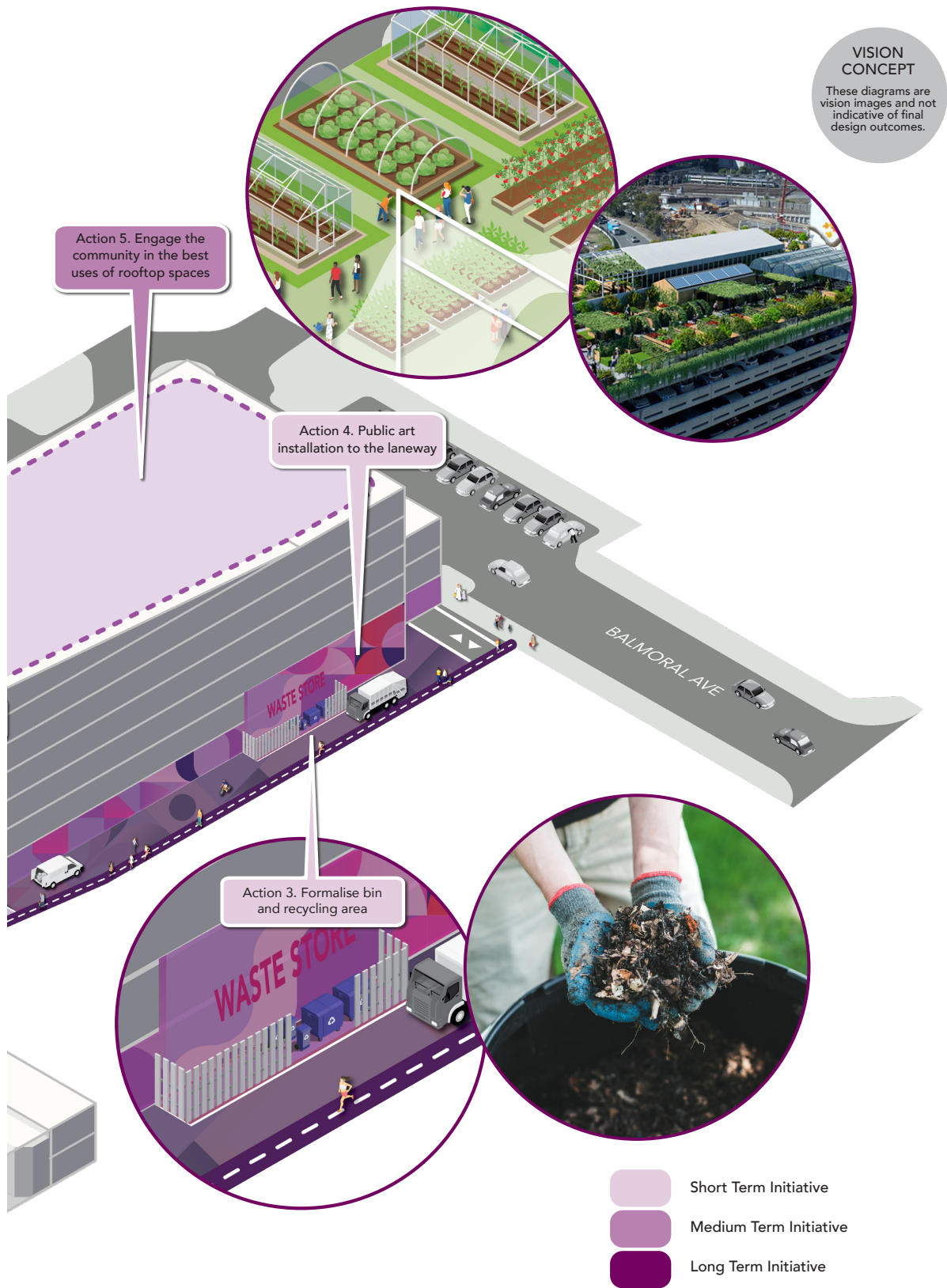
List of Actions		
Action	Timing	Related Initiatives
Action 1: Activate the space through events, markets, street art, greening, busking and performance opportunities including a trial of street closures to support initiatives.	Short term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 2: Audit and de-clutter public realm of excess furniture, signage, barriers, planters, etc.	Short term	01 Connections + Mobility 06 Safety + Amenities
Action 3: Work with businesses to support improved, vibrant outdoor dining initiatives.	Short term	01 Connections + Mobility 03 Food + Cuisine 04 Events + Activation
Action 4: Explore naming of spaces to best represent Country and community.	Medium term	02 Precincts + Gateways 05 Art + Culture
Action 5: Formalise busking and performance space.	Medium term	04 Events + Activation 05 Art + Culture
Action 6: Develop a staged design for permanent pedestrianisation to support walkability, outdoor dining, planting, enhanced events, and activity spaces. Stage 1: Balmoral to Multicultural Place Stage 2: Balmoral to Windsor Avenue. Stage 3: Balmoral to Queens Avenue. Stage 4: Springvale Road to St Johns Avenue.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 7: Create a sense of arrival at key entry points that reinforce the local character and provide a 'window' to the street.	Medium Term	02 Precincts + Gateways 05 Art + Culture
Action 8: Develop street signage, maps and other graphics to inform people about where they are, and what is in their surroundings.	Long term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 06 Safety + Amenities



Multicultural Place

A space which is vibrant, flexible and functional, servicing business and community.





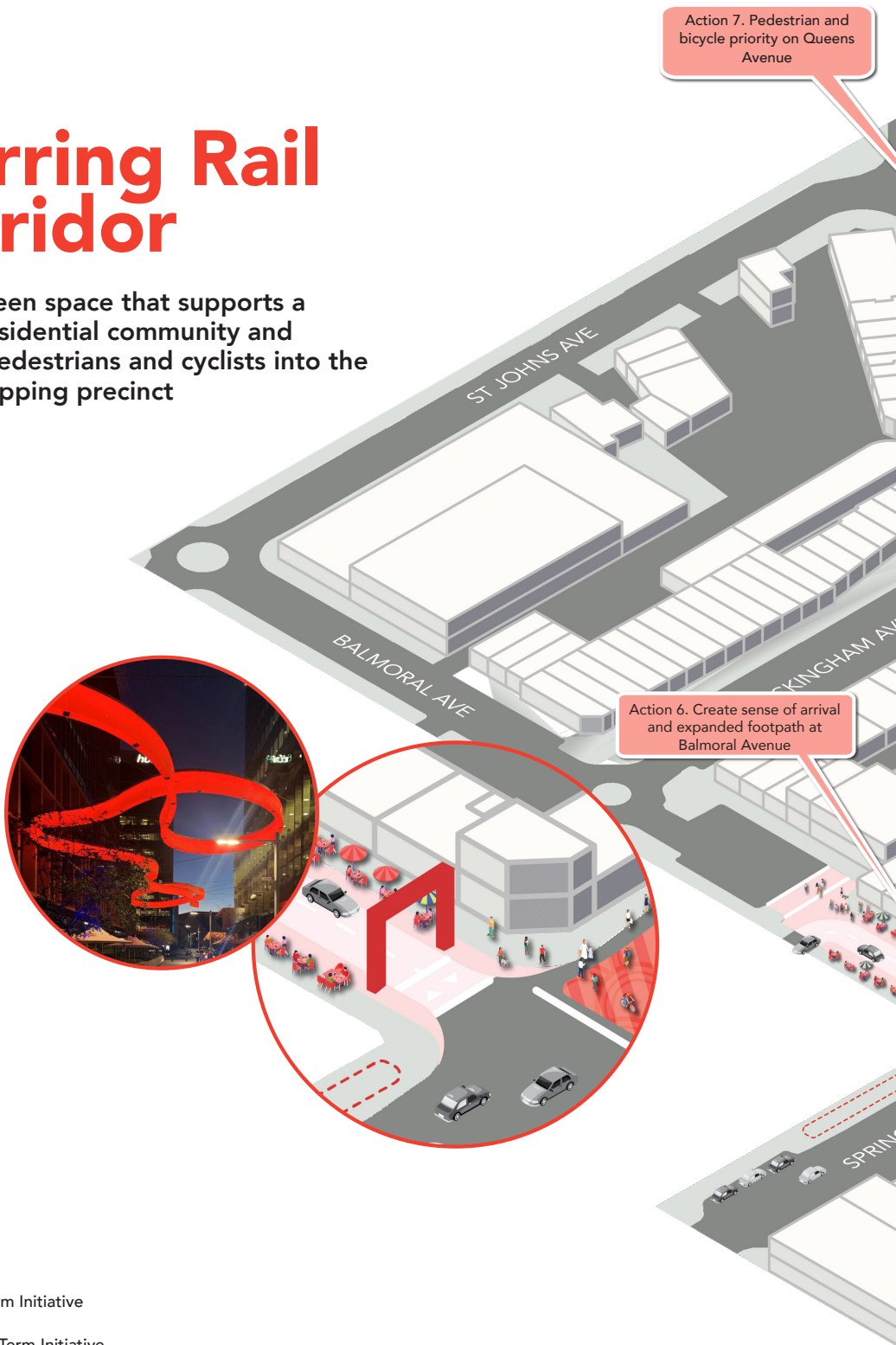
Delivering the Actions

List of Actions		
Action	Timing	Related Initiatives
Action 1: Audit and rationalisation of street furniture to support future activity.	Short term	01 Connections + Mobility 03 Food + Cuisine 04 Events + Activation
Action 2: Develop a staged design and implementation plan to support flexible outdoor dining, gatherings, and events.	Short term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 3: Formalisation of bin and recycling area in laneway to support precinct sustainability. Integrate smart technologies for increased efficiency.	Short term	01 Connections + Mobility 05 Art + Culture 06 Safety + Amenities
Action 4: Public artwork installation to laneways.	Short term	01 Connections + Mobility 03 Food + Cuisine
Action 5: Conduct feasibility study for car park rooftop activation. Assess options to provide new space and uses for community use through EOI.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 6: Rationalise loading area to support the extension of shopping centre foyer.	Medium term	01 Connections + Mobility 06 Safety + Amenities
Action 7: Audit the existing toilets including improved visibility and signage.	Medium term	01 Connections + Mobility 06 Safety + Amenities

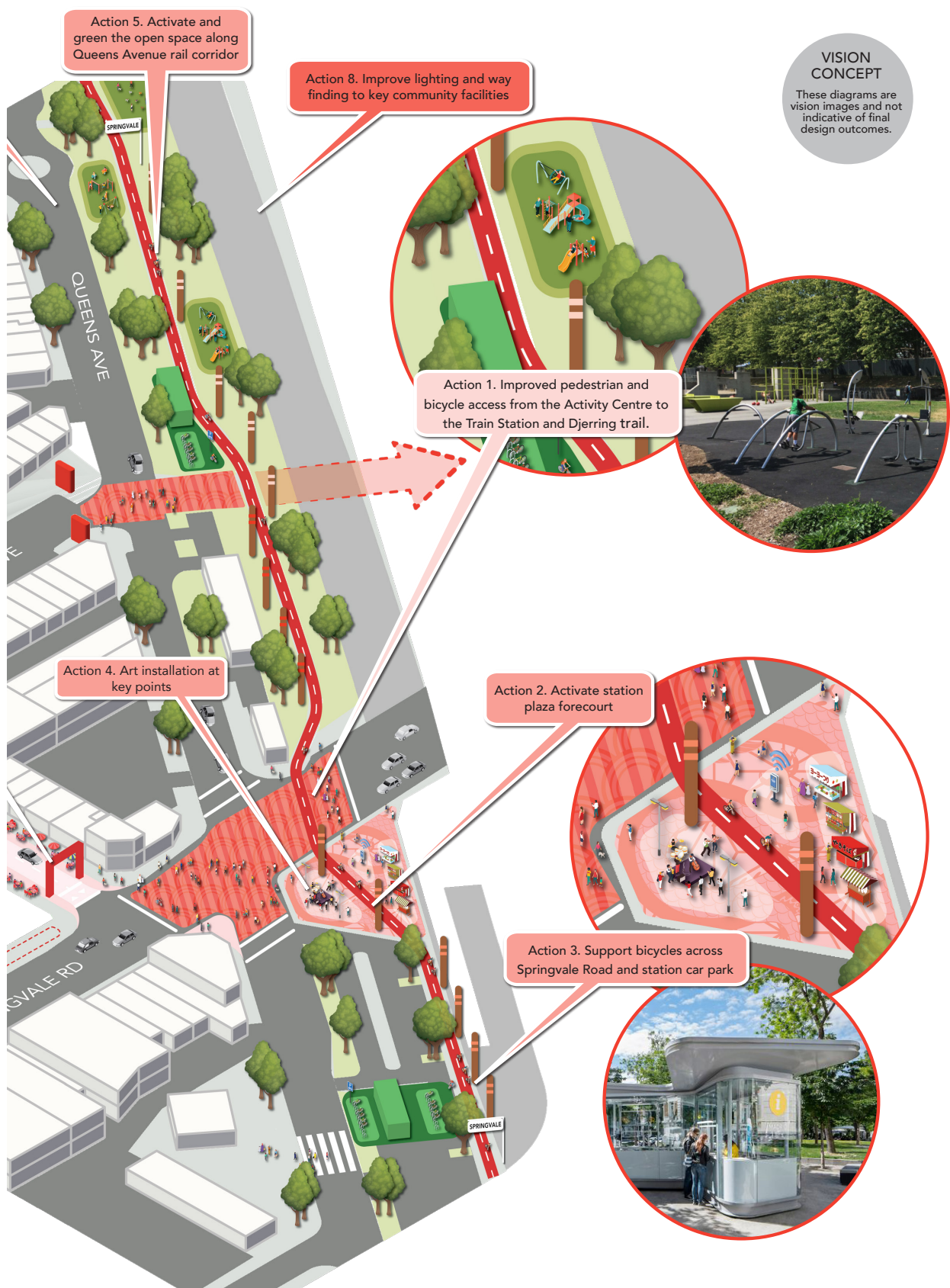


Djerring Rail Corridor

A linear green space that supports a growing residential community and connects pedestrians and cyclists into the central shopping precinct



- Short Term Initiative
- Medium Term Initiative
- Long Term Initiative



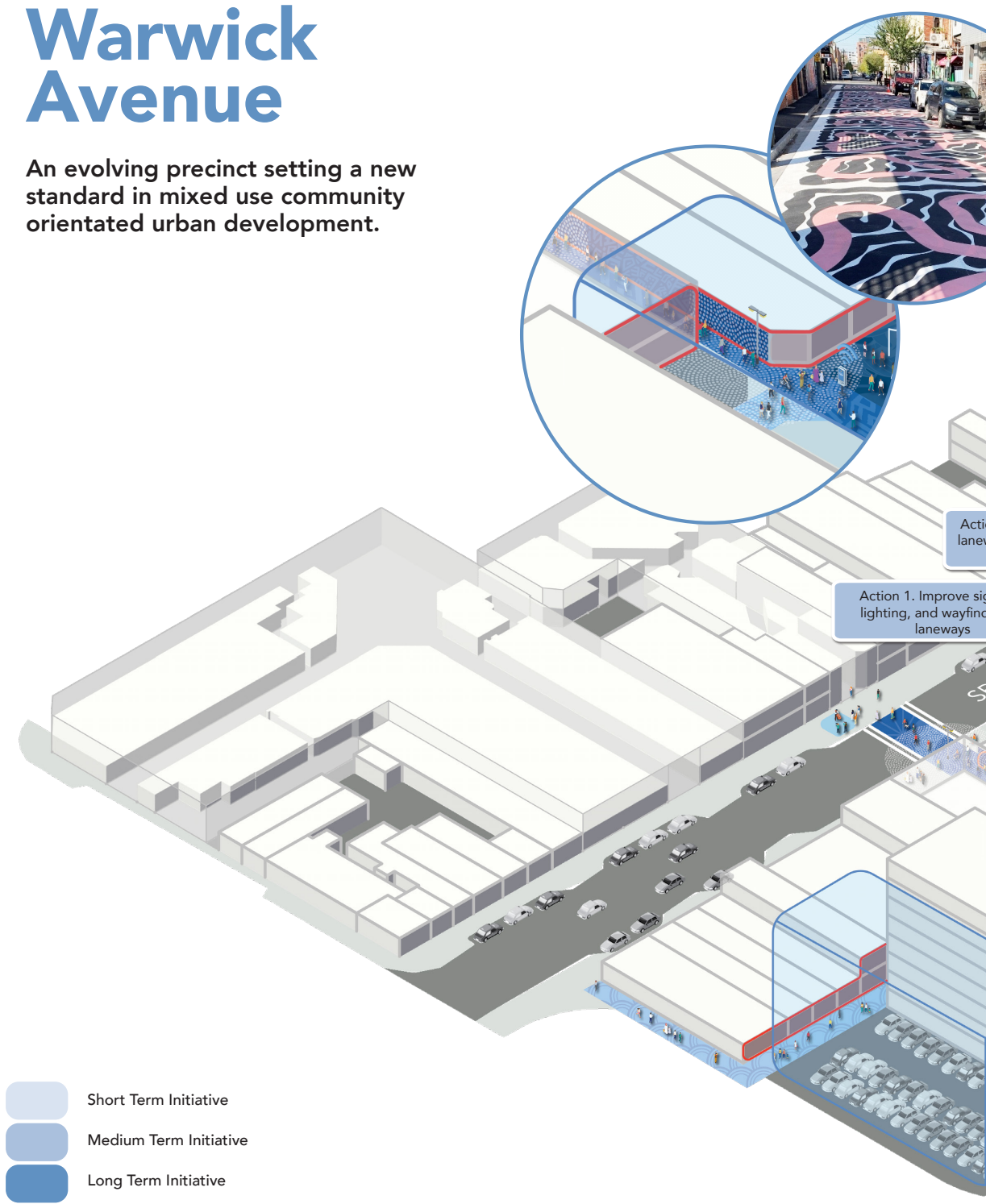
Delivering the Actions

List of Actions		
Action	Timing	Related Initiatives
Action 1: Improve pedestrian and bicycle access from Springvale Activity Centre to Springvale Station, Djerring Trail and nearby community centres.	Short term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 2: Work with state government to improve the station forecourt plaza through bicycle parking, information, arts and performance.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 3: Support the continued use of bicycles across Springvale Road, through the station forecourt plaza and station car park.	Medium term	01 Connections + Mobility 06 Safety + Amenities
Action 4: Art installation at key movement and arrival points reflecting Springvale's cultural diversity.	Medium term	02 Precincts + Gateways 05 Art + Culture
Action 5: Work with state government to activate and green the open space along Queens Avenue rail corridor.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 6: Create a sense of arrival at the entry to Balmoral Avenue including plans to extend the footpath.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 05 Art + Culture 06 Safety + Amenities
Action 7: Implement pedestrian and bicycle priority on Queens Avenue to enhance safety and promote active transport options.	Medium term	01 Connections + Mobility 06 Safety + Amenities
Action 8: Improve lighting and way finding to key community facilities.	Long term	01 Connections + Mobility 06 Safety + Amenities



Warwick Avenue

An evolving precinct setting a new standard in mixed use community orientated urban development.

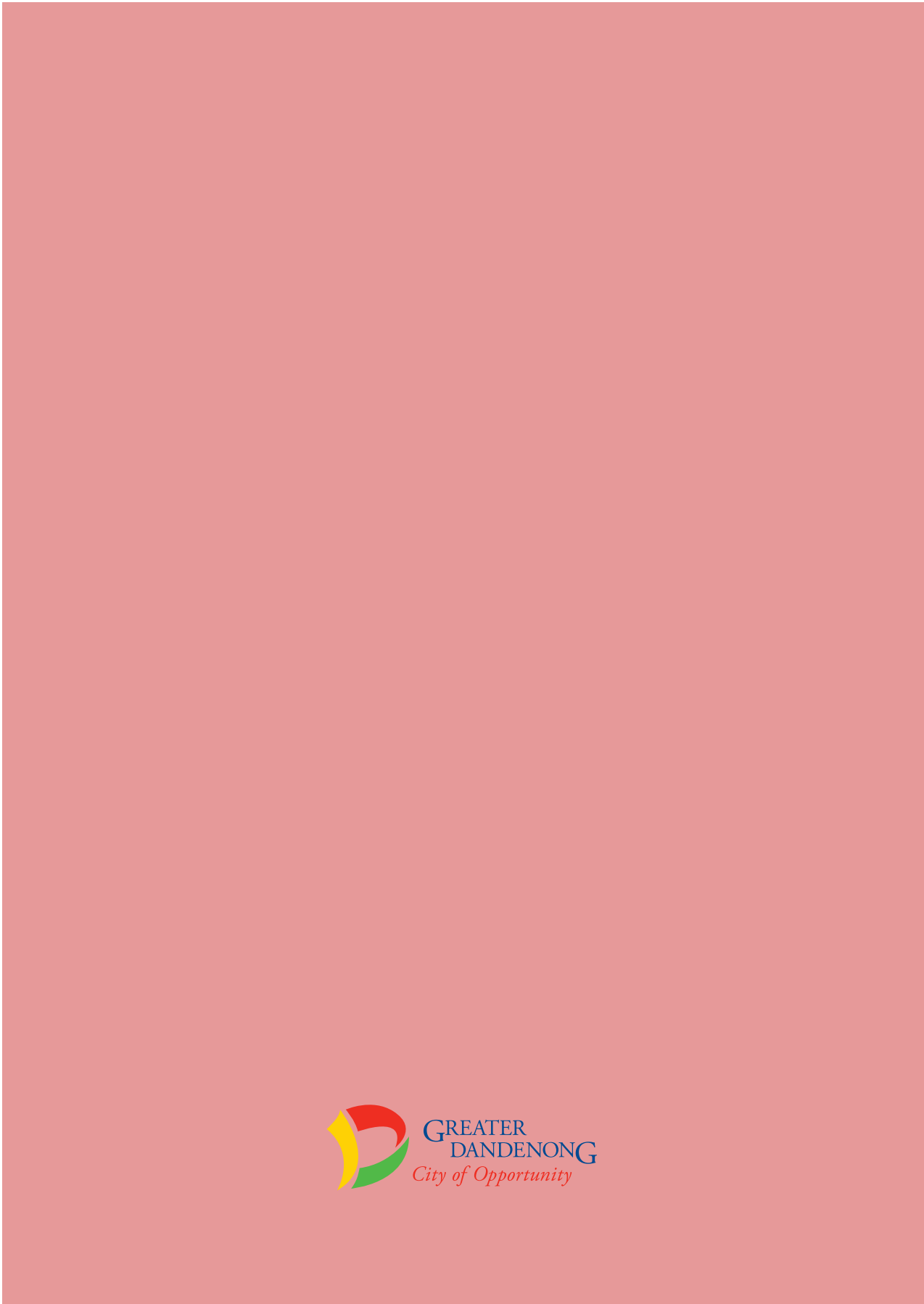




Delivering the Actions

List of Actions		
Action	Timing	Related Initiatives
Action 1: Improve signage, maps and lighting in laneways to inform people about where they are, and what is in their surroundings.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 06 Safety + Amenities
Action 2: Develop a staged plan for a mixed-use development on the current car park.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 3: Activate right of way (ROW) laneway and car park frontage through pop up activities that inform future design and use and create a safe and inviting space. Promote active frontages along the laneway.	Medium term	01 Connections + Mobility 02 Precincts + Gateways 04 Events + Activation 05 Art + Culture 06 Safety + Amenities
Action 4: Encourage and advocate for quality design outcomes for nearby sites including mixed use and public amenity through planning advocacy.	Long term	01 Connections + Mobility 02 Precincts + Gateways 03 Food + Cuisine 04 Events + Activation 05 Art + Culture 06 Safety + Amenities







4.2.3 Recommended Applicant for the Disability Advisory Committee

Responsible Officer: Executive Director Community Strengthening
Attachments: 1. Recommended Applicant for the Disability Advisory Committee (1) [4.2.3.1 - 1 page]

Executive Summary

1. This report recommends Council's endorsement of one (1) proposed candidate outlined in Attachment 1 of this report as an independent member of the Disability Advisory Committee.



Background

2. The establishment of the Disability Advisory Committee and the Disability Community Reference Group was endorsed by Council on 25 November 2013, and they commenced meeting in 2014 following a selection process aligned with the Terms of Reference.
3. The Disability Advisory Committee provides advice to Council in relation to access and inclusion for people with disabilities in the community at a broad policy and strategic level. The Committee also provides an important forum for identifying current and future issues and advising Council about effective policy and longer-term strategic direction regarding people with disabilities in the City of Greater Dandenong.
4. The Disability Advisory Committee provided significant input into the development of the Disability Action Plan 2017-23. They continue to have a key role in the implementation of the Action Plan providing an ongoing connection to the community and service providers.
5. Applications were sought in 2024 from the public to fill a vacancy as independent member of the Disability Advisory Committee (2024 to 2026), aligned with the term of the existing committee members. One (1) application was received.

Key Points / Issues / Discussion

6. Advertising for the Committee occurred in early 2024 with promotion through local newspapers, social media and through networks including the e-news. One (1) written application was received for one (1) vacant position. The selection process was undertaken in accordance with the Terms of Reference and one (1) applicant recommended for Council endorsement.
7. The one (1) recommended individual for the Disability Advisory Committee (Attachment 1) represents a widespread knowledge and strategic experience across the disability sector.

Financial Implications

8. There are no financial implications associated with this report.

Community and Stakeholder Consultation

9. A public request for nominations occurred. All applicants were assessed in relation to the selection criteria for the Disability Advisory Committee.

Links to the Community Vision and Council Plan

10. This report is consistent with the following principles in the Community Vision 2040:
 - Education, training, entrepreneurship and employment opportunities.
 - Embrace diversity and multiculturalism.
 - Mind, body and spirit.
11. This report is consistent with the following strategic objectives from the Council Plan 2021-25:
 - A socially connected, safe and healthy city.
 - A city that respects and celebrates diversity, our history and the arts.
 - A city of accessible, vibrant centres and neighbourhoods.
 - A city that supports entrepreneurship, quality education and employment outcomes.



Legislative and Policy Obligations

12. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
- The Overarching Governance Principles of the *Local Government Act* 2020.
 - *Victorian Charter of Human Rights and Responsibilities* 2006.
 - Related Council Policies, Strategies or Frameworks.

Conclusion

13. Applications were sought from the public for appointment as independent member of the Disability Advisory Committee. One (1) application was received and is recommended as a member of the Disability Advisory Committee 2023-2026 during which time they will contribute to the development and implementation of a new Disability Action Plan.

Officer Recommendation

That Council:

1. **ENDORSES** the applicant listed in Attachment 1 as an independent member of the Disability Advisory Committee; and
2. **RESOLVES** that the Mayor of the Greater Dandenong City Council writes to the proposed applicant to confirm their appointment to the Disability Advisory Committee from 2024 to 2026.

Recommended Applicant for the Disability Advisory Committee

Ali Al Lawati

Ali has significant experience in youth disability issues, locally and across Melbourne. He is focused on empowering young people with a disability, advocating for inclusive policies and practices and ensuring the voices of people with a disability are heard.



4.2.4 Draft Minutes of Arts Advisory Board Meeting - 27 February 2024

Responsible Officer: Executive Director Community Strengthening
Attachments: 1. Draft Minutes Arts Advisory Board Meeting Tuesday 27 February 2024 [4.2.4.1 - 6 pages]

Executive Summary

1. At the Council meeting held 23 April 2018, Council resolved in part to *invite Advisory Committees and Reference Groups to submit meeting minutes for Council endorsement*. This resolution also allowed interested Councillors (and those that attend these Committees and Reference Groups) to speak to the meeting about items discussed at these meetings.
2. This report recommends that the Draft Minutes of the Arts Advisory Board meeting held on 27 February 2024 as provided in Attachment 1 to this report be noted by Council.



Background

3. Greater Dandenong Council is represented on a wide range of Committees, Reference Groups and Advisory Groups which frequently reflect the interests of individual Councillors in serving the broader community in their role. A full listing of these appointments is confirmed each November at Council's Meeting to elect the Mayor and Deputy Mayor and is available via Council's website.
4. The resolution of Council made on 23 April 2018 provides for Minutes of meetings held by Advisory Committees or Reference Groups to be submitted to Council for information purposes and for noting. To ensure they are provided to Council in a timely manner, Minutes of these Advisory Committees or Reference Groups are submitted to Council typically in a draft form (in that they have not yet been adopted by the relevant Committee). If significant material changes occur when they are adopted by the Advisory Committee or Reference Group, then those particular Minutes would then be resubmitted to Council for noting.
5. As such, Draft Minutes are provided as Attachment 1 to this report.
6. There are no financial implications associated with the development and submission of this report.

Links to the Community Vision and Council Plan

7. This report is consistent with the following principles in the Community Vision 2040:
 - Education, training, entrepreneurship and employment opportunities.
 - Embrace diversity and multiculturalism.
 - Sustainable environment.
 - Mind, body and spirit.
 - Art and culture.
8. This report is consistent with the following strategic objectives from the Council Plan 2021-25:
 - A socially connected, safe and healthy city.
 - A city that respects and celebrates diversity, our history and the arts.
 - A city that supports entrepreneurship, quality education and employment outcomes.
 - A Council that demonstrates leadership and a commitment to investing in the community.

Legislative and Policy Obligations

9. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
 - The Overarching Governance Principles of the *Local Government Act 2020*.
 - The *Gender Equality Act 2020*.
 - *Victorian Charter of Human Rights and Responsibilities 2006*.
 - Climate Change and Sustainability.



Officer Recommendation

That Council notes the Draft Minutes of the meeting for the Arts Advisory Board as provided in Attachment 1 to this report.

Advisory Committee or Reference Group Name: Arts Advisory Board Meeting

Date of Meeting: Tuesday 27 February

Time of Meeting: 6pm–8pm

Meeting Location: Walker Street Gallery

Attendees:

Leng Te (Chair) (LT), Roh Singh (RS), Emily Siddons (ES), Mish Eisen (ME), Oz Malik (OM), Manager Community Arts, Culture and Libraries (CGD)Coordinator Drum Theatre (CGD), Acting Coordinator Arts and Cultural Development (CGD)

Apologies:

Cr Rhonda Garad (CGD), Mish Eisen (ME)

Minutes: Acting Business Support Officer (CGD)

Item No.	Item	Action	Action By
1.	Acknowledgement of Country <i>"We acknowledge the Traditional Custodians of this land, the Bunurong People, and pay respects to their Elders past and present.</i> <i>We recognise and respect their continuing connections to climate, Culture, Country and waters and we also pay our respects and acknowledge all Aboriginal and Torres Strait Islander peoples and their Elders present here today, in acknowledging their journey."</i>		Chair
2.	Conflicts of Interest No conflicts of interest in relation to agenda.		
3.	Arts Story Mish Eisen sent in her apology and Council has new staff members attending the meeting for the first time, everyone briefly introduced themselves, sharing their love and passions for Arts and Cultures.	Mish Eisen is to share an Arts story at next meeting.	Chair
4.	Apologies, Staffing updates. Apologies as listed above. Staff updates: <ul style="list-style-type: none"> Natasha Petkovic- Jeremic: Manager Community Arts, Culture and Libraries Vera Hu- Acting Coordinator Arts and Cultural Development Miriam La Rosa- Curator Eliza Britton- Acting promotion lead Arts Programs and Promotion Officer – Expression of Interest advertised. 		
5.	Review of Minutes Arts Advisory Board Meeting 12 December 2023 Updated of actions: <ol style="list-style-type: none"> Consider submitting the Creative Industry Space (CIS) co-concept design project and 	Tour of Dandenong New Art (DNA) and Creative Industry	Council Officers

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

	<p>Wominjeka project for Local Government Awards.</p> <ol style="list-style-type: none"> 2. Check with Councillors when they can attend the meeting. 3. Organise tours for visitors to Dandenong New Art and Creative industry site in May once all relevant permits are granted. <p>Moved: OM Seconded: RS</p>	Space (CIS) to remain as pending action until appropriate time for visit.	
6.	<p>Arts, Culture and Heritage Strategy Discussion: Priority 4: Foster inclusive pathways for community to participate in arts, culture, and heritage activity.</p> <p>Officers provided update of how this strategic priority is being met. Including, but not limited to:</p> <ol style="list-style-type: none"> 4.1. Provide professional developments for artists and schoolteachers. 4.1.2. Provide one program with different layers for public with different interests and art backgrounds to participate. 4.2. The Drum Theatre Welcome flags were designed by Bunurong artists as part of Wominjeka project and the unveiling of these original works will take place at the Wominjeka event on Thursday 21 March, 12pm -1.30pm at the Drum theatre. 4.3. Creative RISE program still focuses on providing alternative spaces such as Harmony square, window space, and exhibition space in Springvale to display their artworks. Another program is 'Quick Arts', which is an online program with easy access. 4.4. Council continues to provide ongoing supports by providing promotions and venues. 4.5. Audience Engagement research is in progress as part of Creative Industry Space project funded by Creative Victoria. The research will provide insights and benefits for the Drum Theatre and arts venues. 4.6. Accessibility is being analysed and assessed for ongoing improvement. The upcoming exhibition has a focus on accessibility. The wheelchair access is being assessed at the Drum due to the change of seat setting in 2020. <p>Drum</p> <ul style="list-style-type: none"> • Due to budget reasons, the Drum has drawn back some programs and now focuses on more programs with current stronger audiences such as seniors, families, and children. • During School holidays, the Drum theatre reactivates foyer areas when the shows were on and this enables young audience to sit, read and do creative activities. • The Drum is considering reintroducing the backstage tours. • The Drum is exploring ways and programs to 		Council Officer

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

	<p>open doors to all different community groups, providing them with ongoing support. Some groups find it hard to operate especially when their community grant applications are rejected.</p> <ul style="list-style-type: none"> The Drum wants to bring in more commercial hires and use the revenue to provide support for community groups, including helping them utilise other CGD arts and culture spaces. 		
7.	<p>Working Group Chair Reports <u>Public Art Working Group</u> No meeting held, but verbal update on public art projects given.</p> <ul style="list-style-type: none"> Noble Park revitalisation project led by Placemaking team and supported by the Arts and Culture team includes murals, installations of lightbox, installation of 3D art designs. Muderra Way - completion timeline of the artwork is on 22 March and Railway parade artwork is to be confirmed on the due date by 22 July. Keshava community murals in Dandenong still goes ahead, aiming to have it completed by 8 March. Pillar of Freedom is at early stage, looking for funding so this will be updated next meeting. <p><u>Community Connection Working Group</u> No meeting held as two members of the group have left so expression of interest invitations for new members is underway.</p> <ul style="list-style-type: none"> There are 9 applications and they have shortlisted 4 people. All the shortlisted candidates have substantial knowledge and experience working in Arts and Culture related fields and they are all passionate about Arts and eager to contribute to the community connection working group. Followings are brief introductions of the shortlisted candidates: <ol style="list-style-type: none"> Glen Pellegrin is a resident growing up in city of Greater Dandenong (CGD) areas and worked with aboriginal organisations, delivering services for Southeast areas for last night years. He is currently working for Bunurong land council, delivering projects for Bunurong country. Glen is very passionate about City of Greater Dandenong (CGD), his first home and its people and cultural diversity. He works with Melbourne university and Bunurong artists and wants to provide consultations for Indigenous artists and contribute his expertise and knowledge to our community. Monique Mcnamara is relatively new to CGD's areas, but she has a life 	OM/CGD Officer to proceed with inviting successful candidates to join the future meetings.	

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

	<p>commitment of championing the role of creativity and strength of community through various places and advocacy. Monique runs a very successful consultancy company – UP\$UP Creative. She has worked with many government organisations, nonprofit organisations, small enterprises. She now works mainly with women for support with soul leadership approach for businesses. Monique believes there are lots of hidden talents in CGD waiting to be discovered and nurtured and with her vast connections, she believes she can contribute significantly to our community.</p> <p>3. Sam Kariotis is a visual artist, and an art worker, working with arts community, doing shows at Cheese factory and various locations in southeast suburbs. He has strong passions for art and culture scenes. One of core principle for the art workers is the accessibility and he believes CGD has the right directions to deliver the accessibility to the community. He has been involved with Southern migration and refugees centre through connection arts space, running and participating in CGD's art workshops.</p> <p>4. Nori Singh is a local artist, living and working in CGD municipality. He relates to Southeast dance community providing traditional Indian dances. He is a member of 35 Garage Art studio. He is also involved in film making industries. He wants to provide and extend his skills and knowledges to CGD's community.</p> <ul style="list-style-type: none"> Group's discussion of how the community connection working group should do to achieve the effective outcome given there are new members joining group. Suggestions looks at the strategy priority and choose few top priorities, which are most valued with the groups to work and focus on. <p><u>Creative Infrastructure Working Group</u></p> <p>No meeting held as the expression of interest for new members is closed on 12 March.</p> <ul style="list-style-type: none"> The Creative Infrastructure Working Group is looking for people with experiences in marketing, capital infrastructure particularly creative infrastructure, programming in arts, festivals theatre, events, interest in the Creative sector and in sponsorship and development. The Board is encouraged to reach out to 		
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If the details of the attachment are unclear please contact Governance on 8571 5235.

	<p>their networks for people who might be suitable to join the working group and there may be people who applied for the Community Connection working group, who might be more suited to the Creative Infrastructure group.</p>		
8.	<p>Service Updates & Discussion</p> <ul style="list-style-type: none"> • Question the Space is closing on Friday 1 March. • A <i>Tra\$hy</i> Dreamland exhibition opens on Tuesday 19 March -Saturday 8 June by artist Moon Gidle. • Year one strategy report – completion of the draft and will be shared with Drum, Heritage hill and Arts, Culture teams for feedback and recommendations. • 'Upcoming Arts tour bus on Saturday 13 April'- this time is to collaborate with Yarra Ranges and Cardinia Shire to look at how to establish an Arts Tour Bus network amongst south and southeast councils. The concept has been well received by other councils, but CGD needs to find a way to not be the only council doing all the groundwork to organise these. Board suggested each interested council should provide a representative so that there is ownership and investment from other councils. • The Drum membership has increased due to post-COVID decrease in membership price. • Audience engagement research: the process to engage a consultant and few different community groups to conduct the research has started. The research will begin in April and the consultation will finish in September and final research report will be completed by Jan 2025. • Dandenong New Art - the groundwork has started onsite, including water and drainage connections, and will be completed by April. 	<p>Inviting the interested councils to share the ideas and recommendations to make this happens. Rotations of bus tours among councils will provide audiences with great experiences.</p>	<p>Council Officer</p>
9.	<p>Sector Updates</p> <ul style="list-style-type: none"> • The Drum- Liquor licence commission changes the renewal fees basing on the numbers of seat accommodations and the registration fee increased from \$1222.20 to \$3780.40 with venues, which has more than 400 seats. The fee increase has a negative impact on the operational cost for the Drum. They have managed to apply for an exemption for this year renewal and talking to Creative Victoria to advocate regarding these changes. • Education Sector– Higher Education sector may impact on the creative arts and creative industries education sector, with already fewer students choosing a creative industries education this year. • There is apparently huge appetite for musical theatre in Melbourne, despite cost-of-living crisis, and despite ticket prices skyrocketing 	<p>On going update as more information becomes available.</p>	<p>Council Officer</p>

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	<p>post-COVID. A great time to be a musical theatre actor. Families choosing to spend a night at the theatre and city stay in place of a holiday, as the cost is comparable.</p> <ul style="list-style-type: none"> The current conflict in the middle east is creating division in the arts community at large, including impacting artists in the CGD. 		
10.	<p>Other Business No updates this week.</p>		
11.	<p>Next Meeting: Tuesday 28 May, 6pm-8pm</p>		
Meeting closed 8.00pm			

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



4.2.5 2024-25 Proposed Capital Works Program

Responsible Officer: Executive Director Corporate Development

Attachments: 1. Proposed Budget 2024-25 - Capital Program [4.2.5.1 - 5 pages]

Executive Summary

1. A key element of the budget process is the proposed capital works expenditure for 2024-25. Given these works relate to specific areas of Council's business, there is a higher potential for works to create a conflict of interest for Councillors to declare. In order that all Councillors may vote on the 2024-25 budget, the purpose of this report is to seek 'pre-endorsement' of the capital program, which then provides all Councillors with an exemption from declaring an interest in respect of the preparation of the budget.
2. This report recommends that Council adopts the proposed schedule of capital works to be included in the 2024-25 budget.



Background

3. Section 129 of the *local government act 2020* and regulation 7 (r) (i) (ii) and iii) of the *local government (governance and integrity) regulations 2020* provides that: "if a budget or revised budget to be approved by a Council includes funding for a matter in respect of which a Councillor has a conflict of interest, the Councillor is taken not to have a conflict of interest for the purposes of approving the budget or revised budget if:
 - The council approved the matter and the proposed funding previously, and
 - The councillor disclosed the nature of conflict of interest under section 130 of the local government act 2020 when the decision in respect of the funding was originally considered and made.
4. Accordingly, the proposed 2024-25 capital works program is tabled separately for Council endorsement prior to consideration of the 2024-25 annual budget. A full copy of the proposed 2024-25 capital program is attached to this report.

Key Points / Issues / Discussion

5. In summary the capital works program proposes a total of \$93.47 million of works.
6. The more significant projects include:
 - \$35 million, dandenong wellbeing centre (DWC) - construction (partly funded by borrowings \$16.8 million, reserve transfers \$8.77 million and grant funding \$7.11 million).
 - \$19.74 million, keysborough community hub (partly funded by borrowings of \$5.12 million and reserve transfers of \$6.44 million).
 - \$12.81 million, road resurfacing, rehabilitation and reconstruction programs (partly funded by grant funding \$684,000).
 - \$4.99 million, perry road - construction and widening from greens road to pacific drive (stage 2 of 3) – DCP (partly funded by reserves \$2.82 million and DCP contributions \$1.45 million).
 - \$2.90 million, fleet renewal program
 - \$2.10 million, CCTV safe cities renewal & upgrade (partly funded by grant funding \$184,000).
 - \$1.60 million, drainage renewal and reactive works programs
 - \$1.1 million, library strategy (collections)

Financial Implications

7. The \$93.47 million of proposed 2024-25 capital works will be funded by a number of sources including:
 - \$39.22 million - rates
 - \$21.92 million - borrowings
 - \$18.03 million – reserves
 - \$8.63 million – grants
 - \$5.68 million - contributions

Community and Stakeholder Consultation

8. Whilst Council can 'pre-adopt' the 2024-25 capital works program, the full program of works still forms a component of the annual budget. Deliberative community engagement is not prescribed for the budget in either the *local government act 2020* or the *local government (planning and reporting) regulations 2020*.
9. However, community engagement will be undertaken on the budget in accordance with council's community engagement policy and placed out for community feedback for a 28-day period concluding on 12 June 2024. Council will consider community feedback received prior to adopting the budget on the 24 June 2024.

Links to the Community Vision and Council Plan

10. This report is consistent with the following principles in the community vision 2040:
 - Safe and peaceful community.
 - Education, training, entrepreneurship and employment opportunities.
 - Embrace diversity and multiculturalism.
 - Sustainable environment.
 - Mind, body and spirit.
 - Art and culture.
11. This report is consistent with the following strategic objectives from the council plan 2021-25:
 - A socially connected, safe and healthy city.
 - A city that respects and celebrates diversity, our history and the arts.
 - A city of accessible, vibrant centres and neighbourhoods.
 - A green city committed to a sustainable future.
 - A city that supports entrepreneurship, quality education and employment outcomes.
 - A council that demonstrates leadership and a commitment to investing in the community.

Legislative and Policy Obligations

12. This report has considered council's legislative and policy obligations (where applicable) as outlined in the report considerations section detailed in the front of this agenda. The applicable obligations considered and applied are:
 - The Overarching Governance Principles of the *Local Government Act 2020*.
 - The *Gender Equality Act 2020*.
 - *Victorian Charter of Human Rights and Responsibilities 2006*.
 - Climate Change and Sustainability.
 - Related Council Policies, Strategies or Frameworks. – Annual Budget and Long Term
 - Financial Plan.



Conclusion

13. The recommendation below for council consideration has been split into two (2) components to allow Councillors to vote on sections of the capital works program in order for individual Councillors to declare conflicts of interest.

Officer Recommendation 1

That Council approves the proposed 2024-25 Capital Works Program for inclusion in the Proposed 2024-25 Budget:

With the exclusion of the following projects:

- 8 (Dandenong Market - Bazaar Bird netting);
- 40 (Detailed Design of Road Safety - Dandenong Market - Cleeland Street and Roundabouts on Cleeland at Ann and Oasis Wombat Crossing);
- 64 (George Andrews Reserve - Lighting Renewal Field Two Construction);
- 23 (Dandenong Day Nursery Cafe Blinds); and
- 24 (Dandenong North Senior Citizens Toilet Upgrade).

Officer Recommendation 2

That Council approves the proposed 2024-25 Capital Works Program for inclusion in the Proposed 2024-25 Budget:

With the inclusion of the following projects:

- 8 (Dandenong Market - Bazaar Bird netting);
- 40 (Detailed Design of Road Safety - Dandenong Market - Cleeland Street and Roundabouts on Cleeland at Ann and Oasis Wombat Crossing);
- 64 (George Andrews Reserve - Lighting Renewal Field Two Construction);
- 23 (Dandenong Day Nursery Cafe Blinds); and
- 24 (Dandenong North Senior Citizens Toilet Upgrade).

**CITY OF GREATER DANDENONG 2024-25 BUDGET
CAPITAL WORKS PROGRAM**

No.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROPERTY												
Buildings												
1	Building Renewal Program	1,268,300	-	1,268,300	-	-	1,268,300	-	-	1,268,300	-	-
2	Building Renewal Program - South East Leisure	870,000	-	870,000	-	-	870,000	-	-	870,000	-	-
3	Keysborough Community Hub	19,736,000	19,736,000	-	-	-	19,736,000	-	4,228,000	3,950,000	6,438,000	5,120,000
4	Dandenong Wellbeing Centre (DWC) - Construction (Stage 2)	35,000,000	35,000,000	-	-	-	35,000,000	7,107,000	-	2,322,000	8,771,000	16,800,000
5	Civic Centre Rectification Works	600,000	-	600,000	-	-	600,000	-	-	600,000	-	-
6	Gas Transition Program	145,000	-	-	145,000	-	145,000	-	-	145,000	-	-
7	Security Upgrade Program	220,000	-	-	220,000	-	220,000	-	-	220,000	-	-
8	Dandenong Market - Bazaar Bird netting	185,000	-	-	185,000	-	185,000	-	-	185,000	-	-
9	Lois Twohig Reserve – Curators Shed Exterior Storage Space	176,422	-	-	176,422	-	176,422	-	-	176,422	-	-
10	Chandler Maternal and Child Health Centre and Chandler Kindergarten Replace Windows	90,000	-	-	90,000	-	90,000	-	-	90,000	-	-
11	Darren Reserve Kindergarten - Upgrade Windows	90,000	-	-	90,000	-	90,000	-	-	90,000	-	-
12	Ross Reserve - Athletics Pavilion Change Room Amenities Renewal (Stage 1 of 2)	50,000	-	50,000	-	-	50,000	-	-	50,000	-	-
13	Lois Twohig Reserve - Gerry Sweating Pavilion - Female Friendly Amenities	30,000	-	-	30,000	-	30,000	-	-	30,000	-	-
14	Springvale Reserve - Umpires Change Room Renewal (Stage 1 of 2)	50,000	-	-	50,000	-	50,000	-	-	50,000	-	-
15	Burden Park - Bowls Pavilion Toilet Amenities	50,000	-	-	50,000	-	50,000	-	-	50,000	-	-
16	Ian Tatterson Leisure Park - Install Public Toilet (Premium)	30,000	30,000	-	-	-	30,000	-	-	30,000	-	-
17	Dandenong South Primary Kindergarten - Reverse Cycle Air Conditioning	40,000	40,000	-	-	-	40,000	-	-	40,000	-	-
18	Gloria Pyke Netball Complex - Meeting Room Lighting	5,000	-	-	5,000	-	5,000	-	-	5,000	-	-
19	Burden Park Tennis Club Building Upgrade	15,000	-	-	15,000	-	15,000	-	-	15,000	-	-
20	Noble Park Community Centre Building 2 Disabled Toilet Design	50,000	-	-	50,000	-	50,000	-	-	50,000	-	-
21	Springvale Reserve - New two cubicle public toilet with small change room/storage area - netball court area	40,000	40,000	-	-	-	40,000	-	-	40,000	-	-
22	Noble Park Aquatic Centre - Removal of Pump and Pipework Alterations	5,000	-	-	5,000	-	5,000	-	-	5,000	-	-
23	Dandenong Day Nursery Cafe Blinds	35,000	35,000	-	-	-	35,000	-	-	35,000	-	-
24	Dandenong North Senior Citizens Toilet Upgrade	65,000	-	-	65,000	-	65,000	-	-	65,000	-	-
Sub-total buildings		58,845,722	54,881,000	2,788,300	1,176,422	-	58,845,722	7,107,000	4,228,000	10,381,722	15,209,000	21,920,000
TOTAL PROPERTY		58,845,722	54,881,000	2,788,300	1,176,422	-	58,845,722	7,107,000	4,228,000	10,381,722	15,209,000	21,920,000

* Grant funding is subject to review and funding body approval

**CITY OF GREATER DANDENONG 2024-25 BUDGET
CAPITAL WORKS PROGRAM**

No.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PLANT AND EQUIPMENT												
Plant, machinery and equipment												
25	Fleet Renewal Program	2,980,000	-	2,980,000	-	-	2,980,000	-	-	2,980,000	-	-
	Sub-total plant, machinery and equipment	2,980,000	-	2,980,000	-	-	2,980,000	-	-	2,980,000	-	-
Fixtures, fittings and furniture												
26	Public Art Renewal Program	50,000	-	50,000	-	-	50,000	-	-	50,000	-	-
27	Furniture Renewal Program	115,000	-	115,000	-	-	115,000	-	-	115,000	-	-
28	Emergency Relief Centres - Provision of Equipment (Stage 2 of 2)	60,000	60,000	-	-	-	60,000	-	-	60,000	-	-
	Sub-total fixtures, fittings and furniture	225,000	60,000	165,000	-	-	225,000	-	-	225,000	-	-
Computers and telecommunications												
29	Upgrade Control Room Technology - Drum Theatre	10,000	10,000	-	-	-	10,000	-	-	10,000	-	-
30	CCTV Safe Cities Renewal & Upgrade	2,097,000	-	2,097,000	-	-	2,097,000	184,270	-	1,912,730	-	-
31	Audio Visual Renewal Program	59,000	-	59,000	-	-	59,000	-	-	59,000	-	-
32	Dandenong Library - Book Sorter Replacement	250,000	-	250,000	-	-	250,000	-	-	250,000	-	-
33	Dandenong Civic Centre 6 UPS Replacement	149,575	-	149,575	-	-	149,575	-	-	149,575	-	-
34	Parking Machines	600,000	-	600,000	-	-	600,000	-	-	600,000	-	-
	Sub-total computers and telecomm.	3,165,575	10,000	3,155,575	-	-	3,165,575	184,270	-	2,981,305	-	-
Library resources												
35	Library Strategy (Collections)	1,100,000	-	1,100,000	-	-	1,100,000	-	-	1,100,000	-	-
	Sub-total library resources	1,100,000	-	1,100,000	-	-	1,100,000	-	-	1,100,000	-	-
TOTAL PLANT AND EQUIPMENT		7,470,575	70,000	7,400,575	-	-	7,470,575	184,270	-	7,286,305	-	-
INFRASTRUCTURE												
Roads												
36	Road Resurfacing Program	4,940,716	-	4,940,716	-	-	4,940,716	-	-	4,940,716	-	-
37	Road Rehabilitation Program	1,425,548	-	1,425,548	-	-	1,425,548	-	-	1,425,548	-	-
38	Road Reconstruction Program	6,446,941	-	6,446,941	-	-	6,446,941	683,537	-	5,763,404	-	-
39	Perry Road - Construction and Widening from Greens Road to Pacific Drive (Stage 2 of 3) - DCP	4,987,410	-	-	4,987,410	-	4,987,410	-	1,448,108	717,183	2,822,119	-
40	Detailed Design of Road Safety - Dandenong Market - Cleeland Street and Roundabouts on Cleeland at Ann and Oasis Wombat Crossing	175,000	175,000	-	-	-	175,000	175,000	-	-	-	-
	Sub-total roads	17,975,615	175,000	12,813,205	4,987,410	-	17,975,615	858,537	1,448,108	12,846,851	2,822,119	-

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**CITY OF GREATER DANDENONG 2024-25 BUDGET
CAPITAL WORKS PROGRAM**

No.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Footpaths and cycleways											
41	Footpath Renewal Program	757,217	-	757,217	-	-	757,217	-	-	757,217	-	-
42	Langhorne Place decking renewal	200,000	-	200,000	-	-	200,000	-	-	200,000	-	-
43	Barry Powell Reserve - Perimeter Walking Path Implementation and Landscape Upgrades (Stage 1)	100,000	100,000	-	-	-	100,000	-	-	100,000	-	-
	Sub-total footpaths and cycleways	1,057,217	100,000	957,217	-	-	1,057,217	-	-	1,057,217	-	-
	Drainage											
44	Drainage Renewal Works Program	1,000,000	-	1,000,000	-	-	1,000,000	-	-	1,000,000	-	-
45	Drainage Reactive Works Program	600,000	-	600,000	-	-	600,000	-	-	600,000	-	-
	Sub-total drainage	1,600,000	-	1,600,000	-	-	1,600,000	-	-	1,600,000	-	-
	Recreational, leisure & community facilities											
46	Pencil Park, Hidden Grove Keysborough - Shade Sails at Playground	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
47	Alex Neilson Reserve Ground 1 Scoreboard	85,000	85,000	-	-	-	85,000	-	-	85,000	-	-
48	Irrigation and/or Drainage Renewal Works Program	790,000	-	790,000	-	-	790,000	-	-	790,000	-	-
49	Active Reserves Renewal Program	415,000	-	415,000	-	-	415,000	-	-	415,000	-	-
50	Parkfield Reserve - Tennis Courts Redevelopment - Northern Courts Construction	950,195	-	-	950,195	-	950,195	-	-	950,195	-	-
51	Greaves Reserve - Fitness, Playground and Passive Recreation Zone Detailed Design	300,000	300,000	-	-	-	300,000	-	-	300,000	-	-
52	Ian Tatterson Leisure Park - Informal Recreation Precinct Design	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
53	Dandenong Park (Riverside Precinct) - Design Playground Expansion and Toilet/Carpark Interface (Stage 2)	50,000	-	-	50,000	-	50,000	-	-	50,000	-	-
54	Rowley Allan Reserve, Keysborough - neighbourhood playground upgrade	30,000	-	-	30,000	-	30,000	-	-	30,000	-	-
55	Edinburgh Reserve, Springvale - neighbourhood playground upgrade	5,000	-	-	5,000	-	5,000	-	-	5,000	-	-
56	Linden Drive Playground Additional Equipment	20,000	20,000	-	-	-	20,000	-	-	20,000	-	-
57	Greaves Reserve - Oval 3 Coaches Boxes Installation	40,000	40,000	-	-	-	40,000	-	-	40,000	-	-
58	Barry Powell Reserve - District Playground Design and Documentation	90,000	-	-	90,000	-	90,000	-	-	90,000	-	-
	Sub-total recreational, leis & comm facilities	2,935,195	605,000	1,205,000	1,125,195	-	2,935,195	-	-	2,935,195	-	-

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**CITY OF GREATER DANDENONG 2024-25 BUDGET
CAPITAL WORKS PROGRAM**

No.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Parks, open space and streetscapes												
59	Signage Renewal Program	90,000	-	90,000	-	-	90,000	-	-	90,000	-	-
60	Passive Open Space Renewal Program	65,000	-	65,000	-	-	65,000	-	-	65,000	-	-
61	Alex Wilkie Wetlands	320,000	320,000	-	-	-	320,000	220,000	-	100,000	-	-
62	Thomas Carroll Reserve - West Oval Lighting Renewal Construction (Stage 2 of 2)	350,900	-	-	350,900	-	350,900	-	-	350,900	-	-
63	Tirhatuan Park - Rosswood Tennis Facility Lighting Renewal (Stage 2 of 2)	400,000	-	-	400,000	-	400,000	-	-	400,000	-	-
64	George Andrews Reserve - Lighting Renewal Field Two Construction	400,000	-	-	400,000	-	400,000	-	-	400,000	-	-
65	Pillars of Freedom and Dandenong Memorial Cenotaph	90,000	-	90,000	-	-	90,000	-	-	90,000	-	-
66	Greaves Reserve - Oval 4 Lighting Installation Construction	584,200	-	-	584,200	-	584,200	-	-	584,200	-	-
67	Lois Twohig Reserve - Lighting Upgrade Oval 1 (training standard) construction	353,000	-	-	353,000	-	353,000	105,390	-	247,610	-	-
68	Noble Park Reserve - Design of Carpark and Picnic Area	60,000	60,000	-	-	-	60,000	-	-	60,000	-	-
69	Warner Reserve - Southern Recreational Precinct Multi-Purpose Space Detailed Design	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
70	Dandenong Stadium - Car Park Lighting Upgrade Design	10,000	10,000	-	-	-	10,000	-	-	10,000	-	-
71	Gerard Reserve Dandenong - Local Park Furniture and Landscape Upgrade	5,000	5,000	-	-	-	5,000	-	-	5,000	-	-
72	61-63 Heyington Crescent, Noble Park North - Park Furniture and Landscape Upgrade	20,000	20,000	-	-	-	20,000	-	-	20,000	-	-
73	Gatley Court Reserve, Dandenong North - Local Park Furniture and Landscape Upgrade	5,000	5,000	-	-	-	5,000	-	-	5,000	-	-
74	49 View Road, Springvale - Park Furniture and Landscape Upgrade	5,000	5,000	-	-	-	5,000	-	-	5,000	-	-
75	Thornton Reserve Open Space Renewal Stage 2	100,000	100,000	-	-	-	100,000	-	-	100,000	-	-
76	Railway Parade Pocket Park - Stage 2	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
77	Greenglade Reserve - Small Local Park Furniture and Landscape Upgrade	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
78	Dandenong CBD – Road and Pedestrian Lights Upgrade	150,000	-	-	150,000	-	150,000	150,000	-	-	-	-
79	Lois Twohig Reserve - Oval 1 and Soccer fencing renewal	150,000	-	150,000	-	-	150,000	-	-	150,000	-	-
80	Barry Powell Reserve - Oval 1 Perimeter fencing renewal	142,000	-	142,000	-	-	142,000	-	-	142,000	-	-
Sub-total parks, open space & streetscapes		3,540,100	765,000	537,000	2,238,100	-	3,540,100	475,390	-	3,064,710	-	-

* Grant funding is subject to review and funding body approval

**CITY OF GREATER DANDENONG 2024-25 BUDGET
CAPITAL WORKS PROGRAM**

No.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Off street car parks											
81	Springvale Reserve - Newcomen Road new eastern carpark	50,000	50,000	-	-	-	50,000	-	-	50,000	-	-
	Sub-total off street car parks	50,000	50,000	-	-	-	50,000	-	-	50,000	-	-
	TOTAL INFRASTRUCTURE	27,158,127	1,695,000	17,112,422	8,350,705	-	27,158,127	1,333,927	1,448,108	21,553,973	2,822,119	-
	GRAND TOTAL	93,474,424	56,646,000	27,301,297	9,527,127	-	93,474,424	8,625,197	5,676,108	39,222,000	18,031,119	21,920,000

* Grant funding is subject to review and funding body approval



4.2.6 Proposed 2024-25 Budget

Responsible Officer: Executive Director Corporate Development

Attachments: 1. Proposed Budget 2024-25 [4.2.6.1 - 167 pages]

Executive Summary

1. Under the Local Government Act 2020 (the Act) Council is required to prepare a budget each financial year (including the subsequent three (3) financial years) and to have that budget adopted by 30 June.
2. The Proposed 2024-25 Budget, in conjunction with the Long-Term Financial Plan 2025-2034 (annual update) will be placed on public exhibition for the purposes of community engagement and feedback and will be tabled for Council consideration and adoption at the 24 June 2024 Council meeting.
3. This report recommends that Council adopts in principle the Proposed 2024-25 Budget and place the Proposed 2024-25 Budget, in conjunction with the Long-Term Financial Plan 2025-2034 (annual review) on public exhibition for 28 days for the purposes of inviting community feedback as per Council's Community Engagement Policy. Following the conclusion of the community engagement period and any feedback received, the Proposed 2024-25 Budget will again be tabled for Council consideration and adoption at the 24 June 2024 Council.



Background

4. The 2024-25 Budget has been prepared on the following assumptions:
5. Council rates are capped to 2.75 per cent as per the rate capping legislation (no variation to the rate cap has been sought).
6. Waste charges have been determined on a full cost recovery basis. The default residential waste charge (including State Government landfill levy) will increase by \$17.00 (or 3.5 per cent) from \$491 to \$508. This increase is due primarily to an assumed increase in the State Government landfill levy combined with inflationary impacts on contract costs for domestic waste and recycling. The landfill levy per household will increase from \$79 to \$87 in 2024-25. It should be noted that the Ministerial Good Practice Guidelines have not been applied in the 2024-25 Proposed Budget, however, when it is incorporated, it will have a significant adverse impact.
7. Council's total capital expenditure in 2024-25 is \$93.47 million with \$39.22 million being funded from Council rate revenue. This represents a 1.9 per cent decrease in capital expenditure funded from rates from the 2023-24 Original Budget, mostly caused several operating initiative projects.
8. In 2024-25, Council will draw down \$21.92 million in borrowings (to part fund the Keysborough South Community Hub and Dandenong Wellbeing Centre major projects) and repay \$3.96 million of existing borrowings. \$5.12 million of these borrowings are not new as they were approved in the 2021-22 budget and subsequently deferred due to delays in the Keysborough South Community Hub project.
9. Renewal and upgrade investment in 2024-25 totals \$36.83 million which is greater than depreciation and amortisation. This is a positive outcome which means Council is renewing assets faster than they are deteriorating.
10. Nine operating initiatives totalling \$686,000 have also been included in the 2024-25 Budget (refer section 4.7 of the budget for details). The main one relates to the tree planting program.
11. Council continues to record an underlying operational surplus in terms of the accounting result in 2024-25 and future years.
12. Council's financial position remains sound for 2024-25 however Council is working hard as it navigates a complex landscape to prioritise service sustainability amidst the urgent need to renew existing and ageing infrastructure and at the same time invest in new community infrastructure. Financial stability and sustainability are one of the highest and most pressing priorities and challenges facing the City of Greater Dandenong Council. Dual pressures of escalating costs and the constraints of rate capping coupled with rises in service demand, Council confronts a pivotal juncture where financial sustainability intersects with the priority of sustaining essential services.
13. In summary, the Budget has been prepared for the four-year period ending 30 June 2028. The Budget is one that strikes a good balance between ensuring Council continues to provide operational services and support to the community and a capital spending program to provide much needed local infrastructure.



Financial Implications

14. The Proposed 2024-25 Budget complies with the requirements under the Act. This Budget continues to address the infrastructure renewal challenge despite the constraints imposed by rate capping legislation and the current cost of living and inflationary pressures which will challenge Council's financial position and financial sustainability, particularly as Council progresses with three noteworthy major capital projects.

Community and Stakeholder Consultation

15. Deliberative community engagement is not prescribed for a Budget in either the Act, or the Local Government (Planning and Reporting) Regulations 2020. However, community engagement will be undertaken on Council's Proposed 2024-25 Budget, in conjunction with the Long-Term Financial Plan 2025-2034 in accordance with Council's Community Engagement Policy.
16. The Proposed 2024-25 Budget and Long-Term Financial Plan 2025-2034 will be placed on public exhibition for the purposes of inviting community feedback. Following the conclusion of the community engagement period and any feedback received, the 2024-25 Budget and Long-Term Financial Plan 2025-2034 will again be tabled for Council consideration and adoption at the 24 June 2024 Council meeting.

Links to the Community Vision and Council Plan

17. This report is consistent with the following principles in the Community Vision 2040:
- Safe and peaceful community.
 - Education, training, entrepreneurship and employment opportunities.
 - Embrace diversity and multiculturalism.
 - Sustainable environment.
 - Mind, body and spirit.
 - Art and culture.
18. This report is consistent with the following strategic objectives from the Council Plan 2021-25:
- A socially connected, safe and healthy city.
 - A city that respects and celebrates diversity, our history and the arts.
 - A city of accessible, vibrant centres and neighbourhoods.
 - A green city committed to a sustainable future.
 - A city that supports entrepreneurship, quality education and employment outcomes.
 - A Council that demonstrates leadership and a commitment to investing in the community.



Legislative and Policy Obligations

19. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
- The Overarching Governance Principles of the Local Government Act 2020.
 - The Gender Equality Act 2020.
 - Victorian Charter of Human Rights and Responsibilities 2006.
 - Climate Change and Sustainability.
 - Related Council Policies, Strategies or Frameworks - Revenue and Rating Plan 2021-2025, Proposed Long Term Financial Plan 2025-2034, Community Engagement Policy and Council Plan 2021-2025.

Conclusion

20. In summary the 2024-25 Proposed Budget is one that strikes a good balance between ensuring Council continues to provide operational services and support to the community and a capital spending program to provide much needed local infrastructure and at the same time complying with the 2.75 per cent rate cap imposed by rate capping legislation.

Officer Recommendation

That Council:

1. **APPROVES** in principle and places the Proposed 2024-25 Budget as attached (along with the Long-Term Financial Plan 2025-2034) on public exhibition for a community engagement period of 28 days (commencing 15 May 2024 concluding on 12 June 2024); and
2. **NOTES** that following consideration and hearing of any community feedback received, it will consider the Proposed 2024-25 Budget for adoption at the Council Meeting to be held on 24 June 2024.



Budget 2024-25

PROPOSED

www.greaterdandenong.vic.gov.au

Contents

Mayor and CEO’s Introduction 1

Budget process 5

Budget influences..... 6

Economic Assumptions 14

1. Link to the Integrated Planning and Reporting Framework..... 17

2. Services and Service Performance Indicators..... 20

3. Financial Statements 31

4. Notes to the financial statements 41

5. Performance indicators 93

6. Schedule of Fees and Charges..... 99

Mayor and CEO's Introduction

It's a pleasure to present the 2024-25 Budget to the Greater Dandenong City community for comment. The Budget forms an integral part of Council's integrated strategic planning and reporting framework aligning with Greater Dandenong's [Council Plan 2021-25](#) and [Community Vision](#).

The Budget 2024-25 confirms Council's commitment to maintaining and improving services and infrastructure, while delivering important capital projects of community value. This is a responsible balanced budget set against a backdrop of economic volatility. Council is working hard as it navigates a complex landscape to prioritise service sustainability amidst the urgent need to renew existing and ageing infrastructure and at the same time invest in new community infrastructure.

Financial stability and sustainability are one of the highest and most pressing priorities and challenges facing the City of Greater Dandenong Council. Dual pressures of escalating costs and the constraints of rate capping coupled with rises in service demand, Council confronts a pivotal juncture where financial sustainability intersects with the priority of sustaining essential services.

For Council finances to remain sustainable and our services to remain affordable for the community, Council will need to continually assess the performance and future for current services to understand whether they are relevant and whether Council needs to continue to deliver them or whether there is a role for an alternative delivery model. As such we recognise Council's proposed financial direction for future years may require changes.

Council is committed to improving the liveability of the municipality for our residents and protecting and enhancing vital services in the City of Greater Dandenong. Our capital program continues to move forward, with a noteworthy investment in community facilities and infrastructure of \$93 million in 2024-25. Council has also committed to undertaking significant strategic investment over the coming four years including:

- Construction of the Keysborough South Community Hub (*total cost \$29.5 million currently underway*).
- Dandenong Wellbeing Centre (*total estimated cost \$98.4 million*).
- Dandenong Community Hub (*total estimated cost \$30 million, currently in design and documentation phase*).

To achieve this level of capital works investment in 2024-25, Council has sought several funding sources other than rates, including borrowings, grant funding, contribution income and transfers from internal reserves.

In addition, the 2024-25 Budget funds over \$27 million in a variety of renewal programs and projects including roads, drainage, footpaths, buildings, CCTV, library resources and fleet. Also included is continued investment in active reserves, passive open space, signage and lighting to improve the safety and amenity of our city's natural environment.

Continuing with the environmental theme, Council is continuing to progress the "Greening Our City" tree planting program to increase the green cover in our municipality at a faster rate than originally planned adding \$286,000 to the 2024-25 operating expenditure budget. An additional \$30,000 will also be spent on a Gas Transition Feasibility for Noble Park Aquatic Centre.

The 2024-25 Budget has been prepared on the following assumptions:

- Council rates are capped to 2.75 per cent as per the rate capping legislation (no variation to the rate cap has been sought).
- Waste charges have been determined on a full cost recovery basis. The default residential waste charge (including State Government landfill levy) will increase by \$17.00 (or 3.5 per cent) from \$491 to \$508. This increase is due primarily to an assumed increase in the State Government landfill levy combined with inflationary impacts on contract costs for domestic waste and recycling. The landfill levy per household will increase from \$79 to \$87 in 2024-

25. New State Government Guidelines were introduced which detail what can be included in the waste charge. Council is working on implementing the guidelines over the coming years. It will have a significant adverse impact.

- Council's total capital expenditure in 2024-25 is \$93.47 million with \$39.22 million being funded from Council rate revenue. This represents a 1.9 per cent decrease in capital expenditure funded from rates from the 2023-24 Original Budget, mostly caused several operating initiative projects.
- In 2024-25, Council will draw down \$21.92 million in borrowings (to part fund the Keysborough South Community Hub and Dandenong Wellbeing Centre major projects) and repay \$3.96 million of existing borrowings. \$5.12 million of these borrowings are not new as they have been deferred due to delays in the Keysborough South Community Hub project.
- Renewal and upgrade investment in 2024-25 totals \$36.83 million which is greater than depreciation and amortisation. This is a positive outcome which means Council is renewing assets faster than they are deteriorating.
- Council continues to record an underlying operational surplus in terms of the accounting result in 2024-25 and future years.

New facilities such as the Keysborough South Community Hub (\$1.8- 2.3 million annual estimate) and Dandenong Community Hub (\$1.3-1.6 million annual estimate) will add considerable costs annually to Council's operational budgets. Council's forward capital investment decisions and their consequential operational and infrastructure servicing expenditure (whole of life costing) will necessitate a shift in strategic thinking in the medium to long term.

Highlights of the budget include:

- \$35 million Dandenong Wellbeing Centre (DWC) - Construction (Stage 2) (*partly funded by borrowings \$16.8 million, reserve transfers \$8.77 million and grant funding \$7.11 million*).
- \$19.74 million Keysborough South Community Hub - Construction (*partly funded by borrowings of \$5.12 million and reserve transfers of \$6.44 million*).
- \$12.81 million Road Resurfacing Program, Road Rehabilitation Program and Road Reconstruction Program (*partly funded by grant funding \$684,000*).
- \$4.99 million Perry Road - Construction and Widening from Greens Road to Pacific Drive (Stage 2 of 3) – DCP (*partly funded by reserves \$2.82 million and DCP contributions \$1.45 million*).
- \$2.14 million Building Renewal Program (including South East Leisure).
- \$1.6 million Drainage Renewal Program and Drainage Reactive Program.
- \$950,195 Parkfield Reserve - Tennis Courts Redevelopment - Northern Courts Construction
- \$790,000 Irrigation and/or Drainage Renewal Works Program.
- \$757,217 Footpath Renewal Program.
- \$584,200 Greaves Reserve - Oval 4 Lighting Installation Construction

Complimenting the above, are nine operating initiatives totalling \$686,000 which have also been included in the 2024-25 Budget (refer section 4.7 for details). Highlights include the tree planting program \$286,000, Springvale Revitalisation Action Plan \$100,000 and the Urban Forest Strategy Implementation- landscape improvements \$80,000.

Property Revaluations and the Rate Rise

Average rates in 2024-25 will increase by 2.75 per cent, in line with the rate cap set by the Victorian Government under rate capping legislation.

Valuation figures used in this 2024-25 budget report are preliminary valuations provided by the Valuer General's office and are yet to be certified. Certification is expected to be received during May. Any changes to the preliminary valuations will be adjusted and reflected in the final budget report scheduled for the Council Meeting on 24 June 2024. Total rates revenue collected by the Council will *not* increase because of any valuation changes.

It should be noted that since the introduction of rate capping it is important for residents to understand that these two matters are quite independent of each other. The rate cap is applied to the total rates that Council can raise and not to individual properties. A resident's rate bill may vary by more or less than the rate cap due to the relative property valuation, the type of property classification (residential, commercial, industrial, etc) and other charges not subject to the rate cap (for example, the waste charge). This means that ratepayers will experience changes to their rates that vary from the standard increase of 2.75 per cent (both higher and lower). In practice, the total Council rates collected will increase by 2.75 per cent while individual property movements may vary greatly.

Section 4.1.1(q) of this budget document explains the impact of the 2024 revaluation including the reasoning behind the differential rating structure included in the 2024-25 Budget.

Overall, the increase in general rates and waste charges for the median residential valued property is 2.53 per cent. The total annual impact is \$37.87 or 73 cents per week.

Residential rate in the dollar	Forecast 2023-24	Budget 2024-25	% Variance	\$ Variance
Median residential valuation in Greater Dandenong	\$ 647,600	\$ 665,000		
Residential rate in the dollar	0.0015533	0.0015441		
General rates	\$ 1,005.95	\$ 1,026.82	2.07%	\$ 20.87
Waste charge (including State Government landfill levy) *	\$ 491.00	\$ 508.00	3.46%	\$ 17.00
Total rates and charges median residential property	\$ 1,496.95	\$ 1,534.82	2.53%	\$ 37.87

* Includes State Government landfill levy of \$87 in 2024-25 (\$79 in 2023-24).

Reshaping Greater Dandenong

As the local government landscape evolves, we must change to meet current and future challenges. In late 2023 Council's organisational structure underwent a transformation to position Council as an agile and innovative organisation. These changes will help support our financial and service sustainability.

Community Safety

The 2024-25 Budget includes a refreshed Community Safety function that will focus on developing a comprehensive community safety action plan that aligns with Council's strategic priorities. This function marks a significant step forward in our commitment to ensure a connected, safe and healthy city.



CITY OF GREATER DANDENONG 2024-25 BUDGET

In summary, the Budget has been prepared for the four-year period ending 30 June 2028. The Budget is one that strikes a good balance between ensuring Council continues to provide operational services and support to the community and a capital spending program to provide much needed local infrastructure. Council's financial position remains sound for 2024-25 but will continue to be tested by the compounding effect of rate capping and economic conditions. Council will either have to make significant changes to its operational services or accept that timelines for new projects will face longer term delays to be affordable for Council.

Lana Formoso, Mayor

Jacqui Weatherill, Chief Executive Officer

Budget process

Council Plan outcomes

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan.

Basis of budget preparation

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 2020* (the Act) and *Local Government (Planning and Reporting) Regulations 2020* (the Regulations).

Under the Act, Council is required to prepare and adopt a Budget for each financial year and the subsequent three financial years (section 94(1) of the Act).

The 2024-25 Budget, which is included in this report, is for the year 1 July 2024 to 30 June 2025, as well as the subsequent three financial years and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2025 in accordance with the Act and Regulations and are consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act, such as the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, officers firstly review and update Council's long-term financial plan projections. Financial projections for ten years are included in Council's Long Term Financial Plan (LTFP), which is the key medium to long-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with officers preparing the operating and capital components of the Budget during January and February. A draft budget is then prepared and is considered by Council at an informal briefing during April.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Whilst not required under the Act, Council will publicly exhibit its proposed budget for a period of four weeks in accordance with Council's Community Engagement policy. Council will then receive, hear and consider any community feedback on any information contained in the budget before adoption of the budget by Council. The budget is required to be adopted by 30 June.

The budget includes consideration of several long-term strategies to assist Council in considering the budget in a proper financial management context.

Key dates for the Budget process:

Budget process	Timing
Budget submitted to Council for approval "in principle"	13 May
Budget available for public exhibition (community engagement period)	15 May – 12 June
Community Feedback session	17 June
Budget presented to Council for adoption	24 June

Budget influences

This section sets out the key budget influences arising from the internal and external environment within which Council operates.

External influences

The four years represented within the Budget are 2024-25 to 2027-28. In preparing the 2024-25 Budget, several external influences have been taken into consideration. These are outlined below:

Location

Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east, approximately 35 kilometres from the central business district. It is bounded by Police Road in the north, Dandenong Creek and South Gippsland Freeway to the east, Thompson Road in the south, and by Westall and Springvale Roads to the west.

The suburbs of Greater Dandenong are Dandenong, Dandenong South, Bangholme, Springvale, Springvale South, Noble Park, Noble Park North and Keysborough. Neighbouring councils include Casey, Knox, Monash, Kingston and Frankston.

Greater Dandenong maintains over 35 sports reserves, 188 kilometres of bike and shared paths, 1,100 kilometres of footpaths, 152 playgrounds, 197 parks and 33 bushland areas.

Population

Greater Dandenong has a population of approximately 164,000 in 2024. This is forecast to increase to an estimated total of 185,000 over the next decade, largely as a result of residential developments in Keysborough, central Dandenong and dispersed construction across the city.

Nearly two thirds of the residents of Greater Dandenong were born overseas, making this the most culturally diverse municipality in Victoria, with residents from over 154 different birthplaces.

Reflecting its cultural diversity Greater Dandenong also has a wide diversity of spoken languages including Vietnamese, Khmer, Punjabi, Mandarin, Cantonese, Greek and Sinhalese. 860 asylum seekers live in Greater Dandenong and 6,900 immigrants settled in the municipality in 2020-21.

Housing

Rising housing costs and interest rates, combined with low incomes among many Greater Dandenong residents have caused increasing financial hardship for many local families with one in five renting households at risk of housing related financial stress or homelessness. The cost of purchasing a home in this city has risen much faster than income levels. 62 per cent of residents own or are purchasing their homes and 36 per cent of residents rent their accommodation. 2,400 people are homeless or living in severely overcrowded dwellings.

Employment within Greater Dandenong

Greater Dandenong provides 23,000 jobs in manufacturing for the region with health care and social assistance the next largest industry with over 11,000 jobs. 113,000 people work within CGD, who are mostly people living outside of the municipality.

Health and Wellbeing

13 per cent of residents ran out of food and could not afford more at some point in the year, and many did not meet dietary guidelines for either fruit or vegetable consumption.

Rate cap, supplementary rates, and property valuations

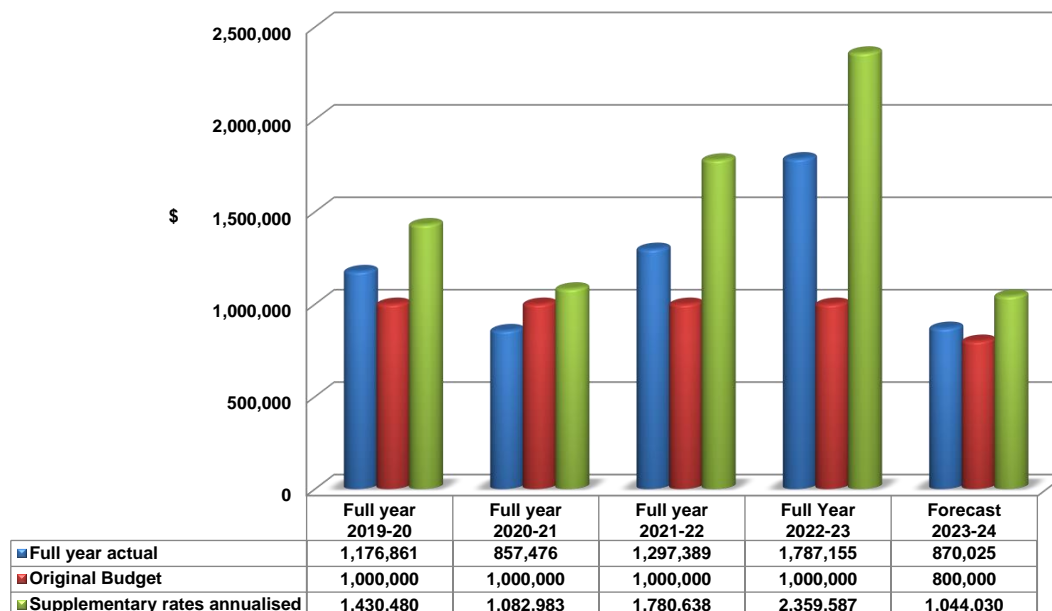
The Victorian State Government cap on the average property rate increase for 2024-25 has been set at 2.75 per cent (2023-24 3.50 per cent).

The Valuer General of Victoria now conducts annual rateable property general valuations.

Supplementary rates are additional rates received after the budget is adopted each year, for the part of the year when a property valuation increases in value (for example due to improvements made or change in land class), or new residents become assessable. Importantly, supplementary rates recognise that new residents require services on the day they move into Greater Dandenong and Council is committed to providing these.

Supplementary rates income is based on historical and forecast data and is set at anticipated levels. Historically, Greater Dandenong has experienced a trend of high supplementary rate growth (over \$2 million), however, in recent years (as shown in the graph below), this trend has declined. The current financial year has seen a decrease in supplementary rates due to economic impacts like increased interest rates which have dampened development activity.

Supplementary rates



Defined Benefits Superannuation

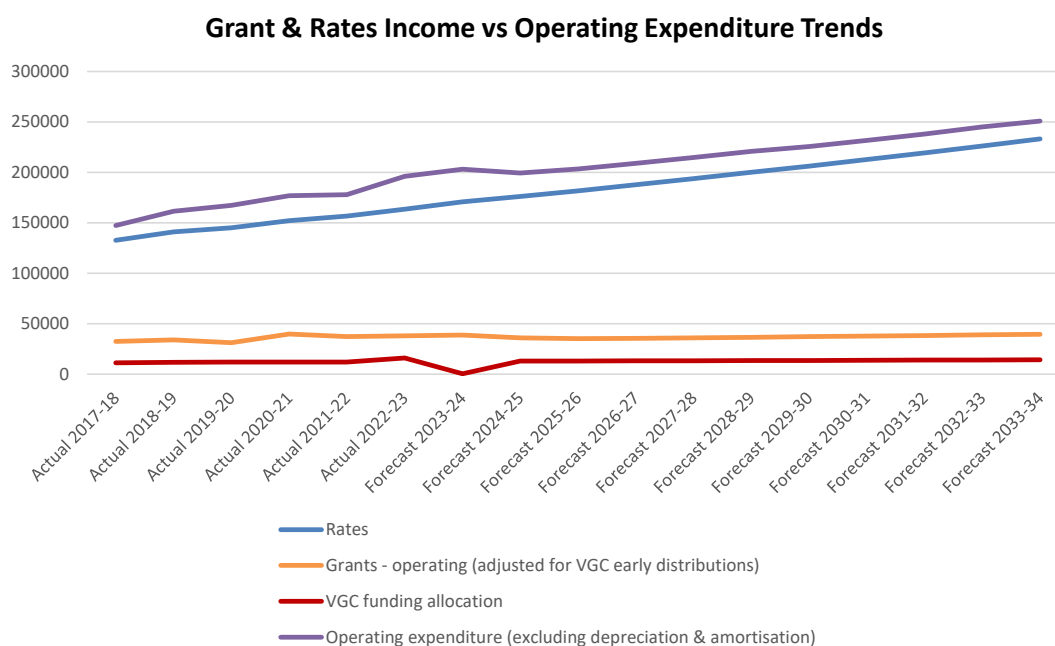
Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Scheme – the Local Authorities Superannuation Fund Defined Benefit Plan (LASF DB). The last call on Local Government was in the 2012-13 financial year where Council was required to pay \$10.57 million to top up its share of the Defined Benefits Scheme.

The amount and timing of any liability is dependent on the global investment market. Equity markets have rebounded; however, market volatility remains. The Vested Benefit Index (VBI) at 31 December 2023 for the sub-plan was 103.8 per cent which satisfies superannuation prudential standards and is above the fund's nominated shortfall threshold (currently 97 per cent). Vision Super will continue to monitor the plan's financial position. At present the actuarial ratios are at a level that additional calls from Local Government are not expected in the next 12 months.

Financial Assistance Grants

The largest source of government funding to Council is through the annual Victoria Local Government Grants Commission (VLGGC) allocation. The overall state allocation is determined by the Federal Financial Assistance grant. Council's Financial Assistance grant allocation for the 2023-24 financial year increased from the prior year (by 5.93 per cent), which is the largest increase Council has seen in the last 10 years and mainly relates to an underpayment of the 2022-23 allocation. The average increase for the last five financial years is 1.68 per cent which has not matched the increased trend in operating expenditure. The graph below demonstrates this disparity - VLGGC funding has been fairly constant (red line) compared to rising operating expenditure (purple line).

The 2024-25 forecast is set at a conservative economic outlook assuming a 1 per cent indexation on the 2023-24 funding allocation amount.



Capital Grants

Council has been successful in obtaining several non-recurrent capital grants in 2023-24, such as the \$20 million Federal Government grant funding from the Priority Community Infrastructure Grant Program for Dandenong Wellbeing Centre. This grant is expected to be recognised over the next three years. In addition, another \$1.02 million in funding is expected in relation to the Local Roads and Community Infrastructure (LRCI) program – Phase 4.

For a number of years, Greater Dandenong has also benefited from millions of dollars in Federal Government Roads to Recovery (R2R) funding to improve road safety and undertake local road upgrades. The current R2R program commenced 1 July 2019 and will finish on 30 June 2024. Council's life of program allocation for the period 1 July 2019 to 30 June 2024 has been \$5.09 million. There are no R2R grant funding allocations in the 2024-25 Budget as future funding amounts are not yet known.

Consumer Price Index

The Melbourne All Groups (CPI) increased on goods and services by 3.8 per cent through the year to the December quarter 2023 and 3.6 per cent to the March quarter (ABS).

The Minister for Local Government forecasts CPI to be 2.75 per cent for the 2024-25 year, setting the rate cap at this amount based on advice received from the Essential Services Commission.

Cost Shifting

A continuation of cost shifting where Federal and State government grants do not increase by the same percentage as Council's cost of providing these services.

Development Contributions

The rate of growth and flow of development contributions income depends on land sales and the desire of developers to construct new developments within the municipality. Changes in this impact on the level of non-monetary contributions received by Council.

An increase in maintenance costs of parks and gardens occurs due to continued trend of receiving gifted open space assets from developers.

Waste, Recycling and Landfill Levy

The proposed 2024-25 Waste Charges have been determined based on a full cost recovery reconciliation.

Recently the State Government released the Minister's Good Practice Guidelines for service rates and charges which are effective from 1 March 2024. The Ministerial Good Practice Guidelines have not been applied in the 2024-25 Proposed Budget or the 2025-2034 Long Term Financial Plan, however, Council will demonstrate a pathway for compliance in future budgets. This change in practice will have a significant adverse financial impact.

The Environment Protection Agency (EPA) regulation also has a sustained impact on Council with regards to compliance with existing and past landfill sites. Waste disposal costs are also impacted by industry changes such as increasing EPA landfill levies and negotiation of contracts, for example, recycling sorting and acceptance.

The State Government Landfill Levy is estimated to increase from \$129.27 in 2023-24 to \$135.96 in 2024-25. This 5.18 per cent increase in landfill levy results in additional costs to Council which are recovered via Council's waste service charge.

The waste service charge for 2024-25, incorporating kerbside collection and recycling, will increase by an average 3.5 per cent or \$17.00 (default waste charge). This increase is mainly due to the impact the assumed increase in the State Government landfill levy and inflationary impacts on contract costs.

Fire Services Property Levy (FSPL)

The FSPL will continue to be collected by Council on behalf of the State Government in accordance with the *Fire Services Property Levy Act 2012*.

Council received advice during the 2023-24 year regarding the continuation of financial support arrangements for 2023-24 through to 2025-26 financial years for administration support (indexed annually by CPI).

Legislative Requirements - Gender Equality

The *Gender Equality Act 2020* came into operation on 31 March 2021 and requires councils to take positive action towards achieving workplace gender equality and to promote gender equality in their policies, programs and services.

The *Gender Equality Act 2020* requires that Council completes Gender Impact Assessments on all new policies, programs and services that directly and significantly impact the public.

The 2024-25 Budget and Ten-Year Long-Term Financial Plan undoubtedly have an impact on the broader community given that they allocate financial resources to the delivery of programs and services and for the provision of community infrastructure.

Conducting a Gender Impact Assessment (GIA) on these documents is, however, not an easy exercise given that both largely present aggregated financial information that does not readily lend itself to a GIA process.

The most practical application of a GIA process to the Budget and Long-Term Financial Plan is to assess how the key components are developed prior to becoming aggregated data in the final documents. The following assessments are made in respect of these key areas:

Operational Services

The most significant amount of funds allocated in the 2024-25 Budget and Long-Term Financial Plan relates to the ongoing cost of providing operational services to the community. Council's operational expenditure (excluding depreciation and amortisation) in the 2024-25 Budget amounts to \$199.39 million.

The preparation of the budgets for these services commences in November of the year prior and is largely concluded in draft format by the end of February immediately prior to the new financial year commencing on 1 July.

The preparation included the development and finalisation of departmental business plans that include assessments of risk and new initiatives. It is proposed that for all future Budget processes that the inclusion of a GIA process/lens is built into this stage for all services which would ensure the aggregation of all operating budgets embraces a 'gender lens'. A gender lens will, where practical, also include an intersectional approach to consider how gender inequality can be compounded by disadvantage or discrimination that a person may experience on the basis of other factors such as age, disability or ethnicity.

Fees and Charges

Whilst the most significant revenue amounts in Council's Budget and Long-Term Financial Plan arises from Rates and Charges and Government Grants, Council has little control over either of these processes. Rates are essentially a property tax based on a high degree of legislative guidance and grants are determined by the State and Federal Governments.

Fees and Charges represent our third highest level of revenue and is the area that Council has the most discretion over. For the Fees and Charges set by Council, Service Unit Managers and Leaders were prompted to reflect on gender equality considerations when reviewing the annual increase in Council-set Fees and Charges.

For future periods, Council will amend its Revenue and Rating Plan which includes a Pricing Policy guideline for the setting of fees and charges to include the requirement for fees to have a GIA completed for all major fee areas.

Capital Improvement Program

The second biggest expenditure component of Councils Budgets and Long-Term Financial Plans relates to allocation of funds to Capital Improvement Program (CIP).

The preparation of the CIP program goes through multiple stages prior to being included in the final documents. These include:

- Preparation of bids for projects
- Internal review and assessment of bids
- Recommended prioritisation by Council Executive
- Final Council consideration and development of final CIP plan
- Delivery of the projects

Rather than conducting a GIA on the Budget document, Council is currently developing criteria for identification of projects requiring a GIA as part of the business case bid process, ie - for all projects that have a significant impact on the public. This would likely include bids such as road and footpath infrastructure as well as new community facilities.

In the initial assessment of CIP bids, it is also proposed that an additional weighting criterion be included on gender impact. Gender impact will, where practical, also include an intersectional approach.

And finally, for major capital projects, it is proposed that prior to the delivery of these projects a further gender lens be applied. This may include a review of concept/detailed designs to ensure it appropriately addresses gender issues.

Internal influences

In addition to the external factors noted, there are several internal factors which also impact on the setting of the 2024-25 Council Budget.

Organisational Structure Changes

After a comprehensive consultative process, Council's organisational structure underwent a restructure to effectively address current and future challenges. This transformation was effective 30 October 2023 and positions Council as an agile and innovative organisation ready to meet the demands of the future. The directorates were streamlined as per below:

<i>Former Directorates</i>	<i>Revised Directorates</i>
<ul style="list-style-type: none">• CEO	<ul style="list-style-type: none">• CEO Services (including Digital Technology and Strategic Growth and Advocacy)
<ul style="list-style-type: none">• City Planning, Design and Amenity	
<ul style="list-style-type: none">• Business, Engineering and Major Projects (including Greater Dandenong Business)	<ul style="list-style-type: none">• City Futures
<ul style="list-style-type: none">• Community Strengthening	<ul style="list-style-type: none">• Community Strengthening
<ul style="list-style-type: none">• Corporate Services	<ul style="list-style-type: none">• Corporate Development

A number of functions were also moved between departments to better reflect the changing landscape local government operates in.

Enterprise Agreement (EA)

Employee costs represent the largest component of Council's expenditure.

Enterprise Agreement 2022 was approved by the Fair Work Commission and took effect 1 July 2022. This agreement provides for a 2.75 per cent tied to the rate cap in 2024-25.

It also needs to be kept in mind the EA is not the only source of increased wage costs, with annual employee movements along the banding structures equating to a 0.5-0.7 per cent increase per annum and Council now paying an additional 0.5 per cent per annum in superannuation increases.

Council is heavily reliant on rate revenue for income growth with on average 72 per cent of its income from this source (excluding non-monetary asset contributions). In terms of Council's net operating surplus outcome, there is a strong connection between the percentage increase in Council rates to the percentage increase in employee costs on an annual basis.

Ongoing operational costs of capital works/asset construction

Upon completion of the Keysborough South Community Hub, Council will take on the ongoing operational costs of the newly developed Hub which will add \$1.8-2.3 million per annum in net costs to the Budget increasing annually over the Long-Term Financial Plan (estimates only). Council's forward capital investment decisions and their consequential operational and infrastructure servicing expenditure (whole of life costing) will necessitate a shift in strategic thinking in the medium to long term (for example the Dandenong Community Hub) which will also add ongoing operational costs of an estimated \$1.3-1.6 million per annum when completed).

Service Plans and Strategies - Planning for meeting community needs

Council's broad approach in fulfilling its long-term obligations to facilitate acceptable services for the community is to plan and develop service strategies. These strategies:

- Describe the nature and extent of existing service and the infrastructure presently facilitating the delivery of service.
- Identify plausible scenarios that could impact on service delivery.
- Establish key issues/challenges.
- Develop/review goals and objectives.
- Formulate and assess alternative strategic and policy responses.
- Evaluate and recommend preferred strategy and policy.
- Formulate action plans and programs to implement preferred strategy including proposals for funding.
- Feed into the Asset Management Plan for the infrastructure group(s) that facilitates service delivery.

Strategy examples include: Arts, Culture and Heritage Strategy, Climate Emergency Strategy, Positive Ageing Strategy, Waste and Litter Strategy and IT and Digital Strategy. Allocating budget provisions for the actions underpinning all approved strategies is a significant challenge for Council when setting its budget each year.

Capital expenditure funding

Whilst the four-year Budget is based on a decrease in capital works investment funded from Council's operations of around \$39.22 million in 2024-25 to \$37.34 million in 2027-28, the reduction is due to the funding of debt servicing costs for two significant major projects - Dandenong Wellbeing Centre (replacement of Oasis) and Dandenong Community Hub.



Council proposes to draw down on \$74.97 million in new borrowings over the next four years (2023-24 to 2026-27) to partly fund three significant capital projects that together will cost Council over \$153 million over the same period. The capital works investment funded from Council's operations has been reduced in forthcoming years to offset the debt servicing costs of these new borrowings and the operational costs associated with the new Keysborough and Dandenong Community Hub facilities. The remaining project costs will be funded by Council cash and internal reserves.

It should be noted that the actual amount of capital expenditure will vary significantly from year to year depending on capital grant revenue, loan funds and the use of Council reserves.

Investing in infrastructure and meeting the asset renewal challenge

The challenge to fund the appropriate replacement of existing assets (roads, drains, buildings, etc) is one that City of Greater Dandenong shares with many other municipalities. In our case, the challenge is beginning to become urgent as much of our key infrastructure was built in the 1960's and 1970's and will soon reach the end of their useful lives.

The 2024-25 Council Budget continues to address the asset renewal challenge. The 2024-25 Budget allocates a total of \$36.8 million for renewal and upgrade of our assets.

In order to achieve Council's objectives of meeting the asset renewal challenge whilst at the same point delivering key new infrastructure, it is essential that Council strongly scrutinise its operational budgets annually and look to achieve efficiencies.

Capital expenditure funding sources	Original Budget 2023-24	Budget 2024-25	Projections		
	\$'000	\$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Capital grants	5,316	8,625	8,169	4,724	-
Capital contributions	-	5,676	-	-	-
Transfer from reserves	6,908	18,031	10,731	1,000	1,000
Loan proceeds	6,120	21,920	37,100	14,950	-
Funded from operational surplus	39,987	39,222	37,278	38,274	37,343
Total capital works funding	58,331	93,474	93,278	58,948	38,343

Note: future years may be subject to reductions due to the impacts of rate capping legislation and final cost outcomes of the Dandenong Wellbeing Centre and Dandenong Community Hub.

The above table highlights an increase on 2024-25 Original Budget levels combined with significant funding sources other than from rates which will fund an increased level of capital works expenditure. The \$93.47 million in capital works in 2024-25 will be funded by borrowings of \$21.92 million, internal reserve transfers of \$18.03 million, capital grant funding of \$8.63 million and DCP contribution income of \$5.68 million. This will allow Council to progress the Keysborough South Community Hub, Dandenong Wellbeing Centre (replacement of Dandenong Oasis) and fund significant renewal and upgrade program works in roads, drains, buildings, library resources and active reserves.

Over the next two years, further loan proceeds totalling \$52.05 million and internal reserve funding of \$9.73 million will fund significant works associated with the Dandenong Wellbeing Centre (replacement of Dandenong Oasis) and construction of the new Dandenong Community Hub.

Economic Assumptions

In terms of the direct parameters upon which the 2024-25 Budget and subsequent three financial years is based, the below table highlights the broad escalation percentages in respect of key areas.

In a more global sense however, it is worthwhile detailing the approach to the modelling process as broad percentages have not been universally applied. Certain accounts were coded for manual adjustment (or zero increase) rather than broad percentage increases (for example, consultants, professional services, printing/stationery, and temporary staff). It is therefore not possible to simply multiply the previous year's base by a percentage and achieve the same outcomes as presented.

Description	Notes	Budget 2024-25	Projections		
			Year 2 2025-26	Year 3 2026-27	Year 4 2027-28
CPI forecast	1	3.25%	3.00%	3.00%	3.00%
Rate revenue cap	2	2.75%	2.50%	2.50%	2.50%
Fees and charges - Council	3	3.25%	3.00%	3.00%	3.00%
Fees and fines - statutory	3	2.00%	2.00%	2.00%	2.00%
Financial Assistance Grants	4	1.00%	1.00%	1.00%	1.00%
Grants operating	4	2.00%	2.00%	2.00%	2.00%
Grants capital	4	Based on committed funding			
Contributions monetary	5	Based on committed funding			
Contributions non monetary	5	0.00%	0.00%	0.00%	0.00%
Employee costs (EA)	6	2.75%	2.50%	2.50%	2.50%
Employee costs (incremental costs)	6	0.50%	0.50%	0.50%	0.50%
Materials and services (general)	7	3.25%	3.00%	3.00%	3.00%
Electricity	7	10.00%	5.00%	5.00%	5.00%
Gas	7	20.00%	5.00%	5.00%	5.00%
Insurance	7	10.00%	10.00%	5.00%	5.00%
Depreciation and amortisation	8	Based on level of expenditure			
Other expenses	9	3.25%	3.00%	3.00%	3.00%

Notes:

- Consumer Price Index (CPI)** is forecast to be 3.25 per cent for the 2024-25 year. CPI in the following year is assumed to drop to 3.00 per cent in the years thereafter. The Budget will continue to be reviewed on an annual basis to address any issues arising from changes to the underlying assumptions as the economy enters a very disruptive era of "inflationary expectations and uncertainty".
- Rate Revenue Cap** is 2.75 per cent for 2024-25 as directed by the Minister Local Government. The remaining years are forecast at 2.5 per cent. In addition, it is expected that over the life of the plan, a further \$800,000 per annum will be received for growth (additional properties) because of supplementary rates.
- Fees and charges - Council** are set to increase by 3.25 per cent for the first year and 3 per cent for the following years. Fees and charges increases are closely aligned to labour cost increases as most services provided by Council have a significant labour component. Council has reviewed fees in detail to determine accepted pricing principles and set levels that fully recover the cost of providing the service unless the overriding policy is in favour of subsidisation. In addition, considerations of community factors are required such as encouraging use of a service and ability to pay. Therefore, fees have been adjusted based on this methodology rather than a blanket increase.

Council will continue to seek opportunities to maximise revenue from fees and charges through a thorough review across the organisation to ensure that 'Best Value' principles including service cost and quality standards, value for money are balanced with the affordability and accessibility of these services.

Fees and fines – Statutory represent fees set by legislation and are frequently not indexed on an annual basis. An estimated increase of 2 per cent has been allowed for statutory fee income to account for an assumed increase in volume.

4. **Grants** - Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants have been budgeted with a conservative economic outlook at 2 per cent and VLGGC grants at 1 per cent. This low increase in grant revenue is to manage cost-shifting that is likely to occur on an annual basis with grants seldom increasing at an equivalent rate to the cost of providing the subsidised services.

Capital grants are based on agreed funding agreements and are not indexed by a standard parameter. The most significant capital grant in 2024-25 relates to the major project Dandenong Wellbeing Centre (DWC) which has been identified to receive grant funding under the Priority Community Infrastructure Program (PCIP). This program delivers the Government's 2022 election commitments for community infrastructure commitments announced by the former Government during the 2022 Pre-Election Fiscal and Economic Outlook. A \$20 million assumption has been factored in over the financial years 2024-25 to 2026-27.

5. **Contributions** – (monetary) are not incremented and are based on committed funding. Non-monetary contributions are difficult to forecast and \$7.5 million has been included in the 2024-25 with no increment in following years.
6. **Employee costs** – Increases in employee costs reflect the salary increase for all staff pursuant to Council's Enterprise Agreement (EA). Enterprise Agreement 2022 was approved by the Fair Work Commission and took effect from 1 July 2022. This Budget and future years are based on increases being linked to the rate cap (a minimum of 2.25 per cent or the declared rate cap whichever is greater) and a further 0.50 per cent to account for banding increments. Therefore, the 2024-25 pay increase is 2.75 per cent in line with the rate cap.

Superannuation guarantee charge increases were announced as part of the 2014 Federal Budget. The increase in the Superannuation Guarantee of 0.5 percent each year through to 2025-26 has been factored into the employee cost increases (forecast 11.5 per cent in 2024-25, growing to 12 per cent by 2025-26).

The cost of provision of Council services is very heavily based on labour costs which account for approximately 51 per cent of total adjusted operational spending (excl depreciation and amortisation).

7. **Material and Services** costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities, materials, and consumable items for a range of services.

Council also utilises external expertise on a range of matters, including legal services, valuations and audit. Council also has significant ongoing contracts for service delivery of waste management and parks/gardens and building maintenance. All these contracts are negotiated at near CPI levels where possible. General materials and services excluding noted utility costs are expected to increase by 3.25 per cent in line with CPI. Outside of the broad parameters, there have been several manually assessed items in this area, including election expenses, insurance costs, animal pound and waste landfill levy costs. Electricity and gas market expectations indicate continued high prices in 2024-25 reverting back to a stable increase of 5 per cent thereafter. These costs will be closely monitored.



- 8. **Depreciation and amortisation** estimates have been based on the projected capital spending over the next ten years as well as projected depreciation of existing assets.
- 9. **Other expenses** include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

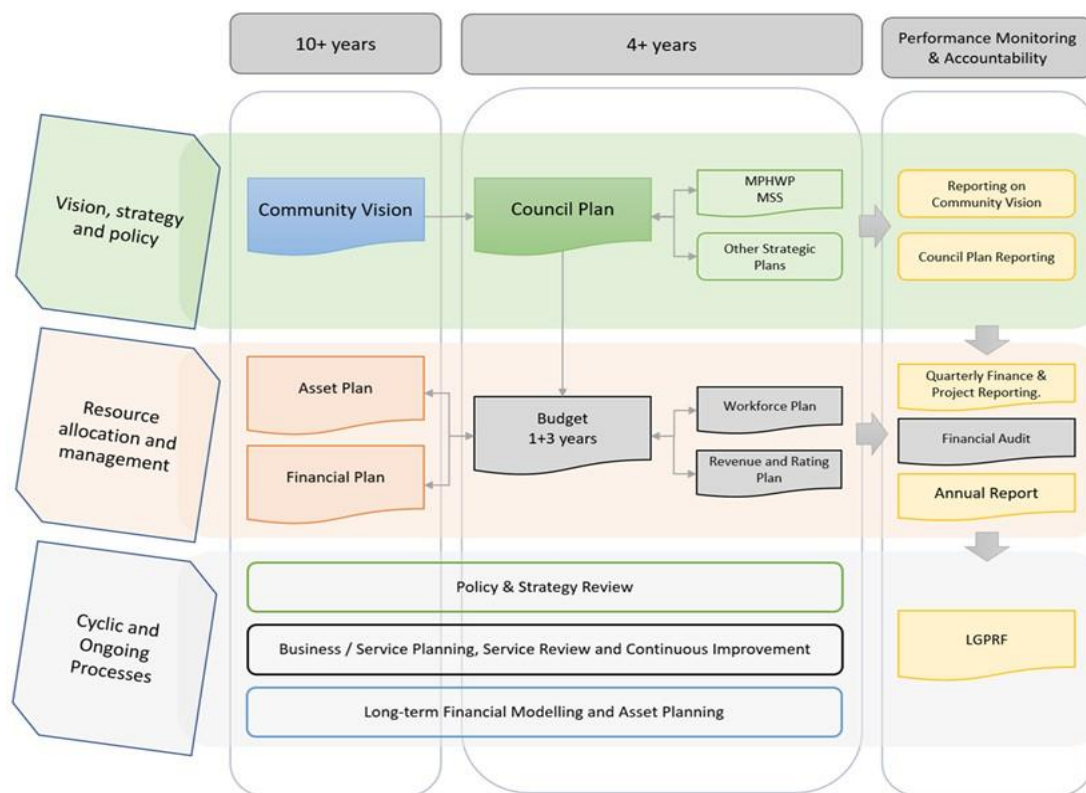
1. Link to the Integrated Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework.

This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative Planning and Accountability Framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works. Community consultation needs to be in line with a council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our vision

The vision for Greater Dandenong was developed by the Greater Dandenong People's Panel through a deliberative engagement process. It highlights the long-term aspirations for our community to 2040 and highlights the key principles that Council can focus on to help achieve this.

Community Vision 2040

The City of Greater Dandenong is a home to all. It's a city where you can enjoy and embrace life through celebration and equal opportunity!

We harmonise the community by valuing multiculturalism and the individual. Our community is healthy, vibrant, innovative and creative.

Our growing city is committed to environmental sustainability.

Welcome to our exciting and peaceful community.

Our values

At the City of Greater Dandenong, we have adopted a set of values we call 'REACH' which define who we are and how we interact with each other and our community. REACH stands for:

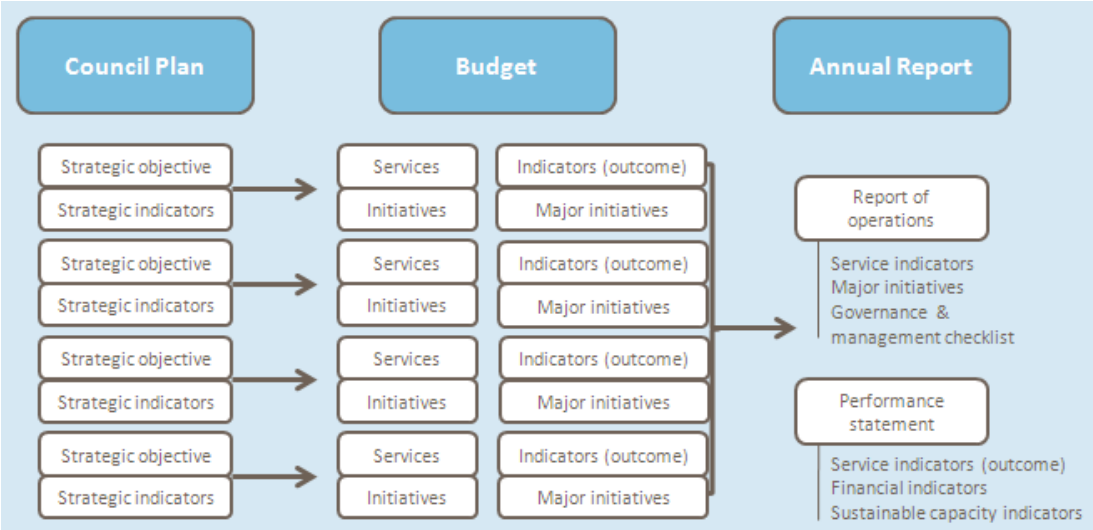
- Respectful
- Engaged
- Accountable
- Creative
- Honest

1.3 Strategic objectives

Strategic Objective	Description
1. A socially connected, safe and healthy city	Council acknowledges that creating a connected, healthy and safe community is at the core of everything we do. We make a commitment to improving participation in sport and recreation, supporting our residents to build greater social connections, and facilitate collaborations and partnerships which enhance health, wellbeing and resilience in our community.
2. A city that respects and celebrates diversity, our history and the arts	The cultural diversity of Greater Dandenong is the defining point of difference for this city. There are many aspects of diversity in addition to multiculturalism. Diversity of culture, ability, age, gender, faith and sexuality are all acknowledged and considered in the development and delivery of our services. Support for the arts and our local history are also key priorities for our municipality.
3. A city of accessible, vibrant centres and neighbourhoods	The appearance and amenity of the city defines its space. Council strives for best practice urban design and planning to create a city for the future that has high quality amenity for current and future residents, and appropriate levels of development. Planning and development within the city are regulated through the Greater Dandenong Planning Scheme which sets out the vision for the city through zoning, style and type of development, and regulatory functions.
4. A green city committed to a sustainable future	Council is committed to a proactive and collaborative approach to climate change. Council has a Sustainability Strategy and a Climate Emergency Strategy that provide guidance on many key priorities, such as reducing waste, increasing transport options, improving our built environment, protecting our natural environment and tackling the effects of climate change.
5. A city that supports entrepreneurship, quality education and employment outcomes	A key priority of Council is that Greater Dandenong will be a place where people of all ages and backgrounds can reach their potential, gain the skills and education they need for success in life, and be part of a prosperous economy where all trade, manufacturing and business activity flourishes. Council is committed to supporting and strengthening the manufacturing presence in the city as well as promoting local jobs for local people and supporting women in business.
6. A Council that demonstrates leadership and a commitment to investing in the community	Council is committed to the effective management of assets and resources to ensure our financial sustainability. Proactive engagement with residents to ensure that communication about all of council's services, planning activities and decisions are accessible to everyone is key. Community input into decision making is actively encouraged through a range of consultation opportunities throughout the year.

2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024-25 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

2.1 Strategic Objective 1 - A socially connected, safe and healthy city

Council acknowledges that creating a connected, healthy and safe community is at the core of everything we do. We make a commitment to improving participation in sport and recreation, supporting our residents to build greater social connections, and facilitate collaborations and partnerships which enhance health, wellbeing and resilience in our community.

Please note that some service areas contribute to more than one strategic objective, however, for the purposes of the financial tables in Section 2, the service area has been allocated to the most relevant strategic objective.

Services

Service area	Description of services provided	Forecast			
		Actual	Actual	Budget	
		2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	
Community Strengthening Executive	This function provides the oversight and leadership of the provision of Community Strengthening services to the municipality.	Income	-	-	-
		Expenditure	(451)	(854)	(654)
		Surplus/(deficit)	(451)	(854)	(654)
Community Wellbeing	This department focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families. This includes family day care, family support services, kindergarten and child care committee support, preschool field officer program, 'Best Start' and early years projects, immunisation, festivals and events, maternal and child health, parenting programs and youth services.	Income	15,393	16,822	13,056
		Expenditure	(19,647)	(28,370)	(19,981)
		Surplus/(deficit)	(4,254)	(11,548)	(6,925)
Safe, Active & Connected Communities	Focuses on community advocacy, leisure planning, sport and recreation programs, community grant funding and emergency management. Responsible for the areas of community safety, community engagement and support for partner organisations including neighbourhood houses and material aid organisations.	Income	763	634	551
		Expenditure	(8,625)	(8,920)	(9,164)
		Surplus/(deficit)	(7,862)	(8,286)	(8,613)
Community Care	Community Care provides services and programs to assist older people and people with a disability to remain living in the community including home based and centre based services, specialised community transport and support for clubs and groups within the city.	Income	9,072	8,231	10,574
		Expenditure	(12,595)	(14,451)	(14,830)
		Surplus/(deficit)	(3,523)	(6,220)	(4,256)
Community Amenity	Provides compliance, education and enforcement functions related to animal management, fire prevention, local laws, planning compliance, public safety and security, litter prevention and school crossings.	Income	9,223	11,379	8,958
		Expenditure	(8,974)	(10,527)	(10,212)
		Surplus/(deficit)	249	852	(1,254)
TOTAL STRATEGIC OBJECTIVE 1 - Surplus/(deficit)			(15,841)	(26,056)	(21,702)

Initiatives

- Implement year five of the Make Your Move Greater Dandenong Physical Activity Strategy 2020-30
- Implement year four and five action plans for the Youth and Family Services Strategy
- Implement year four of the Children's Plan
- Complete the Keysborough South Community Hub Strategy and develop an Action Plan
- Implement the Springvale Community Hub Action Plan
- Develop the Domestic Animal Management Plan 2025-29
- Implementation of Council's Anti-Poverty Strategy

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

The cultural diversity of Greater Dandenong is the defining point of difference for this city. There are many aspects of diversity in addition to multiculturalism. Diversity of culture, ability, age, gender, faith and sexuality are all acknowledged and considered in the development and delivery of our services. Support for the arts and our local history are also key priorities for our municipality.

Services

Service area	Description of services provided		Actual	Forecast	Budget
			2022-23	Actual	2024-25
			\$'000	2023-24	\$'000
Community Arts, Culture & Libraries	The Arts, Culture and Libraries business unit supports the management of Civic, community and cultural venues, the Drum Theatre, festivals and events, public art, cultural development and planning and precinct operations. Library services provide access to a wide range of information for all ages and cultures in a range of formats and locations and are committed to lifelong learning and self-improvement opportunities. Branches include Springvale, Dandenong and online.	Income	2,827	2,849	2,786
		Expenditure	(12,689)	(13,516)	(13,610)
		Surplus/(deficit)	(9,862)	(10,667)	(10,824)
TOTAL STRATEGIC OBJECTIVE 2 - Surplus/(deficit)			(9,862)	(10,667)	(10,824)

Initiatives

- Deliver the major festivals, events and programs
- Develop Council's next Reconciliation Action Plan
- Develop a municipal-wide Community Infrastructure Plan
- Implement the Arts and Cultural Heritage Strategy 2022-26
- Implement the Greater Dandenong Libraries Strategy 2022-26
- Undertake the Heritage Overlay Planning Scheme Amendment

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

The appearance and amenity of the city defines its space. Council strives for best practice urban design and planning to create a city for the future that has high quality amenity for current and future residents, and appropriate levels of development. Planning and development within the city are regulated through the Greater Dandenong Planning Scheme which sets out the vision for the city through zoning, style and type of development, and regulatory functions.

Services

Service area	Description of services provided		Actual	Forecast	Budget
			2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Roads	Responsible for the maintenance of the city's road, drainage and footpath network. Road maintenance is a key function of Council, funding the ongoing upkeep of local roads.	Income	(9)	28	13
		Expenditure	(6,192)	(6,758)	(7,177)
		<u>Surplus/(deficit)</u>	<u>(6,201)</u>	<u>(6,730)</u>	<u>(7,164)</u>
Building Maintenance	Building Maintenance services cover everyday building issues and helps maintain other Council properties and structures, including bus shelters, fencing and building lighting. Also includes nominated building demolitions.	Income	32	26	36
		Expenditure	(9,604)	(10,922)	(11,632)
		<u>Surplus/(deficit)</u>	<u>(9,572)</u>	<u>(10,896)</u>	<u>(11,596)</u>
City Futures Executive	This function is focused on the built and natural environment and provides the oversight of the planning, development, building, engineering, infrastructure, revitalisation, economic development and place making services.	Income	-	-	-
		Expenditure	(455)	(905)	(493)
		<u>Surplus/(deficit)</u>	<u>(455)</u>	<u>(905)</u>	<u>(493)</u>
Statutory Planning	This unit administers and applies the provisions of the Planning and Environment Act 1987, Subdivision Act 1988, Greater Dandenong Planning Scheme and other relevant planning acts, regulations, codes of practice, policies and the like, on matters affecting land use development and management across the municipality.	Income	1,524	1,626	1,809
		Expenditure	(2,932)	(3,072)	(3,375)
		<u>Surplus/(deficit)</u>	<u>(1,408)</u>	<u>(1,446)</u>	<u>(1,566)</u>
Special Projects	Responsible for coordinating the planning, advocacy / funding and development of major projects that provide social, community and economic benefits for Greater Dandenong in line with the strategic priorities of Council.	Income	100	1	-
		Expenditure	(180)	(237)	(210)
		<u>Surplus/(deficit)</u>	<u>(80)</u>	<u>(236)</u>	<u>(210)</u>

Service area	Description of services provided		Forecast		
			Actual	Actual	Budget
			2022-23	2023-24	2024-25
			\$'000	\$'000	\$'000
Transport & Civil Development	Responsible for long-term planning of transport networks and systems, road safety initiatives, parking infrastructure management, traffic impact assessments, advocacy for improvements to public transport, major road network and rail and road grade separations, development of transport strategies and policies, submissions on transport policies/strategies.	Income	2,133	1,979	4,659
		Expenditure	(2,543)	(2,635)	(4,909)
		Surplus/(deficit)	(410)	(656)	(250)
TOTAL STRATEGIC OBJECTIVE 3 - Surplus/(deficit)			(18,126)	(20,869)	(21,279)

Initiatives

- Undertake the five-year review of the Dog Leash Strategy
- Commence development of a revised Housing Strategy
- Prepare a Dandenong Market Precinct Masterplan to facilitate Council led and private sector developments and activate public spaces and places
- Commence the Neighbourhood Character Study
- Implement the Springvale and Noble Park Revitalisation Action Plans

2.4 Strategic Objective 4 – A green city committed to a sustainable future

Council is committed to a proactive and collaborative approach to climate change. Council has a Sustainability Strategy and a Climate Emergency Strategy that provide guidance on many key priorities, such as reducing waste, increasing transport options, improving our built environment, protecting our natural environment and tackling the effects of climate change.

Services

Service area	Description of services provided		Forecast		
			Actual	Actual	Budget
			2022-23	2023-24	2024-25
			\$'000	\$'000	\$'000
Infrastructure Services	Responsible for waste collection services, Spring Valley landfill maintenance and rehabilitation and fleet management.	Income	1,013	1,111	659
		Expenditure	(30,308)	(31,916)	(32,411)
		Surplus/(deficit)	(29,295)	(30,805)	(31,752)
		* Please note this Service area excludes waste income, fleet sale proceeds and cost of fleet sold.			
Parks	The Parks Service unit maintains the City of Greater Dandenong's parks and public open spaces in order to improve the health and wellbeing of the community, provide accessible, usable open spaces for residents and improve the value of assets within the municipality.	Income	831	760	217
		Expenditure	(15,818)	(18,281)	(19,101)
		Surplus/(deficit)	(14,987)	(17,521)	(18,884)

Service area	Description of services provided		Forecast		
			Actual 2022-23 \$'000	Actual 2023-24 \$'000	Budget 2024-25 \$'000
Building and Compliance Services	Building and Compliance Services maintain standards of amenity, habitation and safety in buildings. The unit provides services including building inspections, enforcement of safety standards, advice and consultation on building regulations issues and issuing of building permits. This unit is also responsible for environmental health and food legislation.	Income	3,128	2,904	2,836
		Expenditure	(5,141)	(5,433)	(4,488)
		Surplus/(deficit)	(2,013)	(2,529)	(1,652)
Strategic and Environmental Planning	This function coordinates, leads and initiates the development of strategic planning, design and open space planning and sustainability planning as they relate to land use and development planning policy.	Income	6	72	26
		Expenditure	(1,889)	(2,376)	(2,741)
		Surplus/(deficit)	(1,883)	(2,304)	(2,715)
TOTAL STRATEGIC OBJECTIVE 4 - Surplus/(deficit)			(48,178)	(53,159)	(55,003)

Initiatives

- Finalise review and update the Waste and Litter Strategy
- Implement the Open Space Strategy
- Implement the Urban Forest Strategy and Green Wedge Management Plan
- Implement the Biodiversity Action Plan
- Complete Council's plan for new and improved playgrounds
- Implement the Electric Vehicle Transition Plan
- Implement the Climate Emergency Strategy, climate emergency declaration and the Sustainability Strategy
- Advocate to the EPA to improve the quality of Greater Dandenong's waterways

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

As outlined in Council's long-term strategy "Achieving Greater Dandenong's Potential - A Local Economic and Employment Development Strategy for our City": Greater Dandenong will be a place where people of all ages and backgrounds can reach their potential, gain the skills and education they need for success in life, and be part of a prosperous economy where all trade, manufacturing and business activity flourishes. Council is committed to supporting and strengthening the manufacturing presence in the city as well as promoting local jobs for local people and supporting women in business.

Services

Service area	Description of services provided	Forecast			
		Actual	Actual	Budget	
		2022-23	2023-24	2024-25	
		\$'000	\$'000	\$'000	
Business Development and Investment	The department leads and coordinates the revitalisation of activity centres, economic development, supporting existing businesses and measures and monitors the local and regional economy to enhance the economic prosperity of the city. Also includes business networking - bringing people and companies together to protect the economic viability of the region by ensuring a stronger, more resilient and globally engaged business community, and promoting the role of women in business and the development and integration of our diverse community into the workplace.	Income	458	364	394
		Expenditure	(3,127)	(3,773)	(3,476)
		Surplus/(deficit)	(2,669)	(3,409)	(3,082)
TOTAL STRATEGIC OBJECTIVE 5 - Surplus/(deficit)		(2,669)	(3,409)	(3,082)	

Initiatives

- Develop a new Economic and Place Strategy
- Successfully deliver an annual Business Education Program
- Deliver a range of networks, common interest groups and targeted activities with relevance to local manufacturers
- Support local business efforts to respond to their climate change risks and transition to a net zero economy
- Maintain support, collaboration and board participation of the South East Manufacturers Alliance (SEMMA)

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

Council is committed to the effective management of assets and resources to ensure our financial sustainability. Proactive engagement with residents to ensure that communication about all of council's services, planning activities and decisions are accessible to everyone is key. Community input into decision making is actively encouraged through a range of consultation opportunities throughout the year.

Service area	Description of services provided		Actual	Forecast	Budget
			2022-23 \$'000	Actual 2023-24 \$'000	2024-25 \$'000
Office of the Chief Executive	The Office of the Chief Executive (CEO) has overall responsibility for the operations of the organisation, and carriage of the Strategic Risk Register. Each member of the executive management team reports to the CEO.	Income	-	-	-
		Expenditure	(813)	(726)	(710)
		Surplus/(deficit)	(813)	(726)	(710)

Service area	Description of services provided		Actual	Forecast	Budget
			2022-23 \$'000	Actual 2023-24 \$'000	2024-25 \$'000
Corporate Development	Resourcing for the Director of Corporate Development and directorate business support.	Income	-	-	-
		Expenditure	(148)	(574)	(825)
		<i>Surplus/(deficit)</i>	<i>(148)</i>	<i>(574)</i>	<i>(825)</i>
Chief Engineer and Major Projects	The project delivery team performs a project management function with the primary purpose of delivering Council's Capital Works program associated with its roads, drains, facilities and open space.	Income	-	-	-
		Expenditure	(2,903)	(2,889)	(2,297)
		<i>Surplus/(deficit)</i>	<i>(2,903)</i>	<i>(2,889)</i>	<i>(2,297)</i>
Communications and Customer Experience	This unit is responsible for all media management, marketing and communications campaigns and activities, web management and community engagement. The Customer Service unit is responsible for the corporate call centre and three face to face customer service centres.	Income	-	-	-
		Expenditure	(3,751)	(4,664)	(4,464)
		<i>Surplus/(deficit)</i>	<i>(3,751)</i>	<i>(4,664)</i>	<i>(4,464)</i>
Digital Technology	The Digital Technology unit is responsible for the provision of cost-effective information and telecommunication solutions to staff and councillors.	Income	10	8	-
		Expenditure	(5,250)	(6,689)	(8,558)
		<i>Surplus/(deficit)</i>	<i>(5,240)</i>	<i>(6,681)</i>	<i>(8,558)</i>
Financial Services and Procurement	Financial Services and Procurement exists to enable Council to comply with statutory requirements, provide strategic financial direction, contract management, purchasing and procurement systems, undertake essential business processes and support the organisation with financial assistance and advice. Property Revenue includes the administration of rates and valuation services.	Income	555	226	194
		Expenditure	(4,060)	(4,195)	(4,643)
		<i>Surplus/(deficit)</i>	<i>(3,505)</i>	<i>(3,969)</i>	<i>(4,449)</i>
Governance, Legal and Risk	Governance, Legal and Risk is responsible for the overall governance of the organisation, insurance and risk management and management of Council's commercial property portfolio. The unit is also responsible for the management, storage and disposal of corporate records to support business transactions and for evidentiary purposes. Also includes return from Dandenong Market.	Income	1,535	1,683	1,768
		Expenditure	(6,008)	(5,437)	(6,134)
		<i>Surplus/(deficit)</i>	<i>(4,473)</i>	<i>(3,754)</i>	<i>(4,366)</i>
People and Change	Responsible for supporting the human resource capital within the organisation. This function also includes occupational health and safety, industrial relations, professional development and continuous improvement.	Income	17	3	-
		Expenditure	(3,068)	(3,553)	(3,167)
		<i>Surplus/(deficit)</i>	<i>(3,051)</i>	<i>(3,550)</i>	<i>(3,167)</i>

Service area	Description of services provided		Actual	Forecast	Budget
			2022-23	2023-24	2024-25
			\$'000	\$'000	\$'000
Strategic Growth & Advocacy	Coordinates strategic and corporate planning, reporting and advocacy across the organisation including the Council Plan, Asset Plan and Business Planning. This area also includes social research and data collection, social policy development, health and wellbeing planning and planning for community facilities.	Income	279	333	101
		Expenditure	(4,997)	(5,832)	(4,118)
		Surplus/(deficit)	(4,718)	(5,499)	(4,017)
TOTAL STRATEGIC OBJECTIVE 6 - Surplus/(deficit)			(28,602)	(32,306)	(32,853)

Initiatives

- Conduct a comprehensive review of the 10 Year Activity Centre Capital Improvement Program
- Develop a Customer Experience Strategy
- Review the existing Road Management Plan and develop a new one for 2025
- Develop an investment attraction program
- Develop the new Council Plan 2025-29 in accordance with the *Local Government Act 2020*
- Review Council's Long Term Financial Plan
- Deliver the recommendations of the recent Child Safe Audit Review

2.4 Performance statement

The service performance outcome indicators detailed in the following section will be reported on within the Performance Statement which is prepared at the end of the year as required by section 98 of the Act and included in the 2024-25 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.5 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance #	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council).	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Statutory planning #	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes).	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads #	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Library membership (Percentage of the population that are registered library members).	[Number of registered library members / Population] x100
Waste management #	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population).	Number of visits to aquatic facilities / Population

Note # - Targets are required to be set by Council for four of the above service performance indicators for the forthcoming years. These target indicators will be reported on as part of Council's Performance Statement at the end of the financial year. Refer to Section 5 – Performance Indicators of this document for the financial target details.

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful).	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
Maternal and Child Health	Participation	Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.8 Reconciliation with budgeted operating result

	2024-25		
	Surplus/ (Deficit) \$'000	Expenditure \$'000	Income / Revenue \$'000
Strategic objective 1	(21,702)	(54,841)	33,139
Strategic objective 2	(10,824)	(13,610)	2,786
Strategic objective 3	(21,279)	(27,796)	6,517
Strategic objective 4	(55,003)	(58,741)	3,738
Strategic objective 5	(3,082)	(3,476)	394
Strategic objective 6	(32,853)	(34,916)	2,063
Total services	(144,743)	(38,392)	2,457
Non-attributable expenditure			
Depreciation	(34,885)		
Depreciation - right of use assets	(598)		
Borrowing costs	(3,184)		
Interest charges - leases	(55)		
Written down value of assets sold/scrapped	(160)		
Other non attributable *	(2,554)		
Total non-attributable expenditure	(41,436)		
Surplus/(Deficit) before funding sources	(186,179)		
Funding sources			
Rates and charges	148,929		
Waste charge revenue	27,399		
Financial Assistance Grants	13,069		
Interest earnings	6,800		
Asset sales	993		
Contributions - non-monetary	7,500		
Contributions - monetary	7,676		
Capital grant funding	8,625		
Total funding sources	220,991		
Surplus for the year	34,812		

* Other non-attributable includes bank charges, external audit fees, annual leave and long service leave provisions and fire services levy payable on Council owned properties.

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2024-25 has been supplemented with projections to 2027-28.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

An additional statement - 'Conversion to Cash Result' is also provided after the Comprehensive Income Statement.

Comprehensive Income Statement

For the four years ending 30 June 2028

	Notes	Forecast	Budget	Projections		
		Actual				
		2023-24	2024-25	2025-26	2026-27	2027-28
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	171,015	176,328	181,877	187,911	193,944
Statutory fees and fines	4.1.2	10,539	10,972	11,510	11,660	11,882
User fees	4.1.3	8,609	9,812	10,210	10,552	10,905
Grants - operating	4.1.4	25,940	36,002	35,385	35,514	36,072
Grants - capital	4.1.4	13,828	8,625	8,169	4,724	-
Contributions - monetary	4.1.5	4,536	7,676	2,000	2,000	2,000
Contributions - non-monetary	4.1.5	7,500	7,500	7,500	7,500	7,500
Net gain on disposal of property, infrastructure, plant and equipment	4.1.6	546	833	838	838	838
Other income	4.1.7	15,687	11,938	10,253	9,746	8,914
Total income		258,200	269,686	267,742	270,445	272,055
Expenses						
Employee costs	4.1.8	102,030	100,422	103,086	105,167	109,134
Materials and services	4.1.9	90,699	88,524	88,313	90,114	91,573
Depreciation	4.1.10	34,201	34,885	35,583	36,295	37,021
Amortisation - intangible assets	4.1.11	-	-	-	-	-
Depreciation - right of use assets	4.1.12	598	598	598	598	598
Allowance for impairment losses	4.1.13	2,490	2,026	2,474	2,598	2,728
Borrowing costs		2,537	3,184	4,973	6,304	6,357
Finance costs - leases		52	55	55	55	55
Other expenses	4.1.14	5,473	5,180	4,698	4,798	4,928
Total expenses		238,080	234,874	239,780	245,929	252,394
Surplus/(deficit) for the year		20,120	34,812	27,962	24,516	19,661
Other comprehensive income						
<i>Items that will not be reclassified to surplus or deficit</i>						
Net asset revaluation gain/(loss)		-	-	-	-	-
Total comprehensive result		20,120	34,812	27,962	24,516	19,661

Conversion to Cash Result

For the four years ending 30 June 2028

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Projections		
			2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Net operating result	20,120	34,812	27,962	24,516	19,661
Add (less) cash costs not included in operating result					
Capital expenditure	83,131	93,474	93,278	58,948	38,343
Loan repayments	3,597	3,961	5,149	6,685	7,670
Loan proceeds	(1,000)	(21,920)	(37,100)	(14,950)	-
Repayment of lease liabilities	710	710	710	710	710
Transfer from reserves	(15,551)	(20,746)	(13,325)	(3,649)	(3,708)
Transfer to reserves	11,519	7,476	8,093	6,327	6,927
Sub total	82,406	62,955	56,805	54,071	49,942
Add (less) non-cash costs included in operating result					
Depreciation	34,201	34,885	35,583	36,295	37,021
Depreciation - right of use assets	598	598	598	598	598
Written down value of assets sold	254	160	162	162	162
Contributions - non-monetary	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Sub total	27,553	28,143	28,843	29,555	30,281
Surplus (deficit) for the year	(34,733)	-	-	-	-
Accumulated surplus brought forward	34,733	-	-	-	-
Accumulated surplus brought forward	-	-	-	-	-

Balance Sheet

For the four years ending 30 June 2028

		Forecast		Projections		
	Notes	Actual 2023-24 \$'000	Budget 2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Assets						
Current assets						
Cash and cash equivalents		60,233	50,445	51,030	50,696	53,358
Trade and other receivables		31,228	32,223	33,199	34,237	35,294
Other financial assets		102,000	102,000	96,000	93,000	90,000
Prepayments		4,524	4,524	4,596	4,670	4,745
Other assets		3,580	3,580	3,580	3,580	3,580
Total current assets	4.2.1	201,565	192,772	188,405	186,183	186,977
Non-current assets						
Trade and other receivables		273	273	273	273	273
Property, infrastructure, plant and equipment		2,563,841	2,629,770	2,694,803	2,724,794	2,733,454
Investment property		6,575	6,575	6,575	6,575	6,575
Right-of-use assets		1,656	1,758	1,860	1,962	2,064
Intangible assets		25	25	25	25	25
Total non-current assets	4.2.1	2,572,370	2,638,401	2,703,536	2,733,629	2,742,391
Total assets		2,773,935	2,831,173	2,891,941	2,919,812	2,929,368
Liabilities						
Current liabilities						
Trade and other payables		29,377	32,942	32,868	26,980	23,515
Trust funds and deposits		6,159	6,359	6,550	6,746	6,949
Contract and other liabilities *		58,816	58,616	58,416	58,216	58,016
Provisions		21,127	21,998	22,906	23,855	24,843
Interest-bearing liabilities	4.2.3	3,748	4,802	6,475	7,670	8,085
Lease liabilities		545	541	538	534	531
Total current liabilities	4.2.2	119,772	125,258	127,753	124,001	121,939
Non-current liabilities						
Trust funds and deposits		2,112	2,181	2,246	2,313	2,383
Provisions		1,215	1,187	1,162	1,138	1,118
Interest-bearing liabilities	4.2.3	43,434	60,339	90,617	97,687	89,601
Lease liabilities		1,031	1,025	1,018	1,012	1,005
Total non-current liabilities	4.2.2	47,792	64,732	95,043	102,150	94,107
Total liabilities		167,564	189,990	222,796	226,151	216,046
Net assets		2,606,371	2,641,183	2,669,145	2,693,661	2,713,322
Equity						
Accumulated surplus		992,271	1,040,353	1,073,547	1,095,385	1,111,827
Asset revaluation reserve		1,530,252	1,530,252	1,530,252	1,530,252	1,530,252
Reserves		83,848	70,578	65,346	68,024	71,243
Total equity		2,606,371	2,641,183	2,669,145	2,693,661	2,713,322

* Contract and other liabilities primarily relates to unearned income from Development Contribution Plan levies and operating and capital grants of which the timing of recognition is difficult to predict.

Statement of Changes in Equity

For the four years ending 30 June 2028

	Notes	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2024					
Balance at beginning of the financial year		2,586,251	968,119	1,530,252	87,880
Surplus/(deficit) for the year		20,120	20,120	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(11,519)	-	11,519
Transfers from other reserves		-	15,551	-	(15,551)
Balance at end of the financial year		2,606,371	992,271	1,530,252	83,848
2025					
Balance at beginning of the financial year		2,606,371	992,271	1,530,252	83,848
Surplus/(deficit) for the year		34,812	34,812	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	(7,476)	-	7,476
Transfers from other reserves	4.3.1	-	20,746	-	(20,746)
Balance at end of the financial year	4.3.2	2,641,183	1,040,353	1,530,252	70,578
2026					
Balance at the beginning of the financial year		2,641,183	1,040,353	1,530,252	70,578
Surplus/(deficit) for the year		27,962	27,962	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(8,093)	-	8,093
Transfers from other reserves		-	13,325	-	(13,325)
Balance at end of the financial year		2,669,145	1,073,547	1,530,252	65,346
2027					
Balance at the beginning of the financial year		2,669,145	1,073,547	1,530,252	65,346
Surplus/(deficit) for the year		24,516	24,516	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(6,327)	-	6,327
Transfers from other reserves		-	3,649	-	(3,649)
Balance at end of the financial year		2,693,661	1,095,385	1,530,252	68,024
2028					
Balance at the beginning of the financial year		2,693,661	1,095,385	1,530,252	68,024
Surplus/(deficit) for the year		19,661	19,661	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(6,927)	-	6,927
Transfers from other reserves		-	3,708	-	(3,708)
Balance at end of the financial year		2,713,322	1,111,827	1,530,252	71,243

Statement of Cash Flows

For the four years ending 30 June 2028

	Notes	Forecast	Budget	Projections		
		Actual	2024-25	2025-26	2026-27	2027-28
		2023-24	2024-25	2025-26	2026-27	2027-28
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows	Inflows	Inflows	Inflows	Inflows
		(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities						
Rates and charges		170,492	175,777	181,361	187,350	193,383
Statutory fees and fines		8,049	8,574	8,649	8,659	8,735
User fees		9,923	10,721	11,158	11,533	11,919
Grants - operating		27,211	38,095	37,404	37,532	38,133
Grants - capital		12,845	8,625	8,169	4,724	-
Contributions - monetary		7,332	7,676	2,000	2,000	2,000
Interest received		9,100	6,800	5,500	5,000	4,000
Trust funds and deposits taken		29,400	29,450	29,500	29,550	29,600
Other receipts		7,532	5,751	5,328	5,321	5,505
Net GST refund		13,864	14,901	14,885	11,609	9,612
Employee costs		(101,606)	(99,524)	(102,149)	(104,188)	(108,112)
Materials and services		(103,281)	(103,229)	(106,689)	(111,054)	(108,175)
Short-term, low value and variable lease payments		(641)	(683)	(711)	(732)	(754)
Trust funds and deposits repaid		(29,200)	(29,181)	(29,244)	(29,286)	(29,328)
Other payments		(5,673)	(5,070)	(4,511)	(4,600)	(4,721)
Net cash provided by operating activities	4.4.1	55,347	68,683	60,650	53,418	51,797
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(83,131)	(93,474)	(93,278)	(58,948)	(38,343)
Proceeds from sale of property, infrastructure, plant and equipment		800	993	1,000	1,000	1,000
Proceeds (payments) for investments		20,869	-	6,000	3,000	3,000
Net cash (used in) investing activities	4.4.2	(61,462)	(92,481)	(86,278)	(54,948)	(34,343)
Cash flows from financing activities						
Finance costs		(2,537)	(3,184)	(4,973)	(6,304)	(6,357)
Proceeds from borrowings		1,000	21,920	37,100	14,950	-
Repayment of borrowings		(3,597)	(3,961)	(5,149)	(6,685)	(7,670)
Interest paid - lease liability		(52)	(55)	(55)	(55)	(55)
Repayment of lease liabilities		(710)	(710)	(710)	(710)	(710)
Net cash provided by / (used in) financing activities	4.4.3	(5,896)	14,010	26,213	1,196	(14,792)
Net increase (decrease) in cash and cash equivalents		(12,011)	(9,788)	585	(334)	2,662
Cash & cash equivalents at beginning of financial year		72,244	60,233	50,445	51,030	50,696
Cash and cash equivalents at end of financial year		60,233	50,445	51,030	50,696	53,358

Statement of Capital Works

For the four years ending 30 June 2028

	Notes	Forecast	Budget	Projections		
		Actual 2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Property						
Buildings		30,689	58,845	63,957	27,214	12,197
Leasehold improvements		434	-	-	-	-
Total buildings		31,123	58,845	63,957	27,214	12,197
Total property		31,123	58,845	63,957	27,214	12,197
Plant and equipment						
Plant, machinery and equipment		3,306	2,980	2,917	2,913	2,900
Fixtures, fittings and furniture		116	225	200	221	213
Computers and telecommunications		947	3,166	1,383	1,267	221
Library books		828	1,100	1,067	1,077	1,077
Total plant and equipment		5,197	7,471	5,567	5,478	4,411
Infrastructure						
Roads		21,352	17,976	12,878	12,502	12,327
Bridges		620	-	500	200	500
Footpaths and cycleways		1,220	1,057	1,680	1,776	1,763
Drainage		2,025	1,600	3,188	3,214	2,916
Recreational, leisure and community facilities		10,651	2,935	2,541	5,632	1,424
Parks, open space and streetscapes		10,614	3,540	2,687	2,671	2,516
Off street car parks		329	50	280	261	289
Total infrastructure		46,811	27,158	23,754	26,256	21,735
Total capital expenditure	4.5.1	83,131	93,474	93,278	58,948	38,343
Represented by:						
New asset expenditure		25,252	56,646	16,105	15,862	4,991
Asset renewal expenditure		33,745	27,301	29,264	30,642	31,077
Asset upgrade expenditure		24,134	9,527	47,909	12,444	2,275
Total capital works expenditure	4.5.1	83,131	93,474	93,278	58,948	38,343
Funding sources represented by:						
Grants		13,828	8,625	8,169	4,724	-
Contributions		2,358	5,676	-	-	-
Council cash		54,285	39,222	37,278	38,274	37,343
Borrowings		1,000	21,920	37,100	14,950	-
Reserves		11,660	18,031	10,731	1,000	1,000
Total capital works expenditure	4.5.1	83,131	93,474	93,278	58,948	38,343

Statement of Human Resources

For the four years ending 30 June 2028

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resource requirements for the years 2024-25 to 2027-28 is shown below.

	Forecast	Budget	Projections		
	2023-24	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	102,030	100,422	103,086	105,167	109,134
Total staff expenditure	102,030	100,422	103,086	105,167	109,134

	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	752.5	800.4	793.1	791.5	791.5
Total staff numbers	752.5	800.4	793.1	791.5	791.5

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Directorate	Budget 2024-25 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
CEO Services	6,441	5,787	654
City Futures	31,528	29,919	1,609
Community Strengthening	45,734	26,397	19,337
Corporate Development	11,884	9,927	1,957
Total permanent staff expenditure	95,587	72,030	23,557
Casuals and other expenditure	4,835		
Total employee cost expenditure	100,422		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Directorate	Budget 2024-25 FTE	Comprises	
		Permanent Full time FTE	Permanent Part time FTE
CEO Services	42.8	38.0	4.8
City Futures	260.2	245.6	14.6
Community Strengthening	402.4	218.4	184.0
Corporate Development	90.2	71.6	18.6
Total permanent staff	795.6	573.6	222.0
Casual staff	4.8		
Total staff	800.4		

3.1 Summary of Planned Human Resources

Summary of Planned Human Resources Expenditure

For the four years ended 2027-28

	Budget	Projections		
	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
CEO Services				
Permanent - Full time				
- Women	2,194	2,116	2,179	2,245
- Men	2,712	2,615	2,694	2,774
- Vacant or new positions	881	850	875	901
Permanent - Part time				
- Women	203	196	202	208
- Men	380	366	377	389
- Vacant or new positions	71	68	70	73
Total Chief Executive	6,441	6,211	6,397	6,590
City Futures				
Permanent - Full time				
- Women	7,056	7,452	7,553	7,981
- Men	16,443	17,367	17,601	18,597
- Vacant or new positions	6,420	6,781	6,872	7,261
Permanent - Part time				
- Women	951	1,005	1,018	1,076
- Men	253	267	271	286
- Vacant or new positions	405	428	434	458
Total City Futures	31,528	33,300	33,749	35,659
Community Strengthening				
Permanent - Full time				
- Women	14,338	14,542	14,882	15,346
- Men	4,846	4,915	5,030	5,186
- Vacant or new positions	7,213	7,316	7,487	7,720
Permanent - Part time				
- Women	13,601	13,794	14,118	14,556
- Men	1,764	1,789	1,831	1,888
- Persons of self-described gender	128	130	133	137
- Vacant or new positions	3,844	3,899	3,990	4,114
Total Community Strengthening	45,734	46,385	47,471	48,947
Corporate Development				
Permanent - Full time				
- Women	6,522	6,651	6,680	6,881
- Men	2,371	2,418	2,429	2,501
- Vacant or new positions	1,034	1,055	1,059	1,091
Permanent - Part time				
- Women	1,738	1,773	1,780	1,834
- Vacant or new positions	219	223	224	231
Total Corporate Development	11,884	12,120	12,172	12,538
Casuals and other				
- Women	249	321	331	341
- Men	112	145	149	154
- Vacant or new positions	107	138	142	146
Other employee related costs	4,367	4,466	4,756	4,760
Total casuals and other	4,835	604	622	641
Total staff expenditure	100,422	103,086	105,167	109,134

Summary of Planned Human Resources Expenditure (continued)
For the four years ended 2027-28

	Budget	Projections		
	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE
CEO Services				
Permanent - Full time				
- Women	14.0	14.0	14.0	14.0
- Men	20.0	20.0	20.0	20.0
- Vacant or new positions	4.0	4.0	4.0	4.0
Permanent - Part time				
- Women	1.6	1.6	1.6	1.6
- Men	2.6	2.6	2.6	2.6
- Vacant or new positions	0.6	0.6	0.6	0.6
Total Chief Executive	42.8	42.8	42.8	42.8
City Futures				
Permanent - Full time				
- Women	59.0	58.0	58.0	58.0
- Men	130.5	130.5	130.5	130.5
- Vacant or new positions	56.1	56.1	56.1	56.1
Permanent - Part time				
- Women	7.3	7.3	7.3	7.3
- Men	2.1	2.1	2.1	2.1
- Vacant or new positions	5.2	5.2	5.2	5.2
Total City Futures	260.2	259.2	259.2	259.2
Community Strengthening				
Permanent - Full time				
- Women	116.8	114.8	114.8	114.8
- Men	40.0	40.0	40.0	40.0
- Vacant or new positions	61.6	61.6	61.6	61.6
Permanent - Part time				
- Women	120.0	119.3	119.3	119.3
- Men	19.4	19.4	19.4	19.4
- Persons of self-described gender	1.4	1.4	1.4	1.4
- Vacant or new positions	43.2	43.2	43.2	43.2
Total Community Strengthening	402.4	399.7	399.7	399.7
Corporate Development				
Permanent - Full time				
- Women	49.6	46.6	46.6	46.6
- Men	15.0	15.0	15.0	15.0
- Vacant or new positions	7.0	7.0	6.0	6.0
Permanent - Part time				
- Women	16.6	16.0	16.0	16.0
- Vacant or new positions	2.0	2.0	1.4	1.4
Total Corporate Development	90.2	86.6	85.0	85.0
Casuals				
- Women	2.3	2.3	2.3	2.3
- Men	1.3	1.3	1.3	1.3
- Vacant or new positions	1.2	1.2	1.2	1.2
Total casuals	4.8	4.8	4.8	4.8
Total staff numbers	800.4	793.1	791.5	791.5

Note – FTE = Full time equivalent

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

Underlying surplus (deficit)

	Notes	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Operating					
Total income		258,200	269,686	11,486	4.4%
Total expenses		(238,080)	(234,874)	3,206	(1.3%)
Surplus for the year		20,120	34,812	14,692	73.0%
Less non-operating income and expenditure					
Grants - capital non-recurrent	4.1.4	(12,923)	(8,625)	4,298	(33.3%)
Contributions - non-monetary	4.1.5	(7,500)	(7,500)	-	0.0%
Capital contributions - other sources	4.1.5	(4,536)	(7,676)	(3,140)	69.2%
Adjusted underlying surplus (deficit)		(4,839)	11,011	15,850	(327.5%)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can mask the operating result.

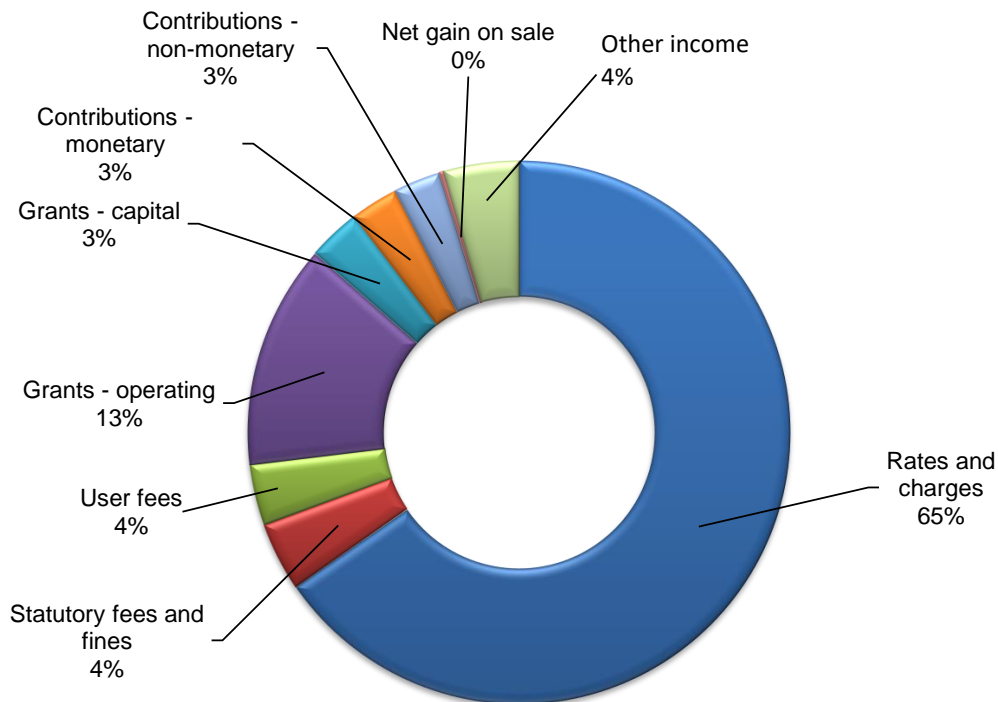
The adjusted result for the 2024-25 year is a surplus of \$11 million which is an increase of \$15.85 million from the 2023-24 Forecast. The increase is mostly attributable to favourable operating income and expenditure items:

- An increase in income budgeted in 2024-25 Budget from operating grants (\$10 million) compared to the 2023-24 Forecast due to 100% of the 2023-24 Victorian Local Government Grants Commission allocation being distributed in 2023-24.
- A reduction in materials and services and employee cost from the 2023-24 Forecast attributable to a variety of grant funded projects and one-off operating initiatives included in 2023-24 that are not expected to continue in 2024-25.

In calculating the underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

Income

Income types	Notes	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Rates and charges	4.1.1	171,015	176,328	5,313	3.1%
Statutory fees and fines	4.1.2	10,539	10,972	433	4.1%
User fees	4.1.3	8,609	9,812	1,203	14.0%
Grants - operating	4.1.4	25,940	36,002	10,062	38.8%
Grants - capital	4.1.4	13,828	8,625	(5,203)	(37.6%)
Contributions - monetary	4.1.5	4,536	7,676	3,140	69.2%
Contributions - non-monetary	4.1.5	7,500	7,500	-	0.0%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		546	833	287	52.6%
Other income	4.1.6	15,687	11,938	(3,749)	(23.9%)
Total income		258,200	269,686	11,486	4.4%

Budgeted income/revenue 2024-25

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four-year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. Rate capping legislation sets out the maximum amount councils may increase rates in a year. For 2024-25, the rate cap has been set at 2.75 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.75 per cent in line with the rate cap.

This will raise total rates and charges for 2024-25 of \$176,327,592.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Change \$'000	Change %
General rates *	141,237	146,307	5,070	3.6%
Service rates and charges	26,315	27,399	1,084	4.1%
Supplementary rates and rate adjustments	892	800	(92)	(10.3%)
Keysborough Maintenance Levy	1,735	1,735	0	0.0%
Interest on rates and charges	989	290	(699)	(70.7%)
Less abandoned rates	(153)	(203)	(50)	32.7%
Total rates and charges	171,015	176,328	5,313	3.1%

* General rates are subject to the rate cap established under the rate capping legislation. For 2024-25, the rate cap has been set at 2.75 per cent. The Forecast Actual 2023-24 for General rates does not reflect the annualisation of supplementary rates received during the financial year, therefore, the percentage change will not equate to the rate cap of 2.75 per cent. To comply with the rate cap of 2.75 per cent, the base rate must include the annualisation of supplementary rate income received during the year (see 4.1.1(c)) below.

Council's rate and charges revenue of \$176.33 million is made up using the following assumptions:

- An average increase in rates across all property types of 2.75 per cent.
- Residential waste charge of \$508.00 per annum for the Option A standard service charge 120 litre bin (an increase of \$17.00 or 3.46 per cent). The waste charge fee is based on full cost recovery. The waste charge includes a fortnightly garden waste and recycling service, and an annual hard waste collection. These charges also include the landfill levy imposed by the State Government which is assumed to increase by 5.18 per cent from \$129.27 to \$135.96 from the prior year and represents \$87 per household (\$79 in 2023-24).



- \$800,000 is estimated to be derived from supplementary rates (from new developments and improvements to existing properties) based on a drop in development activity in 2023-24.
- An estimated \$1.74 million is expected to be collected from the Keysborough Maintenance Levy at a rate of \$350 per household. These funds will be transferred to a reserve and fully expended on costs relating to this area.

The below table highlights the impacts of the rate increase on the average residential property in City of Greater Dandenong.

Residential rate in the dollar	Forecast 2023-24	Budget 2024-25	% Variance	\$ Variance
Median residential valuation in Greater Dandenong	\$ 647,600	\$ 665,000		
Residential rate in the dollar	0.0015533	0.0015441		
General rates	\$ 1,005.95	\$ 1,026.82	2.07%	\$ 20.87
Waste charge (including State Government landfill levy) *	\$ 491.00	\$ 508.00	3.46%	\$ 17.00
Total rates and charges median residential property	\$ 1,496.95	\$ 1,534.82	2.53%	\$ 37.87

* Includes a State Government landfill levy of \$87 in 2024-25 (\$79 in 2023-24).

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	Budget 2023-24 cents/\$CIV	Budget 2024-25 cents/\$CIV	Change %
General rate for rateable residential properties	0.0015533436	0.0015440835	(0.60%)
General rate for rateable commercial properties	0.0026406841	0.0025477378	(3.52%)
General rate for rateable industrial properties	0.0032620215	0.0032425754	(0.60%)
General rate for rateable vacant residential properties	0.0023300154	0.0023161253	(0.60%)
General rate for rateable farm properties	0.0011650077	0.0011580626	(0.60%)

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	Budget 2023-24 \$'000	Annualised rates levied 2023-24 \$'000	Budget 2024-25 \$'000	Change %
General	58,548	58,940	60,162	2.07%
Commercial	13,441	13,492	13,682	1.41%
Industrial	67,494	68,373	70,813	3.57%
Vacant residential	1,253	1,085	1,129	4.01%
Farm	501	501	522	4.26%
Total amount to be raised by general rates	141,237	142,391	146,307	2.75%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	Budget 2023-24 Number	Budget 2024-25 Number	Change
General	57,539	57,963	0.74%
Commercial	3,370	3,384	0.42%
Industrial	6,763	6,861	1.45%
Vacant residential	716	612	(14.53%)
Farm	53	53	0.00%
Total number of assessments	68,441	68,873	0.63%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

Council rates are levied on the Capital Improved Value (CIV) of properties as determined by and certified by the Valuer General of Victoria.

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type or class of land	Budget 2023-24 \$'000	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Change
General	37,690,510	37,944,050	38,962,630	2.68%
Commercial	5,089,945	5,109,295	5,370,138	5.11%
Industrial	20,691,445	20,960,260	21,838,400	4.19%
Vacant residential	537,918	465,813	487,383	4.63%
Farm	429,718	429,868	450,883	4.89%
Total value of land	64,439,536	64,909,285	67,109,433	3.39%

4.1.1(g) Council does not levy a municipal charge under Section 159 of the Act.

4.1.1(h) The estimated total amount to be raised by municipal charges is \$0, compared with the previous financial year (\$0).

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.

Type of charge	Per rateable property 2023-24 \$	Per rateable property 2024-25 \$	Change %
Option A: 120 litre waste, 240 litre recycling, 240 litre garden bin *	412.00	421.00	2.18%
Option B: 80 litre waste, 240 litre recycling, 240 litre garden bin *	375.00	383.00	2.13%
Option C: 120 litre waste, 240 litre recycling, 120 litre garden bin *	391.00	399.00	2.05%
Option D: 80 litre waste, 240 litre recycling, 120 litre garden bin *	354.00	361.00	1.98%
Option E: 120 litre waste, 240 litre recycling, no garden bin *	333.00	340.00	2.10%
Option F: 80 litre waste, 240 litre recycling, no garden bin *	298.00	304.00	2.01%
Minimum waste charge for each residential property	298.00	304.00	2.01%
State Government landfill levy	79.00	87.00	10.13%
Bin change of selection charge	19.80	21.00	6.06%
Additional bin services			
120 litre waste bin service *	214.00	218.00	1.87%
(Plus a "one off" fee for the purchase of the bin)	42.00	43.50	3.57%
240 litre recycling bin service	54.00	55.00	1.85%
(Plus a "one off" fee for the purchase of the bin)	50.00	52.00	4.00%
240 litre garden bin service	113.00	115.00	1.77%
(Plus a "one off" fee for the purchase of the bin)	50.00	52.00	4.00%
Bin delivery	21.00	22.00	4.76%
Recycling bin option - upgrade of 240 litre to 360 litre	108.00	115.00	6.48%

* Note – The State Government landfill levy is applicable in addition to these Council service charges.

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of charge	Budget 2023-24 \$'000	Budget 2024-25 \$'000	Change %
Option A: 120 litre waste, 240 litre recycling, 240 litre garden bin	10,923	11,225	2.76%
Option B: 80 litre waste, 240 litre recycling, 240 litre garden bin	1,959	2,025	3.37%
Option C: 120 litre waste, 240 litre recycling, 120 litre garden bin	3,568	3,722	4.32%
Option D: 80 litre waste, 240 litre recycling, 120 litre garden bin	2,139	2,169	1.40%
Option E: 120 litre waste, 240 litre recycling, no garden bin	1,942	1,949	0.36%
Option F: 80 litre waste, 240 litre recycling, no garden bin	854	873	2.22%
Additional bin services	317	339	6.94%
State Government landfill levy	4,482	4,965	10.78%
Supplementary and other income *	130	132	1.75%
Total	26,314	27,399	4.12%

* Note – Supplementary income varies from year to year and is an estimate only.

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	Budget 2023-24 \$'000	Budget 2024-25 \$'000	Change %
General rates	130,014	146,307	12.53%
Waste charges	23,317	27,399	17.51%
Rates and charges	153,331	173,706	13.29%

4.1.1(l) Compliance with rate capping legislation

Greater Dandenong City Council is required to comply with the State Government's rate capping legislation (Fair Go Rates System). The table below details the budget assumptions consistent with the requirements of the rate capping legislation.

	Budget 2023-24	Budget 2024-25
Total rates (including supplementary rates income)	\$ 136,461,030	\$ 142,391,148
Number of rateable properties	68,441	68,873
Base average rate	\$ 1,993.85	\$ 2,067.45
Maximum rate increase (set by the State Government)	3.50%	2.75%
Capped average rate	\$ 2,063.63	\$ 2,124.30
Maximum general rates and charges revenue	\$ 141,237,167	\$ 146,306,904
Budgeted		
General rates	\$ 141,237,167	\$ 146,306,904

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes, which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2023-24 Forecast \$892,034, 2024-25 Forecast \$800,000).
- The variation of returned levels of value (e.g. valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.15440835% (0.0015440835 cents in the dollar of capital improved value) for all rateable residential (general).
- A general rate of 0.25477378% (0.0025477378 cents in the dollar of capital improved value) for all rateable commercial land.
- A general rate of 0.32425754% (0.0032425754 cents in the dollar of capital improved value) for all rateable industrial land.
- A general rate of 0.23161253% (0.0023161253 cents in the dollar of capital improved value) for all rateable residential vacant land.
- A general rate of 0.11580626% for (0.0011580626 cents in the dollar of capital improved value) rateable farm land.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above. Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions.

Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out on the following pages.



GENERAL (Residential)

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and Community Strengthening.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations.

Types and classes:

Any land which does not have the characteristics of Commercial, Industrial, Residential Vacant or Farm Land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.



COMMERCIAL LAND

The Commercial rate is to promote economic development objectives for the City including the retail development of the Dandenong, Springvale and Noble Park Activity Centre's and the ongoing development of strip shopping centres.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the commercial sector.
2. Enhancement of the economic viability of the commercial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of commercial objectives.

Types and classes:

Any land which is primarily used for commercial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

INDUSTRIAL LAND

The Industrial rate is to promote economic development objectives for the municipality including industrial development in appropriately zoned areas.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the industrial sector.
2. Enhancement of the economic viability of the industrial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that street scaping and promotional activity is complementary to the achievement of industrial objectives.

Types and classes:

Any land which is used primarily for industrial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

RESIDENTIAL VACANT LAND

The residential vacant land rate is to promote housing development objectives for the municipality including the development of vacant land in residential zoned areas.

Objective:

To provide an economic incentive for the development of residential vacant land and a disincentive for residential land-banking in order that all rateable land makes an equitable contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and Community Strengthening.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is vacant residential land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

FARM LAND

The main objectives of having a farm rate are:

- To promote and support the use of sound agricultural practices.
- To conserve and protect areas which are suited to certain agricultural pursuits.
- To encourage proper land use consistent with genuine farming activities.

Objective:

To provide a financial subsidy to rateable farm land to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and Community Strengthening.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is primarily used for the purposes of farming.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

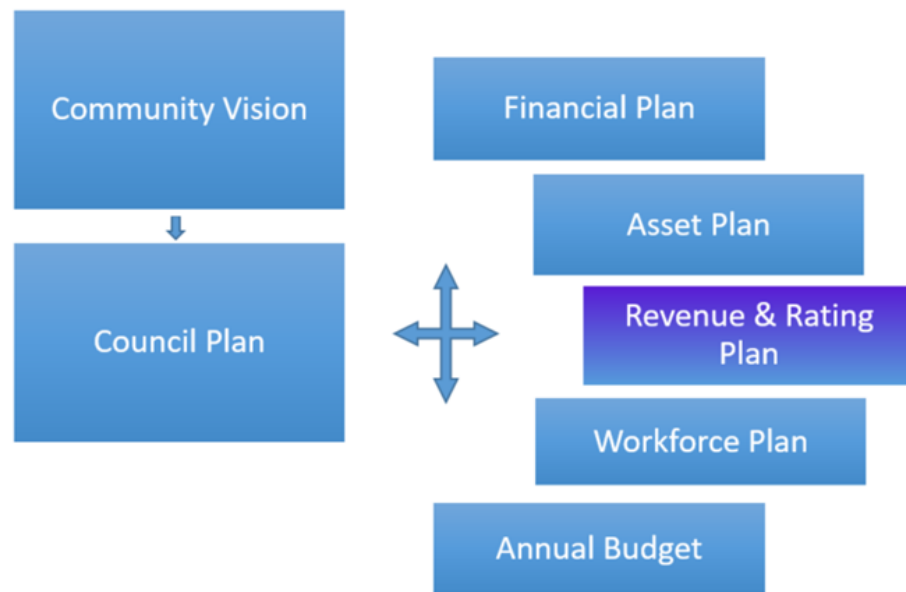
Not applicable.

4.1.1(o) Revenue and Rating Plan 2021-2025

The *Local Government Act 2020* requires each Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Council which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan.

This plan is an important part of Council's integrated planning framework, all of which is created to achieve our vision in the Imagine 2030 Community Plan.



The Revenue and Rating Plan 2021-2025 was adopted by Council on the 26 April 2021.

This plan explains how the funding burden will be apportioned between ratepayers and other users of Council facilities and services. This plan will set out the decisions that Council has made in relation to rating options available under local government legislation to ensure the fair and equitable distribution of rates across property owners.

At present the legislative provisions that outline rates and charges are still contained in the *Local Government Act 1989*.

4.1.1(p) Rate capping

Council has established the rating increase for 2024-25 at 2.75 per cent in line with the rate cap set by the Minister of Local Government. Beyond this period, rates are assumed to increase in line with CPI less 0.5 per cent in accordance with recent rate capping directives. The forward three years of the plan (2025-26 to 2027-28) are indicative rate increases only and will be subject to the rate cap set by the Minister of Local Government.

Assumed future rate increases

	Actual	Budget	Projections		
	2023-24	2024-25	2025-26	2026-27	2027-28
Rate increase	3.50%	2.75%	2.50%	2.50%	2.50%

Council has significant challenges in terms of meeting the asset renewal requirements of a vast range of infrastructure that was established in the 1960's-70's and which over the next decade will reach the end of its useful life. It will not be possible to meet this challenge with rate increases linked solely to CPI or less than CPI. With Council dealing with grant revenues that do not keep pace with CPI and the cost of providing Council services escalating at a rate higher than the CPI, this approach is not sustainable.

4.1.1(q) Understanding the impact of the 2024 general revaluation

Amendments to the *Valuation of Land Act 1960* mean that from 1 July 2018, the Valuer-General became the valuation authority for annual valuations of all land in Victoria for council rates and the fire services property levy. Each year, all rateable properties are revalued with a valuation date of 1 January.

A revaluation does NOT provide Council with any additional rate revenue but can significantly re-align how rates are distributed between ratepayers at both a rating group and individual level.

The below table highlights the impact of the 2024 Council revaluation.

Type or class of land	Forecast	Budget	Movement in valuations
	2023-24	2024-25	
	Revaluation CIV \$'000	Revaluation CIV \$'000	
General	37,944,050	38,962,630	2.68%
Commercial	5,109,295	5,370,138	5.11%
Industrial	20,960,260	21,838,400	4.19%
Vacant residential	465,813	487,383	4.63%
Farm	429,868	450,883	4.89%
Total value of land	64,909,285	67,109,433	3.39%

The table above highlights that overall Council properties have increased by 3.39 per cent over the past year (1 January 2023 to 1 January 2024). Over the past financial year, all rating categories have experienced an increase. Residential by 2.68%, Commercial 5.11%, Industrial 4.19%, Residential Vacant 4.63% and Farm 4.89%.

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in Council rates remain affordable and that rating 'shocks' are mitigated to some degree.



By way of example the table below highlights the rating impact on the various rating types should Council retain the current rate differential structure (outcomes are based on the proposed annual increase in rates of 2.75 per cent in 2024-25).

Type or class of land	Proposed rates	
	2024-25 \$'000	% increase
General	59,992	1.78%
Commercial	14,056	4.18%
Industrial	70,613	3.28%
Vacant residential	1,126	3.71%
Farm	521	3.97%
Total	146,307	2.75%

As shown in the table the rating experiences between rating groups is reasonably dynamic with residential properties on average increasing by 1.78 per cent and commercial increasing by 4.18 per cent.

Council has sought a rating model that more evenly applies the proposed rate increase to each of the major rating sectors (General, Commercial, and Industrial).

On this basis, the rating strategy recommends the following differential rates be applied. This model results in the average residential rate and commercial rate both being below the rate cap of 2.75 per cent. It is recommended that the following differential rates be applied.

Type or class of land	Existing rating differential	Proposed rating differential	% increase
	2023-24	2024-25	
General	100%	100%	2.07%
Commercial	170%	165%	1.41%
Industrial	210%	210%	3.57%
Vacant residential	150%	150%	4.01%
Farm	75%	75%	4.26%
			2.75%

The proposed model above decreases the differential on commercial properties by 5 per cent to 165 per cent. This moves the average residential rate increase to 2.07 per cent (which is below the rate cap of 2.75 per cent). Commercial rates reduce to 1.41 per cent and industrial rates increase slightly from 3.28 to 3.57 per cent.

On this basis, it is recommended that the existing differential rating structures be amended to take account of the impacts of the 2024 revaluation.

4.1.1(r) Certification of valuations

Valuation figures used in this 2024-25 budget report are preliminary valuations provided by the Valuer General's office and are yet to be certified. Certification is expected to be received during May. Any changes to the preliminary valuations will be adjusted and reflected in the final budget report scheduled for the Council Meeting on 24 June 2024. Total rates revenue collected by the Council will not increase because of any valuation changes.

4.1.2 Statutory fees and fines

A detailed schedule of fees and charges is contained in **Section 6**. This schedule highlights the GST status of each fee category and whether the fee is determined by Council or is fixed by State Government legislation.

The table below shows the statutory fees and fines received by Council with the primary source from infringements and costs of \$6.36 million plus \$1.86 million in Infringement Court (Fines Victoria) recoveries expected to be received. Parking infringements make up \$5.33 million of the infringements and costs in the 2024-25 Budget with the balance relating to other fines including local laws, litter, animal control, food and health. The increase in infringement income in 2024-25 is mainly due to health fines based on an estimated critical and major non-compliant businesses and litter fines which have been lower in 2023-24 due to a vacant resource. Building and town planning fees represent another major source of statutory fees (\$2.03 million).

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Infringements and costs	6,123	6,357	234	3.8%
Court recoveries	1,912	1,861	(51)	(2.7%)
Building and town planning fees	1,831	2,033	202	11.0%
Subdivision fees	191	303	112	58.6%
Land information certificates	104	100	(4)	(3.8%)
Permits	325	318	(7)	(2.2%)
Election fines	53	-	(53)	(100.0%)
Total statutory fees and fines	10,539	10,972	433	4.1%

4.1.3 User fees

Council derives user fees from several sources including on-street parking, multi-deck car parks, aged care services, family day care, asset protection permits, hire of Council halls, meeting rooms (Drum Theatre, The Castle).

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Aged and health services	927	1,332	405	43.7%
Child care/children's programs	1,613	1,694	81	5.0%
Parking	3,208	3,403	195	6.1%
Registration and other permits	2,113	2,655	542	25.7%
Asset protection fees	425	428	3	0.7%
Other fees and charges	323	300	(23)	(7.1%)
Total user fees	8,609	9,812	1,203	14.0%

User fees are projected to increase by \$1.2 million from the 2023-24 Forecast due mainly to:

- Registrations and other permits (mainly health registrations and streatrader permits as a result of compliance inspections of major and critical Food and Health Act breaches and additional Streatrader premises).
- Aged and health services (due to a reduction in service provision activity in 2023-24).

A detailed schedule of fees and charges is contained in **Section 6**.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget.

Overall, grant income is anticipated to increase in the 2024-25 Budget due mainly to the timing of Victoria Local Government Grants Commission (VLGGC) Financial Assistance grant funding, partly offset by a number of non-recurrent grants occurring in 2023-24 that will not continue in 2024-25, particularly in capital grants.

	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Summary of grants				
Commonwealth funded grants	19,388	27,797	8,409	43.4%
State funded grants	20,380	16,830	(3,550)	(17.4%)
Total grants	39,768	44,627	4,859	12.2%

Operating grants

Operating grants include all monies received from State and Commonwealth sources, as well as some grants from other organisations, for the purposes of funding the delivery of Council's services to ratepayers.

The following tables lists all operating grants by type and source, classified into recurrent and non-recurrent.

	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
(a) Operating grants				
Recurrent				
Commonwealth Government				
Financial Assistance Grant	568	13,069	12,501	2200.9%
Home and Community Care	5,448	7,510	2,062	37.8%
Family Day Care	7,000	5,925	(1,075)	(15.4%)
Libraries	252	252	-	0.0%
Community Health	16	18	2	12.5%
State Government				
Home and Community Care	1,833	1,717	(116)	(6.3%)
Maternal and Child Health	3,432	2,517	(915)	(26.7%)
Family and Children Services	2,986	2,515	(471)	(15.8%)
Libraries	1,116	1,127	11	1.0%
School crossings	540	473	(67)	(12.4%)
Environment	85	87	2	2.4%
Education and employment	320	326	6	1.9%
Community Health	262	263	1	0.4%
Emergency Management	-	40	40	100.0%
Total recurrent operating grants	23,858	35,839	11,981	50.2%

Recurrent operating grants

Recurrent operating grants are projected to increase by \$11.98 million compared to the 2023-24 Forecast due mainly to the Financial Assistance Grant (refer to table on following page). The early distribution of 100 per cent of the initial Financial Assistance grant allocation in 2022-23 resulted in only \$568,000 (final confirmed allocation) being included in the 2023-24 Forecast. A full year's allocation (100 per cent) of Financial Assistance grant funding is included in the 2024-25 Budget which results in a \$12.50 million increase from the 2023-24 Forecast. Excluding the effect of the timing of Financial Assistance grants, the movement in recurrent operating grant income is actually a decrease of \$520,000 or 2 per cent. The amount included in the 2024-25 Budget for Financial Assistance Grant funding is based on the actual 2023-24 Financial Assistance grant funding received indexed by an assumed 1 per cent. This grant is a general-purpose grant that is not tied to specific programs and includes a component for roads maintenance.

In addition, Home and Community Care grant income is expected to increase by \$2.06 million in the 2024-25 Budget due to improved grant funding expectations for general, personal and respite home care, property maintenance and food services. This is mainly due to a recent change in the acquittal process and the ability to claim specific costs in addition to target unit rates.

These increases are partly offset by the following decreases:

- Lower Family Day Care grant funding (\$1.08 million) anticipated to be received in the 2024-25 Budget due to additional funding received for an expanded program in 2023-24, that is not anticipated to occur again in 2024-25.
- A delay in progression of the Sleep and Settling program due to difficulties in recruiting skilled staff which has resulted in a carry-over of grant funding to 2023-24 (\$839,000).
- A decrease in Family and Children's Services mainly due to the Child First program funding as a result of a one-off grant funding increase in 2023-24 (\$405,000).

	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
(a) Operating grants				
Non recurrent				
Commonwealth Government				
Family and Children Services	392	-	(392)	(100.0%)
Home and Community Care	18	-	(18)	(100.0%)
COVID Safety and Support	8	5	(3)	(37.5%)
Community Health	60	-	(60)	(100.0%)
State Government				
Community Health	304	81	(223)	(73.4%)
Family and Children Services	610	41	(569)	(93.3%)
COVID Safety and Support	60	-	(60)	(100.0%)
Environment	386	-	(386)	(100.0%)
Community Safety	200	20	(180)	(90.0%)
Libraries	20	-	(20)	(100.0%)
Maternal and Child Health	16	16	-	0.0%
Noble Park Revitalisation Program	6	-	(6)	(100.0%)
Animal Management	2	-	(2)	(100.0%)
Total non-recurrent operating grants	1,672	163	(1,509)	(90.3%)
Total operating grants	25,940	36,002	10,062	38.8%



Non-recurrent operating grants

The reduction in non-recurrent operating grant funding of \$1.51 million is due mainly to grant funding or grant funded programs that will conclude in 2023-24 including:

- Several Family and Children Services grant funded initiatives including:
 - New Directions – Mothers and Babies (\$352,000).
 - Market Street Occasional Child Care Centre – Operational (\$220,000)
 - Kindergarten Modelling (\$170,000)
 - Outreach Support Culturally and Linguistically Diverse (CALD) (\$120,000)
- Several projects that are expected to finish in 2023-24:
 - Local Government Capacity Building (\$212,000).
 - PRIME Refugee Immunisation program (\$301,000)
 - Empowering Communities (\$200,000)
- A number of non-recurrent grant projects in 2023-24 relating to the Liveable Communities, Liveable Waterways Program (\$164,000).

Capital grants

Capital grants include all monies received from State, Commonwealth, and community sources for the purposes of funding the capital works program. Overall, the level of capital grants has decreased by \$5.20 million compared to the 2023-24 Forecast.

A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
(b) Capital grants				
Recurrent				
Commonwealth Government				
Roads to Recovery	905	-	(905)	(100.0%)
Total recurrent capital grants	905	-	(905)	(100.0%)

Note re Roads to Recovery – Council was allocated \$5.09 million in Roads to Recovery grant funding over the period 2019-20 to 2023-24. Any future Roads to Recovery grant funding are not yet known. Certain conditions must be followed, and audited annual reports submitted.

	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
(b) Capital grants				
Non recurrent				
Commonwealth Government				
Local Roads Community Infrastructure Program	808	1,018	210	26.0%
Black Spot Program	3,913	-	(3,913)	(100.0%)
State Government				
Buildings	5,211	7,107	1,896	36.4%
Recreational, Leisure and Community Facilities	990	500	(490)	(49.5%)
Noble Park Revitalisation Program	867	-	(867)	(100.0%)
Parks, Open Space and Streetscapes	912	-	(912)	(100.0%)
Leasehold Improvements	172	-	(172)	(100.0%)
Plant, Machinery and Equipment	50	-	(50)	(100.0%)
Total non-recurrent capital grants	12,923	8,625	(4,298)	(33.3%)
Total capital grants	13,828	8,625	(5,203)	(37.6%)

The reduction of \$5.20 million in the 2024-25 Budget is due mainly to several capital grants that are not expected to continue in the 2024-25 financial year including:

- Keysborough South Community Hub (\$3.72 million)
- Black Spot Works Program (\$3.91 million)
- A range of projects at Springvale Reserve (\$2 million)
- Noble Park Revitalisation Program (\$867,000)
- Precinct Energy Plant (PEP) Redevelopment (\$727,000)

Partly offset by forecast grant funding for the Dandenong Wellbeing Centre major project in 2024-25 (\$7.1 million).

4.1.5 Contributions

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Monetary	4,536	7,676	3,140	69.2%
Non-monetary	7,500	7,500	-	0.0%
Total contributions	12,036	15,176	3,140	26.1%

The \$3.14 million increase in contributions is mainly attributable to a Development Contribution Plan contribution (levies) in 2024-25 for the Keysborough South Community Hub capital project.

Also included in monetary contributions are public open space contributions. Depending on the amount of development activity in progress, Council receives contributions from developers. These represent funds to enable Council to improve the necessary integrated infrastructure for new developments. They are for very specific purposes and often require Council to outlay funds for infrastructure works some time before the receipt of these contributions. These contributions are statutory contributions and are transferred to reserves until utilised for a complying purpose through the capital works program. Both the 2024-25 Budget and the 2023-24 Forecast estimate that the level of open space contributions will be around \$2 million which will be transferred to reserves.

The non-monetary contributions (non-cash) primarily relate to the Development Contribution Plan's (DCP) in Dandenong South and Keysborough and will be in the form of infrastructure assets (gifted assets). Non-monetary assets are difficult to budget and cannot be accurately predicted. This is a non-cash accounting entry.

4.1.6 Other income

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Interest on investments	9,100	6,800	(2,300)	(25.3%)
Dandenong Market rental	238	322	84	35.3%
Property rental	1,654	1,707	53	3.2%
Other rent	937	897	(40)	(4.3%)
Recoveries	3,284	1,487	(1,797)	(54.7%)
Other	474	725	251	53.0%
Total other income	15,687	11,938	(3,749)	(23.9%)

The decrease in other income of \$3.75 million in 2024-25 compared to the 2023-24 Forecast is due to several factors:

- The sustained high interest rates in the current year (2023-24) combined with higher than anticipated funds available for investment (due mainly to delayed capital expenditure) have resulted in an estimated \$9.1 million in interest on investments this year. Interest rates are expected to drop over the next financial year combined with reduced funds available for investment due to the progression of major capital works projects, resulting in a lower estimate of interest returns in 2024-25 (\$6.8 million). The outlook for inflation and in turn interest rates has evolved considerably over the past two years and is closely being monitored.
- Lower recovery income in 2024-25 for Spring Valley Landfill due mainly to works expected to be completed in 2023-24. The cost of these works is offset by recovery income from partner councils (80.12 per cent is recovered) and a transfer from reserves for Council's share. The level of recovery income in 2024-25 reduces by \$881,000 from 2023-24 based on a reduction in the landfill rehabilitation costs required. Future costs (lower) mainly comprise monitoring.
- Lower insurance recovery income in relation to recoverable legal costs for a health matter than is now finalised (\$516,000).
- Natural disaster recovery income (\$375,000) in 2023-24 relating to the storm event that occurred in February 2024 and is not budgeted on an ongoing basis.

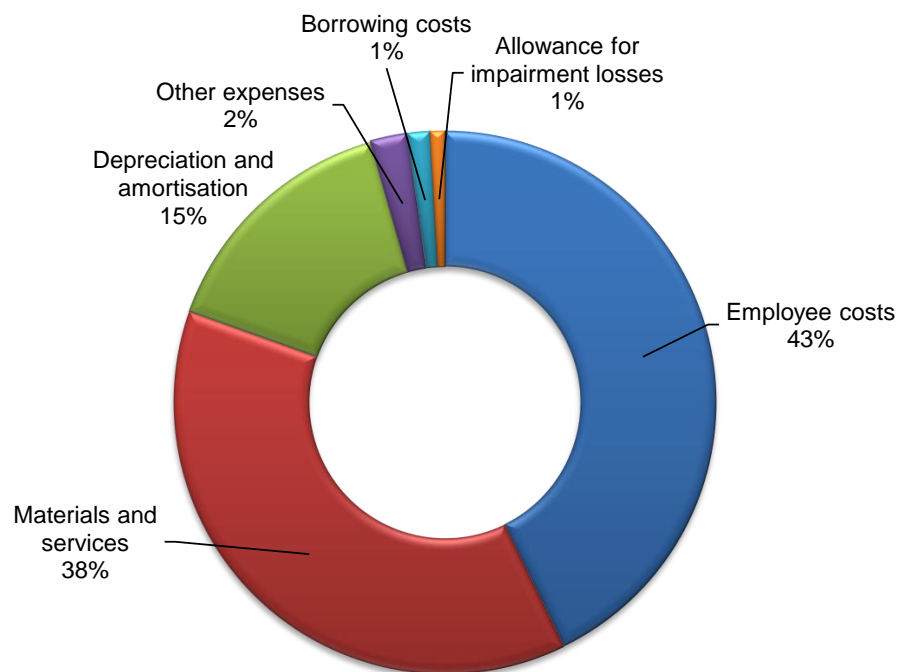
Partly offset by:

- A new rental income stream in relation to the Container Deposit Scheme (CDS) which has been established in several Council car parks. This income combined with the residential waste charge offsets Council's waste management costs.

Expenditure

	Notes	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Employee costs	4.1.7	102,030	100,422	(1,608)	(1.6%)
Materials and services	4.1.8	90,699	88,524	(2,175)	(2.4%)
Depreciation	4.1.9	34,201	34,885	684	2.0%
Depreciation - right of use assets	4.1.10	598	598	0	0.0%
Allowance for impairment losses	4.1.11	2,490	2,026	(464)	(18.6%)
Borrowing costs		2,537	3,184	647	25.5%
Finance costs - leases		52	55	3	5.8%
Other expenses	4.1.12	5,473	5,180	(293)	(5.4%)
Total expenses		238,080	234,874	(3,206)	(1.3%)

Budgeted expenses 2024-25



4.1.7 Employee costs

Employee costs include salaries and Council's statutory obligations in providing WorkCover insurance, employer superannuation, leave entitlements including leave loading and long service leave as well as staff development and training costs. These costs are largely driven by Council's Enterprise Agreement (EA). The Enterprise Agreement 2022 was approved by the Fair Work Commission and is consistent with the rate cap for 2024-25 (2.75 per cent). Annual award increases for banded staff also contribute to an increase in employee costs.

Resource increases in relation to areas where Council annually inherits new service requirements, such as areas of parklands handed from developers has also been provided for. The 2024-25 Budget also includes increased resources in the areas of community safety, child safety and rating legislation and operation of the new Keysborough South Community Hub due to open late 2024-25.

The compulsory Superannuation Guarantee Scheme rate is expected to increase from 11 per cent to 11.5 per cent in 2024-25.

The decrease from the 2023-24 Forecast to the 2024-25 Budget is mainly due to a number of Community Strengthening programs with carry overs of unspent grant funds contributing to the higher level of employee costs in 2023-24. This is combined with forecast savings in 2023-24 due to a delay in the recruitment of vacant positions caused by a variety of reasons including skilled staff shortages, ageing workforce, staff taking parental leave, extended leave or leave without pay.

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Directorate	Budget 2024-25 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
CEO Services	6,441	5,787	654
City Futures	31,528	29,919	1,609
Community Strengthening	45,734	26,397	19,337
Corporate Development	11,884	9,927	1,957
Total permanent staff expenditure	95,587	72,030	23,557
Casuals and other expenditure	4,835		
Total employee cost expenditure	100,422		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Directorate	Budget 2024-25 FTE	Comprises	
		Permanent Full time FTE	Permanent Part time FTE
CEO Services	42.8	38.0	4.8
City Futures	260.2	245.6	14.6
Community Strengthening	402.4	218.4	184.0
Corporate Development	90.2	71.6	18.6
Total permanent staff	795.6	573.6	222.0
Casual staff	4.8		
Total staff	800.4		

4.1.8 Materials and services

Materials and services represent the materials and consumables required for maintenance and repair of Council buildings, roads, drains, footpaths, playground equipment and occupancy costs including utilities. Other costs included are a range of expert services to assist in systems related advice and support, audit services, debt collection, and legal services. It also includes the cost of materials used in providing home-based community care and food services to the aged community. The majority of contract costs were increased by the forecast CPI (3.25 per cent) in the 2024-25 Budget.

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Contract payments	60,190	60,041	(149)	(0.2%)
Materials and services	6,928	6,628	(300)	(4.3%)
Office administration	5,030	4,872	(158)	(3.1%)
Consultants and professional services	7,432	3,783	(3,649)	(49.1%)
Utilities	4,067	4,351	284	7.0%
Information technology	5,243	6,773	1,530	29.2%
Insurance	1,809	2,076	267	14.8%
Total materials and services	90,699	88,524	(2,175)	(2.4%)

There is a decrease in Materials and Services of \$2.18 million in 2024-24, mainly as a result of:

- Consultants and professional services (decrease of \$3.65 million)
 - Lower consultants, professional services and contractor costs (\$2.74 million) mainly relating to non-recurrent operating projects and initiatives in 2023-24, that are not expected to occur again in 2024-25, or if they are, at a lower amount:
 - *Grant funded:* Market Street Occasional Child Care Centre (\$280,000), Local Government Capacity Building project (\$236,000), Community Revitalisation (\$177,000), PEP Creative Activation (\$82,000), 3-Year-Old Kindergarten Planning (\$82,000), Drug Strategy (\$77,000), New Directions – Mothers and Children (\$61,000), Indian Cultural Precinct (\$45,000), Child First (\$41,000) and Empowering Communities (\$40,000).
 - *Non-recurrent operating projects / initiatives:* Strategic projects and initiatives (\$576,000), Dandenong Civic Centre rectification works (\$200,000), CCTV mobile trailer donation to Victoria Police (\$190,000), Aged Care Reform review which is funded from reserves (\$180,000), Vanity Lane building demolition (\$92,000), Feasibility Study Afghan Community (\$75,000), Community Facilities Framework review (\$44,000) and Lois Twohig Reserve Master Plan development (\$40,000),
 - A decrease in legal costs (\$916,000) due mainly to a health matter that is expected to finalise in 2023-24 and also to lower forecast legal advice and services in 2024-25 in the People and Change, Statutory Planning and Health areas (\$192,000).
- Information technology (increase of \$1.53 million):
 - Replacement of the Computron finance system including licensing (\$743,000).
 - Increased investment in digital transformation initiatives, costs to support Council's customer portal and Artificial Intelligence (AI) bot (\$400,000).
 - Implementation and expansion of systems and technologies (eg. Payble and Experian) (\$166,000).
 - One off amount of \$150,000 for UPS replacement and microwave radio replacement at Balmoral and Tattersson Park.

4.1.9 Depreciation

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains, from delivering services to the community.

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Property	7,153	7,296	143	2.0%
Plant and equipment	3,956	4,035	79	2.0%
Infrastructure	23,092	23,554	462	2.0%
Total depreciation	34,201	34,885	684	2.0%

The increase of \$684,000 for 2024-25 is based on a revised estimate considering several factors including the current property, infrastructure, plant and equipment balances in the asset register and the anticipated impact of the capital works program.

4.1.10 Depreciation – Right of use assets

Amortisation of right of use assets relates to eligible assets leased by Council.

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Right of use assets	598	598	-	0.0%
Total Depreciation - right of use assets	598	598	-	0.0%

4.1.11 Allowance for impairment losses

Allowance for impairment losses represent bad and doubtful debts expense. Primarily relates to parking fines forwarded to Fines Victoria for collection and an assessment of collection rates. Higher amounts of bad and doubtful parking infringements are expected to occur in 2023-24.

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Allowance for impairment losses	2,490	2,026	(464)	(18.6%)
Total Allowance for impairment losses	2,490	2,026	(464)	(18.6%)

4.1.12 Other expenses

This expenditure category includes other expenses such as lease rentals, audit costs, Councillor allowances and Council election costs. The community grants program which funds diverse community groups towards promoting sporting, religious, cultural and leisure activities within the city is also provided for under this category. Costs associated with the Fire Services Property Levy on Council owned properties are also included in this category.

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittal	81	84	3	3.7%
Auditors' remuneration - internal	164	169	5	3.0%
Councillor allowances	536	559	23	4.3%
Council election	171	750	579	338.6%
Operating lease/rentals	663	704	41	6.2%
Other expenses	1,062	296	(766)	(72.1%)
Fire services property levy	217	220	3	1.4%
Contributions	264	103	(161)	(61.0%)
Community grants and contributions	2,315	2,295	(20)	(0.9%)
Total other expenses	5,473	5,180	(293)	(5.4%)

The \$293,000 decrease in other expenses is due to:

- Grant funded program expenditure for the PYP Linkages program (\$414,000), Regional Assessment Services (RAS) Surge (\$92,000), Empowering Communities (\$80,000) and Community Revitalisation (\$29,000) that is not expected to continue in 2024-25.
- One-off contribution of 2 x CCTV mobile trailers to the Victoria Police in 2023-24 (\$190,000).

Partly offset by:

- Council election costs for the 2024 election that occurs every four years (\$579,000).

4.2 Balance Sheet

This section of the Budget report analyses the movements in assets, liabilities and equity between the 2023-24 Forecast and the 2024-25 Budget.

4.2.1 Assets

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Current assets				
Cash and cash equivalents	60,233	50,445	(9,788)	(16.3%)
Trade and other receivables	31,228	32,223	995	3.2%
Other financial assets	102,000	102,000	-	0.0%
Prepayments	4,524	4,524	-	0.0%
Other assets	3,580	3,580	-	0.0%
Total current assets	201,565	192,772	(8,793)	(4.4%)
Non-current assets				
Trade and other receivables	273	273	-	0.0%
Property, infrastructure, plant and equipment	2,563,841	2,629,770	65,929	2.6%
Investment property	6,575	6,575	-	0.0%
Right-of-use assets	1,656	1,758	102	6.2%
Intangible assets	25	25	-	0.0%
Total non-current assets	2,572,370	2,638,401	66,031	2.6%
Total assets	2,773,935	2,831,173	57,238	2.1%

Current assets include cash, investments and receivables, which include outstanding rate arrears. The decrease between the two years of \$8.79 million is due mainly to a reduction in cash and cash equivalent balances partly offset by an increase in trade and other receivables.

In the post pandemic, current high interest rate environment, Council's anticipates that rate arrears will continue to remain high in 2024-25. The *Local Government Legislation Amendment (Rating and Other Matters) Act 2022* restricts Council's ability to recover and charge interest on unpaid rates and charges.

Non-current assets represent Council's fixed assets such as land, buildings, roads, drains and footpaths. The \$65.93 million increase in property, infrastructure, plant and equipment is attributable to \$98.47 million in capital expenditure (refer Section 4.5 – Capital Works Program for a detailed listing of projects) combined with the receipt of assets primarily from developers through their obligations under the two Development Contribution Plans (\$7.5 million). This increase is partly offset by \$34.89 million in depreciation expenditure.

4.2.2 Liabilities

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Current liabilities				
Trade and other payables	29,377	32,942	3,565	12.1%
Trust funds and deposits	6,159	6,359	200	3.2%
Contract and other liabilities	58,816	58,616	(200)	(0.3%)
Provisions	21,127	21,998	871	4.1%
Interest-bearing liabilities	3,748	4,802	1,054	28.1%
Lease liabilities	545	541	(4)	(0.7%)
Total current liabilities	119,772	125,258	5,486	4.6%
Non-current liabilities				
Trust funds and deposits	2,112	2,181	69	3.3%
Provisions	1,215	1,187	(28)	(2.3%)
Interest-bearing liabilities	43,434	60,339	16,905	38.9%
Lease liabilities	1,031	1,025	(6)	(0.6%)
Total non-current liabilities	47,792	64,732	16,940	35.4%
Total liabilities	167,564	189,990	22,426	13.4%

Current liabilities represent obligations that Council must pay within the next year and include borrowings, annual leave and long service leave entitlements, contract and other liabilities (eg – unearned income), trust monies and payables to suppliers.

The increase in liabilities of 13.4% reflects new borrowings of \$21.92 million partly offset by repayment of existing borrowings.

\$5.12 million of \$6.12 million in borrowings approved in the 2023-24 Budget from the State Government's Community Infrastructure Loan Scheme, have now been subsequently deferred to 2024-25 due to a delay in the Keysborough South Community Hub major project. \$1 million is expected to be drawdown in 2023-24.

The remaining increase in current liabilities in 2024-25 is due to higher trade and other payables.

Non-current liabilities are obligations that will be satisfied at some point after 12 months and include long term borrowings and long service leave entitlements for staff.

4.2.3 Borrowings

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Projections		
			2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Amount borrowed as at 30 June of the prior year	49,779	47,182	65,141	97,092	105,357
Amount proposed to be borrowed	1,000	21,920	37,100	14,950	-
Amount projected to be redeemed	(3,597)	(3,961)	(5,149)	(6,685)	(7,670)
Amount of borrowings as at 30 June	47,182	65,141	97,092	105,357	97,686

Debt Strategy - Council philosophy on using loan borrowings

Many Victorian Councils are debt averse and view the achievement of a low level of debt or even debt free status as a primary goal. Others see the use of loan funding as being a critical component of the funding mix to deliver much needed infrastructure to the community.

The use of loans to fund capital expenditure can be an effective mechanism of linking the payment for the asset (via debt redemption payments) to the successive Council populations who receive benefits over the life of that asset. This matching concept is frequently referred to as 'inter-generational equity'.

Greater Dandenong City Council has accessed debt funding in the past years to complete a range of major infrastructure projects including the construction of the Springvale Community Hub and Library, Dandenong Civic Centre and Library, redevelopment of the Drum Theatre, Dandenong Market and Noble Park Aquatic Centre that will be enjoyed by the populations of the future (refer table below).

Project	Total cost (\$ million)	Loan funds used (\$ million)
Drum Theatre	13.0	9.0
Dandenong Market	26.0	20.0
Noble Park Aquatic Centre	21.0	5.0
Dandenong Civic Centre	65.5	47.2
Springvale Community Hub	52.7	20.0
Total	178.2	101.2

One of the key considerations for Council in the application of future loan borrowing is the premise that its long-term financial strategies should strive for a financial structure where its annual operational and asset renewal needs can be met from annual funding sources. That is, Council does not have to access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual expenditure needs.

Proposed future borrowings

Borrowings of \$21.92 million are forecast in the 2024-25 Budget to fund the following major projects:

- Dandenong Wellbeing Centre - \$16.80 million. The significant replacement of Dandenong Oasis estimated to cost over \$98 million, will be part funded by proposed new borrowings of \$48.85 million over the three years commencing 2024-25. This project is still subject to final tender outcomes.
- Keysborough South Community Hub - \$5.12 million. This was approved in the 2023-24 budget from the State Government's Community Infrastructure Loan program and has been deferred to 2024-25 as the project has experienced delays.

Further borrowings are also forecast in future years to fund the construction of the new Dandenong Community Hub which will be part funded by borrowings of \$20 million (\$10 million in 2025-26 and in 2027-28).

Council has previously relied on a strategy of ensuring its 'Indebtedness to Rate Revenue' ratio is ideally around the 40 per cent mark prior to undertaking new borrowings. Giving consideration to community need for redevelopment of the ageing Dandenong Oasis and a Community Hub in Dandenong, Council has opted to procure new borrowings to finance these major projects. This strategy allows Council to borrow for major projects but also to then retain a gap between the ratio and the 60 per cent level, allowing Council room to respond to unforeseen circumstances. This could include matching large stimulus funding to deliver another project or to responding to emerging situations.



Greater Dandenong Council will continue to consider debt for major community assets in accordance with the above guidelines. All projects are subject to community consultation, Council review and funding. Council will also seek to maximise external funding opportunities having regard to the financial impacts and outcomes for the community.

Prudential debt limits

Utilisation of debt funding is an appropriate means of funding capital projects. It is crucial however that Council remain within prudential debt limits.

The maximum levels of indebtedness are prescribed for Council by way of prudential limits established by the State Government. The three principle prudential limits are:

- Debt servicing (interest repayments) as a percentage of total revenue should not exceed 5 per cent.
- Total indebtedness as a percentage of rate revenue should not exceed 80 per cent (with this latter prudential limit – where ratios exceed 60 per cent, councils are required to demonstrate long-term strategies to reduce indebtedness prior to undertaking further borrowings).
- Working capital ratio (current assets/current liabilities) to remain in excess of 1.0.

Treasury Corporation of Victoria (TCV) loans

Recently, the Victorian Government has approved the Treasury Corporation of Victoria (TCV) to become a direct lender to councils. This framework will enable Victorian councils to access low-interest loans and achieve interest cost savings.

Local Government as an industry has been relatively debt averse over the past decade with several councils seeking debt free status. In benchmarking with thirteen other councils within the Eastern Melbourne metropolitan grouping, the City of Greater Dandenong has consistently been in the top one or two councils in terms of its debt levels in pure dollar terms.

The TCV have two financial covenant requirements for councils to comply with if undertaking borrowings with the TCV:

- *Interest cover ratio* – earnings before interest, depreciation/amortisation and non-cash contributions compared to interest expense (on borrowings and leases). The ratio result is not to be less than 2:1.
- *Financial indebtedness ratio* – total interest-bearing loans and borrowings including leases over own-source revenue. The ratio result is not to exceed 60 per cent.

In terms of highlighting the impact of Council's current borrowings portfolio on Council's indebtedness to rates ratio, the following table provides these outcomes. It also shows TCV financial covenant ratios which are calculated slightly differently to the prudential limits. These financial covenant ratios must remain with the limits for the life of the loan agreement with TCV.

The below table shows Council will remain within the financial covenant limits defined by TCV. Council was successful in obtaining a \$6.12 million loan via the Community Infrastructure Loan Scheme for the Keysborough Community Hub which is expected to be drawn down as follows:

- \$1 million in June 2024 (2024-25).
- \$5.12 million in January 2025 (2025-26).

Impact of future borrowings on prudential limits

In terms of highlighting the impact of these borrowings on Council's Indebtedness to rates ratio, the following table provides these outcomes. Projected future borrowings have been structured to ensure at no point does Council exceed the prudential limit of an indebtedness level in excess of 80 per cent of annual rate revenue.

Financial year ending	New/refinance borrowings \$'000	Principal paid \$'000	Interest expense \$'000	Balance 30 June \$'000	LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	TCV Interest Cover Ratio	TCV Financial Indebtedness Ratio
2024	1,000	3,597	2,537	47,182	168%	27.9%	2.4%	15.8	23.6%
2025	21,920	3,961	3,184	65,141	154%	37.3%	2.6%	18.3	31.8%
2026	37,100	5,149	4,973	97,092	147%	53.9%	3.8%	11.2	45.9%
2027	14,950	6,685	6,304	105,357	150%	56.6%	4.8%	8.7	48.4%
2028	-	7,670	6,357	97,686	153%	50.8%	5.2%	8.1	43.8%
2029	-	8,085	5,879	89,601	156%	45.2%	5.0%	8.9	39.1%
2030	-	7,271	5,409	82,330	158%	40.2%	4.4%	10.2	35.0%
2031	-	6,662	4,978	75,669	159%	35.8%	4.0%	11.3	31.3%
2032	-	7,088	4,556	68,580	161%	31.5%	3.9%	12.6	27.6%
2033	-	7,530	4,101	61,051	162%	27.2%	3.7%	14.1	23.9%
2034	-	8,004	3,621	53,047	165%	22.9%	3.6%	16.6	20.2%

Treasury Corp Victoria						
Prudential ratio limits: Risk assessment criteria	High	Below 110%	Above 80%	Above 10%	Less than 2	Above 60%
	Medium	110% - 120%	60% - 80%	5% - 10%		
	Low	Above 120%	Below 60%	Below 5%		

The above table highlights that whilst Council forecasts significant new borrowings in the forthcoming years to part fund noteworthy capital investment, Council's debt ratios as per the Local Government Performance Reporting Framework (LGPRF) and the Treasury Corporation of Victoria (TCV) are within prudential limits over the budget period.

LGPRF Liquidity ratio

Current assets compared to current liabilities

= (Current assets / Current liabilities)

LGPRF Debt management

Loans and borrowings compared to rates

= (Current + Non-current Interest bearing liabilities / Rates and charges less Keysborough Maintenance Levy)

Debt servicing

Borrowing costs compared to rates

= (Interest expense / Rates and charges less Keysborough Maintenance Levy)

TCV Interest Cover Ratio

Ratio of earnings before interest, taxes, depreciation and amortisation (EBITDA) to interest expenses.

= (Net surplus - interest income - non-monetary contributions + borrowing costs + finance lease costs + depreciation and amortisation) / (Borrowing costs + finance lease costs)

TCV Financial Indebtedness Ratio

Value of interest bearing loans and borrowings as a percentage of own source revenue

= (Current + Non-current Interest bearing liabilities / (Total income - grants operating - grants capital - contributions monetary - contributions non-monetary))

4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

Description	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Right-of-use assets				
Property	1,022	1,085	63	6.2%
Plant and Equipment	634	673	39	6.2%
Total right-of-use assets	1,656	1,758	102	6.2%
Lease liabilities				
Current lease liabilities				
Property	349	346	(3)	(0.7%)
Plant and Equipment	196	195	(1)	(0.7%)
Total current lease liabilities	545	541	(4)	(0.7%)
Non-current lease liabilities				
Property	660	656	(4)	(0.6%)
Plant and Equipment	371	369	(2)	(0.6%)
Total non-current lease liabilities	1,031	1,025	(6)	(0.6%)
Total lease liabilities	1,576	1,566	(10)	(0.6%)

4.3 Statement of Changes in Equity

	Notes	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2024					
Balance at beginning of the financial year		2,586,251	968,119	1,530,252	87,880
Surplus/(deficit) for the year		20,120	20,120	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(11,519)	-	11,519
Transfers from other reserves		-	15,551	-	(15,551)
Balance at end of the financial year		2,606,371	992,271	1,530,252	83,848
2025					
Balance at beginning of the financial year		2,606,371	992,271	1,530,252	83,848
Surplus/(deficit) for the year		34,812	34,812	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	(7,476)	-	7,476
Transfers from other reserves	4.3.1	-	20,746	-	(20,746)
Balance at end of the financial year	4.3.2	2,641,183	1,040,353	1,530,252	70,578

4.3.1 Reserves

Reserve	Opening balance 2024-25 \$'000	Transfer to reserves \$'000	Transfer from reserves \$'000	Closing balance 2024-25 \$'000
Major projects reserve	46,296	2,341	15,208	33,429
Open space reserve - planning, developments and improvements	3,209	2,000	-	5,209
Open space reserve - acquisitions	6,000	-	-	6,000
Development Contribution Plan - Council funded	15,225	400	2,842	12,783
Keysborough Maintenance Levy	2,432	1,735	1,970	2,197
Self insurance	469	-	-	469
Spring Valley Landfill reserve	2,833	-	120	2,713
Springvale Activity Precinct parking and development	236	-	-	236
Dandenong Activity Precinct parking and development	824	1,000	-	1,824
General reserve (aged care)	2,259	-	150	2,109
Future maintenance reserve (LXRA)	3,901	-	412	3,489
Native revegetation reserves	164	-	44	120
Total reserves	83,848	7,476	20,746	70,578

The \$13.27 million decrease in reserves in the 2024-25 Budget is mainly due to \$15.21 million in transfers from the Major Projects reserve to fund significant capital works projects:

- \$8.77 million – Dandenong Wellbeing Centre
- \$6.44 million – Keysborough South Community Hub

Purpose of reserves

- *Major projects reserve* - holds proceeds from the sale of Council's property assets or surplus Council funds and will be utilised for investing in other properties or funding future major projects.
- *Open space - planning, development and improvements* - Funds will be utilised exclusively for allocation towards enhancing the City's open space via planning, development and improvements.
- *Open space – acquisitions* - funds set aside in this reserve will be utilised exclusively for open space land acquisitions.
- *Development Contribution Plan – Council funded* - For Council funded development contribution plans holds funds in respect of Council's contribution to the two major developments in Dandenong South (C87) and Keysborough (C36).
- *Keysborough Maintenance Levy* - this reserve has been established to ensure full accountability of the levies received for the Keysborough and Somerfield Estates reflecting costs of maintaining an additional 15 per cent open space beyond that of traditional estates.
- *Self-insurance* - this fund has been created to meet large and unexpected policy excesses on multiple insurance claims.



- *Spring Valley Landfill reserve* - to rehabilitate the Spring Valley landfill site at Clarke Road, Springvale South.
- *Springvale Activity Precinct parking and development reserve* - to fund development in the Springvale Activity Centre.
- *Dandenong Activity Precinct parking and development reserve* - to fund development in the Dandenong Activity Centre.
- *General reserve (aged care)* - relates to financial impacts of future aged care sector reforms.
- *Future maintenance reserve (LXRA)* - holds contribution funds for future works to address level crossing removal authority defects and asset maintenance obligations.
- *Native revegetation reserves* - These funds are to meet native re-vegetation requirements on Council's reserves.

4.3.2 Equity

Council's equity represents the difference between assets and liabilities which is expected to grow by \$34.81 in the 2024-25 financial year.

4.4 Statement of Cash Flows

This section analyses the expected cash flows from the operating, investing and financing activities of Council. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves to provide operational cash flow.

The analysis is based on three main categories of cash flows:

- **Operating activities** – refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services for the community may be available for investment in capital works or repayment of debt.
- **Investing activities** – refers to cash generated or used in the enhancement or creation of infrastructure or other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, plant and equipment.
- **Financing activities** – refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan requirements for the year.

4.4.1 Cash flows provided by/used in operating activities

	Forecast Actual 2023-24 \$'000 Inflows (Outflows)	Budget 2024-25 \$'000 Inflows (Outflows)	Variance \$'000	Variance %
Cash flows from operating activities				
Rates and charges	170,492	175,777	5,285	3.1%
Statutory fees and fines	8,049	8,574	525	6.5%
User fees	9,923	10,721	798	8.0%
Grants - operating	27,211	38,095	10,884	40.0%
Grants - capital	12,845	8,625	(4,220)	(32.9%)
Contributions - monetary	7,332	7,676	344	4.7%
Interest received	9,100	6,800	(2,300)	(25.3%)
Trust funds and deposits taken	29,400	29,450	50	0.2%
Other receipts	7,532	5,751	(1,781)	(23.6%)
Net GST refund	13,864	14,901	1,037	7.5%
Employee costs	(101,606)	(99,524)	2,082	(2.0%)
Materials and services	(103,281)	(103,229)	52	(0.1%)
Short-term, low value and variable lease payments	(641)	(683)	(42)	6.6%
Trust funds and deposits repaid	(29,200)	(29,181)	19	(0.1%)
Other payments	(5,673)	(5,070)	603	(10.6%)
Net cash provided by operating activities	55,347	68,683	13,336	24.1%



Council is estimating to generate a net cash surplus of \$68.68 million from its operations in 2024-25, an increase of \$13.34 million compared to the 2023-24 Forecast. The increase is due to several offsetting factors as outlined below.

Favourable:

- Grants operating (\$10.88 million) – higher cash inflows expected for operating grants due mainly to timing of Financial Assistance Grant funding. The 2023-24 grant allocation was distributed early in 2022-23, so the 2023-24 Forecast essentially has 0% of this funding, compared to 100% in 2024-25. The 2024-25 Budget expects a return to normal receipt timing.
- Rates and charges (\$5.29 million) - higher expected cash inflows relating to rate revenue consistent with the 2.75 per cent rate cap combined with an increase in waste service charges to recover higher landfill levy and increased contractor costs.
- Employee costs (\$2.08 million) - the decrease from the 2023-24 Forecast to the 2024-25 Budget is mainly due to a number of Community Strengthening programs with carry overs of unspent grant funds contributing to the higher level of employee costs in 2023-24.

Partly offset by unfavourable variances in:

- A reduction in capital grants income (\$4.22 million) due to the non-recurrent nature of such funding (refer to section 4.1.4 for further details).
- Interest received (\$2.3 million) due to the favourable interest returns achieved in 2023-24 as a result of sustained high interest rates and greater than anticipated investment funds available due to delayed capital works spending. The 2024-25 Budget factors in a reduction in interest returns based on an assumed two interest rate cuts and lower funding available for investment as major capital projects progress.

Reconciliation of surplus/(deficit) to cash flows from operating activities

The net cash flows from operating activities does not equal the surplus (deficit) as the expected revenues and expenses of Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to the budgeted cash flows available from operating activities as set in the following table.

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Surplus for the year	20,120	34,812	14,692	73.0%
Depreciation	34,201	34,885	684	2.0%
Depreciation - right of use assets	598	598	-	0.0%
Gain on sale of assets	(546)	(833)	(287)	52.6%
Contributions non-monetary	(7,500)	(7,500)	-	0.0%
Borrowing costs	2,537	3,184	647	25.5%
Finance costs - leases	52	55	3	5.8%
Net movement in other assets and liabilities	8,408	(9,649)	(18,057)	(214.8%)
Cash flows available from operating activities	57,870	55,553	(2,317)	(4.0%)

4.4.2 Cash flows provided by/used in investing activities

	Forecast Actual 2023-24 \$'000 Inflows (Outflows)	Budget 2024-25 \$'000 Inflows (Outflows)	Variance \$'000	Variance %
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(83,131)	(93,474)	(10,343)	12.4%
Proceeds from sale of property, infrastructure, plant and equipment	800	993	193	24.1%
Proceeds (payments) for investments	20,869	-	(20,869)	100.0%
Net cash (used in) investing activities	(61,462)	(92,481)	(31,019)	50.5%

Investing activities comprise cash inflows from sale of assets and outflows from expenditure on purchasing and constructing assets (capital works).

Council will have a net cash outflow from investing activities of \$92.48 million in 2024-25, made up of cash outflows from investment in capital works of \$93.47 million, partly offset by proceeds from the sale of property, infrastructure, plant and equipment. No major asset sales are forecast in 2024-25.

The level of cash used in investing activities has increased by \$31.02 million from the 2023-24 Forecast due to a \$10.34 million increase in capital work investment combined with lower anticipated maturity proceeds from cash invested in term deposits with a maturity of greater than 90 days.

4.4.3 Cash flows provided by/used in financing activities

	Forecast Actual 2023-24 \$'000 Inflows (Outflows)	Budget 2024-25 \$'000 Inflows (Outflows)	Variance \$'000	Variance %
Cash flows from financing activities				
Finance costs	(2,537)	(3,184)	(647)	25.5%
Proceeds from borrowings	1,000	21,920	20,920	100.0%
Repayment of borrowings	(3,597)	(3,961)	(364)	10.1%
Interest paid - lease liability	(52)	(55)	(3)	5.8%
Repayment of lease liabilities	(710)	(710)	-	0.0%
Net cash provided by / (used in) financing activities	(5,896)	14,010	19,906	(337.6%)

Financing activities relate to cash inflows from any new borrowings and outflows from repayments of loan principal and interest.

The increase in cash flows provided by financing activities is due mainly to the \$21.92 million in proposed loan borrowing proceeds in 2024-25 to part fund major capital projects (Dandenong Wellbeing Centre and Keysborough South Community Hub).

4.4.4 Unrestricted and restricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement in Section 3 indicates that Council is estimating at 30 June 2025 it will have cash and investments of \$152.45 million, of which \$144.32 million or 95 per cent has been restricted comprising:

- Statutory reserves (\$11.21 million) - These funds comprise open space contributions. They must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Whilst these funds earn interest revenues for Council, they are not available for other purposes.
- Discretionary reserves (\$59.37 million) - Funds set aside by Council for a specific purpose but are not protected by statute. \$9.73 million of this balance is quarantined to part fund the Dandenong Wellbeing Centre in 2025-26.
- Employee entitlements (\$21.94 million) - Includes amounts required to meet Council's long service leave, annual leave and rostered day off liabilities.
- Trust funds and deposits (\$8.54 million) - Represent monies held in trust to be refunded and mainly relate to road deposits, other refundable deposits and fire services property levy.
- Contract and other liabilities (\$43.26 million) - Unearned Development Contribution Plan (DCP) income which represents DCP income not yet earned and constitute developer monies relating to the two major Developer Contribution Plans.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2024-25 year, classified by expenditure type and funding source. Works relate to the 2024-25 budget and do not represent carry overs from the prior year.

4.5.1 Summary of capital works

Total capital expenditure

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
Property	31,123	58,845	27,722	89.1%
Plant and equipment	5,197	7,471	2,274	43.8%
Infrastructure	46,811	27,158	(19,653)	(42.0%)
Total	83,131	93,474	10,343	12.4%

Capital expenditure by asset type

	Project Cost \$'000	Asset expenditure type			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000
Property	58,845	54,881	2,788	1,176	-
Plant and equipment	7,471	70	7,401	-	-
Infrastructure	27,158	1,695	17,112	8,351	-
Total	93,474	56,646	27,301	9,527	-

Capital expenditure by funding source

	Project Cost \$'000	Summary of funding sources				
		Grants \$'000	Contrib. \$'000	Council cash \$'000	Reserves \$'000	Borrowings \$'000
Property	58,845	7,107	4,228	10,381	15,209	21,920
Plant and equipment	7,471	184	-	7,287	-	-
Infrastructure	27,158	1,334	1,448	21,554	2,822	-
Total	93,474	8,625	5,676	39,222	18,031	21,920

Current year capital works

A detailed listing of the capital works program for 2024-25 is included on the following pages, including classification by expenditure type and funding sources.

Please note that grant funding included in these tables are subject to review and funding body approval.

CITY OF GREATER DANDENONG 2024-25 BUDGET

No.		Project name	Asset expenditure type					Funding sources				
Total		New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'n's	Council cash	Reserves	Loans	
\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PROPERTY												
Buildings												
1	Building Renewal Program											
2	Building Renewal Program - South East Leisure											
3	Keysborough Community Hub											
4	Dandenong Wellbeing Centre (DWC) - Construction (Stage 2)											
5	Civic Centre Rectification Works											
6	Gas Transition Program											
7	Security Upgrade Program											
8	Dandenong Market - Bazaar Bird netting											
9	Lois Twohig Reserve – Curators Shed Exterior Storage Space											
10	Chandler Maternal and Child Health Centre and Chandler Kindergarten Replace Windows											
11	Darren Reserve Kindergarten - Upgrade											
12	Ross Reserve - Athletics Pavilion Change Room											
Amenities Renewal (Stage 1 of 2)												
13	Lois Twohig Reserve - Gerry Sweating Pavilion - Female Friendly Amenities											
14	Springvale Reserve - Umpires Change Room Renewal (Stage 1 of 2)											
15	Burden Park - Bowls Pavilion Toilet Amenities											
16	Ian Tattersson Leisure Park - Install Public Toilet (Premium)											
17	Dandenong South Primary Kindergarten - Reverse Cycle Air Conditioning											
18	Gloria Pyke Netball Complex - Meeting Room Lighting											
19	Burden Park Tennis Club Building Upgrade											
20	Noble Park Community Centre Building 2 Disabled Toilet Design											
21	Springvale Reserve - New two cubicle public toilet with small change room/storage area - netball court area											
22	Noble Park Aquatic Centre - Removal of Pump and Pipework Alterations											
23	Dandenong Day Nursery Cafe Blinds											
24	Dandenong North Senior Citizens Toilet Upgrade											
Sub-total buildings		54,881,000	2,788,300	1,176,422	-	58,845,722	7,107,000	4,228,000	10,381,722	15,209,000	21,920,000	
TOTAL PROPERTY		58,845,722	54,881,000	2,788,300	1,176,422	-	58,845,722	7,107,000	4,228,000	10,381,722	15,209,000	21,920,000

CITY OF GREATER DANDENONG 2024-25 BUDGET

Project name		Asset expenditure type					Funding sources				
No.	Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'n's	Council cash	Reserves	Loans
PLANT AND EQUIPMENT											
Plant, machinery and equipment											
25	2,980,000	-	2,980,000	-	-	2,980,000	-	-	2,980,000	-	-
Sub-total plant, machinery and equipment											
	2,980,000	-	2,980,000	-	-	2,980,000	-	-	2,980,000	-	-
Fixtures, fittings and furniture											
26	50,000	-	50,000	-	-	50,000	-	-	50,000	-	-
27	115,000	-	115,000	-	-	115,000	-	-	115,000	-	-
28	60,000	60,000	-	-	-	60,000	-	-	60,000	-	-
Emergency Relief Centres - Provision of Equipment (Stage 2 of 2)											
	225,000	60,000	165,000	-	-	225,000	-	-	225,000	-	-
Sub-total fixtures, fittings and furniture											
	10,000	10,000	-	-	-	10,000	-	-	10,000	-	-
Computers and telecommunications											
29	2,097,000	-	2,097,000	-	-	2,097,000	184,270	-	1,912,730	-	-
30	59,000	-	59,000	-	-	59,000	-	-	59,000	-	-
31	250,000	-	250,000	-	-	250,000	-	-	250,000	-	-
32	149,575	-	149,575	-	-	149,575	-	-	149,575	-	-
33	600,000	-	600,000	-	-	600,000	-	-	600,000	-	-
34	3,165,575	10,000	3,155,575	-	-	3,165,575	184,270	-	2,981,305	-	-
Sub-total computers and telecomm.											
	1,100,000	-	1,100,000	-	-	1,100,000	-	-	1,100,000	-	-
Library resources											
35	1,100,000	-	1,100,000	-	-	1,100,000	-	-	1,100,000	-	-
Sub-total library resources											
	7,470,575	70,000	7,400,575	-	-	7,470,575	184,270	-	7,286,305	-	-
TOTAL PLANT AND EQUIPMENT											

CITY OF GREATER DANDENONG 2024-25 BUDGET

Project name		Asset expenditure type					Funding sources					
No.		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ts	Council cash	Reserves	Loans
INFRASTRUCTURE												
Roads												
36	Road Resurfacing Program	4,940,716	-	4,940,716	-	-	4,940,716	-	-	4,940,716	-	-
37	Road Rehabilitation Program	1,425,548	-	1,425,548	-	-	1,425,548	-	-	1,425,548	-	-
38	Road Reconstruction Program	6,446,941	-	6,446,941	-	-	6,446,941	683,537	-	5,763,404	-	-
39	Perry Road - Construction and Widening from Greens Road to Pacific Drive (Stage 2 of 3) - DCP	4,987,410	-	-	4,987,410	-	4,987,410	-	1,448,108	717,183	2,822,119	-
40	Detailed Design of Road Safety - Dandenong Market - Cleeland Street and Roundabouts on Cleeland at Ann and Oasis Wombat Crossing	175,000	175,000	-	-	-	175,000	175,000	-	-	-	-
Sub-total roads		17,975,615	175,000	12,813,205	4,987,410	-	17,975,615	858,537	1,448,108	12,846,851	2,822,119	-
Footpaths and cycleways												
41	Footpath Renewal Program	757,217	-	757,217	-	-	757,217	-	-	757,217	-	-
42	Langhorne Place decking renewal	200,000	-	200,000	-	-	200,000	-	-	200,000	-	-
43	Barry Powell Reserve - Perimeter Walking Path Implementation and Landscape Upgrades (Stage 1)	100,000	100,000	-	-	-	100,000	-	-	100,000	-	-
Sub-total footpaths and cycleways		1,057,217	100,000	957,217	-	-	1,057,217	-	-	1,057,217	-	-
Drainage												
44	Drainage Renewal Works Program	1,000,000	-	1,000,000	-	-	1,000,000	-	-	1,000,000	-	-
45	Drainage Reactive Works Program	600,000	-	600,000	-	-	600,000	-	-	600,000	-	-
Sub-total drainage		1,600,000	-	1,600,000	-	-	1,600,000	-	-	1,600,000	-	-

CITY OF GREATER DANDENONG 2024-25 BUDGET

Project name		Asset expenditure type					Funding sources					
No.		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'tns	Council cash	Reserves	Loans
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INFRASTRUCTURE												
Recreational, leisure & community facilities												
46	Pencil Park, Hidden Grove Keysborough - Shade Sails at Playground	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
47	Alex Neilson Reserve Ground 1 Scoreboard	85,000	85,000	-	-	-	85,000	-	-	85,000	-	-
48	Irrigation and/or Drainage Renewal Works Program	790,000	-	790,000	-	-	790,000	-	-	790,000	-	-
49	Active Reserves Renewal Program	415,000	-	415,000	-	-	415,000	-	-	415,000	-	-
50	Parkfield Reserve - Tennis Courts Redevelopment - Northern Courts Construction	950,195	-	-	950,195	-	950,195	-	-	950,195	-	-
51	Greaves Reserve - Fitness, Playground and Passive Recreation Zone Detailed Design	300,000	300,000	-	-	-	300,000	-	-	300,000	-	-
52	Ian Tatterson Leisure Park - Informal Recreation Precinct Design	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
53	Dandenong Park (Riverside Precinct) - Design Playground Expansion and Toilet/Carpark Interface (Stage 2)	50,000	-	-	50,000	-	50,000	-	-	50,000	-	-
54	Rowley Allan Reserve, Keysborough - neighbourhood playground upgrade	30,000	-	-	30,000	-	30,000	-	-	30,000	-	-
55	Edinburgh Reserve, Springvale - neighbourhood playground upgrade	5,000	-	-	5,000	-	5,000	-	-	5,000	-	-
56	Linden Drive Playground Additional Equipment	20,000	20,000	-	-	-	20,000	-	-	20,000	-	-
57	Greaves Reserve - Oval 3 Coaches Boxes Installation	40,000	40,000	-	-	-	40,000	-	-	40,000	-	-
58	Barry Powell Reserve - District Playground Design and Documentation	90,000	-	-	90,000	-	90,000	-	-	90,000	-	-
Sub-total recreational, leis & comm facilities		2,935,195	605,000	1,205,000	1,125,195	-	2,935,195	-	-	2,935,195	-	-

CITY OF GREATER DANDENONG 2024-25 BUDGET

No.		Project name	Asset expenditure type					Funding sources					
			Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'n's	Council cash	Reserves	Loans
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INFRASTRUCTURE													
Parks, open space and streetscapes													
59		Signage Renewal Program	90,000	-	90,000	-	-	90,000	-	-	90,000	-	-
60		Passive Open Space Renewal Program	65,000	-	65,000	-	-	65,000	-	-	65,000	-	-
61		Alex Wilkie Wetlands	320,000	320,000	-	-	-	320,000	220,000	-	100,000	-	-
62		Thomas Carroll Reserve - West Oval Lighting Renewal Construction (Stage 2 of 2)	350,900	-	-	350,900	-	350,900	-	-	350,900	-	-
63		Tirhatuan Park - Rosswood Tennis Facility Lighting Renewal (Stage 2 of 2)	400,000	-	-	400,000	-	400,000	-	-	400,000	-	-
64		George Andrews Reserve - Lighting Renewal Field Two Construction	400,000	-	-	400,000	-	400,000	-	-	400,000	-	-
65		Pillars of Freedom and Dandenong Memorial Cenotaph	90,000	-	90,000	-	-	90,000	-	-	90,000	-	-
66		Greaves Reserve - Oval 4 Lighting Installation Construction	584,200	-	-	584,200	-	584,200	-	-	584,200	-	-
67		Lois Twohig Reserve - Lighting Upgrade Oval 1 (training standard) construction	353,000	-	-	353,000	-	353,000	105,390	-	247,610	-	-
68		Noble Park Reserve - Design of Carpark and Picnic Area	60,000	60,000	-	-	-	60,000	-	-	60,000	-	-
69		Warner Reserve - Southern Recreational Precinct Multi-Purpose Space Detailed Design	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
70		Dandenong Stadium - Car Park Lighting Upgrade Design	10,000	10,000	-	-	-	10,000	-	-	10,000	-	-
71		Gerard Reserve Dandenong - Local Park Furniture and Landscape Upgrade	5,000	5,000	-	-	-	5,000	-	-	5,000	-	-
72		61-63 Heyington Crescent, Noble Park North - Park Furniture and Landscape Upgrade	20,000	20,000	-	-	-	20,000	-	-	20,000	-	-
73		Galley Court Reserve, Dandenong North - Local Park Furniture and Landscape Upgrade	5,000	5,000	-	-	-	5,000	-	-	5,000	-	-
74		49 View Road, Springvale - Park Furniture and Landscape Upgrade	5,000	5,000	-	-	-	5,000	-	-	5,000	-	-
75		Thomton Reserve Open Space Renewal Stage 2	100,000	100,000	-	-	-	100,000	-	-	100,000	-	-
76		Railway Parade Pocket Park - Stage 2	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
77		Greenglade Reserve - Small Local Park Furniture and Landscape Upgrade	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
78		Dandenong CBD – Road and Pedestrian Lights Upgrade	150,000	-	-	150,000	-	150,000	150,000	-	-	-	-
79		Lois Twohig Reserve - Oval 1 and Soccer fencing renewal	150,000	-	150,000	-	-	150,000	-	-	150,000	-	-
80		Barry Powell Reserve - Oval 1 Perimeter fencing renewal	142,000	-	142,000	-	-	142,000	-	-	142,000	-	-
Sub-total parks, open space & streetscapes			3,540,100	765,000	537,000	2,238,100	-	3,540,100	475,390	-	3,064,710	-	-

CITY OF GREATER DANDENONG 2024-25 BUDGET

No.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'n's	Council cash	Reserves	Loans
INFRASTRUCTURE												
Off street car parks												
81	Springvale Reserve - Newcomen Road new eastern carpark	50,000	50,000	-	-	-	50,000	-	-	50,000	-	-
	Sub-total off street car parks	50,000	50,000	-	-	-	50,000	-	-	50,000	-	-
TOTAL INFRASTRUCTURE		27,158,127	1,695,000	17,112,422	8,350,705	-	27,158,127	1,333,927	1,448,108	21,553,973	2,822,119	-
GRAND TOTAL		93,474,424	56,646,000	27,301,297	9,527,127	-	93,474,424	8,625,197	5,676,108	39,222,000	18,031,119	21,920,000

Please note that grant funding is subject to review and funding body approval.

4.5.3. Property

The property class comprises land acquisitions, building and building improvements including community facilities, sports facilities and pavilions.

The more significant projects in 2024-25 include:

- \$35 million Dandenong Wellbeing Centre (DWC) - Construction (*partly funded by borrowings \$16.8 million, reserve transfers \$8.77 million and grant funding \$7.11 million*).
- \$19.74 million Keysborough South Community Hub - Construction (*partly funded by borrowings of \$5.12 million and reserve transfers of \$6.44 million*).
- \$2.14 million Building Renewal Program (including South East Leisure).

4.5.4 Plant and equipment

The plant and equipment category includes the ongoing replacement program of Council's fleet \$2.98 million, library resources (\$1.1 million) and furniture renewal (\$165,000). In addition, there are several projects in the computers and telecommunications class totalling \$3.17 million mainly related to:

- CCTV Safe Cities Renewal and Upgrade \$2.1 million (*partly funded by grant funding \$184,000*).
- Parking Machines \$600,000
- Dandenong Library Book Sorter replacement \$250,000

4.5.5 Infrastructure

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes and off-street car parks.

Most of the expenditure in this category is critical in terms of meeting Council's asset renewal challenge and ensuring a high level of amenity to the residents of City of Greater Dandenong.

The more significant projects in 2024-25 include:

- \$12.81 million Road Resurfacing Program, Road Rehabilitation Program and Road Reconstruction Program (*partly funded by grant funding \$684,000*).
- \$4.99 million Perry Road - Construction and Widening from Greens Road to Pacific Drive (Stage 2 of 3) – DCP (*partly funded by reserves \$2.82 million and DCP contributions \$1.45 million*).
- \$1.6 million Drainage Renewal Program and Drainage Reactive Program.
- \$950,195 Parkfield Reserve - Tennis Courts Redevelopment - Northern Courts Construction
- \$790,000 Irrigation and/or Drainage Renewal Works Program.
- \$757,217 Footpath Renewal Program.
- \$584,200 Greaves Reserve - Oval 4 Lighting Installation Construction

4.5.6 Capital works funding sources

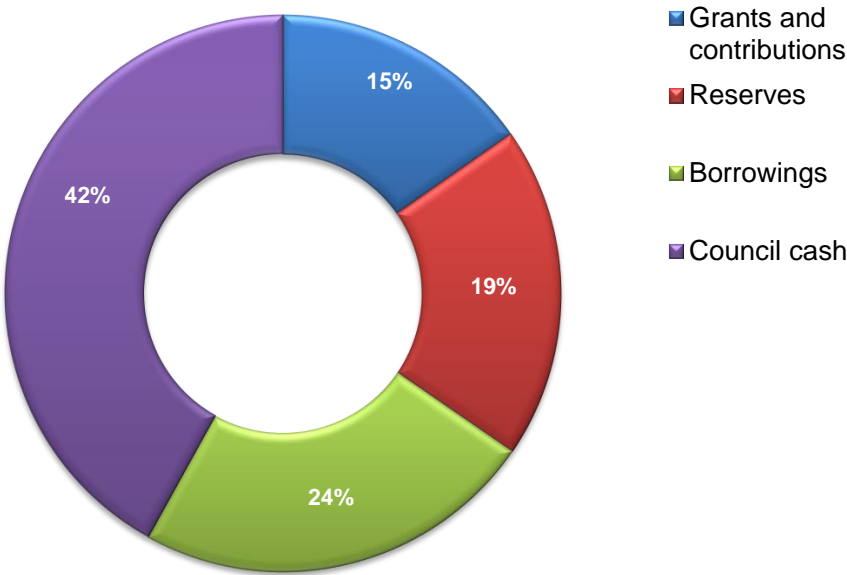
Council's capital expenditure program for 2024-25 will be funded as follows:

Sources of funding	Ref	Original Budget 2023-24 \$'000	Budget 2024-25 \$'000	Variance \$'000	Variance %
External					
Capital grants	(a)	5,316	8,625	3,309	62.2%
Capital contributions	(b)	-	5,676	5,676	100.0%
Borrowings	(c)	6,120	21,920	15,800	258.2%
Total external		11,436	36,221	24,785	216.7%
Internal					
Transfer from reserves	(d)	6,908	18,031	11,123	161.0%
Council cash	(e)	39,987	39,222	(765)	(1.9%)
Total internal		46,895	57,253	10,358	22.1%
Total capital works		58,331	93,474	35,143	60.2%

A detailed listing of all projects that comprise the above totals of expenditure for the various asset groupings is included in the previous section (4.5.2).

The table above highlights a significant increase in total capital works expenditure from the 2023-24 Original Budget due to higher borrowings, reserves, contributions and grant funding in 2024-25.

Budgeted total funding sources 2024-25



(a) Capital grants

Capital grant funding sources for 2024-25 are \$8.63 million. The most significant grants include:

- \$7.11 million Federal Government grant funding relating to Dandenong Wellbeing Centre – which represents part of a \$20 million grant from the Priority Community Infrastructure Grant Program.
- \$1.08 million Local Roads Community Infrastructure Program – Phase 4.

(b) Capital contributions

Capital contribution funding of \$5.68 million is forecast in 2024-25, which represents Development Contribution Plan (DCP) income for Keysborough South Community Hub (\$4.23 million) and Perry Road (\$1.45 million).

(c) Borrowings

Borrowings forecast in 2024-25 relate to:

- \$16.8 million Dandenong Wellbeing Centre
- \$5.12 million Keysborough South Community Hub.
Note – these borrowings are not new and were included in the 2023-24 Budget, however, due to a delay in the project, they are now scheduled for 2024-25. These loan funds will be sought via the Community Infrastructure Loans Scheme (CILS) which was announced in the 2020-21 Victorian State Budget to support councils in delivering critical infrastructure to communities across the state. A successful application is hoped to achieve savings through accessing a low-interest loan as well as receiving an interest subsidy from the Victorian Government.

(d) Reserve funds

The transfer from reserves of \$18.03 million comprises:

- DCP Reserve funding of \$2.82 million for Perry Road DCP project.
- Major Project Reserve funding of:
 - \$8.77 million for Dandenong Wellbeing Centre (DWC) – Construction.
 - \$6.44 million for Keysborough South Community Hub.

(e) Rate funding applied to capital works

Funding from rate revenue for capital expenditure in the 2024-25 Budget is \$39.22 million, slightly down (\$765,000) from the 2023-24 Original Budget. This movement is mainly attributable to several operational projects included in 2024-25 (refer to Section 4.7 - Operating Initiatives for details).

	Budget	Projections			
	2024-25 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Capital grants	8,625	8,169	4,724	-	-
Capital contributions	5,676	-	-	-	-
Transfer from reserves	18,031	10,731	1,000	1,000	1,000
Loan proceeds	21,920	37,100	14,950	-	-
Funded from operational surplus	39,222	37,278	38,274	37,343	38,426
Total capital works funding	93,474	93,278	58,948	38,343	39,426

CITY OF GREATER DANDENONG 2024-25 BUDGET

4.6 Summary of planned capital works expenditure

For the years ending 30 June 2026, 2027 and 2028

	Asset expenditure type					Funding sources					
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash	Reserves	Loans
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2025-26											
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	63,957	13,014	5,190	45,753	-	63,957	8,169	-	8,957	9,731	37,100
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	63,957	13,014	5,190	45,753	-	63,957	8,169	-	8,957	9,731	37,100
Total property	63,957	13,014	5,190	45,753	-	63,957	8,169	-	8,957	9,731	37,100
Plant and equipment											
Plant, machinery and equipment	2,917	80	2,837	-	-	2,917	-	-	2,917	-	-
Fixtures, fittings and furniture	200	80	120	-	-	200	-	-	200	-	-
Computers and telecommunications	1,383	16	1,303	64	-	1,383	-	-	1,383	-	-
Library books	1,067	-	1,067	-	-	1,067	-	-	1,067	-	-
Total plant and equipment	5,567	176	5,327	64	-	5,567	-	-	5,567	-	-
Infrastructure											
Roads	12,878	801	11,275	802	-	12,878	-	-	12,878	-	-
Bridges	500	-	500	-	-	500	-	-	500	-	-
Footpaths and cycle ways	1,680	80	1,600	-	-	1,680	-	-	1,680	-	-
Drainage	3,188	112	2,627	449	-	3,188	-	-	3,188	-	-
Recreational, leisure and community facilities	2,541	361	1,820	360	-	2,541	-	-	2,541	-	-
Parks, open space and streetscapes	2,687	1,481	725	481	-	2,687	-	-	1,687	1,000	-
Off street car parks	280	80	200	-	-	280	-	-	280	-	-
Total infrastructure	23,754	2,915	18,747	2,092	-	23,754	-	-	22,754	1,000	-
Total capital works expenditure											
	93,278	16,105	29,264	47,909	-	93,278	8,169	-	37,278	10,731	37,100

Note: Figures for future years may be amended due to the impact of rate capping.

CITY OF GREATER DANDENONG 2024-25 BUDGET

4.6 Summary of planned capital works expenditure

For the years ending 30 June 2026, 2027 and 2028

	Asset expenditure type					Funding sources					
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash	Reserves	Loans
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2026-27											
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	27,214	12,870	3,952	10,392	-	27,214	4,724	-	7,540	-	14,950
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	27,214	12,870	3,952	10,392	-	27,214	4,724	-	7,540	-	14,950
Total property	27,214	12,870	3,952	10,392	-	27,214	4,724	-	7,540	-	14,950
Plant and equipment											
Plant, machinery and equipment	2,913	76	2,837	-	-	2,913	-	-	2,913	-	-
Fixtures, fittings and furniture	221	76	145	-	-	221	-	-	221	-	-
Computers and telecommunications	1,267	15	1,191	61	-	1,267	-	-	1,267	-	-
Library books	1,077	-	1,077	-	-	1,077	-	-	1,077	-	-
Total plant and equipment	5,478	167	5,250	61	-	5,478	-	-	5,478	-	-
Infrastructure											
Roads	12,502	764	10,975	763	-	12,502	-	-	12,502	-	-
Bridges	200	-	200	-	-	200	-	-	200	-	-
Footpaths and cycle ways	1,776	76	1,700	-	-	1,776	-	-	1,776	-	-
Drainage	3,214	107	2,680	427	-	3,214	-	-	3,214	-	-
Recreational, leisure and community facilities	5,632	344	4,945	343	-	5,632	-	-	5,632	-	-
Parks, open space and streetscapes	2,671	1,458	755	458	-	2,671	-	-	1,671	1,000	-
Off street car parks	261	76	185	-	-	261	-	-	261	-	-
Total infrastructure	26,256	2,825	21,440	1,991	-	26,256	-	-	25,256	1,000	-
Total capital works expenditure	58,948	15,862	30,642	12,444	-	58,948	4,724	-	38,274	1,000	14,950

Note: Figures for future years may be amended due to the impact of rate capping.

CITY OF GREATER DANDENONG 2024-25 BUDGET

4.6 Summary of planned capital works expenditure

For the years ending 30 June 2026, 2027 and 2028

Asset expenditure type						Funding sources				
Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash	Reserves	Loans
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2027-28										
Property										
Land	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-
Buildings	12,197	2,355	9,253	589	12,197	-	-	12,197	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total buildings	12,197	2,355	9,253	589	12,197	-	-	12,197	-	-
Total property	12,197	2,355	9,253	589	12,197	-	-	12,197	-	-
Plant and equipment										
Plant, machinery and equipment	2,900	63	2,837	-	2,900	-	-	2,900	-	-
Fixtures, fittings and furniture	213	63	150	-	213	-	-	213	-	-
Computers and telecommunications	221	13	158	50	221	-	-	221	-	-
Library books	1,077	-	1,077	-	1,077	-	-	1,077	-	-
Total plant and equipment	4,411	139	4,222	50	4,411	-	-	4,411	-	-
Infrastructure										
Roads	12,327	625	11,075	627	12,327	-	-	12,327	-	-
Bridges	500	-	500	-	500	-	-	500	-	-
Footpaths and cycle ways	1,763	63	1,700	-	1,763	-	-	1,763	-	-
Drainage	2,916	88	2,477	351	2,916	-	-	2,916	-	-
Recreational, leisure and community facilities	1,424	282	860	282	1,424	-	-	1,424	-	-
Parks, open space and streetscapes	2,516	1,376	764	376	2,516	-	-	1,516	1,000	-
Off street car parks	289	63	226	-	289	-	-	289	-	-
Total infrastructure	21,735	2,497	17,602	1,636	21,735	-	-	20,735	1,000	-
Total capital works expenditure	38,343	4,991	31,077	2,275	38,343	-	-	37,343	1,000	-

Note: Figures for future years may be amended due to the impact of rate capping.

4.7 Operating initiatives

Eight operating initiatives were included in the 2024-25 Budget. These items either represent new or one-off projects/initiatives that are not capital in nature and are therefore not included in the Capital Program.

Operating initiative name and description	Duration	2024-25 Budget \$'000
City Futures		
Spring Valley Reserve Open Space Master Plan (former landfill site)	1 year	60,000
Cyber Risk High Security Access Upgrade	1 year	95,000
Urban Forest Strategy Implementation - Landscape Improvements (seven parks per annum)	1 year	80,000
Noble Park Revitalisation program	1 year	18,000
"Greening Our City" Tree Planting Program	1 year	286,000
Springvale Revitalisation Action Plan (implementation of actions)	1 year	100,000
Gas Transition Feasibility Report - Noble Park Aquatic Centre	1 year	30,000
		669,000
Community Strengthening		
Heritage Hill Interpretation Plan Development	1 year	15,000
Contribution to Noble Park Country Fire Authority for Automated External Defibrillator (AED) Cabinet	1 year	2,000
Community Strengthening		17,000
TOTAL		686,000

5. Performance indicators

5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators – Service

Dimension / indicator / measure	Notes	Actual 2022-23	Forecast 2023-24	Target 2024-25	Target Projections			Trend
					2025-26	2026-27	2027-28	+/-
Governance								
Consultation and engagement (Council decisions made and implemented with community input). Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	59.00	60.00	61.00	62.00	63.00	64.00	+
Roads								
Condition (sealed local roads are maintained at the adopted condition standard) Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	99.13%	95.00%	95.50%	96.00%	96.50%	97.00%	+
Statutory planning								
Service standard (planning application processing and decisions are in accordance with legislative requirements) Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	93.97%	83.00%	83.00%	83.00%	83.00%	83.00%	o
Key to forecast trend + Forecasts improvement in Council's financial performance/position indicator o Forecasts that Council's financial performance/financial position indicator will be steady - Forecasts deterioration in Council's financial performance/financial position indicator								

Dimension / indicator / measure	Notes	Actual 2022-23	Forecast 2023-24	Target 2024-25	Target Projections			Trend +/-
					2025-26	2026-27	2027-28	
Waste management								
Waste diversion (amount of waste diverted from landfill is maximised) Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	45.25%	47.00%	48.00%	49.00%	50.00%	51.00%	+
Key to forecast trend + Forecasts improvement in Council's financial performance/position indicator o Forecasts that Council's financial performance/financial position indicator will be steady - Forecasts deterioration in Council's financial performance/financial position indicator								

Targeted performance indicators - Financial

Dimension / indicator / measure	Notes	Actual 2022-23	Forecast 2023-24	Target 2024-25	Target Projections			Trend +/-
					2025-26	2026-27	2027-28	
Liquidity								
Working Capital (sufficient working capital is available to pay bills as and when they fall due) Current assets compared to current liabilities Current assets / current liabilities	5	205.57%	168.29%	153.90%	147.48%	150.15%	153.34%	o
Obligations								
Asset renewal and upgrade (assets are renewed and upgraded as planned) Asset renewal and upgrade compared to depreciation Asset renewal and upgrade expense / Asset depreciation	6	121.50%	169.23%	105.57%	216.88%	118.71%	90.09%	-
Stability								
Rates concentration (revenue is generated from a range of sources) Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	7	68.32%	72.54%	71.01%	72.04%	72.67%	73.21%	-
Efficiency								
Expenditure level (resources are used efficiently in the delivery of services) Expenses per property assessment Total expenses / no. of property assessments	8	\$3,354.91	\$3,478.62	\$3,410.25	\$3,461.38	\$3,529.76	\$3,601.87	-
Key to forecast trend + Forecasts improvement in Council's financial performance/position indicator o Forecasts that Council's financial performance/financial position indicator will be steady - Forecasts deterioration in Council's financial performance/financial position indicator								

5b. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Dimension / indicator / measure	Notes	Actual 2022-23	Forecast 2023-24	Budget 2024-25	Projections			Trend
					2025-26	2026-27	2027-28	+/-
Operating position								
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)								
Adjusted underlying surplus (or deficit)	9	3.04%	(2.02%)	4.48%	4.12%	4.02%	3.87%	o
Adjusted underlying surplus (deficit) / Adjusted underlying revenue								
Liquidity								
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)								
Unrestricted cash compared to current liabilities	10	15.01%	35.70%	24.51%	22.72%	21.31%	21.99%	-
Unrestricted cash / current liabilities								
Obligations								
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)								
Loans and borrowings compared to rates	11	30.74%	27.87%	37.31%	53.89%	56.59%	50.82%	-
Interest bearing loans and borrowings / rate revenue								
Loans and borrowings repayments compared to rates		3.81%	3.62%	4.09%	5.62%	6.98%	7.30%	-
Interest and principal repayments on interest bearing loans and borrowings / rate revenue								
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)								
Non-current liabilities compared to own-source revenue		26.05%	23.16%	30.84%	44.27%	46.28%	41.55%	-
Non-current liabilities / own source revenue								
Key to forecast trend								
+ Forecasts improvement in Council's financial performance/position indicator								
o Forecasts that Council's financial performance/financial position indicator will be steady								
- Forecasts deterioration in Council's financial performance/financial position indicator								

Dimension / indicator / measure	Notes	Actual 2022-23	Forecast 2023-24	Budget 2024-25	Projections			Trend
					2025-26	2026-27	2027-28	+/-
Stability								
Rates effort								
(rating level is set based on the community's capacity to pay)								
Rates compared to property values	12	0.27%	0.26%	0.26%	0.26%	0.27%	0.27%	o
Rate revenue / CIV of rateable properties in the municipal district								
Efficiency								
Revenue level								
(resources are used efficiently in the delivery of services)								
Average rate per property assessment	13	\$1,972.70	\$2,066.28	\$2,124.74	\$2,179.32	\$2,241.36	\$2,302.31	+
General rates and municipal charges / no. of property assessments								

Key to forecast trend

- + Forecasts improvement in Council's financial performance/position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

5c. Additional indicators

The following table summarises the key financial sustainability performance indicators used by the Victorian Auditor-General's Office (VAGO) to assess the financial sustainability of councils. The ratio results are in relation to Greater Dandenong City Council covering the next four years 2024-25 to 2027-28.

Indicator	Forecast 2023-24	Budget 2024-25	Projections			Trend
			2025-26	2026-27	2027-28	
Net result margin (%)	8%	13%	10%	9%	7%	-
Adjusted underlying result (%)	(2%)	4%	4%	4%	4%	o
Liquidity (ratio)	1.68	1.54	1.47	1.50	1.53	o
Internal financing (%)	67%	73%	65%	91%	135%	+
Indebtedness (%)	23%	31%	44%	46%	42%	-
Capital replacement (ratio)	2.43	2.68	2.62	1.62	1.04	-
Renewal gap (ratio)	1.69	1.06	2.17	1.19	0.90	-

Key to forecast trend

- + Forecasts improvement in Council's financial performance/position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Whilst the table above forecasts a decrease in several indicators this is due to the draw down in cash reserves and borrowings to fund the significant infrastructure investment in the Dandenong Wellbeing Centre and the Dandenong Community Hub (2024-25 to 2027-28 years). Most of the indicators forecast steady or improved trends in Councils financial performance and position in the longer term.

Notes to indicators

5a.

1. **Satisfaction with community consultation and engagement** – Council's satisfaction rate for 2022-23 was 59. A gradually increasing target has been set for the future years.
2. **Sealed local roads below the intervention level** – Council has improved considerably in this area over the last four years and achieved a result of 99.13 per cent in 2022-23. A gradually increasing target has been set for the future years.
3. **Planning applications decided within the relevant required timeframe** – Council has continued to improve its response times and achieved a result of 93.97 per cent in 2022-23. A target of 83.00 per cent has been set for the forthcoming years.
4. **Kerbside collection waste diverted from landfill** – The kerbside waste diverted from landfill result for 2022-23 was 45.25 per cent. A gradually increasing target has been set for the future years.

5b.

5. **Working capital** – The proportion of current liabilities represented by current assets. Current assets to liabilities continue to remain at a healthy level across all years indicating sufficient liquidity. The reduction in working capital in 2025-26 reflects the significant draw down in cash reserves of \$9.7 million to part fund the Dandenong Wellbeing Centre.
6. **Asset renewal and upgrade** - This percentage indicates the extent of Council's renewal and upgrade expenditure against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed/upgraded and future capital expenditure will be required to renew/upgrade assets. The indicator result is forecast to be high over the 2025-26 to 2026-27 period due to significant works for the Dandenong Wellbeing Centre major project. The challenge for Council in the longer term (2027-28 onwards) will be to ensure investment in renewal and upgrade works result in a ratio result of 100 percent or greater.
7. **Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The trend indicates that Council will become slightly more reliant on rate revenue compared to all other revenue sources.
8. **Expenses per property assessment** – This ratio shows the level of expenditure per the number of property assessments. The ratio result is distorted by the level of grants that the City of Greater Dandenong receives that have associated expenditure, which pushes the ratio result up. The future year forecasts reflect a minor increasing trend primarily attributable to the anticipated increase in employee costs and inflationary impacts on contract costs.
9. **Adjusted underlying result** – Council's underlying operational surplus forecasts improvement in 2024-25 and remains steady thereafter, which means that Council's overall asset base is not being eroded over the period shown. This ratio is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

10. **Unrestricted cash** – Unrestricted cash is all cash and cash equivalents other than restricted cash. Restricted cash represents cash and cash equivalents and financial assets that are available for use other than for the purpose for which it is restricted and includes cash that will be used to fund carry forward capital works. Restricted items include trust funds and deposits, statutory reserves, carry forward capital works and conditional grants unspent. This indicator is an assessment of Council's ability to pay bills on time. Higher unrestricted cash relative to liabilities suggests Council is able to pay bills in a timely manner. This ratio result is expected to decrease in 2024-25 to 2027-28 due to the draw down in major cash reserves to fund major capital projects.
11. **Loans and borrowings compared to rates** – This trend indicates Council's increasing reliance on debt against its annual rate revenue particularly in 2025-26 and 2026-27 due to significant new borrowings forecast to fund major infrastructure investments. The debt ratio reduces again from 2027-28 and remains within prudential guidelines over the period.
12. **Rates effort** – This ratio indicates the proportion that rate revenue represents of the total CIV of rateable properties in the municipal district. It is an indication of the community's capacity to pay rates. A low or decreasing level of rates suggests an improvement in the rating burden. Council's ratio result is low and steady across the budget period.
13. **Revenue level** – This ratio calculates the average rate per property assessment and is an indicator that resources are used efficiently in the delivery of services. The ratio result is forecast to remain steady over the next four years.

6. Schedule of Fees and Charges

The City of Greater Dandenong provides a range of services to the community. Some of these services have an associated fee or charge levied. Services funded by fees and charges provide enhanced community wellbeing.

This section presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the 2024-25 financial year.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Note that this schedule only includes fees set by Council. There are other fees that are set by statute and charged by Council in addition to this listing. These are statutory fees, and are made in accordance with legislative requirements. These fees are updated as of 1 July 2024 and will be reflected on Council's website.

Goods and Services Tax (GST)

The current GST status of goods and services provided by Council is shown in this Schedule against each item. It is indicated in the right-most column on each page, as follows:

- Y - GST applies and is included in the amount shown
- N - GST does not apply to this good or service

The GST status of Council's fees and charges is determined in accordance with relevant provisions of *A New Tax System (Goods and Services Tax) Act* and rulings issued by the Australian Taxation Office.

The GST legislation deems that Council's fees and charges are to include GST (taxable supply) unless they are identified for specific exemption from GST.

This determination under section 81-5 of the GST Act identifies those Council fees and charges that are exempted from GST. The application of GST to the Fees and Charges schedule is therefore based on current Australian Taxation Office (ATO) legislation including this determination.

Council may be required to further amend the GST status of specific fees and charges when the ATO approves and issues further legislation or regulations. The impact of further ATO amendments may therefore require Council to alter prices in this Schedule to reflect changes in the GST status of particular goods or services.

Deposits, when initially paid, do not attract GST. If part or all of a deposit is retained, due to damage to a hall, for example, GST is then applicable. If the deposit does not cover the full (GST-inclusive) charge, the extra amount will be requested of the hirer.

Basis of fee

While many of the fees and charges in the Schedule are set at Council's discretion, a number are established by a range of external bodies such as Government Departments or professional organisations. In the column headed "Basis of Fee", an indication is given of the body responsible for determining the price. The following legend explains the abbreviations:

- a) CNCL - Greater Dandenong Council
- b) REG - Regulation associated with the relevant Act, or the Act itself

REG – Regulatory/Statutory fees

Where fees are set by Government statute, Council has no ability to alter the fee. The statutory fees and charges disclosed in the following schedule are current at the time of preparing this report, however, they are subject to change during the financial year. Council is required to apply the revised statutory fees and charges from the advised effective date. Where relevant, prior year comparative statutory fees have been updated to reflect the correct statutory fee for the relevant financial year.

Refund policy

Refund of the following fees and charges are subject to conditions as detailed below:

Pet registration

(for fees set out under the heading 'Pet registration')

1. Subject to Clause 5 below, refunds are only available within the first six months of the registration year. Or, within six months from the date when a pet is first registered with Council.
2. For a deceased animal – 50 per cent of the fee paid.
3. Where registration has already been paid and an animal has subsequently been de-sexed, microchipped or trained in accordance with the requirements of the Domestic Animals Act Regulations – difference between full fee and reduced fee.
4. Refunds are only available if the amount to be refunded is more than \$10.00.
5. Should a person pay a registration fee prior to commencement of the registration period for a given year and the subject animal subsequently dies before that period commences, a full refund of the fee shall be made. The refund shall be subject to provision of evidence of the animal's death e.g. a vet report, or the provision of an appropriate Statutory Declaration.

Local Laws Permit fees

(only applies to fees set out under the heading 'Local Laws Permits')

1. If a permit fee is paid at the time of the application and the application is then refused, the full fee will be refunded.
2. Permit fees will only be refunded if the amount to be refunded is \$30.00 or more.

Planning and Design services

(applies to fees set out under this heading)

1. Withdrawal of application when assessment has not commenced - refund 75 per cent of application fee.
2. Withdrawal of application when assessment has not proceeded past a request for further information - refund 50 per cent of application fee.
3. Withdrawal of application when assessment has proceeded past a request for further information - no refund.

Refund requests under other circumstances are subject to Coordinator/Manager's approval.

Food and Health related Business registration

Food and health related business registration fees are set at rates aimed at recovering Council's costs in administering and enforcing the *Food Act, Public Health and Wellbeing Act and Residential Tenancies Act*.

Refund of business registration fees is therefore subject to the following conditions:

1. 50 per cent of the renewal fee paid will be refunded to a business that has ceased trading within the first 6 months of the registration period and has not received an inspection or has not had samples taken for analysis.
2. Full fee refunded where no service has been provided (e.g. request for a presale inspection), subject to holding of \$30 administration fee.
3. In all cases, the refund shall be subject to provision of evidence of the business's closure or change of services.

Building permits

(applies to fees set out under this heading)

1. Cancellation of application for permit when no work has been carried out on plans. Refund 50 per cent of building fee plus all levies, subject to holding minimum of \$30.00 administration fee.
2. Cancellation of application for permit where assessment has commenced but not issued. Refund 35 per cent of building fee plus all levies.
3. Cancellation of permit when no inspection has been carried out. Refund 25 per cent of building fee, subject to holding minimum of \$30.00 administration fee.
4. Report and consent fees where process commenced - no refund.
5. Refund on miscellaneous fees discretionary - subject to Manager's approval.

Asset protection permits (applies to fees set out under this heading)

1. This permit is non-refundable.

Community Facility Management Policy

Fees and charges for the use or hire of community facilities have been set in line with the Community Facility Management Policy. Use of community facilities has been divided into the following categories for the purpose of charging fees:

Community group	All incorporated/registered not for profit groups/organisations.
General	All private use/functions.
Commercial	For-profit businesses and commercial enterprises.
Council funded	Subsidised groups and programs that are conducted by Council.

Table Of Contents

Council Fees and Charges	5
Corporate Development.....	5
Freedom of Information	5
Land Information Certificates	5
Rates and Revenue Services	5
Public Liability Insurance Cover.....	5
Single event	5
Multi event.....	6
Urban Screen	6
Commercial advertising.....	6
City Futures	7
Planning and Design Services	7
Council charges for Planning considerations and services	7
Pre-application discussion service	7
Public notification fees – 'Advertising'	7
Fees under Planning and Environment (Fees) Regulations 2016	8
Building and Compliance Services	13
Building Permits and Services.....	13
Public Health.....	16
Fire Prevention	19
Asset Protection Permits.....	19
Asset Protection Bonds.....	20
Single street frontage	20
Corner street frontage	20
Community Signage.....	21
Sportsgrounds (Casual hire).....	21
Passive Open Space (Casual hire)	21
Casual hire fee	21
Security bond	22
Other fees and charges	22
Subdivision and Other Fees.....	22
Subdivisions	22
Other fees and charges	22
Waste Management Services	22
Kerbside waste and recycling collection.....	22
Additional bin services	23
Other waste fees.....	23
Traffic Management Plans	24
Works	24
Minor works	24
Other traffic fees.....	24
Cultural Tours	24
Parking Management	25
Multi-deck car parks.....	25
Parking fees	26
Off Street Car Parks Dandenong - Clow/Hemmings/Robinsons/McCrae/Langhorne/Oldham	26
Community Strengthening	27
Community Amenity and Local Laws.....	27

continued on next page ...

Section 6 - Schedule of Fees and Charges 2024-25 | Page 2 of 65

Table Of Contents [continued]

Parking Compliance.....	27
Local Laws	27
Animal Registrations and Other Fees	29
Aged and Disability Services (Community Care).....	31
Community transport service	31
Social support Group – Planned Activity Group.....	31
Property maintenance.....	31
Home care	31
Personal care.....	32
Individual Social Support	32
Respite care	32
Travel incurred for client outings, shopping and appointments.....	32
Food services (Meals on wheels)	32
Allied Health.....	33
Home Modifications	33
Library Services	33
Publications	34
Family Day Care	34
Immunisation Services	34
Halls and Meeting Rooms.....	35
Springvale City Hall – Main Hall.....	35
Springvale City Hall – Supper Room	36
Springvale Community Hub	37
Edinburgh Hall	38
Heritage Hill (Benga and Laurel Lodge) and Historic Gardens	38
Menzies Avenue	40
Springvale Reserve (Hall 1).....	40
Springvale Reserve (Hall 2).....	41
Springvale Reserve (Hall 1 and 2 combined).....	41
Springvale Reserve (Meeting room 1).....	42
Springvale Reserve (Meeting room 2).....	42
Springvale Reserve (All).....	43
Palm Plaza (Meeting rooms).....	43
Dandenong Civic Centre (Level 2)	43
Senior Citizens Centres	44
Jan Wilson Community Centre	46
Tatterson Park Pavilion	47
Paddy O'Donoghue Centre.....	48
The Castle	49
Fotheringham Reserve Dandenong.....	50
Keysborough Community Hall.....	50
Walker Street Gallery and Community Arts Centre	51
Room and exhibition hire	51
Dandenong New Art.....	53
Room hire.....	53
Drum Theatre	53
Theatre services and function rooms	53
Equipment hire	56
Other fees and charges	56
Cultural Facilities – Staff Charges	57

continued on next page ...

Section 6 - Schedule of Fees and Charges 2024-25 | Page 3 of 65

Table Of Contents [continued]

Sportsgrounds and Pavilions57

 Reserves (seasonal hire) 57

 Pavilions (seasonal hire) 59

 Pavilions (casual hire) 60

 Synthetic pitches..... 60

 Turf wickets 62

 Tennis club rooms 62

 Offices 62

 Other fees and charges 63

Festivals and Events63

 Stallholder fees and equipment charges 63

 Harmony Square..... 64

 Springvale Community Hub 64

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Council Fees and Charges

Corporate Development

Freedom of Information

Other charges may apply – these are set out in the Freedom of Information (Access Charges) Regulation 2014. Please refer to www.foi.vic.gov.au for up to date information.

Application fee	Per application	\$30.60	\$31.80	3.92%	\$1.20	REG	N
Photocopying fees (per A4 black and white)	Per page	\$0.20	\$0.20	0.00%	\$0.00	REG	N
Search fees (calculated per hour or part of an hour rounded to the nearest 10 cents)	Per hour or part	\$22.90	\$23.90	4.37%	\$1.00	REG	N
Supervision of inspection (per hour to be calculated per quarter hour or part of a quarter hour, rounded to the nearest 10 cents)	Per hour or part	\$22.90	\$23.90	4.37%	\$1.00	REG	N

Land Information Certificates

Land Information Certificate Fee	Per certificate	\$28.90	\$28.90	0.00%	\$0.00	REG	N
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Rates and Revenue Services

Credit Card Surcharge	% of payment to Council	Cost recovery				CNCL	N
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This fee applies to Mastercard, Visa and other credit card payments. There is no charge on debit and EFTPOS payments. The amount of fee may change upon annual review of Council's actual cost of acceptance.

Request for prior year rate notice	Per Notice	\$0.00	\$11.35	∞	∞	CNCL	N
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Public Liability Insurance Cover

Terms and conditions apply to Council's public liability insurance coverage, including a \$500 excess on any one claim. A certificate of currency (\$20 million) is required to avoid the following charges.

Single event

1-50 people (no alcohol)	Per hire	\$68.50	\$71.00	3.65%	\$2.50	CNCL	Y
1-50 people (with alcohol)	Per hire	\$96.00	\$99.50	3.65%	\$3.50	CNCL	Y
51-300 (no alcohol)	Per hire	\$96.00	\$99.50	3.65%	\$3.50	CNCL	Y
51-300 (with alcohol)	Per hire	\$149.50	\$154.50	3.34%	\$5.00	CNCL	Y
301-1,000 (no alcohol)	Per hire	\$123.00	\$127.00	3.25%	\$4.00	CNCL	Y
301-1,000 (with alcohol)	Per hire	\$203.50	\$210.50	3.44%	\$7.00	CNCL	Y
Meetings 1-50 people	Per hire	\$41.00	\$42.50	3.66%	\$1.50	CNCL	Y
Meetings 51-300 people	Per hire	\$55.00	\$57.00	3.64%	\$2.00	CNCL	Y
Stallholders, performers and others (1-50 attendees)	Per hire	\$41.00	\$42.50	3.66%	\$1.50	CNCL	Y
Stallholders, performers and others (51-300 attendees)	Per hire	\$55.00	\$57.00	3.64%	\$2.00	CNCL	Y
Stallholders, performers and others (301-1,000 attendees)	Per hire	\$68.50	\$71.00	3.65%	\$2.50	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Multi event

1-50 people (meeting/exhibition)	Per hire	\$96.00	\$99.50	3.65%	\$3.50	CNCL	Y
51-300 people (meeting/exhibition)	Per hire	\$176.50	\$182.50	3.40%	\$6.00	CNCL	Y
300 + people (meeting/exhibition)	Per hire	\$257.00	\$265.50	3.31%	\$8.50	CNCL	Y
Stallholders, performers & others (1-50 attendees)	Per hire	\$96.00	\$99.50	3.65%	\$3.50	CNCL	Y
Stallholders, performers & others (51-300 attendees)	Per hire	\$176.50	\$182.50	3.40%	\$6.00	CNCL	Y
Stallholders, performers & others (301-1,000 attendees)	Per hire	\$257.00	\$265.50	3.31%	\$8.50	CNCL	Y

Urban Screen

Commercial advertising

Low rotation (minimum 4 times per day)	Per month	\$1,500.00	\$1,550.00	3.33%	\$50.00	CNCL	Y
High rotation (minimum 6 times per day)	Per month	\$2,000.00	\$2,065.00	3.25%	\$65.00	CNCL	Y
Education sector rate (minimum 4 times per day)	Per month	\$500.00	\$517.00	3.40%	\$17.00	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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City Futures

Planning and Design Services

Council charges for Planning considerations and services

Statutory Planning Advice – Counter Service	Per service				No charge	CNCL	Y
Copy of planning permit and/or endorsed plans – residential (includes historic file search and retrieval request)	Per permit	\$145.00	\$150.00	3.45%	\$5.00	CNCL	N
Copy of planning permit and/or endorsed plans – non-residential (includes historic file search and retrieval request)	Per permit	\$199.00	\$206.00	3.52%	\$7.00	CNCL	N
Application for all written Planning advice	Per property	\$167.00	\$275.00	64.67%	\$108.00	CNCL	Y
Application to propose to extend the expiry date of an existing planning permit	Per application	\$409.00	\$685.00	67.48%	\$276.00	CNCL	N
Application under 'Secondary Consent' to propose minor changes to plan(s) which are endorsed to an existing planning permit	Per application	\$458.00	\$685.00	49.56%	\$227.00	CNCL	N
Providing a printed (paper) copy of any Advertised Material (plans or other documents) for a current planning application, or a Greater Dandenong Planning Scheme Incorporated Document, Reference Document, Approved Development Plan or other Planning Strategy/ document	Per application	\$47.00	\$49.00	4.26%	\$2.00	CNCL	N
Condition Plan endorsement re-check fee (First assessment is free of charge)	Per Application	\$0.00	\$260.00	∞	∞	CNCL	N

Pre-application discussion service

Average proposal – pre-application service	Per application	\$305.00	\$440.00	44.26%	\$135.00	CNCL	Y
One written document							
Complex proposal – pre-application service	Per application	\$421.00	\$780.00	85.27%	\$359.00	CNCL	Y
One written document							
State or city significant proposal – pre-application service	Per application	\$1,000.00	\$1,400.00	40.00%	\$400.00	CNCL	Y
One written document							

Public notification fees – 'Advertising'

Public notification of a planning application or planning scheme amendment, 1-10 notifications and/ or one (1) A1 Site Notice	Up to 10 names	\$220.00	\$230.00	4.55%	\$10.00	CNCL	N
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Section 6 - Schedule of Fees and Charges 2024-25 | Page 7 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Public notification fees – 'Advertising' [continued]

Public notification of a planning application or planning scheme amendment, 11 or more notifications and/or per additional site notice(s)	Per name or per addit. site notice	\$22.00	\$23.00	4.55%	\$1.00	CNCL	N
Public notification of a planning application or planning scheme amendment in a newspaper and/or Government Gazette (administration fee in addition to the recovery of all costs incurred by Council in placing an advertisement in a newspaper and/or Government Gazette).	Per application/ amendment	\$127.00	\$132.00	3.94%	\$5.00	CNCL	N
Planning Scheme Amendment – cost recovery	Case by case basis	Cost recovery				CNCL	N

Fees under Planning and Environment (Fees) Regulations 2016

The following fees with a basis of REG are set under state legislation. The regulations set fees in fee units. The fee units have been converted to a dollar value on the basis of the value of a fee unit as it is set for the financial year. A fee unit value is adjusted on 1 July each year by the Treasurer's amount and is published in the Government Gazette. Changes to these fees will be published on Council's website when gazetted by the State Government. These fees are correct at the date the Council budget was prepared.

Regulation 6, Stage 1	Per application	\$3,149.70	\$3,275.40	3.99%	\$125.70	REG	N
For: (a) considering a request to amend a planning scheme, and (b) taking action required by Division 1 of Part 3 of the Act, and (c) considering any submissions which do not seek a change to the amendment, and (d) if applicable, abandoning the amendment in accordance with section 28 of the Act.							
Regulation 6, Stage 2	Per application	\$15,611.10	\$16,233.90	3.99%	\$622.80	REG	N
For: (a) considering: (i) up to and including 10 submissions which seek a change to an amendment and where necessary referring submissions to a panel, and (b) providing assistance to a panel in accordance with section 158 of the Act, and (c) making a submission in accordance with section 24(b) of the Act, and (d) considering the Panel's report in accordance with section 27 of the Act, and (e) after considering submissions and the Panel's report, abandoning the amendment.							
Regulation 6, Stage 2	Per application	\$31,191.60	\$32,436.00	3.99%	\$1,244.40	REG	N
For: (a) considering: (ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel, and (b) providing assistance to a panel in accordance with section 158 of the Act, and (c) making a submission in accordance with section 24(b) of the Act, and (d) considering the Panel's report in accordance with section 27 of the Act, and (e) after considering submissions and the Panel's report, abandoning the amendment.							
Regulation 6, Stage 2	Per application	\$41,695.80	\$43,359.30	3.99%	\$1,663.50	REG	N
For: (a) considering: (iii) submissions that exceed 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel, and (b) providing assistance to a panel in accordance with section 158 of the Act, and (c) making a submission in accordance with section 24(b) of the Act, and (d) considering the Panel's report in accordance with section 27 of the Act, and (e) after considering submissions and the Panel's report, abandoning the amendment.							

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 6, Stage 3	Per application	\$496.90	\$516.80	4.00%	\$19.90	REG	N
For: (a) adopting the amendment or a part of the amendment in accordance with section 29 of the Act, and (b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act, and (c) giving the notice of approval of the amendment required by section 36(2) of the Act. Note – \$nil fee if Minister is the planning authority.							
Regulation 6, Stage 4	Per application	\$496.90	\$516.80	4.00%	\$19.90	REG	N
For: (a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act, and (b) giving notice of approval of the amendment in accordance with section 36(1) of the Act. Note – \$nil fee if Minister is the planning authority.							
Regulation 7	Per application	\$4,128.30	\$4,293.00	3.99%	\$164.70	REG	N
For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.							
Regulation 8	Per application	\$993.90	\$1,033.50	3.98%	\$39.60	REG	N
For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.							
Regulation 9, Class 1	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Application for permit relating to use of land							
Regulation 9, Class 2	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less.							
Regulation 9, Class 3	Per application	\$649.80	\$675.80	4.00%	\$26.00	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000.							
Regulation 9, Class 4	Per application	\$1,330.20	\$1,383.30	3.99%	\$53.10	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000.							
Regulation 9, Class 5	Per application	\$1,437.30	\$1,494.60	3.99%	\$57.30	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000.							
Regulation 9, Class 6	Per application	\$1,544.30	\$1,605.90	3.99%	\$61.60	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000.							
Regulation 9, Class 7	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
VicSmart application if the estimated cost of development is \$10,000 or less.							

continued on next page ...

Section 6 - Schedule of Fees and Charges 2024-25 | Page 9 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 9, Class 8	Per application	\$443.40	\$461.10	3.99%	\$17.70	REG	N
VicSmart application if the estimated cost of development is more than \$10,000.							
Regulation 9, Class 9	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
VicSmart application to subdivide or consolidate land.							
Regulation 9, Class 10	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
VicSmart application (other than a class 7, class 8 or class 9 permit).							
Regulation 9, Class 11	Per application	\$1,185.00	\$1,232.30	3.99%	\$47.30	REG	N
Application for permit to develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000.							
Regulation 9, Class 12	Per application	\$1,597.80	\$1,661.60	3.99%	\$63.80	REG	N
Application for permit to develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000.							
Regulation 9, Class 13	Per application	\$3,524.30	\$3,665.00	3.99%	\$140.70	REG	N
Application for permit to develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000.							
Regulation 9, Class 14	Per application	\$8,982.90	\$9,341.30	3.99%	\$358.40	REG	N
Application for permit to develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000.							
Regulation 9, Class 15	Per application	\$26,489.90	\$27,546.80	3.99%	\$1,056.90	REG	N
Application for permit to develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000.							
Regulation 9, Class 16	Per application	\$59,539.30	\$61,914.60	3.99%	\$2,375.30	REG	N
Application for permit to develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000.							
Regulation 9, Class 17	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Application for permit to subdivide an existing building (other than a class 9 permit).							
Regulation 9, Class 18	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Application for permit to subdivide land into 2 lots (other than a class 9 or class 16 permit).							
Regulation 9, Class 19	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Application for permit to effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit).							
Regulation 9, Class 20	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Application for permit to subdivide land (other than a class 9, class 16, class 17 or class 18 permit) – per 100 lots created.							

continued on next page ...

Section 6 - Schedule of Fees and Charges 2024-25 | Page 10 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 9, Class 21	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Application for permit to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988, or b) create or remove a right of way, or c) create, vary or remove an easement other than a right of way, or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.							
Regulation 9, Class 22	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Application for permit not otherwise provided for in the regulation.							
Regulation 10 (combined permit applications)	Per application	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.				REG	N
Regulation 11, Class 1	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a permit to change the use of land allowed by the permit or allow a new use of land.							
Regulation 11, Class 2	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.							
Regulation 11, Class 3	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is \$10,000 or less.							
Regulation 11, Class 4	Per application	\$649.80	\$675.80	4.00%	\$26.00	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000.							
Regulation 11, Class 5	Per application	\$1,330.20	\$1,383.30	3.99%	\$53.10	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000.							
Regulation 11, Class 6	Per application	\$1,437.30	\$1,494.60	3.99%	\$57.30	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than \$500,000.							
Regulation 11, Class 7	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less.							
Regulation 11, Class 8	Per application	\$443.40	\$461.10	3.99%	\$17.70	REG	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000.							
Regulation 11, Class 9	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
Amendment to a class 9 permit.							

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 11 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 11, Class 10	Per application	\$206.40	\$214.70	4.02%	\$8.30	REG	N
Amendment to a class 10 permit.							
Regulation 11, Class 11	Per application	\$1,185.00	\$1,232.30	3.99%	\$47.30	REG	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less.							
Regulation 11, Class 12	Per application	\$1,597.80	\$1,661.60	3.99%	\$63.80	REG	N
Amendment to a class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000.							
Regulation 11, Class 13	Per application	\$3,524.30	\$3,665.00	3.99%	\$140.70	REG	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$1,000,000.							
Regulation 11, Class 14	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a class 17 permit.							
Regulation 11, Class 15	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a class 18 permit.							
Regulation 11, Class 16	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a class 19 permit.							
Regulation 11, Class 17	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a class 20 permit (per 100 lots created).							
Regulation 11, Class 18	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a class 21 permit.							
Regulation 11, Class 19	Per application	\$1,360.80	\$1,415.10	3.99%	\$54.30	REG	N
Amendment to a class 22 permit.							
Regulation 12 - Amendments to planning permit applications (after notice is given)	Per amendment	40% of the application fee for that class of permit				REG	N
Regulation 12 - Amendments to planning permit applications (after notice is given - where the application changes the class of that permit to a new class)	Per application	Fee is the difference between the original class of application and the amended class of permit.				REG	N
Regulation 13 - Combined applications to amend planning permits	Per application	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.				REG	N
Regulation 15	Per application	\$336.40	\$349.80	3.98%	\$13.40	REG	N
Certificates of compliance							

continued on next page ...

Section 6 - Schedule of Fees and Charges 2024-25 | Page 12 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 16	Per application	\$680.40	\$707.60	4.00%	\$27.20	REG	N
Amend or end agreement under Section 173							
Regulation 18	Per application	\$336.40	\$349.80	3.98%	\$13.40	REG	N
Satisfaction matters – where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council.							

Fees under Subdivision (Fees) Regulations 2016

Regulation 6	Per application	\$180.40	\$187.60	3.99%	\$7.20	REG	N
For certification of a plan of subdivision.							
Regulation 7	Per application	\$114.70	\$119.30	4.01%	\$4.60	REG	N
Alteration of plan under section 10(2) of the Act.							
Regulation 8	Per application	\$145.30	\$151.10	3.99%	\$5.80	REG	N
Amendment of certified plan under section 11(1) of the Act.							

Building and Compliance Services

Building Permits and Services

Includes examination and surveying of plans and specifications of building work during course of construction and issuance of relevant certificates. The fees are payable upon lodgment of the building application. The fee schedule indicates the basis for charging in most instances. Fees are set to reflect the cost of performing the service.

The following costs apply in addition to the basic fee schedule: assessment of performance solutions, protection works and applications for reporting authority consents are charged on a cost recovery basis. All permit fees do not include building inspections, the number of inspections are determined as required by the Building Act and Building Regulations. Additional inspection fees apply for additional inspections over the number of invoiced inspections.

Class 1 and Class 10

Minor works

Garages, verandahs, fences and carports (non masonry)	Per permit	\$725.00	\$749.00	3.31%	\$24.00	CNCL	Y
Masonry fences, masonry garages and carports, masonry verandahs	Per permit	\$831.00	\$858.00	3.25%	\$27.00	CNCL	Y
Combined permits for decks, verandahs, etc (excludes inspection fees)	Per combined permit	\$914.00	\$944.00	3.28%	\$30.00	CNCL	Y

Dwellings

Construction cost to \$197,056 – registered builder	Per permit			Cost of works x 0.9%		CNCL	Y
Construction cost over \$197,056 – registered builder	Per permit			Cost of works x 0.9%		CNCL	Y
Construction cost to \$210,255 – owner builder	Per permit			Cost of works x 1.0%		CNCL	Y
Construction cost over \$210,255 – owner builder	Per permit			Cost of works x 1.0%		CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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All other works**Registered builder**

Alterations, additions up to \$10,000	Per permit	\$914.00	\$944.00	3.28%	\$30.00	CNCL	Y
Alterations, additions between \$10,001 and \$20,000	Per permit	\$1,025.00	\$1,060.00	3.41%	\$35.00	CNCL	Y
Alterations, additions between \$20,001 and \$78,000	Per permit	\$1,130.00	\$1,170.00	3.54%	\$40.00	CNCL	Y
Alterations, additions \$78,001 and above	Per permit	Minimum \$1,400 or Cost/75, whichever is greater.				CNCL	Y

Owner builder

Alterations, additions up to \$10,000	Per permit	\$1,025.00	\$1,060.00	3.41%	\$35.00	CNCL	Y
Alterations, additions between \$10,001 and \$20,000	Per permit	\$1,245.00	\$1,290.00	3.61%	\$45.00	CNCL	Y
Alterations, additions between \$20,001 and \$78,000	Per permit	\$1,395.00	\$1,445.00	3.58%	\$50.00	CNCL	Y
Alterations, additions \$78,001 and above	Per permit	Minimum \$1,500 or Cost/75, whichever is greater				CNCL	Y

Class 2 to Class 9**Commercial works**

Projects less than \$15,000	Per permit	\$1,071.25	\$1,110.00	3.62%	\$38.75	CNCL	Y
Alterations (Not extensions)	Per permit	\$2,572.65 minimum or 1% of building work cost				CNCL	Y
Extensions	Per permit	\$3,182.70 minimum or 1% of building work cost				CNCL	Y
New Buildings	Per permit	\$4,890.75 minimum or 1% of building work cost				CNCL	Y
Projects greater than \$2,000,000	Per permit	Fee per quote				CNCL	Y

Permits

Demolition permit – any Class 1 building	Per dwelling	\$783.00	\$809.00	3.32%	\$26.00	CNCL	Y
Demolition permit – multiple Class 1	Per unit	\$525.00	\$543.00	3.43%	\$18.00	CNCL	Y
Demolition Permit - any Class 2 to 9 building	Per application	\$1,718.65 minimum or 1% of demolition work cost				CNCL	Y
Variations to permits – minor administrative changes	Per request	\$293.50	\$304.00	3.58%	\$10.50	CNCL	Y
Variation to permits - Major change (fee does not include inspections)	Per hour	\$206.50	\$213.50	3.39%	\$7.00	CNCL	Y
Extension of time permits – Class 1 and 10	Per request	\$439.00	\$454.00	3.42%	\$15.00	CNCL	N
Extension of time permits – Class 2 to 9 (min or as assessed)	Per request	\$511.00	\$528.00	3.33%	\$17.00	CNCL	N
Hoarding permits – precautions erected over the street – application fee (statutory)	Per application	\$316.40	\$316.40	0.00%	\$0.00	REG	N
Hoarding permits – precautions erected over the street (Council set fee)	Per permit	Minimum of \$197.00/month or \$8.00/m2 per mth or part thereof				CNCL	N

Inspections

Retention of minor illegal buildings - e.g. carports, verandahs, decks, etc.	Per request	\$620.99	\$642.00	3.38%	\$21.01	CNCL	Y
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Inspections [continued]

Retention of illegal buildings - major works such as extension to house, multiple structures, etc.	Per request	\$1,245.00	\$1,290.00	3.61%	\$45.00	CNCL	Y
Certification of illegal works (no involvement from Private Building Surveyor)	Per request	Building Permit Fee + 50%				CNCL	Y
Outside business hours – mandatory building inspections (minimum charge)	Per inspection	\$621.00	\$642.00	3.38%	\$21.00	CNCL	Y
Mandatory inspections for building permits (additional to those specified within the permit)	Per inspection	\$139.50	\$144.50	3.58%	\$5.00	CNCL	Y

Regulatory building fees and charges

The following fees with a basis of REG are set under state legislation, which is a set fee per unit. The dollar value of the set fee per unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the fee unit amounts. These fees will be published on Council's website when gazetted by the State Government.

Lodgement fees

Class 1 to 10 (Section 30 Building Act)	Per lodgement	\$130.90	\$130.90	0.00%	\$0.00	REG	N
Lodgement - Related documents / plans	Per lodgement	\$130.90	\$135.50	3.51%	\$4.60	CNCL	N

Dispensation or permit to build over easement

Amendment / Variation / Extension	50% of the original Report & Consent Fee	50% of the original Report & Consent Fee				CNCL	N
Build over easement	Per permit	\$311.80	\$311.80	0.00%	\$0.00	REG	N
Regulation 153 (building in areas liable to flooding) and 154 (construction on designated land or designated works)	Per clause	\$311.80	\$311.80	0.00%	\$0.00	REG	N
Regulation 134 Siting Dispensation (Part 5) & (Part 6)	Per clause	\$311.80	\$311.80	0.00%	\$0.00	REG	N

Requests for information

Adjoining Owners Details for Protection Works	per property	\$0.00	\$50.00	∞	∞	CNCL	N
Property information priority fee	Per request	\$197.79	\$204.50	3.39%	\$6.71	CNCL	N
Regulation 51 of the Building Regulations 2018	Per request	\$50.70	\$50.70	0.00%	\$0.00	REG	N
Requests for heritage information	Per request	\$91.40	\$91.40	0.00%	\$0.00	REG	N
Copy of any building documents – residential (search fee, not refundable)	Per information	\$126.50	\$131.00	3.56%	\$4.50	CNCL	N
Copy of any building documents – commercial (search fee, not refundable)	Per information	\$151.00	\$156.00	3.31%	\$5.00	CNCL	N
Stormwater – flood area, floor level information (request for comment)	Per request	\$106.50	\$106.50	0.00%	\$0.00	REG	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Swimming pools and spas

Pool / spa decommissioning inspection	Per Inspection	\$0.00	\$195.00	∞	∞	CNCL	Y
Permit - Above ground swimming pools/spas and associated fencing	Per permit	\$949.00	\$980.00	3.27%	\$31.00	CNCL	Y
Permit - In ground swimming pools/spas and associated fencing	Per permit	\$1,190.00	\$1,230.00	3.36%	\$40.00	CNCL	Y
Inspection of pool safety barrier and Form 23 Certificate of Compliance	Per inspection	\$621.00	\$642.00	3.38%	\$21.00	CNCL	Y
Application for registration of swimming pool or spa	Per registration	\$34.20	\$34.20	0.00%	\$0.00	REG	N
Information search fee	Per request	\$50.70	\$50.70	0.00%	\$0.00	REG	N
Lodgement of Compliance certificate	Per certificate	\$21.90	\$21.90	0.00%	\$0.00	REG	N
Lodgement of non-compliance certificate	Per certificate	\$413.40	\$413.40	0.00%	\$0.00	REG	N

Other building fees

Any service/permit not otherwise provided for.

Class 1 to 10	Minimum	\$420.00	\$434.00	3.33%	\$14.00	CNCL	Y
Class 1 to 10 (written advice)	Per hour and part	\$206.50	\$213.50	3.39%	\$7.00	CNCL	Y
File/plan search request – Class 1 or 10 (includes copy of plans if required)	Per request	\$129.50	\$134.00	3.47%	\$4.50	CNCL	N
Prescribed Temporary Structure siting approval fee (Section 57 Building Act)	Per application	\$450 + \$195 per additional structure				CNCL	N
Place of Public Entertainment Occupancy Permit Application Fee	Per application	\$1,223.35	\$1,265.00	3.40%	\$41.65	CNCL	N
File/plan search requests – Class 2 to 9 (includes copy of plans if required)	Per request	\$155.50	\$161.00	3.54%	\$5.50	CNCL	N
Copy of plans (all classes) – A4 size	Per copy	\$2.00	\$2.10	5.00%	\$0.10	CNCL	N
Copy of plans (all classes) – A3 size	Per copy	\$3.50	\$3.70	5.71%	\$0.20	CNCL	N
Copy of plans (all classes) – A2 size	Per copy	\$6.60	\$6.90	4.55%	\$0.30	CNCL	N
Copy of plans (all classes) – A1 size	Per copy	\$9.90	\$10.40	5.05%	\$0.50	CNCL	N
Copy of plans (all classes) – larger than A1 size	Per copy	\$13.40	\$14.00	4.48%	\$0.60	CNCL	N
Administration fee	Per Request	\$74.00	\$76.50	3.38%	\$2.50	CNCL	N
Issuing of protection works notices, performance solutions or other necessary building orders or notices.	Per hour	\$206.50	\$213.50	3.39%	\$7.00	CNCL	Y
Report and consent advertising fee	Per application	\$146.00	\$151.00	3.42%	\$5.00	CNCL	N

Public Health

Registration – Health Services

Public Health and Wellbeing Act (PHWA)

Hairdressing and temporary make up premises – one off registration fee	Once off	\$354.00	\$366.00	3.39%	\$12.00	CNCL	N
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Registration – Health Services [continued]

Ear piercing	Yearly	\$205.00	\$212.00	3.41%	\$7.00	CNCL	N
Beauty premises (providing single beauty treatment only)	Yearly	\$204.93	\$212.00	3.45%	\$7.07	CNCL	N
Beauty premises (providing more than one (1) treatment)	Yearly	\$340.00	\$352.00	3.53%	\$12.00	CNCL	N
Tattooists	Yearly	\$465.00	\$481.00	3.44%	\$16.00	CNCL	N
Skin penetration	Yearly	\$465.00	\$481.00	3.44%	\$16.00	CNCL	N
Transfer of registration (providing single beauty treatment only)	Per transfer	\$205.00	\$212.00	3.41%	\$7.00	CNCL	N
Transfer of registration (providing more than one (1) beauty treatment)	Per transfer	\$465.00	\$481.00	3.44%	\$16.00	CNCL	N
Pre registration assessment application - all Person Care Body Act premises (plans assessment and progress inspections)	Per application	\$232.90	\$240.50	3.26%	\$7.60	CNCL	N
Pre registration assessment application (includes plans assessment and progress inspections)	Per application	\$232.90	\$240.50	3.26%	\$7.60	CNCL	N
Aquatic facilities (public or commercial swimming pools) - New or Renewal Registration Fee	Yearly	\$323.00	\$334.00	3.41%	\$11.00	CNCL	N
Aquatic facilities - Transfer of Registration (50% of registration fee)	Per application	\$159.00	\$164.50	3.46%	\$5.50	CNCL	N
Alteration of existing public health and wellbeing premises (beauty, hairdressing, etc) - includes assessment of plans and progress inspections	Per request	\$186.30	\$192.50	3.33%	\$6.20	CNCL	N

Registration – Prescribed Accommodation*Public Health and Wellbeing Act (PHWA)*

All prescribed accommodation excluding rooming houses	Yearly	\$465.00	\$481.00	3.44%	\$16.00	CNCL	N
Rooming house with up to 10 rooms	Yearly	\$587.00	\$607.00	3.41%	\$20.00	CNCL	N
Rooming house 11 to 20 rooms	Yearly	\$689.00	\$712.00	3.34%	\$23.00	CNCL	N
Rooming house 21 to 40 rooms	Yearly	\$901.00	\$931.00	3.33%	\$30.00	CNCL	N
Rooming house 41 plus rooms	Yearly	\$1,010.00	\$1,045.00	3.47%	\$35.00	CNCL	N
Transfer of registration – Prescribed Accommodation – excluding rooming houses	Per transfer	\$465.00	\$481.00	3.44%	\$16.00	CNCL	N
Transfer of registration – Rooming Houses	Per transfer	\$582.00	\$601.00	3.26%	\$19.00	CNCL	N
Community group / charity / not-for-profit (must provide evidence of Australian Charities and Not-for-profit Commission registration)	Yearly	No charge				CNCL	N
Pre-registration - Prescribed Accommodation - Assessment Application (includes plans assessment and progress inspections)	Per assessment	\$339.00	\$351.00	3.54%	\$12.00	CNCL	N

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Registration – Prescribed Accommodation [continued]

Alteration of existing public health and wellbeing premises (prescribed accommodation) - includes assessment of plans and progress inspections	Per request	\$204.93	\$212.00	3.45%	\$7.07	CNCL	N
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Registration – 'Foodtrader' (mobile/temporary/vending machines) per premises

Class 2 (principal registration)	Yearly	\$809.00	\$836.00	3.34%	\$27.00	CNCL	N
Class 2 (per premises - linked to a Food Act Class 2 registration)	Yearly	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Class 3 (principal registration and additional premises)	Yearly	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Community group / charity (must provide evidence of Australian Charities and Not-for-profit Commission)	Yearly	No charge				CNCL	N
Pre-registration Assessment Application of temporary, mobile and vending machines (includes plans assessment and progress inspections)	Once off	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N

Registration – Food Premises

Class 1 – Application to register	Once off	\$809.00	\$836.00	3.34%	\$27.00	CNCL	N
Class 1 – Registration renewal	Yearly	\$809.00	\$836.00	3.34%	\$27.00	CNCL	N
Class 2 – Application to register (large)	Once off	\$1,240.00	\$1,285.00	3.63%	\$45.00	CNCL	N
Class 2 - Application to register (standard)	Per application	\$808.34	\$835.00	3.30%	\$26.67	CNCL	N
Class 2 – Registration renewal (standard)	Yearly	\$809.00	\$836.00	3.34%	\$27.00	CNCL	N
Class 2 – Registration renewal (large)	Yearly	\$1,240.00	\$1,285.00	3.63%	\$45.00	CNCL	N
Class 3 - Application to register (standard)	Once off	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Class 3A - Application to register (standard)	Per application	\$400.55	\$414.00	3.36%	\$13.46	CNCL	N
Class 3 – Application to register (large)	Once off	\$532.00	\$550.00	3.38%	\$18.00	CNCL	N
Class 3 – Registration renewal (standard)	Yearly	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Class 3A - Registration renewal	Yearly	\$400.55	\$414.00	3.36%	\$13.46	CNCL	N
Class 3 – Registration renewal (large)	Yearly	\$532.00	\$550.00	3.38%	\$18.00	CNCL	N
Seasonal sporting clubs - Application to register	Per application	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Seasonal sporting clubs registration renewal	Yearly	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Pre-registration Assessment Application for class 1, 2, 3 and 3A (includes plans assessment and progress inspection)	Per application	\$400.55	\$414.00	3.36%	\$13.46	CNCL	N

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 18 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Registration – Food Premises [continued]

Community group / charity / not for profit (must provide evidence of Australian Charities and Not-for-profit Commission registration)	Yearly	No charge				CNCL	N
Pro rata registration fee (when registering in second half of registration period example July - December)	Once off	50% of the class registration fee				CNCL	N

Other food services

Food Act non-compliance inspection fee	Per hour	\$344.00	\$356.00	3.49%	\$12.00	CNCL	N
Pre-sale request for inspection and report	Per request	\$344.00	\$356.00	3.49%	\$12.00	CNCL	N
Pre-sale request for inspection and report (priority service)	Per request	\$527.00	\$545.00	3.42%	\$18.00	CNCL	N
Alteration of existing food premises (includes assessment of plans and progress inspections)	Per request	\$288.25	\$298.00	3.38%	\$9.75	CNCL	N
Application for change of classification to a higher risk food handling activity	Per application	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N

Miscellaneous health fees

Administration fee	Per certificate	\$16.00	\$16.60	3.75%	\$0.60	CNCL	N
Caravan parks	periodically	\$15.29	\$15.29	0.00%	\$0.00	REG	N
These fees are set under state legislation, which is a set fee unit. The dollar value of the set fee unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the fee unit amounts and therefore the fee is based on the current statutory fee at the time of preparing this report.							
Septic tank permit to construct install, or alter (other than minor)	Per permit	\$747.38	\$747.38	0.00%	\$0.00	REG	N
Septic tank permit to construct, install or alter (minor)	Per permit	\$569.55	\$569.55	0.00%	\$0.00	REG	N

Fire Prevention

Removal of fire hazard (contractor fees for removal are additional to this fee and calculated on a site by site basis)	Per property	\$216.50	\$224.00	3.46%	\$7.50	CNCL	N
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Asset Protection Permits

Single or corner street frontage.

Industrial: Building works carried out on land zoned Industrial, ie. IN1Z, IN2Z or IN3Z.

Commercial: All other building works not classified as residential, apartments or industrial.

Large Multi - unit (6 or more units)	Per Application	\$0.00	\$1,889.00	∞	∞	CNCL	N
Residential/Demolition	Per Application	\$0.00	\$340.00	∞	∞	CNCL	N
Small Multi-unit (up to 5 units)	Per Application	\$0.00	\$629.00	∞	∞	CNCL	N
Minor Works (up to \$50,000)	Per permit	\$329.00	\$340.00	3.34%	\$11.00	CNCL	N

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Asset Protection Permits [continued]

Industrial	Per permit	\$401.00	\$415.00	3.49%	\$14.00	CNCL	N
Commercial (less than \$1 million)	Per permit	\$473.00	\$489.00	3.38%	\$16.00	CNCL	N
Commercial (\$1 million to \$5 million)	Per permit	\$945.00	\$976.00	3.28%	\$31.00	CNCL	N
Commercial (\$5 million+)	Per permit	\$3,080.00	\$3,185.00	3.41%	\$105.00	CNCL	N
Additional inspection (resulting from a contractor's failure to comply with Council permit requirements or a permit holder's decision for Council to manage the repair of any damages on their behalf).	Per inspection	\$100.00	\$103.50	3.50%	\$3.50	CNCL	N
Administration fee (resulting from a permit holder's decision for Council to manage the repair of any damages on their behalf (does not include the actual cost of reinstatement)).	Per property	\$128.50	\$133.00	3.50%	\$4.50	CNCL	N

Asset Protection Bonds

Industrial: Building works carried out on land zoned Industrial, ie. IN1Z, IN2Z or IN3Z.

Commercial: All other building works not classified as residential, apartments or industrial.

The full cost of any reinstatement works carried out by Council as a result of contractors failure to comply, will be recovered by Council from the permit holder. This will include the administration fee, plus additional inspection fee and the actual cost of the reinstatement.

Single street frontage

Minor Works (up to \$50,000)	Per permit	\$2,500.00	\$2,500.00	0.00%	\$0.00	CNCL	N
Small Multi-unit (up to 5 units)	Per permit	\$3,000.00	\$4,400.00	46.67%	\$1,400.00	CNCL	N
Large Multi-unit (6 to 20 + units)	Per permit	\$8,250.00	\$8,800.00	6.67%	\$550.00	CNCL	N
Industrial	Per property	\$3,300.00	\$4,400.00	33.33%	\$1,100.00	CNCL	N
Commercial (less than \$1 million)	Per property	\$3,300.00	\$4,400.00	33.33%	\$1,100.00	CNCL	N
Commercial (\$1 million to \$5 million)	Per property	\$5,500.00	\$5,500.00	0.00%	\$0.00	CNCL	N
Commercial (\$5 million+)	Per property	\$8,250.00	\$8,250.00	0.00%	\$0.00	CNCL	N
Residential/Demolition	Per property	\$4,400.00	\$4,400.00	0.00%	\$0.00	CNCL	N

Corner street frontage

Minor Works (up to \$50,000)	Per permit	\$5,000.00	\$5,000.00	0.00%	\$0.00	CNCL	N
Small Multi-unit (up to 5 units)	Per permit	\$6,000.00	\$8,800.00	46.67%	\$2,800.00	CNCL	N
Large Multi-unit (6 to 20 + units)	Per permit	\$16,500.00	\$16,500.00	0.00%	\$0.00	CNCL	N
Industrial	Per property	\$6,600.00	\$8,800.00	33.33%	\$2,200.00	CNCL	N
Commercial (less than \$1 million)	Per property	\$6,600.00	\$8,800.00	33.33%	\$2,200.00	CNCL	N
Commercial (\$1 million to \$5 million)	Per property	\$11,000.00	\$11,000.00	0.00%	\$0.00	CNCL	N
Commercial (\$5 million+)	Per property	\$16,500.00	\$16,500.00	0.00%	\$0.00	CNCL	N
Residential/Demolition	Per property	\$8,800.00	\$8,800.00	0.00%	\$0.00	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Community Signage

- 1) The sign is to conform to Australian Standard AS1742 and is to be supplied to Council for installation.
 2) If the position of the sign requires closing part of a roadway, an additional Traffic Control charge will be applied (notified in advance).
 3) If the installation requires use of a "cherry-picker", an additional charge will be applied depending on the current hire rates (notified in advance).
 4) If the installation involves fixing to High Voltage (HV) assets, a charge will be applied to cover third party Contractor costs (notified in advance).

Administration fee	Per application	\$62.50	\$65.00	4.00%	\$2.50	CNCL	N
Sign on existing pole	Per permit	\$175.50	\$181.50	3.42%	\$6.00	CNCL	N
Sign and new pole	Per permit	\$295.50	\$306.00	3.55%	\$10.50	CNCL	N

Sportsgrounds (Casual hire)

Sporting facilities – eg. Greaves Reserve, Police Paddocks, Booth Reserve, etc.

Government Schools (within City of Greater Dandenong (CGD))	Per day	\$70.50	\$73.00	3.55%	\$2.50	CNCL	Y
Non Government Schools	Per day	\$140.50	\$145.50	3.56%	\$5.00	CNCL	Y
Government Schools (from outside CGD)	Per day	\$106.00	\$109.50	3.30%	\$3.50	CNCL	Y
District School Event Bookings (if more than 50% of participants are from outside CGD)	Per day	\$140.50	\$145.50	3.56%	\$5.00	CNCL	Y
Community group (local) – standard booking	Per day	\$140.50	\$145.50	3.56%	\$5.00	CNCL	Y
Community group (local) – junior team booking	Per day	\$70.50	\$73.00	3.55%	\$2.50	CNCL	Y
Community group (from outside CGD) – standard booking	Per day	\$280.00	\$289.50	3.39%	\$9.50	CNCL	Y
Commercial organisation – standard booking	Per day	\$280.00	\$289.50	3.39%	\$9.50	CNCL	Y
Ross Reserve Athletic Track - schools within CGD (minimum 2 hours)	Per hour	\$48.00	\$50.00	4.17%	\$2.00	CNCL	Y
Ross Reserve Athletic Track – schools outside CGD (minimum 2 hours)	Per hour	\$70.50	\$73.00	3.55%	\$2.50	CNCL	Y
Softball / Baseball Diamonds	Per day	\$175.50	\$181.50	3.42%	\$6.00	CNCL	Y

Passive Open Space (Casual hire)

Passive reserves – eg. Dandenong Park, Burden Park, Hemmings Park, Tirhatuan Park, etc.

Casual hire fee

Passive open space hire fees override the sportsground hire charge, when the overall numbers exceed 200 people. Booking fee applies to exclusive booking with formal group activity. Incorporated Greater Dandenong Community Groups are entitled to a 50% discount. Registered Charities – no charge (copy of Australian Charity Not For Profit Commission (ACNC) registration required). Applicable bond below. Ancillary charges and discounts: Full cost recovery for additional waste/cleaning services in addition to standard service levels in accordance with approved Events Application form.

201-500 people	Per day	\$467.00	\$483.00	3.43%	\$16.00	CNCL	Y
501-1,000 people	Per day	\$1,170.00	\$1,210.00	3.42%	\$40.00	CNCL	Y
1,001-1,500 people	Per day	\$2,255.00	\$2,330.00	3.33%	\$75.00	CNCL	Y
1,500+ people	Per day	To be negotiated				CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Security bond

Applicable in addition to hire fee above.

201-500 people	Per hire	\$640.00	\$640.00	0.00%	\$0.00	CNCL	N
501-1,000 people	Per hire	\$1,280.00	\$1,280.00	0.00%	\$0.00	CNCL	N
1,001-1,500 people	Per hire	\$1,920.00	\$1,920.00	0.00%	\$0.00	CNCL	N
1,500+ people	Per hire	To be negotiated				CNCL	N

Other fees and charges

Tatterson Park casual evening floodlighting hire (minimum)	Minimum 2 hour block	\$105.50	\$109.00	3.32%	\$3.50	CNCL	Y
Tatterson Park casual evening floodlighting hire (additional hours)	Per hour	\$70.00	\$72.50	3.57%	\$2.50	CNCL	Y
Pre-season training for seasonally allocated CGD Sporting Clubs per ground	Per hour	\$68.50	\$71.00	3.65%	\$2.50	CNCL	Y
Two hour session (minimum charge and maximum time allocation)							

Subdivision and Other Fees

Subdivisions

Subdivisions of three lots or more will generally require a Public Open Space contribution. The subdivision charges and other fees above with a fee basis of REG are set under state legislation, which is a set fee per unit. The dollar value of the set fee per unit has now been indexed by State Government and is subject to annual review.

Supervision of works (maximum fee)	Per request	2.5% of estimated cost of works				REG	N
Checking of engineering plans (maximum fee)	Per request	0.75% of estimated cost of works proposed in engineering plan				REG	N

Other fees and charges

Civil works permit (works within road reserves permit)	Per permit	\$300.00	\$310.00	3.33%	\$10.01	CNCL	N
Vehicular crossing permit (works within road reserves permit)	Per permit	\$300.00	\$310.00	3.33%	\$10.00	CNCL	N
Drainage plan approval and supervision for multi unit, commercial and industrial development	Per application	\$555.00	\$574.00	3.42%	\$19.00	CNCL	N
Stormwater – legal point of discharge (LPD)	Per request	\$155.30	\$160.50	3.35%	\$5.20	REG	N
Stormwater – location of adjoining Council drains (LDI)	Per request	\$155.30	\$160.50	3.35%	\$5.20	REG	N

Waste Management Services

Kerbside waste and recycling collection

New services after the commencement of the financial year will be charged pro-rata for the period remaining in the financial year. For a change to a different service model, a pro-rata payment adjustment will apply to the new service option charge. State Government Landfill Levy is included in the Option A - F fees below (\$87 in 2024-25 and \$79 in 2023-24).

Option A – 1 x 120 litre garbage bin, 1 x 240 litre recycling bin and 1 x 240 litre garden bin	Per service	\$491.00	\$508.00	3.46%	\$17.00	CNCL	N
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Kerbside waste and recycling collection [continued]

Option B – 1 x 80 litre garbage bin, 1 x 240 litre recycling bin and 1 x 240 litre garden bin	Per service	\$454.00	\$470.00	3.52%	\$16.00	CNCL	N
Option C – 1 x 120 litre garbage bin, 1 x 240 litre recycling bin and 1 x 120 litre garden bin	Per service	\$470.00	\$486.00	3.40%	\$16.00	CNCL	N
Option D – 1 x 80 litre garbage bin, 1 x 240 litre recycling bin and 1 x 120 litre garden bin	Per service	\$433.00	\$448.00	3.46%	\$15.00	CNCL	N
Option E – 1 x 120 litre garbage bin, 1 x 240 litre recycling bin and NO garden bin	Per service	\$412.00	\$427.00	3.64%	\$15.00	CNCL	N
Option F – 1 x 80 litre garbage bin, 1 x 240 litre recycling bin and NO garden bin	Per service	\$377.00	\$391.00	3.71%	\$14.00	CNCL	N
Minimum waste charge for each residential property	Per year	\$298.00	\$304.00	2.01%	\$6.00	CNCL	N

Additional bin services

120 litre garbage bin – additional bin service (issued subject to condition and includes State Government Landfill Levy)	Per service	\$293.00	\$305.00	4.10%	\$12.00	CNCL	N
Supply of additional 120 litre garbage bin	Per bin	\$42.00	\$43.50	3.57%	\$1.50	CNCL	N
240 litre domestic recycling bin – additional bin service fortnightly	Per service	\$54.00	\$55.00	1.85%	\$1.00	CNCL	N
Supply of additional 240 litre recycling bin	Per bin	\$50.00	\$52.00	4.00%	\$2.00	CNCL	N
240 litre garden waste bin – additional bin service fortnightly	Per service	\$113.00	\$115.00	1.77%	\$2.00	CNCL	N
Supply of additional 240 litre garden waste bin	Per bin	\$50.00	\$52.00	4.00%	\$2.00	CNCL	N

Other waste fees

Bin option change of selection (bin changeover)	Per bin	\$19.80	\$21.00	6.06%	\$1.20	CNCL	N
Recycling bin option – upgrade of 240 litre recycling bin to a 360 litre recycling bin (or replacement of damaged 360 litre recycling bin)	Per bin	\$108.00	\$115.00	6.48%	\$7.00	CNCL	N
Hard waste collection – one free 'at call' service per year	Per year	One free 'at call' hard waste service				CNCL	N
Bin delivery	Per bin	\$21.00	\$22.00	4.76%	\$1.00	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Traffic Management Plans

Works

Other than minor works conducted by person referred to in Regulation 10(2) of the Road Management (Works and Infrastructure) Regulations 2015 that are traffic impact works

Municipal road where speed limit > 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	\$659.00	\$685.30	3.99%	\$26.30	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	\$359.30	\$373.70	4.01%	\$14.40	REG	N
Municipal road where speed limit > 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	\$359.30	\$373.70	4.01%	\$14.40	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	\$91.70	\$95.40	4.03%	\$3.70	REG	N

Minor works

Other than minor works conducted by person referred to in Regulation 10(2) of the Road Management (Works and Infrastructure) Regulations 2015 that are traffic impact works

Municipal road where speed limit > 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	\$142.20	\$147.90	4.01%	\$5.70	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	\$142.20	\$147.90	4.01%	\$5.70	REG	N
Municipal road where speed limit > 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	\$91.70	\$95.40	4.03%	\$3.70	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	\$91.70	\$95.40	4.03%	\$3.70	REG	N

Other traffic fees

Additional traffic survey	Per assessment	\$75.00	\$77.50	3.33%	\$2.50	CNCL	Y
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Cultural Tours

Cultural and food tours	Per participant	\$50.00	\$52.00	4.00%	\$2.00	CNCL	Y
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Parking Management

Multi-deck car parks

Thomas Street car park

Parking fees

General – hourly	Per hour	\$1.90	\$2.00	5.26%	\$0.10	CNCL	Y
General – daily (7 hours+)	Per day	\$12.00	\$12.40	3.33%	\$0.40	CNCL	Y
General – after 6.00pm	N/A				No charge	CNCL	Y

Parking permits

General (includes 10% discount)	Per year	\$1,230.00	\$1,270.00	3.25%	\$40.00	CNCL	Y
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Walker Street car park

Parking fees

General – hourly	Per hour	\$1.90	\$2.00	5.26%	\$0.10	CNCL	Y
General – daily (7 hours+)	Per day	\$12.00	\$12.40	3.33%	\$0.40	CNCL	Y
General – after 6.00pm	N/A				No charge	CNCL	Y
Replacement Airkey and Programming	Per Key	\$120.00	\$124.00	3.33%	\$4.00	CNCL	Y

Parking permits

General	Per quarter	\$340.00	\$350.00	2.94%	\$10.00	CNCL	Y
Reserved	Per quarter	\$549.00	\$565.00	2.91%	\$16.00	CNCL	Y
General (includes 5% discount)	Per half year	\$642.00	\$660.00	2.80%	\$18.00	CNCL	Y
Reserved (includes 5% discount)	Per half year	\$1,040.00	\$1,075.00	3.37%	\$35.00	CNCL	Y
General (includes 10% discount)	Per year	\$1,225.00	\$1,265.00	3.27%	\$40.00	CNCL	Y
Reserved (includes 10% discount)	Per year	\$1,975.00	\$2,040.00	3.29%	\$65.00	CNCL	Y

No. 8 Balmoral Avenue car park

Parking fees

First hour	First hour	\$1.00	\$1.00	0.00%	\$0.00	CNCL	Y
1 to 2 hours	2 hours	\$1.70	\$1.70	0.00%	\$0.00	CNCL	Y
2 to 3 hours	3 hours	\$3.40	\$3.40	0.00%	\$0.00	CNCL	Y
3 to 4 hours	4 hours	\$4.50	\$4.50	0.00%	\$0.00	CNCL	Y
4 to 5 hours	5 hours	\$8.90	\$8.90	0.00%	\$0.00	CNCL	Y
5 to 6 hours	6 hours	\$18.60	\$18.60	0.00%	\$0.00	CNCL	Y
Maximum daily	> 6 hours	\$18.60	\$18.60	0.00%	\$0.00	CNCL	Y
Early bird rate – in before 8:30am	Daily	\$4.50	\$4.50	0.00%	\$0.00	CNCL	Y

Parking permits

General fee (above roller door)	Per year	\$1,070.00	\$1,070.00	0.00%	\$0.00	CNCL	Y
Reserved fee (Ramp 1)	Per year	\$1,335.00	\$1,335.00	0.00%	\$0.00	CNCL	Y
Trader/Worker Permit yearly fee	Yearly	\$215.00	\$215.00	0.00%	\$0.00	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Parking fees

On-street ticket machines – Standard (per hour)	Per hour	\$2.10	\$2.20	4.76%	\$0.10	CNCL	Y
On-street ticket machines – Incentive (per hour)	Per hour	\$1.40	\$1.50	7.14%	\$0.10	CNCL	Y
Off-street ticket machines – Standard (per hour)	Per hour	\$1.60	\$1.70	6.25%	\$0.11	CNCL	Y
Off-street ticket machines – Incentive (per hour)	Per hour	\$1.00	\$1.00	0.00%	\$0.00	CNCL	Y
Off-street ticket machines – Standard (per day)	Per day	\$10.10	\$10.40	2.97%	\$0.30	CNCL	Y
Off-street ticket machines – Incentive (per day)	Per day	\$4.50	\$4.65	3.33%	\$0.15	CNCL	Y

At following car parks: Hemmings Street, Rodd Street, Cnr Lonsdale/Thomas Street

Off-street ticket machines - Early bird	Per day	\$6.50	\$6.70	3.08%	\$0.20	CNCL	Y
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In before 8:30am, at following car parks: McCrae Street, Robinson Street and Oldham Lane

Dandenong Market car park	Per hour	\$1.00	\$1.00	0.00%	\$0.00	CNCL	Y
Carroll Lane car park permit (quarterly)	Per three months	\$219.00	\$225.50	2.97%	\$6.50	CNCL	Y
Carroll Lane car park permit (six monthly)	Per six months	\$385.00	\$400.00	3.90%	\$15.00	CNCL	Y
Carroll Lane car park permit (yearly)	Yearly	\$551.00	\$565.00	2.54%	\$14.00	CNCL	Y

Off Street Car Parks Dandenong - Clow/Hemmings/Robinsons/McCrae/Langhorne/Oldham

Parking permits

General Permit - Quarterly	Per Quarter	\$0.00	\$350.00	∞	∞	CNCL	Y
General Permit - Six monthly (5% discount)	Per Six Months	\$0.00	\$665.00	∞	∞	CNCL	Y
General Permit - Yearly (10% discount)	Per Year	\$0.00	\$1,260.00	∞	∞		Y
Reserved Permit - Quarterly	Per Quarter	\$0.00	\$420.00	∞	∞	CNCL	Y
Reserved Permit - Six Monthly (5% discount)	Per six months	\$0.00	\$798.00	∞	∞		Y
Reserved Permit - Yearly (10% discount)	Per Year	\$0.00	\$1,512.00	∞	∞	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Community Strengthening

Community Amenity and Local Laws

Parking Compliance

Parking bay hire

**** Works zones – signs installed by Council for long-term construction projects.**

Shopping precincts (1 to 4 consecutive days)	Per space/day	\$59.00	\$61.00	3.39%	\$2.00	CNCL	N
Shopping precincts – weekly (5 or more consecutive days)	Per week/bay or part thereof	\$278.50	\$288.00	3.41%	\$9.50	CNCL	N
Residential/industrial precincts (1 to 4 consecutive days)	Per space/day	\$30.50	\$31.50	3.28%	\$1.00	CNCL	N
Residential/industrial precincts – weekly (5 or more consecutive days)	Per week/bay or part thereof	\$140.50	\$145.50	3.56%	\$5.00	CNCL	N
Works zones ** – small (up to 16 metres in length)	0-3 months	\$333.00	\$344.00	3.30%	\$11.00	CNCL	N
Works zones ** – medium (up to 16 metres in length)	0-6 months	\$532.00	\$550.00	3.38%	\$18.00	CNCL	N
Works zones ** – large (up to 16 metres in length)	6 months +	\$665.00	\$687.00	3.31%	\$22.00	CNCL	N

Parking infringements

Council has elected to set the penalty for this offence at the maximum allowable under state legislation, which varies according to Road Safety (General) Regulations 2019. The dollar value of a penalty unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the penalty amounts and therefore does not publish them in this document. Current information can be obtained from the Department of Justice – Infringements Oversight Unit.

Parking fines	Per infringement	<p>Fines are set and revised by legislation and are described as penalty units within the legislation. For example, offence code 0794 'Stopped on a Children's Crossing' has an infringement penalty of 1 penalty unit. The value of a penalty unit is set by legislation each year. The value of the infringement is calculated by multiplying the legislated number of penalty units for the relevant offence by the legislated penalty unit set for the financial year. Council does not charge above the maximum penalty unit. For a list of Road Safety penalties please refer to this VicRoads website link: Fines and Fees : VicRoads</p> <p>Indexation of fees and penalties] The Department of Treasury and Finance also provides a comprehensive list of governmental fees and penalties. Department of Treasury and Finance Victoria (dtf.vic.gov.au)</p> <p>Last year fee Maximum penalty unit under state legislation</p>				REG	N
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Local Laws

* 50% reduction for pensioners.

For Council's Refund Policy in relation to permit fees, please see the notes pages at the beginning of this schedule.

Permits

Use of Council Reserves (General Local Law CI 36)	Per event	\$50.00	\$52.00	4.00%	\$2.00	CNCL	N
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
Advertising signs (annual) (General Local Law Clause 12)	Yearly	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Advertising signs (short term, per day, maximum 7 days)(General Local Law Clause 12)	Per day	\$26.50	\$27.50	3.77%	\$1.00	CNCL	N
Advertising signs – Real Estate (General Local Law Clause 12)	Yearly	\$319.00	\$330.00	3.45%	\$11.00	CNCL	N
Excess Animal Numbers (General Local Law Clause 22) *	Yearly	\$113.50	\$113.50	0.00%	\$0.00	CNCL	N
Busking (any 4 dates in a calendar month) (General Local Law Clause 18) *	Per event	\$25.00	\$26.00	4.00%	\$1.00	CNCL	N
Connecting Into Council Drains (General Local Law Clause 21)	Per event	\$46.00	\$47.50	3.26%	\$1.50	CNCL	N
Burning Off Permit - (Only permitted on designated Rural, Industrial or Commercial Land as per CGD Planning Scheme zones.) (General Local Law Clause 39) *	Per event	\$50.00	\$52.00	4.00%	\$2.00	CNCL	N
Fireworks display (General Local Law Clause 24)	Per event	\$172.00	\$178.00	3.49%	\$6.00	CNCL	N
Heavy vehicles (General Local Law Clause 25)	Yearly	\$97.00	\$100.50	3.61%	\$3.50	CNCL	N
Occupation of Roads (one day permit – deposit also required) (General Local Law Clause 14)	First day	\$286.00	\$295.50	3.32%	\$9.50	CNCL	N
Occupation of Roads (subsequent days) (General Local Law Clause 14)	Per day	\$137.50	\$142.00	3.27%	\$4.50	CNCL	N
Occupation of Roads (refundable security deposit - paid as per requirements) (General Local Law Clause 14)	Per permit	\$539.00	\$557.00	3.34%	\$18.00	CNCL	N
Footpath Activity Permit (includes Outdoor Dining and display of goods) (General Local Law Clause 11)	Yearly	\$270.50	\$279.50	3.33%	\$9.00	CNCL	N
Public space event approvals – 31 to 200 people attending (free to charitable and non-profit community groups) (General Local Law Clause 15)	Per event	\$166.00	\$171.50	3.31%	\$5.50	CNCL	N
Public space event approvals – 201-500 people attending (free to charitable and non-profit community groups) (General Local Law Clause 15)	Per event	\$441.00	\$456.00	3.40%	\$15.00	CNCL	N
Public space event approvals – more than 500 people attending (free to charitable and non-profit community groups) (General Local Law Clause 15)	Per event	\$1,105.00	\$1,145.00	3.62%	\$40.00	CNCL	N
Public Space Event Approvals - security deposit/bond (refundable) (General Local Law Clause 15)	Per event	\$530.00	\$530.00	0.00%	\$0.00	CNCL	N
Itinerant Trading - Food & Beverage (General Local Law Clause 13)	Yearly	\$3,000.00	\$3,100.00	3.33%	\$100.00	CNCL	N

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 28 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Permits [continued]

Itinerant Trading (free to charitable and non-profit community groups) (General Local Law Clause 13 & 19)	Per event	\$49.00	\$51.00	4.08%	\$2.00	CNCL	N
Skip bins (bulk rubbish containers) (General Local Law Clause 20)	First 3 days	\$127.00	\$131.50	3.54%	\$4.50	CNCL	N
Skip bins – fourth and subsequent days (General Local Law Clause 20)	Per day	\$41.50	\$43.00	3.61%	\$1.50	CNCL	N
Skip bins annual permit, bin companies only (General Local Law Clause 20)	Yearly	\$288.50	\$298.00	3.29%	\$9.50	CNCL	N
Filming Permit	Per event	\$80.00	\$83.00	3.75%	\$3.00	CNCL	N

Other fees and charges

Hard copy of local laws documents	Per printed set	\$25.50	\$26.50	3.92%	\$1.00	CNCL	N
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Animal Registrations and Other Fees**Pet registrations**

Please note - a State Government levy is payable in addition to the applicable standard or concession pet registration fee.

Standard rate

Please note a State Government levy is also payable in addition to this fee.

Dog registration	Yearly per animal	\$175.00	\$181.00	3.43%	\$6.00	CNCL	N
Declared dangerous dog	Yearly per animal	\$449.00	\$464.00	3.34%	\$15.00	CNCL	N
Declared menacing dog	Yearly per animal	\$269.50	\$278.50	3.34%	\$9.00	CNCL	N
Declared restricted breed dog	Yearly per animal	\$449.00	\$464.00	3.34%	\$15.00	CNCL	N
Dog reduced fee (does not apply to dangerous / menacing / restricted breed dogs)	Yearly per animal	\$58.00	\$60.00	3.45%	\$2.00	CNCL	N
Cat registration	Yearly per animal	\$120.50	\$124.50	3.32%	\$4.00	CNCL	N
Cat reduced fee	Yearly per animal	\$37.50	\$39.00	4.00%	\$1.50	CNCL	N

Concession rate

Please note a State Government levy is also payable in addition to this fee.

Dog registration	Yearly per animal	\$74.00	\$76.50	3.38%	\$2.50	CNCL	N
Declared dangerous dog	Yearly per animal	\$449.00	\$470.00	4.68%	\$21.00	CNCL	N
Declared menacing dog	Yearly per animal	\$269.50	\$278.50	3.34%	\$9.00	CNCL	N
Declared restricted breed dog	Yearly per animal	\$449.00	\$464.00	3.34%	\$15.00	CNCL	N
Dog reduced fee (does not apply to dangerous / menacing / restricted breed dogs)	Yearly per animal	\$25.50	\$26.50	3.92%	\$1.00	CNCL	N

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Concession rate [continued]

Registration fee for a dog kept in foster care (other than a dangerous dog) by a person holding a Foster Care Registration	Yearly per animal	No charge				REG	N
Cat registration	Yearly per animal	\$55.00	\$57.00	3.64%	\$2.00	CNCL	N
Cat reduced fee	Yearly per animal	\$18.20	\$18.80	3.30%	\$0.60	CNCL	N
Registration fee for a cat kept in foster care by a person holding a Foster Care Registration	Yearly per animal	No charge				REG	N

State Government levy

Applies in addition to the relevant pet registration fee above.

Cat	Yearly per animal	\$4.20	\$4.20	0.00%	\$0.00	REG	N
Dog	Yearly per animal	\$4.20	\$4.20	0.00%	\$0.00	REG	N

Other animal fees

Deposit for cat traps (refundable)	Per trap	\$164.50	\$170.00	3.34%	\$5.50	CNCL	N
Domestic animal business registration	Yearly	\$291.50	\$301.00	3.26%	\$9.50	CNCL	N
Inspection of Domestic Animal Register	Per inspection	\$58.00	\$60.00	3.45%	\$2.00	CNCL	N
Copy of record of animal registration	Per animal	\$11.40	\$11.80	3.51%	\$0.40	CNCL	N
Application for Foster Carer Registration (registration expires 10 April each year)	Yearly per foster carer	No charge				CNCL	N
Renewal of a Foster Carer Registration	Yearly per foster carer	No charge				CNCL	N

Impounding fees**Animal release fees**

Pigs/goats/sheep	Per animal	Cost recovery				CNCL	N
As per the Impounding of Livestock Act 1994 Section 7, Council can recover the reasonable expenses actually incurred in providing impounded livestock with food, water and veterinary care, and the reasonable cost of rectifying or compensating for any loss or damage which can be attributed to the trespassing of the livestock.							
Cattle/horses	Per animal	Cost recovery				CNCL	N
Dogs (1-2 days)	Per animal	\$162.00	\$167.50	3.40%	\$5.50	CNCL	N
Dogs (3-5 days)	Per animal	\$206.50	\$213.50	3.39%	\$7.00	CNCL	N
Dogs (6-8 days)	Per animal	\$237.50	\$245.50	3.37%	\$8.00	CNCL	N
Seized dogs holding fees (per day)	Per animal	\$53.50	\$55.50	3.74%	\$2.00	CNCL	N
Cats (1-2 days)	Per animal	\$162.00	\$167.50	3.40%	\$5.50	CNCL	N
Cats (3-5 days)	Per animal	\$206.50	\$213.50	3.39%	\$7.00	CNCL	N
Cats (6-8 days)	Per animal	\$237.50	\$245.50	3.37%	\$8.00	CNCL	N
Seized cats holding fees (per day)	Per animal	\$53.50	\$55.50	3.74%	\$2.00	CNCL	N
Poultry	Per animal	\$27.00	\$28.00	3.70%	\$1.00	CNCL	N
Pound registration processing fee	Per event	\$31.50	\$33.00	4.76%	\$1.50	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Other release fees

Release of impounded vehicle	Per vehicle	\$485.00	\$501.00	3.30%	\$16.00	CNCL	N
Release of impounded signs	Per sign	\$93.50	\$97.00	3.74%	\$3.50	CNCL	N
Release of impounded shopping trolleys	Per trolley	\$111.50	\$115.50	3.59%	\$4.00	CNCL	N
Release of impounded containers and other large items (this fee plus transport cost to pound)	Per item	\$221.50	\$229.00	3.39%	\$7.50	CNCL	N

Aged and Disability Services (Community Care)

* Commonwealth Home Support Program (CHSP) – Funded by the Commonwealth Department of Health for people over the age of 65 – these fees are set by Council based on the CHSP fee principles issued by the Department of Health.

Home and Community Care – Program for Younger People (HACC-PYP) – Services for people under the age of 65 funded by the Victorian Department of Health and Human Services – these fees are set by Council based on the Victorian fees schedule.

Community transport service

Short outing (less than 3 hours)	Per round trip	\$7.30	\$7.60	4.11%	\$0.30	CNCL	Y
Part day outing (3 to 6 hours)	Per round trip	\$14.60	\$15.20	4.11%	\$0.60	CNCL	Y
Part day outing (3 to 6 hours) - 2 staff	Per round trip	\$29.50	\$30.50	3.39%	\$1.00	CNCL	Y
Full day outing (more than 6 hours)	Per round trip	\$22.00	\$23.00	4.55%	\$1.00	CNCL	Y
Full day outing (more than 6 hours) - 2 staff	Per round trip	\$44.00	\$45.50	3.41%	\$1.50	CNCL	Y
Luncheon (local)	Per round trip	\$6.10	\$6.30	3.28%	\$0.20	CNCL	Y
Luncheon (non-local)	Per round trip	\$9.70	\$10.20	5.15%	\$0.50	CNCL	Y
Community transport trip	One way trip	\$2.60	\$2.70	3.85%	\$0.10	CNCL	Y

Social support Group – Planned Activity Group

Low fee *	Per hour	\$3.80	\$4.00	5.26%	\$0.20	CNCL	N
High fee *	Per hour	\$9.40	\$9.80	4.26%	\$0.40	CNCL	N
Commercial fee	Per hour	\$17.00	\$17.60	3.53%	\$0.60	CNCL	Y
Social support group (round trip)	Per round trip	\$3.50	\$3.70	5.71%	\$0.20	CNCL	N
Social support group (one way trip)	One way trip	\$2.60	\$2.70	3.85%	\$0.10	CNCL	N
Exercise program (10 sessions)	Term fee	\$60.50	\$62.50	3.31%	\$2.00	CNCL	N

Property maintenance

Low fee *	Per hour	\$17.50	\$18.20	4.00%	\$0.70	CNCL	N
High fee *	Per hour	\$82.50	\$85.50	3.64%	\$3.00	CNCL	N
Commercial fee	Per hour	\$103.50	\$107.00	3.38%	\$3.50	CNCL	Y
Property maintenance materials					At cost	CNCL	Y

Home care

Low fee (single) *	Per hour	\$8.20	\$8.50	3.66%	\$0.30	CNCL	N
High fee *	Per hour	\$56.50	\$58.50	3.54%	\$2.00	CNCL	N

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 31 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Home care [continued]

Commercial fee	Per hour	\$61.50	\$63.50	3.25%	\$2.00	CNCL	Y
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Personal care

Low fee *	Per hour	\$6.00	\$6.20	3.33%	\$0.20	CNCL	N
High fee *	Per hour	\$56.50	\$58.50	3.54%	\$2.00	CNCL	N
Commercial fee	Per hour	\$65.50	\$68.00	3.82%	\$2.50	CNCL	Y

Individual Social Support

Low fee *	Per hour	\$6.00	\$6.20	3.33%	\$0.20	CNCL	N
High fee *	Per hour	\$56.50	\$58.50	3.54%	\$2.00	CNCL	N
Commercial fee	Per hour	\$65.50	\$68.00	3.82%	\$2.50	CNCL	Y

Respite care

Low fee *	Per hour	\$5.00	\$5.20	4.00%	\$0.20	CNCL	N
High fee *	Per hour	\$58.00	\$60.00	3.45%	\$2.00	CNCL	N
Commercial fee	Per hour	\$69.50	\$72.00	3.60%	\$2.50	CNCL	Y

Travel incurred for client outings, shopping and appointments

Low fee *	Per kilometre	\$1.35	\$1.40	3.70%	\$0.05	CNCL	N
High fee *	Per kilometre	\$1.55	\$1.60	3.23%	\$0.05	CNCL	N
Commercial fee	Per kilometre	\$1.65	\$1.70	3.03%	\$0.05	CNCL	Y

Food services (Meals on wheels)

Low fee * - soup, main, side and sweet	Per meal	\$11.40	\$11.80	3.51%	\$0.40	CNCL	N
Low fee * - soup and sandwich	Per meal	\$7.40	\$7.70	4.05%	\$0.30	CNCL	N
Low fee * - main, side and sweet	Per meal	\$9.30	\$9.60	3.23%	\$0.30	CNCL	N
Low fee * - soup, main and side	Per meal	\$8.70	\$9.00	3.45%	\$0.30	CNCL	N
Low fee * - community meal	Per meal	\$11.40	\$11.80	3.51%	\$0.40	CNCL	N
Low fee * - community light meal	Per meal	\$7.40	\$7.70	4.05%	\$0.30	CNCL	N
Low fee * - soup	Per meal	\$1.70	\$1.80	5.88%	\$0.10	CNCL	N
Low fee * - sandwich	Per meal	\$4.60	\$4.80	4.35%	\$0.20	CNCL	N
Low fee * - main	Per meal	\$5.25	\$5.50	4.76%	\$0.25	CNCL	N
Low fee * - main and side	Per meal	\$6.90	\$7.20	4.35%	\$0.30	CNCL	N
Low fee * - soup, main and side, no juice	Per meal	\$8.40	\$8.70	3.57%	\$0.30	CNCL	N
Low fee * - main, side and sweet, no juice	Per meal	\$8.60	\$8.90	3.49%	\$0.30	CNCL	N
Low fee * - soup, main, side and sweet, no juice	Per meal	\$10.10	\$10.60	4.95%	\$0.50	CNCL	N
High fee * - soup, main side and sweet	Per meal	\$16.40	\$17.00	3.66%	\$0.60	CNCL	N
High fee * - soup and sandwich	Per meal	\$10.80	\$11.20	3.70%	\$0.40	CNCL	N

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Food services (Meals on wheels) [continued]

High fee * - main, side and sweet	Per meal	\$13.40	\$14.00	4.48%	\$0.60	CNCL	N
High fee * - soup, main and side	Per meal	\$12.60	\$13.20	4.76%	\$0.60	CNCL	N
Commercial fee - soup, main, side and sweet	Per meal	\$19.80	\$20.50	3.54%	\$0.70	CNCL	Y
Commercial fee - soup and sandwich	Per meal	\$13.00	\$13.60	4.62%	\$0.60	CNCL	Y
Commercial fee - main, side and sweet	Per meal	\$16.00	\$16.60	3.75%	\$0.60	CNCL	Y
Commercial fee - soup, main and side	Per meal	\$15.20	\$15.80	3.95%	\$0.60	CNCL	Y

Allied Health

Low fee *	Per visit	\$20.00	\$21.00	5.00%	\$1.00	CNCL	N
Commercial fee	Per visit	\$115.50	\$119.50	3.46%	\$4.00	CNCL	N

Home Modifications

Low fee *	Per hour	\$14.80	\$18.20	22.97%	\$3.40	CNCL	N
High fee *	Per hour	\$82.50	\$85.50	3.64%	\$3.00	CNCL	N
Commercial fee	Per hour	\$103.50	\$107.00	3.38%	\$3.50	CNCL	Y

Library Services

Heritage Tours	Per Event	\$0.00	\$5.00	∞	∞	CNCL	Y
Lost or damaged items replacement fees		Cost of the item				CNCL	N
Lost or damaged item replacement processing charge	Per item	\$8.10	\$8.40	3.70%	\$0.30	CNCL	N
Fee to recover long overdue materials – per account (50 days or more overdue)	Per account	\$18.80	\$19.00	1.06%	\$0.20	CNCL	Y
Inter library loan charge	Per loan	\$30.30	\$30.30	0.00%	\$0.00	REG	Y

Per inter-library loan where the lending library charges the Australian Council of Libraries and Information Services (ACLIS) fee

Library bag	Per bag	\$3.00	\$3.50	16.67%	\$0.50	CNCL	Y
Ear buds	Each	\$2.50	\$2.50	0.00%	\$0.00	CNCL	Y
USB memory stick	Each	\$12.50	\$12.50	0.00%	\$0.00	CNCL	Y
Charging Cable	Per item	\$5.00	\$5.00	0.00%	\$0.00	CNCL	Y
Photocopying – A4 (Black and White)	Per copy	\$0.25	\$0.30	20.00%	\$0.05	CNCL	Y
Photocopying – A3 (Black and White)	Per copy	\$0.35	\$0.40	14.29%	\$0.05	CNCL	Y
Photocopying – A4 (Colour)	Per copy	\$1.10	\$1.10	0.00%	\$0.00	CNCL	Y
Photocopying – A3 (Colour)	Per copy	\$1.80	\$1.80	0.00%	\$0.00	CNCL	Y
Photocopying – A4 (Black and White Duplex)	Per copy	\$0.48	\$0.50	4.17%	\$0.02	CNCL	Y
Photocopying – A3 (Black and White Duplex)	Per copy	\$0.67	\$0.70	4.48%	\$0.03	CNCL	Y
Photocopying – A4 (Colour Duplex)	Per copy	\$2.09	\$2.10	0.48%	\$0.01	CNCL	Y
Photocopying – A3 (Colour Duplex)	Per copy	\$3.42	\$3.50	2.34%	\$0.08	CNCL	Y
Replacing lost membership card	Per card	\$4.20	\$4.20	0.00%	\$0.00	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Publications

City Of Opportunity - the making of the City of Greater Dandenong	Per book	\$35.00	\$35.00	0.00%	\$0.00	CNCL	Y
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Family Day Care

Administration levy	Per hour maximum	\$2.00	\$2.10	5.00%	\$0.10	CNCL	N
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Assists in meeting the operational costs of the scheme, the employment of qualified staff and the provision and maintenance of resources and enrichment activities to children, families and educators

Immunisation Services

Nurse Immuniser mentoring	Per Application	\$0.00	\$300.00	∞	∞	CNCL	Y
Meningococcal B vaccine at a Community Immunisation Session	per person	\$0.00	\$143.00	∞	∞	CNCL	Y
Meningococcal ACWY vaccine at a Community Immunisation Session	per person	\$0.00	\$114.40	∞	∞	CNCL	Y
Varicella (chicken pox) vaccine at a Community Immunisation Session	per person	\$0.00	\$79.20	∞	∞	CNCL	Y
Influenza corporate	Per client	\$40.93	\$42.50	3.84%	\$1.57	CNCL	Y
Hepatitis B vaccine at a Community Immunisation Session	Per Person	\$0.00	\$39.60	∞	∞	CNCL	Y
Hepatitis A and B Corporate	Per client	\$122.13	\$126.50	3.58%	\$4.37	CNCL	Y
Cold chain fee	Per client	\$25.35	\$26.50	4.54%	\$1.15	CNCL	Y
Influenza vaccine at a Community Immunisation Session	per person	\$0.00	\$22.00	∞	∞	CNCL	Y
Boostrix Corporate	Per client	\$70.48	\$73.00	3.58%	\$2.52	CNCL	Y
Boostrix vaccine at a community immunisation session		\$0.00	\$51.70	∞	∞	CNCL	Y
Immunisation history assessment and certificate	per person	\$0.00	\$70.40	∞	∞	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Halls and Meeting Rooms

Hire rates may vary depending on booking requirements. All cancellations and booking variations will incur a fee.

Springvale City Hall – Main Hall

Time limits apply – Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight).

General

Minimum charge

Monday to Thursday - Minimum 3 hour block	Minimum 3 hour block	\$1,142.65	\$1,180.00	3.27%	\$37.35	CNCL	Y
Friday, Saturday and Sunday - minimum 5 hour block	Minimum 5 hour block	\$3,510.00	\$3,625.00	3.28%	\$115.00	CNCL	Y

Additional hours / hourly rate

Monday to Thursday	Per hour	\$381.00	\$394.00	3.41%	\$13.00	CNCL	Y
Friday, Saturday and Sunday	Per hour	\$702.00	\$725.00	3.28%	\$23.00	CNCL	Y

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Minimum charge

Monday to Thursday – Minimum 3 hour block charge	Minimum 3 hour block	\$746.00	\$771.00	3.35%	\$25.00	CNCL	Y
Friday, Saturday and Sunday	Minimum 5 hour block	\$2,400.00	\$2,480.00	3.33%	\$80.00	CNCL	Y

Additional hours / hourly rate

Monday to Thursday	Per hour	\$248.50	\$0.00	-100.00%	-\$248.50	CNCL	Y
Friday, Saturday and Sunday	Per hour	\$480.00	\$496.00	3.33%	\$16.00	CNCL	Y

Commercial

Minimum charge

Monday to Thursday – to 6pm	Minimum 3 hour block	\$1,052.59	\$1,090.00	3.55%	\$37.41	CNCL	Y
Friday, Saturday and Sunday	Minimum 5 hour block	\$3,965.00	\$4,095.00	3.28%	\$130.00	CNCL	Y

Additional hours / hourly rate

Monday to Thursday	Per hour	\$435.00	\$450.00	3.45%	\$15.00	CNCL	Y
Friday, Saturday and Sunday	Per hour	\$793.00	\$819.00	3.28%	\$26.00	CNCL	Y

Other fees and charges

Setting up – additional time per hour thereafter	Per hour	\$128.00	\$132.50	3.52%	\$4.50	CNCL	Y
Additional cleaning	Per hour	Commercial rate + 20%				CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Bond

High risk event bond	Per Hire	\$0.00	\$3,000.00	∞	∞	CNCL	N
Standard bond	Per event	\$1,500.00	\$1,500.00	0.00%	\$0.00	CNCL	N

Springvale City Hall – Supper Room

Time limits apply – Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight).

General**Minimum charge**

Monday to Thursday – minimum 3 hour block	Minimum 3 hour block	\$763.85	\$789.00	3.29%	\$25.15	CNCL	Y
Friday, Saturday and Sunday - minimum 5 hour block	Minimum 5 hour block	\$1,446.40	\$1,495.00	3.36%	\$48.60	CNCL	Y

Additional hours / hourly rate

Friday, Saturday and Sunday	Per hour	\$289.50	\$299.00	3.28%	\$9.50	CNCL	Y
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Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Minimum charge

Monday to Thursday – minimum 3 hour block	Minimum 3 hour block	\$507.00	\$524.00	3.35%	\$17.00	CNCL	Y
Friday, Saturday and Sunday - minimum 5 hour block	Minimum 5 hour block	\$1,115.00	\$1,155.00	3.59%	\$40.00	CNCL	Y

Additional hours / hourly rate

Friday, Saturday and Sunday	Per hour	\$223.00	\$230.50	3.36%	\$7.50	CNCL	Y
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Commercial**Minimum charge**

Friday, Saturday and Sunday - minimum 5 hour block	Minimum 5 hour block	\$1,730.00	\$1,790.00	3.47%	\$60.00	CNCL	Y
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Additional hours / hourly rate

Friday, Saturday and Sunday	Per hour	\$346.00	\$358.00	3.47%	\$12.00	CNCL	Y
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Other fees and charges

Setting up – additional time per hour thereafter	Per hour	\$128.00	\$132.50	3.52%	\$4.50	CNCL	Y
Additional cleaning	Per hour	Commercial rate + 20%				CNCL	Y

Bond

Standard bond	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Springvale Community Hub

General

Community Room 1	Per hour	\$40.35	\$42.00	4.09%	\$1.65	CNCL	Y
Community Room 2	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Community Room 2 and 3 (combined)	Per hour	\$41.50	\$43.00	3.61%	\$1.50	CNCL	Y
Community Room 3	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Community Room 4	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Community Room 5	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Community Room 6	Per hour	\$43.50	\$45.00	3.45%	\$1.50	CNCL	Y
Community Room 7	Per hour	\$41.50	\$43.00	3.61%	\$1.50	CNCL	Y
Meeting Room 1	Per hour	\$21.50	\$22.50	4.65%	\$1.00	CNCL	Y
Meeting Room 2	Per hour	\$21.50	\$22.50	4.65%	\$1.00	CNCL	Y

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Community Room 1	Per hour	\$31.50	\$33.00	4.76%	\$1.50	CNCL	Y
Community Room 2	Per hour	\$21.00	\$22.00	4.76%	\$1.00	CNCL	Y
Community Room 2 and 3 (combined)	Per hour	\$32.50	\$34.00	4.62%	\$1.50	CNCL	Y
Community Room 3	Per hour	\$21.00	\$22.00	4.76%	\$1.00	CNCL	Y
Community Room 4	Per hour	\$21.00	\$22.00	4.76%	\$1.00	CNCL	Y
Community Room 5	Per hour	\$21.00	\$22.00	4.76%	\$1.00	CNCL	Y
Community Room 6	Per hour	\$34.50	\$36.00	4.35%	\$1.50	CNCL	Y
Community Room 7	Per hour	\$32.50	\$34.00	4.62%	\$1.50	CNCL	Y
Meeting Room 1	Per hour	\$15.60	\$16.20	3.85%	\$0.60	CNCL	Y
Meeting Room 2	Per hour	\$15.60	\$16.20	3.85%	\$0.60	CNCL	Y

Commercial

Community Room 1	Per hour	\$51.75	\$53.50	3.38%	\$1.75	CNCL	Y
Community Room 2	Per hour	\$38.50	\$40.00	3.90%	\$1.50	CNCL	Y
Community Room 2 and 3 (combined)	Per hour	\$50.50	\$52.50	3.96%	\$2.00	CNCL	Y
Community Room 3	Per hour	\$38.50	\$40.00	3.90%	\$1.50	CNCL	Y
Community Room 4	Per hour	\$38.50	\$40.00	3.90%	\$1.50	CNCL	Y
Community Room 5	Per hour	\$38.50	\$40.00	3.90%	\$1.50	CNCL	Y
Community Room 6	Per hour	\$52.50	\$54.50	3.81%	\$2.00	CNCL	Y
Community Room 7	Per hour	\$50.50	\$52.50	3.96%	\$2.00	CNCL	Y
Meeting Room 1	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Meeting Room 2	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Edinburgh Hall

(capacity 100)

General

Minimum charge

Monday to Sunday (Casual hire - minimum 5 hour block)	Minimum 5 hour block	\$279.50	\$289.00	3.40%	\$9.50	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y
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Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Minimum charge

Monday to Sunday (Casual hire - minimum 5 hour block)	Minimum 5 hour block	\$155.50	\$161.00	3.54%	\$5.50	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$31.50	\$33.00	4.76%	\$1.50	CNCL	Y
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Commercial

Minimum charge

Monday to Sunday (Casual hire - minimum 5 hour block)	Minimum 5 hour block	\$336.35	\$348.00	3.46%	\$11.65	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$67.50	\$70.00	3.70%	\$2.50	CNCL	Y
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Bond

High risk event bond	Per Hire	\$0.00	\$1,000.00	∞	∞	CNCL	N
Standard bond	Per event	\$300.00	\$500.00	66.67%	\$200.00	CNCL	N

Heritage Hill (Benga and Laurel Lodge) and Historic Gardens

General

Large Rooms (Langley Gallery – Benga, Dining Room – Laurel Lodge, Gardens)	Per hour	\$35.00	\$36.50	4.29%	\$1.50	CNCL	Y
Medium Rooms (Sunroom – Benga)	Per hour	\$23.50	\$24.50	4.26%	\$1.00	CNCL	Y
Small Rooms (Dining Room – Laurel Lodge, Bedrooms – Benga)	Per hour	\$17.40	\$18.00	3.45%	\$0.60	CNCL	Y
Medium Gallery (Langley Gallery – Benga, Laurel Lodge)	Per week	\$113.85	\$118.00	3.65%	\$4.15	CNCL	Y
Small Gallery (Master Bedroom – Benga, Sunroom – Benga)	Per week	\$46.50	\$48.50	4.30%	\$2.00	CNCL	Y
Security bond (after hours)	Per event	\$120.00	\$120.00	0.00%	\$0.00	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Community Group

Large Rooms (Langley Gallery – Benga, Dining Room – Laurel Lodge, Gardens)	Per hour	\$29.00	\$30.00	3.45%	\$1.00	CNCL	Y
Medium Rooms (Sunroom – Benga)	Per hour	\$21.50	\$22.50	4.65%	\$1.00	CNCL	Y
Small Rooms (Dining Room – Laurel Lodge, Bedrooms – Benga)	Per hour	\$13.97	\$14.60	4.51%	\$0.63	CNCL	Y
Medium Gallery (Langley Gallery – Benga, Laurel Lodge)	Per week	\$68.50	\$71.00	3.65%	\$2.50	CNCL	Y
Small Gallery (Master Bedroom – Benga, Sunroom – Benga)	Per week	\$35.00	\$36.50	4.29%	\$1.50	CNCL	Y
Security bond (after hours)	Per event	\$100.00	\$100.00	0.00%	\$0.00	CNCL	N

Commercial

Large Rooms (Langley Gallery – Benga, Dining Room – Laurel Lodge, Gardens)	Per hour	\$46.50	\$48.50	4.30%	\$2.00	CNCL	Y
Medium Rooms (Sunroom – Benga)	Per hour	\$35.00	\$36.50	4.29%	\$1.50	CNCL	Y
Small Rooms (Dining Room – Laurel Lodge, Bedrooms – Benga)	Per hour	\$23.50	\$24.50	4.26%	\$1.00	CNCL	Y
Medium Gallery (Langley Gallery – Benga, Laurel Lodge)	Per week	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Small Gallery (Master Bedroom – Benga, Sunroom – Benga)	Per week	\$57.50	\$59.50	3.48%	\$2.00	CNCL	Y
Security bond (after hours)	Per event	\$200.00	\$200.00	0.00%	\$0.00	CNCL	N

Other fees and charges

Commission on artwork sales		25% of sale proceeds				CNCL	Y
Heritage Hill – Studio hire – School house	Per week	\$81.00	\$84.00	3.70%	\$3.00	CNCL	Y
Heritage Hill – Studio hire – Coach house	Per week	\$81.00	\$84.00	3.70%	\$3.00	CNCL	Y
Workshop programs – School holiday workshop fees	Per person	From \$5 to \$25				CNCL	Y
Workshop programs – Adult workshop fees	Per person	From \$10 to \$35				CNCL	Y
Heritage Hill museum and historic garden tour (minimum 10 people)	Per person	\$10.40	\$10.80	3.85%	\$0.40	CNCL	Y
Heritage Hill museum and historic garden tour (minimum 10 people) – seniors	Per person	\$7.60	\$7.90	3.95%	\$0.30	CNCL	Y
Education tour	Per person	\$7.60	\$7.90	3.95%	\$0.30	CNCL	Y
General visitation (adults, concession, students, seniors)	Per person	Gold coin				CNCL	N
Gardeners only tour	Per person (flat rate)	\$4.66	\$4.80	3.00%	\$0.14	CNCL	Y
Tea and coffee cart	Per tour (flat rate)	\$20.70	\$21.50	3.86%	\$0.80	CNCL	Y
Microphone hire	Per hire (flat rate)	\$25.88	\$27.00	4.33%	\$1.12	CNCL	Y
Projector hire	Per hire (flat rate)	\$25.88	\$27.00	4.33%	\$1.12	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Menzies Avenue

(capacity 300)

General

Friday to Sunday	Per Day	\$0.00	\$848.00	∞	∞	CNCL	Y
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Additional hours / hourly rate

Monday to Thursday	Per hour	\$82.00	\$85.00	3.66%	\$3.00	CNCL	Y
Friday to Sunday	Per hour	\$102.50	\$106.00	3.41%	\$3.50	CNCL	Y

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Friday to Sunday	Per Day	\$0.00	\$656.00	∞	∞	CNCL	Y
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Additional hours / hourly rate

Monday to Thursday	Per hour	\$64.50	\$67.00	3.88%	\$2.50	CNCL	Y
Friday to Sunday	Per hour	\$79.00	\$82.00	3.80%	\$3.00	CNCL	Y

Commercial

Friday to Sunday	Per Day	\$0.00	\$1,016.00	∞	∞	CNCL	Y
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Additional hours / hourly rate

Monday to Thursday	Per hour	\$84.00	\$87.00	3.57%	\$3.00	CNCL	Y
Friday to Sunday	Per hour	\$123.00	\$127.00	3.25%	\$4.00	CNCL	Y

Bond

High risk event bond	Per Day	\$0.00	\$2,000.00	∞	∞	CNCL	N
Standard bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N

Springvale Reserve (Hall 1)

(capacity 110)

General

Monday to Sunday	Per Day	\$0.00	\$828.00	∞	∞	CNCL	Y
Monday to Thursday	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Monday to Thursday	Per hour	\$43.00	\$44.50	3.49%	\$1.50	CNCL	Y
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Commercial

Monday to Thursday	Per hour	\$67.00	\$69.50	3.73%	\$2.50	CNCL	Y
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Springvale Reserve (Hall 2)

(capacity 50)

General

Monday to Sunday	Per Day	\$0.00	\$828.00	∞	∞	CNCL	Y
Monday to Thursday	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Monday to Thursday	Per hour	\$42.50	\$44.00	3.53%	\$1.50	CNCL	Y
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Commercial

Monday to Thursday	Per hour	\$67.00	\$69.50	3.73%	\$2.50	CNCL	Y
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Springvale Reserve (Hall 1 and 2 combined)

(capacity 165, includes kitchen)

General**Minimum charge**

Monday to Friday	Per Day	\$0.00	\$828.00	∞	∞	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$100.00	\$103.50	3.50%	\$3.50	CNCL	Y
Commercial kitchen hire (Monday to Thursday – day time only to 5pm)	Per hour	\$51.00	\$53.00	3.92%	\$2.00	CNCL	Y

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Monday to Sunday	Per Hou	\$0.00	\$536.00	∞	∞	CNCL	Y
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Minimum charge

Monday to Sunday	Per Day	\$0.00	\$536.00	∞	∞	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$64.50	\$67.00	3.88%	\$2.50	CNCL	Y
Commercial kitchen hire (Monday to Thursday – day time only to 5pm)	Per hour	\$32.50	\$34.00	4.62%	\$1.50	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Commercial

Monday to Sunday	Per Day	\$0.00	\$1,016.00	∞	∞	CNCL	Y
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Minimum charge

Monday to Sunday	Per Day	\$0.00	\$1,016.00	∞	∞	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$123.00	\$127.00	3.25%	\$4.00	CNCL	Y
Commercial kitchen hire (Monday to Thursday – day time only to 5pm)	Per hour	\$70.00	\$72.50	3.57%	\$2.50	CNCL	Y

Springvale Reserve (Meeting room 1)*(capacity 16)***General**

Monday to Sunday	Per hour	\$28.50	\$29.50	3.51%	\$1.00	CNCL	Y
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Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Monday to Sunday	Per hour	\$22.00	\$23.00	4.55%	\$1.00	CNCL	Y
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Commercial

Monday to Sunday	Per hour	\$34.00	\$35.50	4.41%	\$1.50	CNCL	Y
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Springvale Reserve (Meeting room 2)*(capacity 8)***General**

Monday to Sunday	Per hour	\$23.00	\$24.00	4.35%	\$1.00	CNCL	Y
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Monday to Sunday	Per hour	\$16.20	\$16.80	3.70%	\$0.60	CNCL	Y
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Commercial

Monday to Sunday	Per hour	\$28.50	\$29.50	3.51%	\$1.00	CNCL	Y
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Springvale Reserve (All)

Bond

High risk event bond	Per Hire	\$0.00	\$1,000.00	∞	∞	CNCL	N
Standard bond	Per event	\$300.00	\$500.00	66.67%	\$200.00	CNCL	N

Palm Plaza (Meeting rooms)

General

Monday to Sunday	Per hour	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
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Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Monday to Sunday	Per hour	\$27.00	\$28.00	3.70%	\$1.00	CNCL	Y
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Commercial

Monday to Sunday	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y
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Dandenong Civic Centre (Level 2)

General

Council Chamber (limited availability)	Per hour	\$97.00	\$100.50	3.61%	\$3.50	CNCL	Y
Formal Meeting Room	Per hour	\$97.00	\$100.50	3.61%	\$3.50	CNCL	Y
Board Room 1	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y
Board Room 2	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y
Board Rooms 1 and 2 (combined)	Per hour	\$83.50	\$86.50	3.59%	\$3.00	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) before 6pm	Per hour	\$154.50	\$160.00	3.56%	\$5.50	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) after 6pm	Per hour	\$219.50	\$227.00	3.42%	\$7.50	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) before 6pm	Per hour	\$238.50	\$246.50	3.35%	\$8.00	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) after 6pm	Per hour	\$257.00	\$265.50	3.31%	\$8.50	CNCL	Y
Kitchen	Per hour	\$57.00	\$59.00	3.51%	\$2.00	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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General [continued]

Interview Room 1	Per hour	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
Interview Room 2	Per hour	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
Interview Room 3	Per hour	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
Interview Room 4	Per hour	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Council Chamber (limited availability)	Per hour	\$73.00	\$75.50	3.42%	\$2.50	CNCL	Y
Formal Meeting Room	Per hour	\$73.00	\$75.50	3.42%	\$2.50	CNCL	Y
Board Room 1	Per hour	\$36.50	\$38.00	4.11%	\$1.50	CNCL	Y
Board Room 2	Per hour	\$36.50	\$38.00	4.11%	\$1.50	CNCL	Y
Board Rooms 1 and 2 (combined)	Per hour	\$55.50	\$57.50	3.60%	\$2.00	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) before 6pm	Per hour	\$110.50	\$114.50	3.62%	\$4.00	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) after 6pm	Per hour	\$177.00	\$183.00	3.39%	\$6.00	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) before 6pm	Per hour	\$190.50	\$197.00	3.41%	\$6.50	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) after 6pm	Per hour	\$241.50	\$249.50	3.31%	\$8.00	CNCL	Y
Kitchen	Per hour	\$40.00	\$41.50	3.75%	\$1.50	CNCL	Y
Interview Room 1	Per hour	\$26.50	\$27.50	3.77%	\$1.00	CNCL	Y
Interview Room 2	Per hour	\$26.50	\$27.50	3.77%	\$1.00	CNCL	Y
Interview Room 3	Per hour	\$26.50	\$27.50	3.77%	\$1.00	CNCL	Y
Interview Room 4	Per hour	\$26.50	\$27.50	3.77%	\$1.00	CNCL	Y

Senior Citizens Centres

Minimum 5 hour block booking required for private functions on a Friday, Saturday and Sunday.

General**Rate per hour**

Dandenong North Senior Citizen Centre- General - Multipurpose room II	Per Hour	\$0.00	\$20.00	∞	∞	CNCL	Y
Dandenong North Seniors Centre	Per hour	\$62.00	\$64.50	4.03%	\$2.50	CNCL	Y
Dandenong Central Seniors Centre – Memorial	Per hour	\$62.00	\$64.50	4.03%	\$2.50	CNCL	Y
Latham Crescent Seniors Centre	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y
Springvale Senior Citizens Centre (Main Hall)	Per hour	\$56.00	\$58.00	3.57%	\$2.00	CNCL	Y
Deakin Hall	Per hour	\$62.00	\$64.50	4.03%	\$2.50	CNCL	Y

Bond

Standard bond	Per event	\$200.00	\$500.00	150.00%	\$300.00	CNCL	N
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Section 6 - Schedule of Fees and Charges 2024-25 | Page 44 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Bond [continued]

High risk event bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N
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Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicings body (or equivalent) will be ineligible for the community rates.

Dandenong North Senior Citizen Centre- Community Group - Multipurpose room II	Per Hour	\$0.00	\$15.00	∞	∞	CNCL	Y
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Rate per hour

Dandenong North Seniors Centre	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Dandenong Central Seniors Centre – Memorial	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Latham Crescent Seniors Centre	Per hour	\$26.00	\$27.00	3.85%	\$1.00	CNCL	Y
Springvale Senior Citizens Centre (Main Hall)	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y
Springvale Senior Citizens Centre (Multi-purpose room)	Per hour	\$13.40	\$15.00	11.94%	\$1.60	CNCL	Y
Deakin Hall	Per hour	\$30.50	\$31.50	3.28%	\$1.00	CNCL	Y

Bond

Standard bond	Per event	\$200.00	\$500.00	150.00%	\$300.00	CNCL	N
High risk event bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N

Commercial

Dandenong North Senior Citizen Centre - Multipurpose room II	Per Hour	\$0.00	\$25.00	∞	∞	CNCL	Y
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Rate per hour

Dandenong North Seniors Centre	Per hour	\$73.00	\$75.50	3.42%	\$2.50	CNCL	Y
Dandenong Central Seniors Centre – Memorial	Per hour	\$73.00	\$75.50	3.42%	\$2.50	CNCL	Y
Latham Crescent Seniors Centre	Per hour	\$67.00	\$69.50	3.73%	\$2.50	CNCL	Y
Springvale Senior Citizens Centre (Main Hall)	Per hour	\$67.00	\$69.50	3.73%	\$2.50	CNCL	Y
Deakin Hall	Per hour	\$73.00	\$75.50	3.42%	\$2.50	CNCL	Y

Bond

Standard bond	Per event	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N
High risk event bond	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N

Other fees and charges

Additional cleaning	Per hour	Commercial rate + 20%				CNCL	Y
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Jan Wilson Community Centre

Minimum 5 hour block booking required for private functions on a Friday, Saturday and Sunday.

General

Jan Wilson Community Centre - General-Main hall - Rate per day	Per Day	\$0.00	\$828.00	∞	∞		Y
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Rate per hour

Multi-purpose room	Per hour	\$65.00	\$67.50	3.85%	\$2.50	CNCL	Y
Training/meeting room	Per hour	\$28.50	\$29.50	3.51%	\$1.00	CNCL	Y
Main Hall	Per hour	\$100.00	\$103.50	3.50%	\$3.50	CNCL	Y
Kitchen	Per hour	\$51.00	\$53.00	3.92%	\$2.00	CNCL	Y

Bond

Standard bond	Per event	\$250.00	\$1,000.00	300.00%	\$750.00	CNCL	N
High risk event bond	Per event	\$500.00	\$1,500.00	200.00%	\$1,000.00	CNCL	N

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicings body (or equivalent) will be ineligible for the community rates.

Jan Wilson Community Centre - Community Group-Main hall - Rate per day	Per Day	\$0.00	\$432.00	∞	∞		Y
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Rate per hour

Multi-purpose room	Per hour	\$36.00	\$37.50	4.17%	\$1.50	CNCL	Y
Training/meeting room	Per hour	\$24.00	\$25.00	4.17%	\$1.00	CNCL	Y
Main Hall	Per hour	\$52.00	\$54.00	3.85%	\$2.00	CNCL	Y
Kitchen	Per hour	\$31.50	\$33.00	4.76%	\$1.50	CNCL	Y

Bond

Standard bond	Per event	\$250.00	\$500.00	100.00%	\$250.00	CNCL	N
High risk event bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N

Commercial

Jan Wilson Community Centre - Commercial-Main hall - Rate per day	Per Day	\$0.00	\$1,016.00	∞	∞	CNCL	Y
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Rate per hour

Multi-purpose room	Per hour	\$73.00	\$75.50	3.42%	\$2.50	CNCL	Y
Training/meeting room	Per hour	\$34.00	\$35.50	4.41%	\$1.50	CNCL	Y
Main Hall	Per hour	\$123.00	\$127.00	3.25%	\$4.00	CNCL	Y
Kitchen	Per hour	\$70.00	\$72.50	3.57%	\$2.50	CNCL	Y

Bond

Standard bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Bond *[continued]*

High risk event bond	Per event	\$1,000.00	\$2,000.00	100.00%	\$1,000.00	CNCL	N
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Other fees and charges

Room set up and pack up – Monday to Friday (9am-5pm)	Per event	\$29.50	\$30.50	3.39%	\$1.00	CNCL	Y
Additional cleaning	Per hour	Commercial rate + 20%				CNCL	Y

Tatterson Park Pavilion

Minimum 5 hour block booking required for private functions on a Friday, Saturday and Sunday.

General

Function room - Monday to Sunday - All day charge	Per Day	\$0.00	\$1,288.00	∞	∞	CNCL	Y
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Rate per hour

Meeting room 1 (Ground floor)	Per hour	\$36.00	\$37.50	4.17%	\$1.50	CNCL	Y
Meeting room 2 (Level 1)	Per hour	\$39.50	\$41.00	3.80%	\$1.50	CNCL	Y
Meeting room 3 (Level 1)	Per hour	\$39.50	\$41.00	3.80%	\$1.50	CNCL	Y
Meeting rooms 2 and 3 (Level 1)	Per hour	\$74.00	\$76.50	3.38%	\$2.50	CNCL	Y
Commercial kitchen (Level 1)	Per hour	\$51.00	\$53.00	3.92%	\$2.00	CNCL	Y

Other fees and charges

Room set up and pack up – Monday to 5pm Friday	Per event	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
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Bond

Standard bond	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N
High risk event bond	Per event	\$2,000.00	\$2,000.00	0.00%	\$0.00	CNCL	N

Community Group

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Function room - Monday to Sunday - all day charge	Per Day	\$0.00	\$840.00	∞	∞	CNCL	Y
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Rate per hour

Function room	Per hour	\$101.50	\$105.00	3.45%	\$3.50	CNCL	Y
Meeting room 1 (Ground floor)	Per hour	\$23.00	\$24.00	4.35%	\$1.00	CNCL	Y
Meeting room 2 (Level 1)	Per hour	\$26.00	\$27.00	3.85%	\$1.00	CNCL	Y
Meeting room 3 (Level 1)	Per hour	\$26.00	\$27.00	3.85%	\$1.00	CNCL	Y
Meeting rooms 2 and 3 (Level 1)	Per hour	\$44.50	\$46.00	3.37%	\$1.50	CNCL	Y
Commercial kitchen (Level 1)	Per hour	\$32.50	\$34.00	4.62%	\$1.50	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Other fees and charges

Room set up and pack up – Monday to 5pm Friday	Per event	\$26.50	\$27.50	3.77%	\$1.00	CNCL	Y
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Bond

Standard bond	Per event	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N
High risk event bond	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N

Commercial

Function room - Monday to Sunday - All day charge	Per Day	\$0.00	\$1,696.00	∞	∞	CNCL	Y
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Rate per hour

Function room	Per hour	\$205.00	\$212.00	3.41%	\$7.00	CNCL	Y
Meeting room 1 (Ground floor)	Per hour	\$48.00	\$50.00	4.17%	\$2.00	CNCL	Y
Meeting room 2 (Level 1)	Per hour	\$53.00	\$55.00	3.77%	\$2.00	CNCL	Y
Meeting room 3 (Level 1)	Per hour	\$53.00	\$55.00	3.77%	\$2.00	CNCL	Y
Meeting rooms 2 and 3 (Level 1)	Per hour	\$100.00	\$103.50	3.50%	\$3.50	CNCL	Y
Commercial kitchen (Level 1)	Per hour	\$70.00	\$72.50	3.57%	\$2.50	CNCL	Y

Other fees and charges

Room set up and pack up – Monday to 5pm Friday	Per event	\$57.50	\$59.50	3.48%	\$2.00	CNCL	Y
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Bond

Standard bond	Per event	\$1,500.00	\$1,500.00	0.00%	\$0.00	CNCL	N
High risk event bond	Per event	\$3,000.00	\$3,000.00	0.00%	\$0.00	CNCL	N

Other fees and charges

Additional cleaning	Commercial rate + 20%	Commercial rate + 20%				CNCL	Y
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Paddy O'Donoghue Centre

Minimum 5 hour block booking required for private functions on a Friday, Saturday and Sunday. This Centre is not available for general hire.

Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Rate per hour

Rooms 1 or 2	Per hour	\$25.50	\$26.50	3.92%	\$1.00	CNCL	Y
Rooms 3 or 4	Per hour	\$20.50	\$21.50	4.88%	\$1.00	CNCL	Y
Rooms 5 or 6	Per hour	\$20.50	\$21.50	4.88%	\$1.00	CNCL	Y
Main Hall	Per hour	\$40.50	\$42.00	3.70%	\$1.50	CNCL	Y
General Office 1 or 2	Per hour	\$20.50	\$21.50	4.88%	\$1.00	CNCL	Y
Kitchens	Per hour	\$18.20	\$18.80	3.30%	\$0.60	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Bond

Standard bond	Per event	\$200.00	\$500.00	150.00%	\$300.00	CNCL	N
High risk event bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N

Commercial**Rate per hour**

Rooms 1 or 2	Per hour	\$46.50	\$48.50	4.30%	\$2.00	CNCL	Y
Rooms 3 or 4	Per hour	\$32.00	\$33.50	4.69%	\$1.50	CNCL	Y
Rooms 5 or 6	Per hour	\$32.00	\$33.50	4.69%	\$1.50	CNCL	Y
Main Hall	Per hour	\$74.00	\$76.50	3.38%	\$2.50	CNCL	Y
General Office 1 or 2	Per hour	\$32.00	\$33.50	4.69%	\$1.50	CNCL	Y
Kitchens	Per hour	\$46.50	\$48.50	4.30%	\$2.00	CNCL	Y

Bond

Standard bond	Per event	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N
High risk event bond	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N

Other fees and charges

Room set up and pack up – Monday to Friday (9am-5pm)	Per event	\$29.50	\$30.50	3.39%	\$1.00	CNCL	Y
Room set up and pack up – Monday to Friday (after 5pm)	Per event	\$57.50	\$59.50	3.48%	\$2.00	CNCL	Y
Additional cleaning	Per hour	Commercial rate + 20%				CNCL	Y

The Castle**General****Rate per hour**

Main Hall, Balcony and Lounge (includes kitchen)	Per hour	\$84.00	\$87.00	3.57%	\$3.00	CNCL	Y
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Bond

Standard bond	Per event	\$200.00	\$1,000.00	400.00%	\$800.00	CNCL	N
High risk event bond	Per event	\$500.00	\$1,500.00	200.00%	\$1,000.00	CNCL	N

Community Group

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Rate per hour

Main Hall, Balcony and Lounge (includes kitchen)	Per hour	\$53.00	\$55.00	3.77%	\$2.00	CNCL	Y
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Bond

Standard bond	Per event	\$200.00	\$500.00	150.00%	\$300.00	CNCL	N
High risk event bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Commercial**Rate per hour**

Main Hall, Balcony and Lounge (includes kitchen)	Per hour	\$111.50	\$115.50	3.59%	\$4.00	CNCL	Y
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Bond

Standard bond	Per event	\$500.00	\$1,000.00	100.00%	\$500.00	CNCL	N
High risk event bond	Per event	\$1,000.00	\$1,500.00	50.00%	\$500.00	CNCL	N

Other fees and charges

Additional cleaning	Per hour	Commercial rate + 20%				CNCL	Y
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Fotheringham Reserve Dandenong**General**

High risk event bond	Per Hire	\$0.00	\$1,100.00	∞	∞	CNCL	Y
Standard Bond	Per Hire	\$0.00	\$550.00	∞	∞	CNCL	Y
Main Hall - Monday-Sunday	Per hour	\$31.05	\$32.50	4.67%	\$1.45	CNCL	Y

Community Group

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High risk event bond	Per Hire	\$0.00	\$1,100.00	∞	∞		Y
Standard bond	Per Hire	\$0.00	\$550.00	∞	∞	CNCL	Y
Main Hall - Monday-Sunday	Per hour	\$21.00	\$22.00	4.76%	\$1.00	CNCL	Y

Commercial

High risk event bond	Per Hire	\$0.00	\$1,000.00	∞	∞	CNCL	N
Standard bond	Per Hire	\$0.00	\$500.00	∞	∞	CNCL	N
Main Hall - Monday-Sunday	Per hour	\$41.40	\$43.00	3.86%	\$1.60	CNCL	Y

Keysborough Community Hall**General****Minimum charge**

Friday to Sunday	Minimum 5 hour block	\$271.70	\$281.00	3.42%	\$9.30	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$54.35	\$56.50	3.96%	\$2.15	CNCL	Y
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Community Group**Minimum charge**

Friday to Sunday	Minimum 5 hour block	\$160.50	\$166.00	3.43%	\$5.50	CNCL	Y
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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$32.50	\$34.00	4.62%	\$1.50	CNCL	Y
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Commercial**Minimum charge**

Friday to Sunday	Minimum 5 hour block	\$328.60	\$340.00	3.47%	\$11.40	CNCL	Y
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Additional hours / hourly rate

Monday to Sunday	Per hour	\$65.75	\$68.00	3.42%	\$2.25	CNCL	Y
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Bond

High risk event bond	Per Hire	\$0.00	\$1,000.00	∞	∞	CNCL	N
Standard bond	Per event	\$300.00	\$500.00	66.67%	\$200.00	CNCL	N

Walker Street Gallery and Community Arts Centre**Room and exhibition hire**

Bookings at this venue may require suitable staff to set up or be present at your event. This cost will be charged on to you. A technician will be required for operation of venue's lighting and sound equipment (refer to Cultural Facilities Staff Schedule).

General

Large Rooms (Whole Band Room, Black Box Theatre, Gallery 1 non-exhibition)	Per hour	\$34.00	\$35.50	4.41%	\$1.50	CNCL	Y
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General Hire for Large Rooms, including whole of Band Room (partition open); Black Box Theatre; Gallery 1 (for non-staffed non-exhibition use such as meetings, workshops or events)

Staffing (Officer) - out of hours	hourly	\$60.00	\$62.00	3.33%	\$2.00	CNCL	Y
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Additional hourly fee for out-of-hours officer if required. 3 hours minimum call out. Minimum 2 staff required on site.

Staffing (Supervisor) - out of hours	Per Hour	\$65.00	\$67.50	3.85%	\$2.50	CNCL	Y
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Additional fee for out of hours Supervisor if required. 3 hours minimum call out. Note: minimum 2 staff required on site (Supervisor or Officer).

Medium Rooms (Partitioned Band Room, Studio)	Per hour	\$23.00	\$24.00	4.35%	\$1.00	CNCL	Y
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Hire Rates for Band Room when partition is in place (half room) and former Studio space (current staff office).

Large Gallery Week Block (Gallery 1 for Exhibitions)	Per week	\$233.50	\$241.50	3.43%	\$8.00	CNCL	Y
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Note: not advertised publicly as Walker Street Gallery 1 is curated space. For special circumstances and reference only. For hire of Gallery 1 as Exhibition Space. Week (7 day) block minimal hire time.

Small Gallery Week Block (Gallery 2 for Exhibitions)	Per week	\$46.50	\$48.50	4.30%	\$2.00	CNCL	Y
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Note: not advertised publicly as Walker Street Gallery 2 is curated space. For special circumstances and reference only. For hire of Gallery 2 as Exhibition Space. Week (7 day) block minimal hire time.

Security bond (after hours)	Per event	\$120.00	\$120.00	0.00%	\$0.00	CNCL	N
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Security bond for keys, alarm code and afterhours use.

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Community Group

Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Large Rooms (Whole Band Room, Black Box Theatre, Gallery 1 non-exhibition)	Per hour	\$28.50	\$29.50	3.51%	\$1.00	CNCL	Y
General Hire for Large Rooms, including whole of Band Room (partition open); Black Box Theatre; Gallery 1 (for non-staffed non-exhibition use such as meetings, workshops or events)							
Staffing (Supervisor) - out of hours	Per hour	\$55.00	\$57.00	3.64%	\$2.00	CNCL	Y
Additional fee for out of hours Supervisor if required for community/not for profit group hire. 3 hours minimum call out. Note: minimum 2 staff required on site (Supervisor or Officer)							
Staffing (Officer) - out of hours	Per Hour	\$50.00	\$52.00	4.00%	\$2.00	CNCL	Y
Additional fee for out of hours Officer if required for community/not for profit group hire. 3 hours minimum call out. Note: minimum 2 staff required on site (Supervisor or Officer).							
Medium Rooms (Partitioned Band Room, Studio)	Per hour	\$20.50	\$21.50	4.88%	\$1.00	CNCL	Y
Large Gallery Week Block (Gallery 1 for Exhibitions)	Per week	\$174.50	\$180.50	3.44%	\$6.00	CNCL	Y
Note: not advertised publicly as Walker Street Gallery 1 is curated space. For special circumstances and reference only. For hire of Gallery 1 as Exhibition Space. Week (7 day) block minimal hire time.							
Small Gallery Week Block (Gallery 2 for Exhibitions)	Per week	\$35.00	\$36.50	4.29%	\$1.50	CNCL	Y
Note: not advertised publicly as Walker Street Gallery 2 is curated space. For special circumstances and reference only. For hire of Gallery 2 as Exhibition Space. Week (7 day) block minimal hire time.							
Security bond (after hours)	Per event	\$100.00	\$100.00	0.00%	\$0.00	CNCL	N
Security bond for keys, alarm code and afterhours use.							

Commercial

Large Rooms (Whole Band Room, Black Box Theatre, Gallery 1 non-exhibition)	Per hour	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
General Hire for Large Rooms, including whole of Band Room (partition open); Black Box Theatre; Gallery 1 (for non-staffed non-exhibition use such as meetings, workshops or events).							
Medium Rooms (Partitioned Band Room, Studio)	Per hour	\$34.00	\$35.50	4.41%	\$1.50	CNCL	Y
Large Gallery Week Block (Gallery 1 for Exhibitions)	Per week	\$292.00	\$302.00	3.42%	\$10.00	CNCL	Y
Note: not advertised publicly as Walker Street Gallery 1 is curated space. For special circumstances and reference only. For hire of Gallery 1 as Exhibition Space. Week (7 day) block minimal hire time.							
Small Gallery Week Block (Gallery 2 for Exhibitions)	Per week	\$57.50	\$59.50	3.48%	\$2.00	CNCL	Y
Security bond (after hours)	Per event	\$200.00	\$200.00	0.00%	\$0.00	CNCL	N
Security bond for keys, alarm code and afterhours use.							

Other fees and charges

Microphone hire	Per hire (flat rate)	\$27.00	\$28.00	3.70%	\$1.00	CNCL	Y
Hire of microphone during room/space hire. Includes basic set up only.							

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Other fees and charges [continued]

Projector hire	Per hire (flat rate)	\$27.00	\$28.00	3.70%	\$1.00	CNCL	Y
Projector hire - includes basic set up only.							
Large Rooms – Theatre seats	Per booking	\$77.00	\$79.50	3.25%	\$2.50	CNCL	Y
Fee for set up and pack up of theatre seating in Black Box Theatre. Flat fee rate.							
Large Rooms – Technical box	Per booking	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
Access and use of technical box in Black Box Theatre during hire time. Unstaffed.							
Commission on artwork sales	% of sale proceeds			25% of sale proceeds		CNCL	Y

Dandenong New Art**Room hire****General**

Community Meeting Room	Per hour	\$34.00	\$35.50	4.41%	\$1.50	CNCL	Y
Security bond (after hours)	Per event	\$120.00	\$120.00	0.00%	\$0.00	CNCL	N
Security bond for keys, alarm code and afterhours use.							

Community Group

Community Meeting Room	Per hour	\$28.50	\$29.50	3.51%	\$1.00	CNCL	Y
Security bond (after hours)	Per event	\$100.00	\$100.00	0.00%	\$0.00	CNCL	N
Security bond for keys, alarm code and afterhours use.							

Commercial

Community Meeting Room	Per hour	\$45.50	\$47.00	3.30%	\$1.50	CNCL	Y
Security bond (after hours)	Per event	\$200.00	\$200.00	0.00%	\$0.00	CNCL	N
Security bond for keys, alarm code and afterhours use.							

Drum Theatre

Drum Theatre welcomes your business and is happy to discuss your group's needs with a quote. Additional fees may apply for public holidays, weekends and after hours.

Discount available for use of multiple rooms: 2 rooms – 10%, 3 rooms – 15%, 4 rooms – 20%.

Theatre services and function rooms**General / Schools / Not-For-Profit**

Includes dance schools.

Theatre hire - Performance 5 hour minimum. Staffing costs will apply.	Five hours minimum	\$998.00	\$993.00	-0.50%	-\$5.00	CNCL	Y
This rate is suitable for not-for-profit, schools and dance schools. 5-hour theatre hire minimum. All staffing charges will apply (minimum of technical supervisor and one technician for all theatre activity and 3 front of house staff for events)							
Theatre hire - Performance additional hours over 5 hours. Staffing costs will apply.	Per hour	\$200.00	\$198.50	-0.75%	-\$1.50	CNCL	Y
Venue hire for additional hours over 5 hours. All staffing charges will apply (minimum of technical supervisor and one technician for all theatre activity and 3 front of house staff for events)							

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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General / Schools / Not-For-Profit [continued]

Rehearsal room (or complimentary with theatre hire by arrangement)	Per day	\$64.00	\$66.50	3.91%	\$2.50	CNCL	Y
Hire of Rehearsal Room, does not include staffing charges							
Stage hire only (full staff and equipment charges will apply)	Per 5 hour minimum block.	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Hire of Stage area only, for up to 5 hours. Does not include staffing charges or equipment.							
Auditorium hire - seminars, presentations (full staff and equipment charges will apply)	Per 5 hour minimum block	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Hire of Auditorium area only, for up to 5 hours. Does not include staffing charges or equipment.							
Auditorium Hire only. Full staff and equipment costs apply.	Per Day	\$0.00	\$330.00	∞	∞	CNCL	Y
Stage Hire only. Full staff and equipment costs apply	Per Day	\$0.00	\$330.00	∞	∞	CNCL	Y
Additional cleaning	Per hour	\$106.00	\$109.50	3.30%	\$3.50	CNCL	Y
Full service box office – per ticket	Per ticket	\$2.65	\$2.70	1.89%	\$0.05	CNCL	Y
Full service box office – complimentary tickets	Per ticket	\$1.40	\$1.45	3.57%	\$0.05	CNCL	Y
Magistrates room, Reading room or Committee room (hourly)	Per hour	\$21.00	\$22.00	4.76%	\$1.00	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Magistrates room, Reading room or Committee room (half day)	Half day (max five hours)	\$62.10	\$64.50	3.86%	\$2.40	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Rehearsal room for function hire	Per hour	\$69.50	\$72.00	3.60%	\$2.50	CNCL	Y
Space hire only. Does not include cost of staff or catering.							
Foyer – function hire (complimentary with theatre hire)	Per hour	\$69.50	\$72.00	3.60%	\$2.50	CNCL	Y
Space hire only. Does not include cost of staff or catering.							
Additional rooms with theatre hire - per room per day (excluding Streefkerk Room)	Per Day	\$100.00	\$103.50	3.50%	\$3.50	CNCL	Y

Community Group

50% discount for Community group rate on total charge when 2 or more rooms are booked for a single 4 hour event/meeting. Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Theatre Hire Community Partnership - performance 5 hour minimum	5 Hours	\$880.00	\$662.50	-24.72%	-\$217.50	CNCL	Y
Community partner rate, limited by assessment according to Drum strategic priorities. Rate for the first 5 hours. All staffing charges will apply (minimum of technical supervisor and one technician for all theatre activity and 3 front of house staff for events)							
Theatre Hire - Community partnership (additional hours)	Per hour	\$170.00	\$132.50	-22.06%	-\$37.50	CNCL	Y
Rehearsal room (or complimentary with theatre hire by arrangement)	Per day	\$56.50	\$58.50	3.54%	\$2.00	CNCL	Y
Hire of Rehearsal Room only, does not include staffing charges or equipment							

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 54 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Community Group [continued]

Stage hire only	Per day	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Hire of Stage area only, does not include staffing charges or equipment							
Auditorium hire - seminars, presentations	Per day	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Hire of Auditorium area only, does not include staffing charges or equipment							
Additional cleaning	Per hour	\$93.50	\$97.00	3.74%	\$3.50	CNCL	Y
Full service box office (includes complimentary tickets)	Per ticket	\$1.35	\$1.40	3.70%	\$0.05	CNCL	Y
Magistrates room, Reading room or Committee room (hourly)	Per hour	\$21.00	\$22.00	4.76%	\$1.00	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Magistrates room, Reading room or Committee room (Half day)	Half Day (max five hours)	\$41.50	\$43.00	3.61%	\$1.50	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Magistrates room, Reading room or Committee room (cultural purposes)	Per hour	\$10.40	\$10.80	3.85%	\$0.40	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Rehearsal room for function hire	Per hour	\$46.50	\$48.50	4.30%	\$2.00	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Foyer – function hire (complimentary with theatre hire)	Per hour	\$46.50	\$48.50	4.30%	\$2.00	CNCL	Y
Room hire only. Does not include staffing or catering charges							

Standard

Theatre hire - Performance day rate - does not include staffing	Per day	\$2,645.00	\$2,735.00	3.40%	\$90.00	CNCL	Y
5-hour theatre hire minimum. All staffing charges will apply (minimum of technical supervisor and one technician for all theatre activity and 3 front of house staff for events)							
Theatre hire - performance - 5 hour minimum	5 hour minimum	\$0.00	\$1,325.00	∞	∞		Y
Theatre hire - performance - per hour	Per Hour	\$0.00	\$265.00	∞	∞	CNCL	Y
Rehearsal room (or complimentary with theatre hire)	Per day	\$155.50	\$161.00	3.54%	\$5.50	CNCL	Y
Hire of Rehearsal Room, does not include staffing charges. Staff required after 5pm Monday-Friday and on weekends.							
Stage hire only - up to 5 hours	Per 5 hour	\$265.00	\$265.00	0.00%	\$0.00	CNCL	Y
Hire of Stage area only, for up to 5 hours. Does not include staffing charges or equipment							
Auditorium hire - seminars, presentations	Per 5 hours	\$265.00	\$265.00	0.00%	\$0.00	CNCL	Y
Hire of Auditorium area only, does not include staffing charges or equipment							
Additional cleaning	Per hour	\$121.50	\$125.50	3.29%	\$4.00	CNCL	Y
Full service box office – per ticket	Per ticket	\$4.50	\$4.50	0.00%	\$0.00	CNCL	Y
Full service box office – complimentary tickets	Per ticket	\$1.45	\$1.50	3.45%	\$0.05	CNCL	Y

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 55 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Standard [continued]

Magistrates room, Reading room or Committee room (hourly)	Per hour	\$42.50	\$44.00	3.53%	\$1.50	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Magistrates room, Reading room or Committee room (Half day)	Half day (max five hours)	\$127.50	\$132.00	3.53%	\$4.50	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Rehearsal room for function hire	Per hour	\$121.50	\$125.50	3.29%	\$4.00	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Foyer – function hire (complimentary with theatre hire)	Per hour	\$121.50	\$125.50	3.29%	\$4.00	CNCL	Y
Room hire only. Does not include staffing or catering charges							
Merchandise commission	Value of sales	Merchandise commission 10% of sales				CNCL	Y

Equipment hire

Theatre data projector - Cinema / film screening	Per day	\$373.00	\$386.00	3.49%	\$13.00	CNCL	Y
Laptop	Per day	\$53.50	\$55.50	3.74%	\$2.00	CNCL	Y
Lectern and microphone	Per day	\$53.50	\$55.50	3.74%	\$2.00	CNCL	Y
Portable public announcement (PA) system	Per day	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Scrim (white)	Per day	\$75.00	\$77.50	3.33%	\$2.50	CNCL	Y
Scrim (black)	Per day	\$75.00	\$77.50	3.33%	\$2.50	CNCL	Y
Scrim (both)	Per day	\$107.00	\$110.50	3.27%	\$3.50	CNCL	Y
Hazer	Per day	\$70.50	\$73.00	3.55%	\$2.50	CNCL	Y
Smoke machine	Per day	\$35.50	\$37.00	4.23%	\$1.50	CNCL	Y
Data projector and screen (meeting rooms)	Per item	Complimentary with meeting room hire				CNCL	Y
Electronic whiteboard	Per day	Complimentary with meeting room hire				CNCL	Y
Whiteboards and flipchart stand	Per item	Complimentary with meeting room hire				CNCL	Y
Theatre data projector - visual effects	Per Day	\$50.00	\$52.00	4.00%	\$2.00	CNCL	Y
Piano	Per event or move	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Theatre headset mic / beltpack	Per unit per day	\$10.00	\$10.40	4.00%	\$0.40	CNCL	Y

Other fees and charges

Drum membership	Per Y	\$0.00	\$15.00	∞	∞	CNCL	Y
Drum membership (CGD Social Club)	Per Year	\$0.00	\$5.00	∞	∞	CNCL	Y
Drum membership (concession)	Per Year	\$0.00	\$10.00	∞	∞	CNCL	Y
Box office – allocation of tickets for hirer to sell	Per ticket	\$1.50	\$1.55	3.33%	\$0.05	CNCL	Y
Box office – ticket transaction fee	Per ticket	\$1.35	\$1.40	3.70%	\$0.05	CNCL	Y
Catering	Per event	As quoted per event				CNCL	Y
Gaffer tape	Per roll	\$25.50	\$26.50	3.92%	\$1.00	CNCL	Y

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Other fees and charges [continued]

Electrical tape	Per roll	\$2.10	\$2.20	4.76%	\$0.10	CNCL	Y
Mark up tape	Per roll	\$9.10	\$9.40	3.30%	\$0.30	CNCL	Y
Hazard tape	Per roll	\$17.40	\$18.00	3.45%	\$0.60	CNCL	Y
AAA batteries	Each	\$1.65	\$1.70	3.03%	\$0.05	CNCL	Y
AA batteries	Each	\$1.85	\$1.95	5.41%	\$0.10	CNCL	Y
9V batteries	Each	\$6.80	\$7.10	4.41%	\$0.30	CNCL	Y
Clear tarkett tape	Per roll	\$40.50	\$42.00	3.70%	\$1.50	CNCL	Y
Traffic management	Per event	As quoted per event				CNCL	Y

Cultural Facilities – Staff Charges

Technical and Front of House Supervisor	Per hour	\$65.00	\$67.10	3.23%	\$2.10	CNCL	Y
Penalty rates may apply after 8 hour shift or 11pm any night, Sundays and public holidays.							
Technical and Front of House Supervisors - Sunday	Per Hour	\$0.00	\$92.00	∞	∞	CNCL	Y
Technicians and Front of House Officers - Sunday	Per Hour	\$0.00	\$90.00	∞	∞		Y
Technicians and Front of House Officers	Per hour	\$60.00	\$62.00	3.33%	\$2.00	CNCL	Y
Penalty rates may apply after 8 hour shift or 11pm any night, Sundays and public holidays.							

Sportsgrounds and Pavilions

Reserves (seasonal hire)

Category 1

Applicable to:

- George Andrews Soccer Pitch 1
- Noble Park Reserve
- Mills Reserve Synthetic Pitch
- Police Paddocks Soccer Pitch 1 or Softball
- Ross Reserve Athletics Track and Infield
- Ross Reserve Synthetic Pitch
- Shepley Reserve
- Tatterson Park Synthetic Pitch

Summer	Per season	\$2,175.00	\$2,250.00	3.45%	\$75.00	CNCL	Y
Winter	Per season	\$3,270.00	\$3,380.00	3.36%	\$110.00	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Category 2

Applicable to:

- Alex Nelson Reserve
- Barry Powell Oval 1 (lower Oval)
- Coomoora Oval 1 or Oval 2
- Dandenong Park Oval
- Dandenong Park Wilson Oval
- Edinburgh Reserve
- Fotheringham Reserve
- Greaves Reserve Oval 1
- Greaves Reserve Oval 2, 3 or 4
- Greaves Reserve Soccer Pitch
- Keysborough Reserve
- Norman Luth Reserve Soccer Pitch 1 or Soccer Pitch 2
- Parkfield Reserve
- Robert Booth Baseball
- Robert Booth Reserve Athletics Track
- Ross Reserve Oval 1
- Ross Reserve Oval 2
- Springvale Reserve
- Tattersson Park Oval 1, 2 or 3
- Thomas Carroll West or East Oval
- Wachter Reserve Oval 1
- Warner Reserve Cricket Pitch
- Warner Reserve Soccer Pitch 1 or 2

Summer	Per season	\$1,315.00	\$1,360.00	3.42%	\$45.00	CNCL	Y
Winter	Per season	\$2,005.00	\$2,075.00	3.49%	\$70.00	CNCL	Y

Category 3

Applicable to:

- Barry Powell Reserve Oval 2
- Coomoora Pitch 3
- George Andrews Pitch 2
- Keysborough Parish Reserve
- Lois Twohig Oval 1, Oval 2 or Soccer Pitch
- Mills Reserve Grass Pitch
- Police Paddocks Soccer Pitch 2 or 3
- Wachter Reserve Oval 2
- WJ Turner

Summer	Per season	\$925.00	\$956.00	3.35%	\$31.00	CNCL	Y
Winter	Per season	\$1,390.00	\$1,440.00	3.60%	\$50.00	CNCL	Y

Category 4

Applicable to:

- Keysborough Banksia College
- Keysborough College Acacia College
- Lyndale Secondary College Soccer Pitch 1 or 2
- Police Paddocks Oval 1 or 2
- Yarraman Primary School

Summer	Per season	\$401.00	\$415.00	3.49%	\$14.00	CNCL	Y
Winter	Per season	\$596.00	\$616.00	3.36%	\$20.00	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Pavilions (seasonal hire)

Category 1

Applicable to:

- Alex Nelson Reserve
- Coomoora Reserve
- Georges Andrews Whittle Pavilion
- Greaves Reserve – Alan Carter
- Police Paddocks Frank Holohan Soccer
- Robert Booth – Baseball
- Ross Reserve Sports Pavilion
- Shepley Reserve (pavilions)
- Tatterson Park Community Sports Complex (East Pavilion, changeroom 5-8)
- Tatterson Park Community Sports Complex (West Pavilion, changeroom 1-4)
- Thomas Carroll – Crowe
- Warner Reserve

Hire	Per season	\$1,765.00	\$1,825.00	3.40%	\$60.00	CNCL	Y
Bond	Per season	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N

Category 2

Applicable to:

- Barry Powell – Multi Use
- Edinburgh Reserve
- Greaves Reserve – Monohan
- Keysborough Reserve
- Lois Twohig – Gerry Sweeting
- Lyndale Secondary College
- Mills Reserve Pavilion
- Norman Luth Reserve
- Parkfield Reserve
- Police Paddocks – Softball
- Ross Reserve – Social Pavilion
- Springvale Reserve Club pavilion
- WJ Turner

Hire	Per season	\$1,175.00	\$1,215.00	3.40%	\$40.00	CNCL	Y
Bond	Per season	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N

Category 3

Applicable to:

- Banksia Secondary College
- Fotheringham Reserve
- Lois Twohig – Petanque Pavilion
- Lois Twohig – Soccer Pavilion
- Robert Booth – Little Athletics
- Ross Reserve – Little Athletics
- Wachter Reserve – northern pavilion (previously small pavilion)
- Wachter Reserve – southern pavilion
- Wilson Oval – Greg Dickson

Hire	Per season	\$589.00	\$609.00	3.40%	\$20.00	CNCL	Y
Bond	Per season	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N

Category 4

Applicable to:

- Shepley Umpires Room

Hire	Per season	\$294.50	\$305.00	3.57%	\$10.50	CNCL	Y
Bond	Per season	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Pavilions (casual hire)

General

Casual hire fee – Community Group	Per day	\$108.25	\$112.00	3.46%	\$3.75	CNCL	Y
Standard bond – General	Per event	\$200.00	\$200.00	0.00%	\$0.00	CNCL	N
Standard bond – Community Group	Per event	\$200.00	\$200.00	0.00%	\$0.00	CNCL	N
Standard bond – Commercial	Per event	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N

Mills Reserve Pavilion

Casual hire fee – General	Per hour	\$64.53	\$67.00	3.83%	\$2.47	CNCL	Y
Casual hire fee – Community Group	Per hour	\$49.65	\$51.50	3.73%	\$1.85	CNCL	Y
Casual hire fee – Commercial	Per hour	\$94.60	\$98.00	3.59%	\$3.40	CNCL	Y
Standard bond – General	Per event	\$200.00	\$200.00	0.00%	\$0.00	CNCL	N
High risk event bond – General	Per event	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N
Standard bond – Community Group	Per event	\$200.00	\$200.00	0.00%	\$0.00	CNCL	N
High risk event bond – Commercial	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N

Synthetic pitches

Ross Reserve and Tatterson Park

General

Full pitch – without lights	Per hour	\$79.70	\$82.50	3.51%	\$2.81	CNCL	Y
Full pitch – with lights	Per hour	\$90.98	\$94.00	3.32%	\$3.02	CNCL	Y
Half pitch – without lights	Per hour	\$45.54	\$47.50	4.30%	\$1.96	CNCL	Y
Half pitch – with lights	Per hour	\$51.34	\$53.50	4.21%	\$2.17	CNCL	Y
Full pitch – without lights	Per half day	\$232.50	\$240.50	3.44%	\$8.00	CNCL	Y
Full pitch – with lights	Per half day	\$266.00	\$275.00	3.38%	\$9.00	CNCL	Y
Half pitch – without lights	Per half day	\$133.00	\$137.50	3.38%	\$4.50	CNCL	Y
Half pitch – with lights	Per half day	\$149.30	\$154.50	3.48%	\$5.20	CNCL	Y
Full pitch – without lights	Per day	\$389.00	\$402.00	3.34%	\$13.00	CNCL	Y
Full pitch – with lights	Per day	\$441.55	\$456.00	3.27%	\$14.45	CNCL	Y
Half pitch – without lights	Per day	\$220.75	\$228.00	3.28%	\$7.25	CNCL	Y
Half pitch – with lights	Per day	\$249.00	\$257.50	3.41%	\$8.50	CNCL	Y

Community Group (from municipality)

Includes clubs and schools from within the City of Greater Dandenong municipality. Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Full pitch – without lights	Per hour	\$68.50	\$71.00	3.65%	\$2.50	CNCL	Y
Full pitch – with lights	Per hour	\$79.70	\$82.50	3.51%	\$2.81	CNCL	Y
Half pitch – without lights	Per hour	\$39.89	\$41.50	4.04%	\$1.61	CNCL	Y
Half pitch – with lights	Per hour	\$45.54	\$47.50	4.30%	\$1.96	CNCL	Y
Full pitch – without lights	Per half day	\$199.50	\$206.00	3.26%	\$6.50	CNCL	Y
Full pitch – with lights	Per half day	\$232.50	\$240.50	3.44%	\$8.00	CNCL	Y
Half pitch – without lights	Per half day	\$116.07	\$120.00	3.39%	\$3.93	CNCL	Y
Half pitch – with lights	Per half day	\$133.00	\$137.50	3.38%	\$4.50	CNCL	Y

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Community Group (from municipality) [continued]

Full pitch – without lights	Per day	\$334.00	\$345.00	3.29%	\$11.00	CNCL	Y
Full pitch – with lights	Per day	\$389.00	\$402.00	3.34%	\$13.00	CNCL	Y
Half pitch – without lights	Per day	\$194.50	\$201.00	3.34%	\$6.50	CNCL	Y
Half pitch – with lights	Per day	\$220.75	\$228.00	3.28%	\$7.25	CNCL	Y

Community Group (from outside municipality)

Includes clubs and schools from outside the City of Greater Dandenong municipality. Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.

Full pitch – without lights	Per hour	\$102.36	\$106.00	3.56%	\$3.64	CNCL	Y
Full pitch – with lights	Per hour	\$125.20	\$129.50	3.43%	\$4.30	CNCL	Y
Half pitch – without lights	Per hour	\$62.66	\$65.00	3.73%	\$2.34	CNCL	Y
Half pitch – with lights	Per hour	\$79.70	\$82.50	3.51%	\$2.81	CNCL	Y
Full pitch – without lights	Per half day	\$299.00	\$309.00	3.34%	\$10.00	CNCL	Y
Full pitch – with lights	Per half day	\$334.00	\$345.00	3.29%	\$11.00	CNCL	Y
Half pitch – without lights	Per half day	\$182.10	\$188.50	3.51%	\$6.40	CNCL	Y
Half pitch – with lights	Per half day	\$232.50	\$240.50	3.44%	\$8.00	CNCL	Y
Full pitch – without lights	Per day	\$498.00	\$515.00	3.41%	\$17.00	CNCL	Y
Full pitch – with lights	Per day	\$609.00	\$629.00	3.28%	\$20.00	CNCL	Y
Half pitch – without lights	Per day	\$305.00	\$315.00	3.28%	\$10.00	CNCL	Y
Half pitch – with lights	Per day	\$389.00	\$402.00	3.34%	\$13.00	CNCL	Y

Commercial

Full pitch – without lights	Per hour	\$125.20	\$129.50	3.43%	\$4.30	CNCL	Y
Full pitch – with lights	Per hour	\$160.00	\$165.50	3.44%	\$5.50	CNCL	Y
Half pitch – without lights	Per hour	\$79.70	\$82.50	3.51%	\$2.81	CNCL	Y
Half pitch – with lights	Per hour	\$97.50	\$101.00	3.59%	\$3.50	CNCL	Y
Full pitch – without lights	Per half day	\$365.00	\$377.00	3.29%	\$12.00	CNCL	Y
Full pitch – with lights	Per half day	\$465.00	\$481.00	3.44%	\$16.00	CNCL	Y
Half pitch – without lights	Per half day	\$232.50	\$240.50	3.44%	\$8.00	CNCL	Y
Half pitch – with lights	Per half day	\$282.50	\$292.00	3.36%	\$9.50	CNCL	Y
Full pitch – without lights	Per day	\$609.00	\$629.00	3.28%	\$20.00	CNCL	Y
Full pitch – with lights	Per day	\$775.00	\$801.00	3.35%	\$26.00	CNCL	Y
Half pitch – without lights	Per day	\$389.00	\$402.00	3.34%	\$13.00	CNCL	Y
Half pitch – with lights	Per day	\$470.00	\$486.00	3.40%	\$16.00	CNCL	Y

Mills Reserve

Hire of synthetic pitch – without floodlights	Per hour	\$115.55	\$119.50	3.42%	\$3.95	CNCL	Y
Hire of synthetic pitch – without floodlights – > 50 hours	Per hour	\$86.06	\$89.00	3.42%	\$2.94	CNCL	Y
Hire of synthetic pitch – with floodlights	Per hour	\$145.65	\$150.50	3.33%	\$4.85	CNCL	Y
Hire of mini synthetic pitch	Per hour	\$40.00	\$41.50	3.75%	\$1.50	CNCL	Y
Hire of synthetic pitch – without floodlights	Per half day	\$365.00	\$377.00	3.29%	\$12.00	CNCL	Y

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 61 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Mills Reserve [continued]

Hire of synthetic pitch – with floodlights	Per half day	\$422.00	\$436.00	3.32%	\$14.00	CNCL	Y
Hire of synthetic pitch – without floodlights	Per day	\$684.00	\$707.00	3.36%	\$23.00	CNCL	Y
Hire of synthetic pitch – with floodlights	Per day	\$741.00	\$766.00	3.37%	\$25.00	CNCL	Y

Turf wickets**Category 1**

Applicable to:

- Shepley Oval

Turf wicket hire	Per season	\$16,080.00	\$16,605.00	3.26%	\$525.00	CNCL	Y
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Category 2

Applicable to:

- Noble Park Reserve

Turf wicket hire	Per season	\$9,570.00	\$9,885.00	3.29%	\$315.00	CNCL	Y
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Category 3

Applicable to:

- Alex Nelson Reserve
- Carroll Reserve (East)
- Coomoorra Reserve
- Fotheringham Reserve
- Greaves Reserve
- Keysborough Reserve
- Lois Twohig Reserve
- Park Oval
- Powell Reserve
- Ross Reserve
- Springvale Reserve
- Wachter Reserve
- Warner Reserve
- Wilson Oval

Turf wicket hire	Per season	\$6,380.00	\$6,590.00	3.29%	\$210.00	CNCL	Y
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Tennis club rooms

Includes:

- Fotheringham Reserve
- George Andrews
- Lois Twohig

General	Per week	\$149.30	\$154.50	3.48%	\$5.20	CNCL	Y
Community Group	Per week	\$100.50	\$104.00	3.48%	\$3.50	CNCL	Y
Commercial	Per week	\$199.50	\$206.00	3.26%	\$6.50	CNCL	Y

Offices

Category 1 – Shepley Reserve	Per season	\$730.00	\$754.00	3.29%	\$24.00	CNCL	Y
Category 2 – Greg Dickson Board Room	Per season	\$512.00	\$529.00	3.32%	\$17.00	CNCL	Y
Category 3 – Warner Reserve	Per season	\$366.00	\$378.00	3.28%	\$12.00	CNCL	Y

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Offices [continued]

Category 4 – Ross Reserve Athletics	Per season	\$200.50	\$207.50	3.49%	\$7.00	CNCL	Y
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Other fees and charges

Pre-season allocation – all sports reserves, ground only (only January to March)	1 month allocation	\$319.00	\$330.00	3.45%	\$11.00	CNCL	Y
Pre-season allocation – all sports reserves, ground only (only January to March)	2 months allocation	\$616.00	\$637.00	3.41%	\$21.00	CNCL	Y
Pre-season allocation – all sports reserves, ground only (only January to March)	3 months allocation	\$911.00	\$941.00	3.29%	\$30.00	CNCL	Y
Sportsground floodlight maintenance	Per season	50% of cost of works by Council				CNCL	Y

Festivals and Events**Stallholder fees and equipment charges**

Healthy Bites Program participant discount on food stall fee is 20%.

Market stall: event 0-5,000 people	Per Event	Market stall: event 0-5,000 people [stallholder fees]				CNCL	Y
		Min. Fee excl. GST: \$60.00					
Market stall: event 5,001 - 10,000 people	Per Event	Market stall: event 5,001-10,000 people [stallholder fees]				CON	Y
		Min. Fee excl. GST: \$120.00					
Food stall: event 0-1,500 people	Per stall (3x3m)	\$180.00	\$186.00	3.33%	\$6.00	CNCL	Y
Food stall: event 0-1,500 people (coffee vendors only)	Per stall (3x3m)	\$92.00	\$95.00	3.26%	\$3.00	CNCL	Y
Food stall: event 1,501-5,000 people	Per stall (3x3m)	\$250.00	\$258.50	3.40%	\$8.50	CNCL	Y
Food stall: event 1,501-5,000 people (coffee vendors only)	Per stall (3x3m)	\$125.00	\$129.50	3.60%	\$4.50	CNCL	Y
Food stall: event 5,001-10,000 people	Per stall (3x3m)	\$307.00	\$317.00	3.26%	\$10.00	CNCL	Y
Food stall: event 5,001-10,000 people (coffee vendors only)	Per stall (3x3m)	\$155.00	\$160.50	3.55%	\$5.50	CNCL	Y
Food stall: event 10,001-20,000 people	Per stall (3x3m)	\$445.00	\$460.00	3.37%	\$15.00	CNCL	Y
Food stall: event 10,001-20,000 people (coffee vendors only)	Per stall (3x3m)	\$222.50	\$230.00	3.37%	\$7.50	CNCL	Y
Food stall: event 20,000+ people	Per stall (3x3m)	\$805.00	\$805.00	0.00%	\$0.00	CNCL	Y
Food stall: event 20,000+ people (coffee vendors only)	Per stall (3x3m)	\$400.00	\$400.00	0.00%	\$0.00	CNCL	Y
Market stall: event 10,001-20,000 people	Per stall (3x3m)	\$180.00	\$186.00	3.33%	\$6.00	CNCL	Y
Market stall: event 20,000+ people	Per stall (3x3m)	\$560.00	\$560.00	0.00%	\$0.00	CNCL	Y
Corporate/promotion stall: 0-5,000 people	Per stall (3x3m)	\$120.00	\$124.00	3.33%	\$4.00	CNCL	Y
Corporate/promotion stall: 5,001-10,000 people	Per stall (3x3m)	\$236.00	\$244.00	3.39%	\$8.00	CNCL	Y

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Section 6 - Schedule of Fees and Charges 2024-25 | Page 63 of 65

Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Stallholder fees and equipment charges [continued]

Corporate/promotion stall: 10,001-20,000 people	Per stall (3x3m)	\$475.00	\$491.00	3.37%	\$16.00	CNCL	Y
Corporate/promotion stall: 20,000+ people	Per stall (3x3m)	\$976.00	\$976.00	0.00%	\$0.00	CNCL	Y
Marquee Supplied 3x3 metres (cost recovery)	Per marquee	\$220.00	\$227.50	3.41%	\$7.50	CNCL	Y
Marquee Supplied 6x3 metres (cost recovery)	Per marquee	\$440.00	\$455.00	3.41%	\$15.00	CNCL	Y
Trestle and chairs (x 2)	Per stall	\$25.00	\$30.00	20.00%	\$5.00	CNCL	Y
Powered site per stall	Per stall	\$40.00	\$45.50	13.75%	\$5.50	CNCL	Y

Harmony Square

Organiser to provide security (licenced staff), bins (standard and recycling) and cleaning staff at the organiser's expense.

Chairs (up to 40 chairs) includes 1 staff to set up and pack down.	Per Event	Chairs (up to 30 chairs) includes 1 staff to set up and pack down. Min. Fee excl. GST: \$100.00				CNCL	Y
Chairs (up to 40 chairs) includes 1 staff to set up and pack down.	Per Event	\$0.00	\$110.00	∞	∞	CNCL	Y
Harmony Square event staff (after hours)	Per Hour	Harmony Square event staff (after hours) Min. Fee excl. GST: \$30.00				CNCL	Y
Harmony Square event staff (after hours)	Per Hour	\$0.00	\$33.00	∞	∞	CNCL	Y
Harmony Square event staff (weekend)	Per Hour	Min. Fee excl. GST: \$150.00				CNCL	Y
Harmony Square event staff (weekend)	Per Hour	\$0.00	\$165.00	∞	∞	CNCL	Y
Umbrellas (includes 2x contractors to put up and bring in) [Harmony Square]	Per Event	Min. Fee excl. GST: \$150.00				CNCL	Y
Umbrellas (includes 2x contractors to put up and bring in) [Harmony Square]	Per Event	\$0.00	\$165.00	∞	∞	CNCL	Y
Refundable deposit (bond) – events up to 2,000 people	Per event	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N
Refundable deposit (bond) – events 2,000-3,000 people	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N
Urban Screen technician for after hours events (first two hours)	Per hour	\$85.00	\$88.00	3.53%	\$3.00	CNCL	Y
Urban Screen technician for after hours events (after first two hours)	Per hour	\$120.00	\$124.00	3.33%	\$4.00	CNCL	Y

Springvale Community Hub

Refundable deposit (bond) – events up to 2,000 people	Per event	\$500.00	\$500.00	0.00%	\$0.00	CNCL	N
Refundable deposit (bond) – events 2,000 people to 5,000	Per event	\$1,000.00	\$1,000.00	0.00%	\$0.00	CNCL	N
Event site manager/technician (first three hours)	Per hour	\$78.00	\$81.00	3.85%	\$3.00	CNCL	Y
Event site manager/technician (after first three hours Monday to Saturday or all day Sunday)	Per hour	\$104.00	\$107.50	3.37%	\$3.50	CNCL	Y

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Name	Unit	2023-24 Fee (incl. GST)	2024-25 Fee (incl. GST)	Increase %	Increase \$	Basis of Fee	GST
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Springvale Community Hub [continued]

Security staff (first three hours)	Per hour	\$58.00	\$60.00	3.45%	\$2.00	CNCL	Y
Security staff (after first three hours Monday to Saturday or all day Sunday)	Per hour	\$78.00	\$81.00	3.85%	\$3.00	CNCL	Y



4.2.7 Proposed Long Term Financial Plan 2024-25 to 2033-34

Responsible Officer: Executive Director Corporate Development

Attachments: 1. Proposed LTFP 2025-2034 [4.2.7.1 - 83 pages]

Executive Summary

1. The Long-Term Financial Plan (LTFP) establishes a financial blueprint for Council's management of its financial resources ensuring that the City of Greater Dandenong remains a sustainable Council in the longer term. The LTFP is subject to annual reviews to ensure the financial projections remain current.
2. This report recommends that Council adopts in principle the Proposed LTFP 2025-2034 (annual update) and places it, in conjunction with the Proposed 2024-25 Budget on public exhibition for 28 days for community feedback as per Council's Community Engagement Policy. Following the conclusion of the community engagement period the Proposed LTFP 2025-2034 will again be tabled for Council consideration and adoption at the 24 June 2024 Council meeting.



Background

3. The *Local Government Act 2020* (the Act) requires Council to develop and review a Financial Plan covering at least the next 10 financial years in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election. Council complied with these requirements in 2021.
4. This is an annual update of the 10-year Financial Plan as part of the 2024-25 Budget process. In accordance with Council's Community Engagement Policy, the LTFP 2025-2034, in conjunction with the Proposed 2024-25 Budget, will be placed on public exhibition for the purposes of inviting community feedback and will again be tabled for Council consideration and adoption at the 24 June 2024 Council meeting.

Key Points / Issues / Discussion

5. Council recognises that financial stability and sustainability is one of the highest and most pressing priorities and challenges facing the City of Greater Dandenong Council.
6. The attached LTFP 2025-2034 is a responsible and resilient strategic financial plan that balances ambitious infrastructure investment, asset renewal requirements and ongoing service provision in a restrictive income environment with capped rates and minor grant indexation.
7. Council is projecting a strong capital works program over the LTFP period forecasting to spend nearly \$550 million investing in important buildings and projects, as well as renewing the significant existing community and infrastructure asset base.
8. Forecast borrowings of \$74.97 million will be drawn down over the next four years part fund the major capital works projects.
9. Significant debt servicing costs of \$59.92 million across the ten-year period relating to the new borrowings forecast for the major projects have been financed by a reduction in capital works funded by rates.
10. The consequential operational servicing costs for KSCH and DCH of \$28.8 million have also been funded by a reduction in capital works funded by operational surplus.
11. Rising construction costs are a key risk given the City of Greater Dandenong's significant capital works program.
12. Higher interest rates represent greater investment returns but also a higher cost of borrowing funds. Council's future new borrowings have been modelled using a conservative estimate of interest rates at current levels and will be closely monitored.
13. Increases for employee costs reflect the salary increase for all staff pursuant to Council's Enterprise Agreement (EA) and have been aligned to the rate cap, plus an allowance for banding increments. The increase in the Superannuation Guarantee of 0.5 percent each year through to 2025-26 has been factored into the employee cost increases. No provision or allowance has been made for any call from the Defined Benefits fund.
14. A conservative increase of 1 per cent has been assumed for the Financial Assistance (FA) grant funding across the LTFP period.
15. Council assumes overall service levels will remain unchanged throughout the 10-year forward projection period, but an in depth service improvement review is flagged for 2024-25.



16. A positive note - The LTFP forecasts an ongoing underlying operational surplus throughout the life of the LTFP.
17. At present, Council is in a sound financial position and the financial outlook for Council remains steady, but this will be challenged by the current volatile economic environment and the significant investment in key strategic projects ahead.

Financial Implications

18. The Proposed LTFP 2025-2034 (annual update) provides a sound financial framework for measuring and planning for Council's long-term financial sustainability. It ensures funding of Council Plan priorities and services, as well as investment in capital works and asset renewal requirements.

Community and Stakeholder Consultation

19. Deliberative community engagement is not prescribed by legislation for this annual update of the LTFP. However, community engagement will be undertaken on Council's Proposed LTFP 2025-2034, in conjunction with the Proposed 2024-25 Budget in accordance with Council's Community Engagement Policy.
20. The Proposed LTFP 2025-2034 (annual update) and Proposed 2024-25 Budget will be placed on public exhibition for the purposes of inviting community feedback from 15 May to 12 June 2024. Following the conclusion of the community engagement period, the LTFP 2025-2034 and 2024-25 Proposed Budget will again be tabled for Council consideration and adoption at the 24 June 2024 Council meeting.

Links to the Community Vision and Council Plan

21. This report is consistent with the following principles in the Community Vision 2040:
 - Safe and peaceful community.
 - Education, training, entrepreneurship and employment opportunities.
 - Embrace diversity and multiculturalism.
 - Sustainable environment.
 - Mind, body and spirit.
 - Art and culture.
22. This report is consistent with the following strategic objectives from the Council Plan 2021-25:
 - A socially connected, safe and healthy city.
 - A city that respects and celebrates diversity, our history and the arts.
 - A city of accessible, vibrant centres and neighbourhoods.
 - A green city committed to a sustainable future.
 - A city that supports entrepreneurship, quality education and employment outcomes.
 - A Council that demonstrates leadership and a commitment to investing in the community.



Legislative and Policy Obligations

23. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
- The Overarching Governance Principles of the *Local Government Act* 2020.
 - The *Gender Equality Act* 2020.
 - *Victorian Charter of Human Rights and Responsibilities* 2006.
 - Climate Change and Sustainability.
 - Related Council Policies, Strategies or Frameworks (including Proposed Budget 2024-25, Revenue and Rating Plan 2021-2025, Community Engagement Policy and Council Plan 2021-2025).

Conclusion

24. The LTFP forms an essential element of Council's overall planning framework and is vital in ensuring the long-term financial health of this Council. In preparing the LTFP, the State Government capping of Council rates at the CPI will continue to impact the finances of Council and have been included in the preparation of this Plan. Moreover, these figures will be further impacted by the flow on effects of the reduction in capital works to fund new infrastructure.
25. The Proposed LTFP 2025-2034 (annual update) highlights the considerable challenges faced by Council over the coming ten-year period, in order for Council to remain a viable and sustainable Council and at the same time, endeavouring to deliver on major infrastructure investments that are critical to our community.

Officer Recommendation

That Council EXHIBITS the Draft Long-Term Financial Plan 2025-2034 (annual update) as attached for the purposes of community consultation (along with the Proposed 2024-25 Budget) for a community engagement period of 28 days (commencing 15 May 2024, concluding on 12 June 2024), in accordance with Council's Community Engagement Planning Framework.



Long Term Financial Plan 2024-25 – 2033-34

PROPOSED

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Table of Contents

Executive summary	1
Strategic Financial Impacts and Considerations	4
Link between Long-Term Financial Plan (LTFP) and Council's Planning Framework	9
Statutory and Regulatory Requirements	10
Financial Plan	10
Financial Management Principles	11
Purpose and Objectives of the LTFP	11
Strategic Outcomes of the LTFP	14
Community Engagement and Public Transparency	15
Financial Plan inputs and assumptions	17
Assumptions to the Financial Plan Statements	18
Comprehensive Income Statement	19
Conversion to Cash Result	25
Balance Sheet	27
Statement of Changes in Equity	30
Cash Flow Statement	30
Financial Strategies	31
Capital works strategy	31
Borrowing strategy	36
Reserve strategy	42
Climate Emergency Strategy	49
Appendices	51
Appendix A – Comprehensive Income Statement	52
Appendix B – Conversion to Cash Result	53
Appendix C – Balance Sheet	54
Appendix D – Statement of Changes in Equity	55
Appendix E – Statement of Cash Flows	56
Appendix F – Statement of Capital Works	57
Appendix G – Statement of Human Resources (\$)	58
Appendix H – Statement of Human Resources (Full time equivalent - FTE)	60
Appendix I(a) – Schedule of reserves	62
Appendix I(b) – Discretionary and restricted reserves	66
Appendix J – Schedule of borrowings	67
Appendix K(a) – LGPRF Financial Performance Indicators	69
Appendix K(b) – Financial Sustainability Indicators	74
Appendix L – Asset Renewal	75
Appendix M – Capital works funded from operational surplus	76
Appendix N(a) – Operating grant income (recurrent)	77
Appendix N(b) – Operating grant income (non-recurrent and total)	78
Appendix O – Capital grant income (recurrent and non-recurrent)	79
Appendix P – Assumptions to the Financial Plan Statements (10 years)	80
Appendix Q – Adjusted underlying result	81

Executive summary

This document presents the latest iteration (annual update) of the City of Greater Dandenong's 10-year Long Term Financial Plan (LTFP), which has been updated in light of ongoing economic fluctuations and challenges.

The LTFP covers a 10-year period from 2024-25 to 2033-34. The LTFP is a decision-making tool and is not intended to be a document that specifically indicates what services/proposals or funds should be allocated; rather it identifies Council's current and projected financial capacity to continue delivering quality services, facilities, and infrastructure, whilst living within our means.

This document outlines the key performance indicators, key assumptions and an overview of each key element of the Plan. Each year the 10-Year Financial is reviewed and updated to reflect the current circumstances of Council.

The Plan effectively takes the assumptions and budget parameters that have been applied to the 2024-25 budget (which covers a four-year period) and extends these out into years 5-10 to give a longer term view of Council's financial viability and outcomes.

This LTFP has been developed on the best available information and assumptions but is subject to change in response to the dynamic nature of our economic landscape.

The financial landscape we operate in is constantly changing. There has been an unprecedented era of financial challenge across local government. The cumulative impact of rate capping, inflationary pressures, tight labour markets, climate change events and government mandates are all testing Council's financial position and longer-term financial sustainability. These external factors will have a significant impact on Council's finances for several years as we see increased demand for our services and increases in the costs of providing them. From a financial perspective Council has the same dilemma as most individuals - it has a limited budget yet many and competing demands on where to allocate its scarce resources.

Sustained high interest rates have both a positive and negative impact for Council. The cost of new borrowings will be higher, conversely Council is earning higher investment returns on its cash balances. Council's existing borrowing is on fixed rates over a flat maturity profile so there are no pressures on existing debt. However, Council forecasts to undertake significant borrowings over the next four years (\$74.97 million) to support the delivery of three very important strategic major projects – Keysborough South Community Hub, Dandenong Wellbeing Centre, and the new Dandenong Community Hub.

The outlook for inflation and in turn interest rates has evolved considerably in the past couple of years. Inflation has begun to slow down but the general sentiment is that we may be dealing with higher rates for longer. Volatility and uncertainty remain the only constants in this everchanging environment. This may result in a revision of borrowing capacity or further reductions to Council's annual capital program to service debt.

Forecast new borrowings in this Financial Plan will take Council's total level of indebtedness from \$47 million forecast June 2024 to \$105 million by June 2027. Council's indebtedness to rates ratio remains within prudential limits. Related to this outcome, a further \$7 million will be required to be diverted annually from current capital spending to fund the additional debt redemption and interest costs. In addition to the cost of repaying and servicing debt is the cost of operating these new facilities once built. Preliminary estimates of operating the Keysborough South and Dandenong Community Hub are \$1.8-\$2.3 million and \$1.3-1.6 million respectively. These increased costs can only come from one source which is a reduction in capital expenditure funded from rates.

LONG TERM FINANCIAL PLAN 2025 - 2034

This represents a major challenge for Council going forward, to continue its investment in capital improvements in the community, whilst also funding ongoing asset renewal requirements to maintain assets at their current service levels.

Council is working hard as it navigates a complex landscape to prioritise service sustainability amidst the urgent need to renew existing and ageing infrastructure and at the same time invest in new community infrastructure.

Financial stability and sustainability are one of the highest and most pressing priorities and challenges facing the City of Greater Dandenong Council. Dual pressures of escalating costs and the constraints of rate capping coupled with rises in service demand, Council confronts a pivotal juncture where financial sustainability intersects with the priority of sustaining essential services. As such we recognise Council's proposed financial direction for future years may require changes.

Council assumes overall service levels will remain unchanged throughout the 10-year forward projection period. For Council finances to remain sustainable and our services to remain affordable for the community, Council will need to continually assess the performance and future for current services to understand whether they are relevant and whether Council needs to continue to deliver them or whether there is a role for an alternative delivery model. Own source income options will also need to be examined as opportunities that have potential to support the ongoing financial sustainability of Council.

The key challenge over the coming years will be keeping rates affordable by meeting the rate cap as pressure on other revenue sources combine with key service and construction costs growing quicker than the rate cap.

Council is projecting a strong capital works program over the LTFP period forecasting to spend nearly \$550 million investing in important buildings and projects, as well as renewing the significant existing community and infrastructure asset base.

At present, Council is in a sound financial position and the financial outlook for Council remains steady, but this will be challenged by the current volatile economic environment and the significant investment in key strategic projects ahead.

Summary of key challenges

The development of this LTFP has also seen a focus on the key income and expenditure assumptions. **Appendix P** outlines the key parameters and assumptions.

Items creating a flow on impact (favourable and unfavourable) across the LTFP include:

- A rate cap of 2.75 per cent in 2024-25. Future projections of 2.5 percent have been applied thereafter. Waste charges have been included on a full cost recovery basis, however, this methodology will need to be revisited next year in line with recent Ministerial Guidelines.
- Forecast borrowings of \$74.97 million to be drawn down in tranches over the four years commencing 2023-24 to part fund major capital works projects.
- Significant debt servicing costs of \$59.92 million across the ten-year period relating to the new borrowings forecast for the major projects (financed by a reduction in capital works funded by rates).
- The consequential operational servicing costs over the ten years for KSCH and DCH of \$28.8 million funded by a reduction in capital works funded by operational surplus.
- Rising construction costs are a key risk given the City of Greater Dandenong's significant capital works program.

LONG TERM FINANCIAL PLAN 2025 - 2034

- Higher interest rates represent greater investment returns but also a higher cost of borrowing funds. Council's future new borrowings have been modelled using a conservative estimate of interest rates at current levels and will be closely monitored.
- Increases for employee costs reflect the salary increase for all staff pursuant to Council's Enterprise Agreement (EA) and have been aligned to the rate cap, plus an allowance for banding increments. The increase in the Superannuation Guarantee of 0.5 percent each year through to 2025-26 has been factored into the employee cost increases. No provision or allowance has been made for any call from the Defined Benefits fund.
- The investment pool available for Financial Assistance (FA) grant funding to councils via the Victorian Local Government Grants Commission traditionally has not matched the cost increases at CPI or higher, creating a funding gap between this major income source for Council and operating costs. A conservative increase of 1 per cent has been assumed for this income source across the LTFP period.

The key outputs of the LTFP are:

- The achievement of an ongoing underlying operational surplus throughout the life of the LTFP.
- After reductions in capital works funded from Council's operations over the life of the LTFP, an increasing trend from \$37.3 million in 2027-28 to \$46 million in 2033-34 (*noting that this may be subject to future reductions due to the impacts of rate capping and/or final major project cost outcomes*).
- Funding for asset renewal ranging from \$27 million to \$40 million (excluding major projects) over the life of the LTFP (*again noting this is subject to future review as a result of rate capping and/or final major project cost outcomes*).
- The achievement of a financial structure, where annual asset renewal needs are met from the base operating outcome of Council, and non-renewable sources of funds such as reserves, and asset sales are used to fund new or significantly upgraded facilities.
- Retention of service provision at present levels for 2024-25 (noting that this is subject to future review).

In summary, the 2024-25 to 2033-34 LTFP highlights the considerable challenges faced by Council over the coming ten-year period and beyond, for Council to remain a viable and sustainable Council and at the same time endeavouring to deliver on key infrastructure projects that are critical to our community.

Strategic Financial Impacts and Considerations

Major Projects

The most significant challenge included in this draft LTFP is the funding required to complete three very important major projects for Council over the first four years of the LTFP whilst also navigating rising construction costs and the ebbs and flows in the economic environment:

Project	Total Project Cost (\$m)	Remaining Project Cost (\$m)
Keysborough South Community Hub (KSCH)	29.5	28.4
Dandenong Wellbeing Centre (DWC) (redevelopment of Dandenong Oasis)	98.4	94.8
Dandenong Community Hub (DCH)	30.0	30.0

The full costs of these projects in this LTFP are estimates only and may be subject to change. Whilst the above costs have been included in the LTFP, there have been some changes to the previous model, and these are detailed below.

Total project cost for KSCH has been revised to \$29.5 million (previously \$22.6 million) due to contaminated soil, latent conditions, change in materials and supply chain delays. The cost increase will be funded by additional Council cash (\$4.35 million) and transfer from Major Projects reserve (\$2.52 million). Additionally, the \$6.12 million of new borrowings budgeted in 2023-24 have now been rescheduled to \$1 million in 2023-24 and \$5.12 million in 2024-25 due to a delay in the Keysborough South Community Hub project.

DWC grant funding is now \$20 million (previously \$17.7 million), which has reduced the Council cash required from \$8.75 million to \$6.45 million.

The three projects encompass estimated borrowings of \$74.97 million to be drawn down in the four years commencing 2023-24 (detailed below).

	Forecast 2023-24	Budget 2024-25	Projections		
	\$'000	\$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
ALL BORROWINGS					
Opening balance	49,779	47,182	65,141	97,092	105,357
New loan proceeds	1,000	21,920	37,100	14,950	-
Less principal repayments	(3,597)	(3,961)	(5,149)	(6,685)	(7,670)
Closing balance of borrowings	47,182	65,141	97,092	105,357	97,686

Council has always seen loan funding as a critical component of the funding mix to deliver much needed infrastructure to the community. The key area of financial risk is ensuring that Council does not rely so strongly on debt funding that it unduly impacts on Council's ability to fund capital works on an annual basis. The challenge for Council is the limitation on increasing its main revenue source due to rate capping.

In addition, significant internal reserve funding (\$33.9 million in total, \$29.9 million remaining) will be used a funding source for these major projects over the next four years (predominantly from the major project reserve).

Upon completion of the new community hubs, Council will also take on ongoing annual operational costs of \$1.8-2.3 million for KSCH from 2024-25 and \$1.3-1.6 million for DCH from 2027-28.

Capital Investment

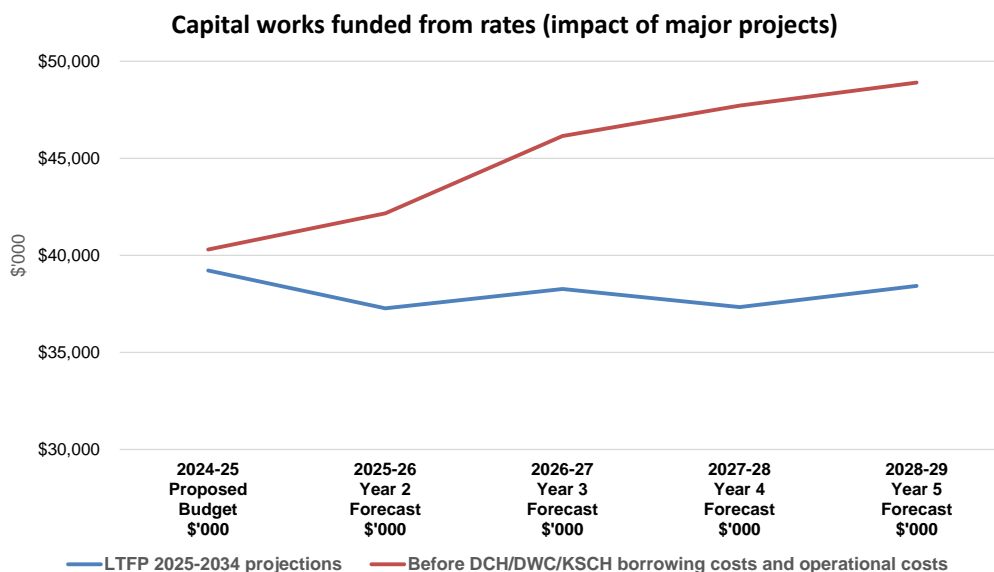
Council's forward capital investment decisions and their consequential operational and infrastructure servicing expenditure (whole of life costing) will necessitate a shift in strategic thinking in the medium to long term.

Over the LTFP ten-year period, the capital expenditure funded from rates has been reduced by a total of \$88.7 million over the life of the LTFP to fund:

- \$59.9 million in debt servicing costs associated with the three major projects.
- \$28.8 million in operational costs for KSCH and DCH.

The red line in the following graph highlights the level of capital works funded from rate revenue in the first five years of the LTFP before the reductions relating to the debt servicing and operational costs. The blue bar represents the capital works funded from rates after those reductions. The reduction amounts start at \$1 million in 2024-25 and grow to over \$10 million annually from 2027-28.

This represents a major challenge for Council going forward, to continue its investment in important infrastructure improvements in the community, whilst also funding ongoing asset renewal requirements to maintain assets at their current service levels. It also significantly limits Council's ability to consider and fund other priority capital projects until the latter half of this LTFP.



Impact of rate capping

The State Government Rate Capping System, introduced in 2016-17, restricts Council from increasing rate income above a capped amount. Each year the Minister for Local Government (the Minister) will set the rate cap that will specify the maximum increase in councils' rates and charges for the forthcoming financial year. In circumstances where the rate cap is insufficient for a specific council's needs, Council can apply to the Essential Services Commission for a higher cap.

The rate cap for 2024-25 is 2.75 per cent. A conservative forecast rate increase of 2.5 per cent is assumed for the remaining years of the LTFP.

Despite Council being in a healthy financial position with satisfactory liquidity requirements, cash flow and reserve balances (of which the major project reserve will be heavily reduced to fund DWC and KSCH), rate capping presents a significant challenge to Council's financial sustainability.

Rate capping will continue to adversely impact Council in the coming years, particularly considering employee costs and the rising costs of construction, materials and services.

Employee costs

Employee costs represent the largest component of Council's expenditure (average 51 per cent excluding depreciation/amortisation expense). Council's Enterprise Agreement (EA) 2022 provides for a 2.75 per cent increase in staff wages in 2024-25 (consistent with the rate cap).

It also needs to be recognised that the EA is not the only source of increased wage costs, with annual employee movements along the banding structures equating to a 0.5-0.7 per cent increase per annum and the superannuation guarantee surcharge has also been steadily increasing in recent years.

Council is heavily reliant on rate revenue for income growth with on average 70 per cent of its income from this source. In terms of Council's net operating surplus outcome, there is a strong connection between the percentage increase in Council rates to the percentage increase in employee costs on an annual basis.

Rising costs

The outlook for inflation and in turn interest rates has evolved considerably in the past couple of years. World events, supply chain issues and inflationary pressures have increased the cost of living and operating in Australia. Inflation has begun to slow down around the world, but the general sentiment is that we may be dealing with higher rates for longer. Geopolitical risks continue with the war in Ukraine and the Middle East.

Council has experienced cost increases in utilities, construction, service delivery, materials and various contracts (such as animal pound and cyclical tree pruning). Council has had difficulties not only sourcing contractors for works at a competitive price but also supporting existing contractors who are unable to deliver ongoing services at agreed tender prices and remain economically viable.

With costs rising by more than the rate cap and grant indexation, this places increased pressure on Council budgets.

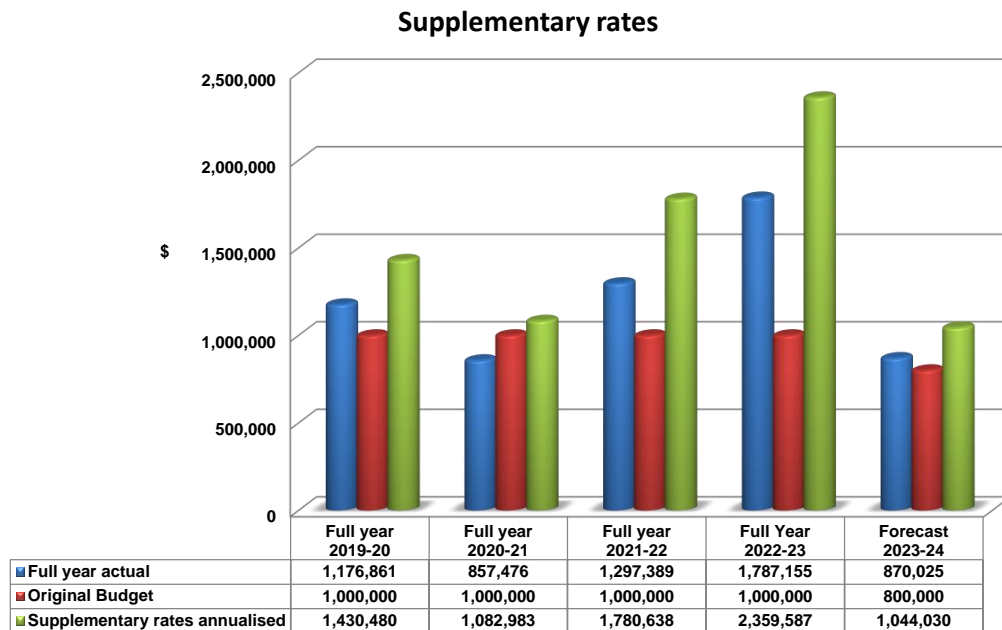
Supplementary rates

There was significant supplementary rate growth six to eight years ago. However, this slumped during the three-year period 2019-20 to 2021-22 during the pandemic. 2022-23 supplementary rates saw an improvement as activity levels have lifted, however, we have seen development activity and supplementary rates fall again in the current year (2023-24). The graph on the following page depicts the up and down trends experienced by supplementary rates over the past five years.

While the annual decision on rates has a material impact on Council's finances, the growth in the overall rate base through supplementary rates has historically been of significant importance. It should be noted that supplementary rates do not form part of the rate cap – but instead are built into the base for the future year's calculation. The average annual dwelling growth has now dropped approximately to 586 over the last five years.

Now with high interest rates curtailing lending and development activity, these impacts on supplementary rates are likely to linger for some years to come which puts more pressure on Council forecasts. Supplementary rate revenue has been forecast at a flat \$800,000 for the first two years of the LTFP with \$1 million over the remainder of the life of the LTFP.

Council is aware of several potential developments in the municipality that would have a favourable impact on Council's rate base, such as the Little India Precinct and the potential redevelopment of Sandown (in whole or part), however, the timing is not yet known so has not been factored into this LTFP.



Service sustainability

To maintain financial sustainability in the face of the above challenges, Council needs to continually review its approach to service delivery. Council will need to assess what levels of services can be provided for a given maximum rate rise under rate capping. The primary outcome from the LTFP is the quantification of the cost of existing service requirements and the associated long-term cash flow implications to maintain those service levels. This allows for the ongoing review of the affordability of existing service levels and their priority relative to emerging service demands and the capacity and willingness to pay of the community.

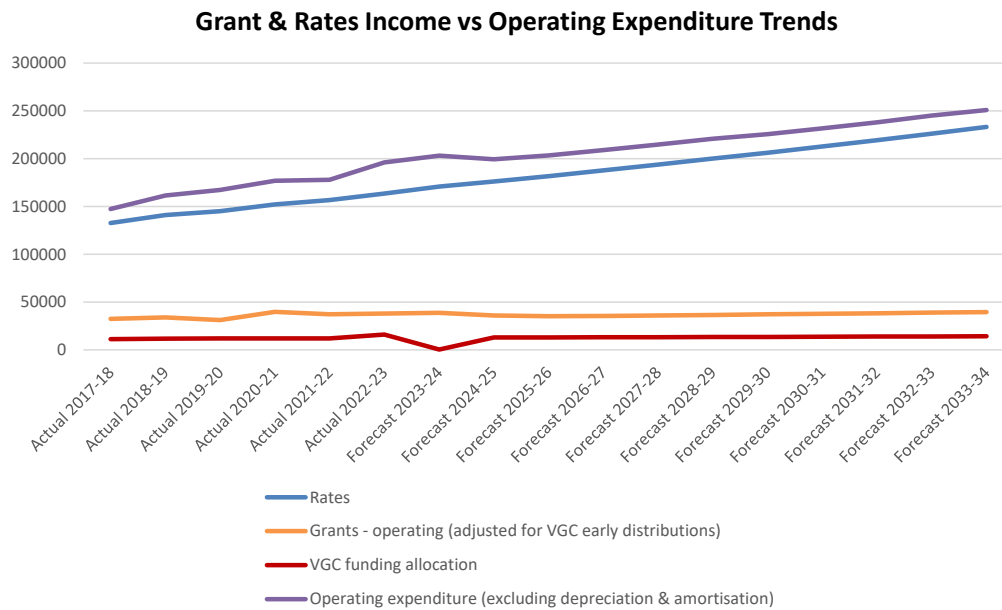
Recurrent grant funding

Recurrent grants (inclusive of the Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGCC)) represent around 13 per cent of Council's total underlying operational revenue and hence are an important source of revenue for Council.

Recurrent grant revenue however has consistently failed to keep pace with the cost of providing these same services that the grant supports, therefore requiring Council to continue to 'top-up' the State and Federal government shortfall with rate funding to sustain the current level of service provision to the community.

The following graph shows the trend of the prior six year's actuals along with the forecasts over the life of this LTFP. The graph highlights that recurrent grant funding (orange) and Financial Assistance grant funding (red) has very slow growth. By contrast, the purple line is Council's operational expenditure (excluding depreciation and amortisation) rises at a steeper trend. The blue line represents rate income which is forecast to increase at a similar rate to operating expenditure, however, prior year actuals show that costs have actually increased more than rate income. It is clear from the graph, that grant income does not match increasing operational costs in the past or future years.

LONG TERM FINANCIAL PLAN 2025 - 2034



Note: The above grant income levels have been adjusted for any early receipt of Financial Assistance Grant allocations distributed in advance of the financial year to which the allocation relates to avoid any distortion by the timing of these grant payments.

Link between Long-Term Financial Plan (LTFP) and Council's Planning Framework

A component of the new Integrated Strategic Planning and Reporting Framework (ISPRF) is the Financial Plan or Long-Term Financial Plan (LTFP).

In accordance with the *Local Government Act 2020*, Council developed a 10-year Financial Plan for the period 1 July 2021 to 30 June 2031 which was adopted by 31 October 2021. This is an annual revision of that LTFP for the term 2025-2034.

On an annual basis, City of Greater Dandenong prepares a LTFP that addresses Council's long-term financial outcomes and establishes a financial framework that moves Council towards a position of financial sustainability. The LTFP is a key component of the new Integrated Strategic Planning and Reporting Framework implemented as part of the *Local Government Act 2020*.

The purpose of the LTFP is to ensure the financial soundness of Council and to provide appropriate levels of resources to meet Council's future needs in providing services and facilities to the community.

The LTFP fits into an overall Strategic Planning framework as outlined below:



Statutory and Regulatory Requirements

Financial Plan

The **Local Government Act 2020** requires Victorian councils to develop, adopt and keep in force a Financial Plan covering at least the next 10 financial years that is publicly accessible. The specific legislative requirements for a Financial Plan are set out in section 91 of the Act as follows:

- (1) A Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices.
- (2) The scope of a Financial Plan is a period of at least the next 10 financial years.
- (3) A Financial Plan must include the following in the manner and form prescribed by the regulations—
 - (a) statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;
 - (b) information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);
 - (c) statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan;
 - (d) any other matters prescribed by the regulations.
- (4) A Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election.
- (5) The Financial Plan adopted under subsection (4) has effect from 1 July in the year following a general election.

Section 91(1) and section 91(4) refer to **deliberative engagement practices**. The Act requires deliberative engagement practices to be incorporated into a council's community engagement policy.

Part 2 of the **Local Government (Planning and Reporting) Regulations 2020** (the regulations) prescribe the information to be included in a Financial Plan.

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision.

At a minimum the Financial Plan is to include:

- Financial statements for next the ten years that includes Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.
- Statement of capital works is to include ten-year expenditure in relation to non-current assets, classified in accordance with the asset classes and asset expenditure types specified in the Local Government Model Financial Report and a summary of funding sources in relation to the planned capital works expenditure.
- A statement of human resources that includes a summary of planned expenditure for the next ten years in relation to permanent human resources and a summary of the planned number of permanent full time equivalent staff by organisational structure split between male, female and self-described gender.

Financial Management Principles

Division 4 of Part 4 of the *Local Government Act 2020* addresses financial management. Section 101 of the Act sets out the financial management principles as follows:

- (1) The following are the financial management principles:
 - (a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans
 - (b) financial risks must be monitored and managed prudently having regard to economic circumstances
 - (c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community
 - (d) accounts and records that explain the financial operations and financial position of the Council must be kept.
- (2) For the purposes of the financial management principles, financial risk includes any risk relating to the following:
 - (a) the financial viability of the Council
 - (b) the management of current and future liabilities of the Council
 - (c) the beneficial enterprises of the Council.

Purpose and Objectives of the LTFP

The 10 year Long-Term Financial Plan (LTFP) exists primarily to provide the following outcomes for the City of Greater Dandenong (Council):

1. Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
2. Establish a financial framework against which Council's strategies, policies and financial performance can be measured against.
3. Ensure that Council complies with sound financial management principles, as required by the *Local Government Act 2020* and plan for the long-term financial sustainability of Council (Section 101).
4. Develop, adopt and keep in force a Financial Plan for at least the next 10 financial years in accordance with its deliberative engagement practices (Section 91).
5. Allow Council to meet the objectives of the *Local Government Act 2020* to promote the social, economic and environmental sustainability of the municipal district including mitigation and planning for climate change risks and that the ongoing financial viability of the Council is to be ensured (sections 9 (2)(c) and 9(2)(g)).

This LTFP represents a comprehensive approach to document and integrate the various strategies (financial and other) of Council. The development of the long-term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of Council as shown below:

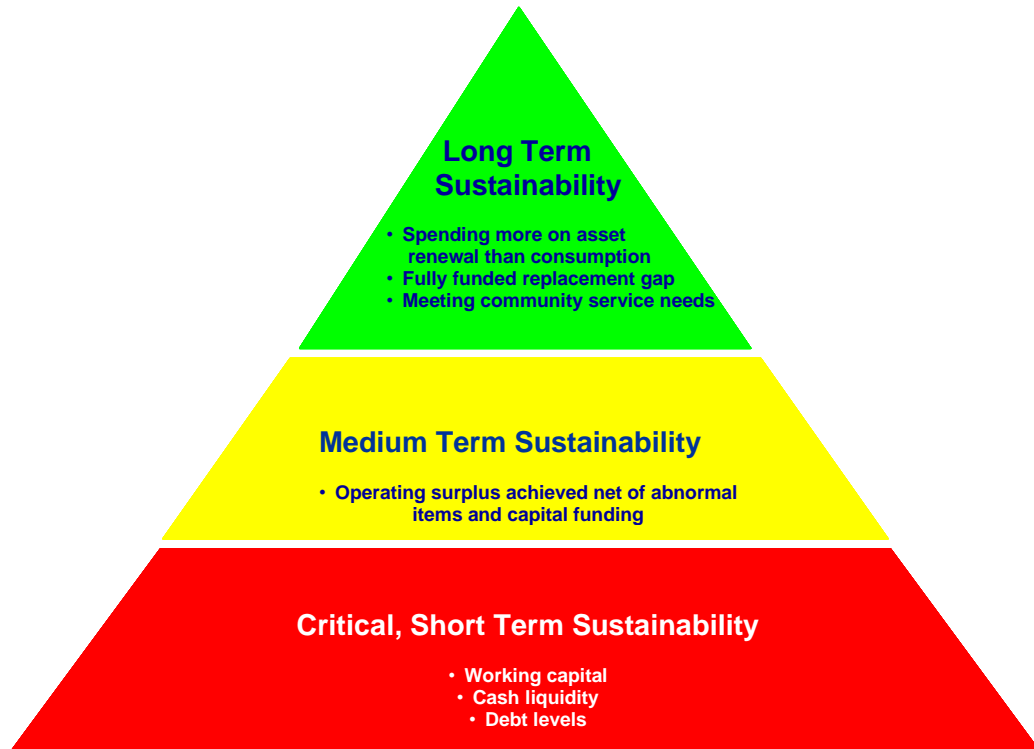


The objectives of this LTFP (not prioritised) are as follows:

- The achievement of a prudent balance between meeting the service needs of our community (both now and future) and remaining financially sustainable for future generations.
- An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning.
- Endeavouring to maintain a sustainable Council in an environment where Council must either constrain its net operational costs or reduce funds available to capital expenditure due to the capping of council rates and low increases in government grant funding.

LONG TERM FINANCIAL PLAN 2025 - 2034

For the purposes of this LTFP, financial sustainability is defined in the below diagram, modelled essentially on a hierarchy of needs approach.



The challenge for Council going forward is how to avoid an outcome where it gradually drops through the sections back into the red zone, on the back of capped revenue capacity, higher inflation and construction costs combined with service cost escalations that exceed grant funding indexation.

Council is committed to annual reviews of the LTFP and particularly, the assumptions which underpin the LTFP.

The rate capping challenge in the medium to long term will require Council to fundamentally review the sustainability of its operations. A 'business as usual' approach will not be sufficient to meet the challenge into the future. It will be necessary for Council to undertake an annual review of all services in line with community expectations, the service performance principles (section 106 of the Act) and Council's resource availability.

Strategic Outcomes of the LTFP

The below table highlights the strategic outcomes contained in the LTFP.

<i>LTFP Section</i>	<i>Strategic Directions Outcomes:</i>
Macro view of Council's financial position	<ol style="list-style-type: none"> 1. That Council revise its 10-year forward financial plan on an annual basis. 2. That Council maintains an underlying operational surplus (in the Income Statement) prior to the recognition of capital income over the life of the LTFP. 3. That Council seek to increase its capital works investment, funded from operational and alternative sources to a sufficient level that allows it to adequately fund its asset renewal requirements and continue to deliver major project funding (<i>subject to the impacts of rate capping</i>). 4. That Council endorse through this LTFP, the principle that ongoing asset renewal requirements must be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, reserve funds or loan funds not be used to address these needs.
Capital works strategy and Asset Management	<ol style="list-style-type: none"> 1. That Council note the forecast level of capital expenditure over the ten-year period of the LTFP noting the reduction in capital works funded from rate revenue of \$88.68 million in order fund new infrastructure over the life of the LTFP. 2. Endorse an in-principle strategy of allocating funds to meet asset renewal and maintenance requirements as a priority in the development of annual Capital Improvement Program and recurrent programs.
Borrowing strategy	<ol style="list-style-type: none"> 1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit (when required). 2. That Council endorse a strategy of setting a target of 40 per cent indebtedness to rates ratio as an ideal financial outcome and where new borrowings are sought, set reduction targets to achieve this level in not more than a five-year period, with a maximum loan ratio of not more than 60 per cent.

Community Engagement and Public Transparency

Under the *Local Government Act 2020*, Council is required to prepare the 10 year Financial Plan subsequent to each Council election (held every four years) in accordance with its deliberative engagement practices. In the other three years, Council will prepare a revision of the Financial Plan and consultation will occur in accordance with Council's Community Engagement policy.

Greater Dandenong People's Panel

In accordance with the *Local Government Act 2020* Council formed the Greater Dandenong People's Panel in 2021 to undertake a deliberative engagement process to develop a new community vision, Council Plan 2021-25 and Long-Term Financial Plan. This process involved the recruitment of randomly selected residents and business owners in the City of Greater Dandenong by an external organisation to avoid any possible bias. 40 participants were originally selected with 31 completing the process.

The panel of 31 met during April – June 2021 to discuss the future of our city and highlight the needs and aspirations of its people. They were provided with a range of information including background information on Council's key challenges and the results of the broad community consultation. Eight guest speakers were also invited to engage with the panel and share their experience across a variety of areas including art and culture, sustainability, sport and recreation, and manufacturing. This enabled the panel to have well-informed discussions and carefully consider multiple points of view and various options before coming to a consensus.

As part of developing the new vision the Greater Dandenong People's Panel was asked to develop some key principles which would help guide Council in its long-term planning for the future of our city. The new vision and principles developed by the panel have influenced the priorities of the Council Plan and the Long-Term Financial Plan to the maximum extent possible.

The key areas of priority highlighted throughout the process included:

- Social connections, physical and mental health
- Respect and celebration of diversity and culture
- Community safety and the reduction of crime
- Meaningful local employment and opportunities for education and training
- Sustainability and climate change
- Inclusivity through art and culture

Some of the panel's recommendations included:

- More affordable long term parking spaces within the Greater Dandenong area.
- Preserving, promoting, planting and planning with a focus on a sustainable future.
- Implementation of more accessible and attractive transport routes.
- Ensuring infrastructure can be utilised for more than one purpose (multi-purpose community hubs).

The panel also suggested a range of other considerations including recommendations for community safety, homelessness, and affordable housing.

Council's existing financial and strategic commitments, as outlined within the large number of specific strategies and plans developed over the last few years, are also reflected in the Council Plan. For example, the Climate Emergency Strategy, Urban Tree Strategy, Children's Plan, Disability Action Plan, and the Food and Tourism Strategies.

LONG TERM FINANCIAL PLAN 2025 - 2034

The new vision and principles developed by the panel have influenced the priorities of the Council Plan and the Long-Term Financial Plan to the maximum extent possible. They will also be used to influence future plans and strategies developed by Council to ensure the community's needs and aspirations continue to be met.

This revision of the LTFP is an annual update of the 10-year plan and community consultation will occur as per Council's Community Engagement Policy.

Financial Plan inputs and assumptions

The following financial statements portray the projected financial position of Council over the next ten years.

<i>Appendix</i>	<i>Financial Statement</i>
A	Comprehensive Income Statement
B	Conversion to Cash Result
C	Balance Sheet
D	Statement of Changes in Equity
E	Statement of Cash Flows
F	Statement of Capital Works
G	Statement of Human Resources (\$)
H	Statement of Human Resources (FTE)

The statements are prepared based on current knowledge and service levels and will no doubt be affected by various events which will occur in future years. It is important that the long-term financial outlook be revisited and updated on an annual basis. It should be noted that final decisions on the allocation of funds are undertaken through Council's Budget process in accordance with the *Local Government Act 2020* (Section 94).

Modelling methodology

This section of the LTFP contains details of the assumptions specifically applied to produce the long-term outlook in the Financial Statements listed above. Commentary is also provided on the information relayed by the Statements and what they mean for Council.

The base point used for modelling has been the original 2024-25 Budget.

Achieving cost savings

The LTFP is a high-level strategic plan that acts as a framework for future budgets. Whilst this plan is based on the premise of continuing to deliver all present-day operational services, it must be highlighted that Council continues to institute a number of processes that have delivered considerable savings against the framework and will continue to identify savings in the future.

Identifying operational savings

Whilst the LTFP establishes a framework for the Budget, Council thoroughly reviews all draft operational budgets on an annual basis and seeks to achieve savings against this framework wherever possible. Beyond the Budget process, Council's Executive Team continues to seek further operational efficiencies and continuous improvement on an ongoing basis.

Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2024-25 to 2033-34. The below table highlights the broad escalation percentages in respect of key areas.

In a more global sense however, it is worthwhile detailing the approach to the modelling process as broad percentages have not been universally applied. The model has been prepared at the lowest accounting level within Council's general ledger system. Certain accounts were coded for manual adjustment (or zero increase) rather than broad percentage increases (e.g. non recurrent grant income, contributions and election income and one off projects). It is therefore not possible to simply multiply the previous year's base by a percentage and achieve the same outcomes as presented.

Refer to **Appendix P** for a full list of all income and expenditure parameters applied across the ten-year period of this LTFP.

Description	Budget 2024-25	Projections				
		Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Years 6-10 2029-2034
CPI forecast	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Rate revenue cap	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees and charges - Council	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees and fines - statutory	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Financial Assistance Grants funding	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Grants and subsidies	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants Capital	<i>Based on committed funding</i>					
Contributions monetary	<i>Based on committed funding</i>					
Contributions non monetary	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee costs	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs (incremental costs)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Electricity	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Street lighting	10.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Water	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Gas	20.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Fuel	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	10.00%	10.00%	5.00%	5.00%	5.00%	5.00%
Depreciation and amortisation	<i>Based on level of expenditure</i>					
Other expenses	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%

Consumer Price Index (CPI) is forecast to be 3.25 per cent for the 2024-25 year. CPI is assumed to drop to 3 per cent in the years thereafter. The Budget will continue to be reviewed on an annual basis to address changes to the underlying assumptions as the economy continues to be impacted by world events, inflationary pressures and uncertainty.

Comprehensive Income Statement

Councils Long Term Financial Strategy covers a period of ten years as required under the *Local Government Act 2020*. **Appendix A** provides the full Income Statement for this required period.

Operational income

The below summary focuses on the proposed base figures for 2024-25 and likely trend in these figures in the shorter term.

Income types	Budget 2024-25 \$'000	Forecast 2025-26 \$'000	Forecast 2026-27 \$'000	Forecast 2027-28 \$'000
Rates and charges	176,328	181,877	187,911	193,944
Statutory fees and fines	10,972	11,510	11,660	11,882
User fees	9,812	10,210	10,552	10,905
Grants - operating	36,002	35,385	35,514	36,072
Grants - capital	8,625	8,169	4,724	-
Contributions - monetary	7,676	2,000	2,000	2,000
Contributions - non-monetary	7,500	7,500	7,500	7,500
Net gain (loss) on disposal of property, infrastructure, plant and equipment	833	838	838	838
Other income	11,938	10,253	9,746	8,914
Total income	269,686	267,742	270,445	272,055

Rates and charges

The table below is an extract of the first half of the LTFP and highlights the various rating components upon which the LTFP has been based.

	Budget 2024-25 \$'000	Forecast 2025-26 \$'000	Forecast 2026-27 \$'000	Forecast 2027-28 \$'000
General rates	146,308	150,949	155,953	161,081
Supplementary rates	800	800	1,000	1,000
Waste charges	27,399	28,517	29,347	30,202
Keysborough Maintenance Levy	1,735	1,725	1,725	1,725
Interest on rates	289	89	89	89
<i>Less rates abandoned</i>	<i>(203)</i>	<i>(203)</i>	<i>(203)</i>	<i>(153)</i>
Total rates and charges	176,328	181,877	187,911	193,944

The rate revenue cap for the 2024-25 year is 2.75 per cent as directed by the Minister Local Government. The remaining years are forecast at 2.50 per cent. In addition, it is expected that over the life of the plan, a further \$800,000 in the first two years and \$1 million per annum thereafter will be received for growth (additional properties) because of supplementary rates.

Council has applied its policy of 'full cost recovery' in determining the waste charge for residents in all years of this LTFP. With the recent introduction of the Ministerial Good Practice Guidelines, Council will need to reconsider this approach and demonstrate a path to compliance. Implementation of these Guidelines will have a significant adverse financial impact on Council's ongoing result. Waste costs are forecast to increase on average around 3 per cent over the ten years of the LTFP.

The LTFP assumes the continuation of the Keysborough Maintenance Levy. All funds derived from these maintenance levies are fully reserved and do not form part of Council's general discretionary income. At present, whilst there is currently a surplus when annual revenue from the levy is directly compared with the associated annual expenditure, by the forecast year 2030-31, the maintenance costs for the entire estate will exceed the revenue from the levy.

Statutory fees, fines, and user fees

Fees, charges and fines include services where Council has the discretion to determine the fee amount and statutory fees where the level is prescribed by the Commonwealth or State Governments. Also included under this heading is income received from recoveries of Fines Victoria costs (relating to parking infringements).

The LTFP is based on statutory fees increasing by an average 2 per cent across the LTFP. These increments mainly factor in assumed volume increases, as the fee amounts are set by Commonwealth or State Governments. Statutory fees are set by legislation and are frequently not indexed on an annual basis.

Discretionary fees, on the other hand, have been indexed at 3.25 per cent in 2024-25 and 3 per cent thereafter. Fees and charges increases are closely aligned to labour cost increases as most services provided by Council have a significant labour component.

Council has reviewed fees in detail to determine accepted pricing principles and set levels that fully recover the cost of providing the service unless the overriding policy is in favour of subsidisation. In addition, considerations of community factors are required such as encouraging use of a service and ability to pay. Therefore, fees have been adjusted based on this methodology rather than a blanket increase. Discretionary fees include the hire of Council's many building, sports, and recreational facilities.

Grants – operating and capital (recurrent and non-recurrent)

Operating grant revenue is an extremely important source of revenue for Council, with Council currently receiving approximately \$33.82 million (2023-24 Original Budget) in operating grants. This includes the un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGCC), which is Council's major operating grant. This grant has been conservatively increased by 1 per cent across the life of the LTFP as it seldom increases at an equivalent rate to the cost of providing the subsidised services. The remaining operating grants have been budgeted with a conservative economic outlook at 2 per cent over the next ten years.

This low increase in grant revenue is to manage cost-shifting that is likely to occur on an annual basis with grants seldom increasing at an equivalent rate to the cost of providing the subsidised services.

Council relies on grant income for delivering a range of services to the diverse community of the city. Greater Dandenong has a large migrant population, from a wide socio-economic spectrum which places significant demands on Council in the delivery of services in language, literacy and social integration. Capital grants have been forecast in conjunction with the estimates provided on specific capital projects.

The main capital grant over the life of the LTFP relates to the significant major project Dandenong Wellbeing Centre (DWC) which has been identified to receive \$20 million in grant funding under the Priority Community Infrastructure Program (PCIP). This program delivers the Government's 2022 election commitments for community infrastructure commitments announced by the former Government during the 2022 Pre-Election Fiscal

and Economic Outlook. The \$20 million grant has been factored in over the three financial years commencing with \$7.11 in 2024-25.

The other significant capital grant of note is \$1.02 million in relation to phase four of the Local Roads Community Infrastructure (LRCI) program which will fund three capital projects in 2024-25.

Three further capital grants are forecast in 2024-25 for the following projects:

- \$220,000 - Alex Wilkie Wetlands
- \$150,000 - Dandenong CBD – Road and Pedestrian Lights Upgrade
- \$175,000 - Detailed Design of Road Safety - Dandenong Market - Cleeland Street and Roundabouts on Cleeland at Ann and Oasis Wombat Crossing

There are no future capital grants able to be forecast with certainty over the life of the LTFP.

The major types of grants Council receives are summarised by:

- Operating (**Appendix N**) or Capital (**Appendix O**)
- Source (federal, state and other)
- Type (services)
- Recurrent and non-recurrent

Contributions – monetary

Depending on the amount of development activity in progress, Council receives contributions from developers. These contributions represent funds to enable Council to provide the necessary integrated infrastructure for new developments. They are for very specific purposes and often require Council to outlay funds for infrastructure works some time before receipt of these contributions. These contributions are statutory contributions and are transferred to a statutory reserve until utilised for a complying purpose through the Capital Works Program.

Contributions – non-monetary

Contributions non-monetary represent fixed assets that are 'gifted' by developers as developments progress. Council will receive 'gifted assets' arising from the major Development Contribution Plans (DCP). Whilst these assets add to Council's overall asset base, they also add to the future obligations to maintain and replace these assets at the end of their useful lives. They therefore impact on Council's depreciation levels and required capital and maintenance spending in the future.

Net gain (or loss) on disposal of property, infrastructure, plant and equipment

Net gain (or loss) on disposal of fixed assets is the net result of the proceeds received from the sale of assets compared to their book value (written down value) held by Council.

Proceeds from sale of assets are mainly attributed to the asset classes of land and plant and equipment. Plant and equipment sales are generally determined by an annual replacement program of Council's fleet of vehicles and major plant used for street cleaning, parks maintenance and other asset management functions.

The premise in the strategy for land sales is that proceeds are transferred to the Major Projects reserve and are not utilised for operational purposes.

Written down values in the LTFP mainly relate to plant sold as part of the plant replacement program and the estimated book value of land earmarked for sale.

Other income (including interest)

Interest on investments represented one of Council's greatest financial impacts from the pandemic. More recently, the interest return on investments has seen a massive turnaround with several consecutive interest rate rises.

It is difficult for Council to ascertain with any certainty what actual investment returns are likely to be over the 10 years of the plan. Interest income is estimated to average around \$4.03 million per annum over the ten years of the LTFP and comprises interest earned from cash invested with financial institutions.

Also included under this heading is recovery income from a variety of sources and rental income received from the hire of Council buildings.

Operational expenditure

The below summary focuses on the proposed base figures for 2024-25 and likely trend in these figures in the shorter term.

Expense types	Budget 2024-25 \$'000	Forecast 2025-26 \$'000	Forecast 2026-27 \$'000	Forecast 2027-28 \$'000
Employee costs	100,422	103,086	105,167	109,134
Materials and services	88,524	88,313	90,114	91,573
Depreciation	34,885	35,583	36,295	37,021
Amortisation - right of use assets	598	598	598	598
Bad and doubtful debts - allowance for impairment losses	2,026	2,474	2,598	2,728
Borrowing costs	3,184	4,973	6,304	6,357
Finance costs - leases	55	55	55	55
Other expenses	5,180	4,698	4,798	4,928
Total expenditure	234,874	239,780	245,929	252,394

Employee costs

Increases for employee costs reflect the salary increase for all staff pursuant to Council's Enterprise Agreement. Enterprise Agreement 2022 was approved by the Fair Work Commission and effective from 1 July 2022. This Financial Plan has been developed on on a salary increase of 2.75 per cent as per the legislated rate cap for 2024-25. Future pay increases are anticipated to be consistent with the assumed rate cap of 2.5 per cent.

In addition to the base wage increase assumptions, Council must provide funding for annual increments in employee banding. This generally equates to an additional 0.50 per cent (approximately) in employee costs.

The increase in the Superannuation Guarantee of 0.5 percent each year through to 2025-26 has been factored in the employee cost increases (11.5 per cent in 2024-25 growing to 12 per cent by 2025-26). Should the Government revise the planned superannuation increases, the LTFP will be amended at that point. No provision or allowance has been made for any call from the Defined Benefits superannuation fund.

The cost of provision of Council services is very heavily based on labour costs which account for approximately 51 per cent of total adjusted operational spending (excl depreciation and amortisation).

Materials and services

Council has significant ongoing contracts for delivery of services such as waste management, maintenance and repairs of Council buildings, roads, drains, footpaths, parks, and gardens. Increases across these are more governed by market forces based on availability than CPI. All these contracts are negotiated at near CPI levels as far as possible.

Council also utilises external expertise on a range of matters, including legal services and audit. Other associated costs included under this category are utilities, materials, and consumable items for a range of services and Council's payments to family day carers. These costs are kept to within CPI levels year on year.

General materials and services excluding utility costs are expected to increase by CPI (3.25 per cent in 2024-25 and 3.00 per cent for the remainder of the LTFP). Outside of the broad parameters, there have been several manually assessed items in this area, including election expenses, insurance costs and waste costs. Electricity and gas market expectations are assumed to increase significantly in 2024-25 (10 and 20 per cent respectively) and then will drop to 5 per cent thereafter. These costs will be closely monitored.

The broad assumption in materials and services is for an increase matching the forecast CPI (3.25 per cent in 2024-25 and 3.00 per cent for the remainder of the LTFP). Insurance premiums are anticipated to increase at a rate higher than CPI, so a 10 per cent increment per annum in 2024-25 and 2025-26 and 5 per cent increase thereafter on insurance premium costs has been factored into the life of the LTFP.

Costs of materials and services remain at approximately 37 per cent of total operating expenditure over the ten years of the LTFP.

Allowance for impairment losses

Allowance for impairment losses (bad and doubtful debts) are expected to increase by 5 per cent each year over the life of the LTFP and primarily relates to parking fines forwarded to the Fines Victoria for collection and a consequent reduction in collection rates.

Depreciation

Depreciation estimates have been based on the projected capital spending contained within this LTFP document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets to recognise the impact of rising replacement costs in accordance with Australian Accounting Standard requirements. Depreciation estimates may be influenced by future recognition and disposal of assets and how Council expends its capital works program.

Depreciation – right of use assets

Represents the estimated depreciation of leased (right-of-use) assets in accordance with the Accounting Standard AASB 16 'Leases'. Leased assets include property, fleet, IT and office equipment that have been leased under ordinary lease arrangements.

Borrowing costs

Appendix J details Council's projected level of borrowings and finance costs (interest). Council's projected loan indebtedness at 30 June 2024 is \$47.18 million.

Interest on borrowings is forecast at \$3.18 million in 2024-25. These costs are estimated to increase to over \$6.3 million in 2026-27 and 2027-28, reflecting the \$74.97 million in proposed new borrowings to be drawn down over the four years commencing 2023-24, which part fund significant infrastructure works associated with three of Council's major projects – Keysborough South Community Hub, the redevelopment of Dandenong Oasis (Dandenong Wellbeing Centre) and construction of the new Dandenong Community Hub.

Finance costs - leases

Represents the estimated interest component of capitalised leases.

Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

Conversion to Cash Result

Refer to **Appendix B** for Council's estimated cash result in the Conversion to Cash Result Statement over the full ten-year period. The below table is an extract in the shorter term.

Description	Budget 2024-25 \$'000	Forecast 2025-26 \$'000	Forecast 2026-27 \$'000	Forecast 2027-28 \$'000
Net operating result	34,812	27,962	24,516	19,661
Add (less) cash costs not included in operating result				
Capital expenditure	93,474	93,278	58,948	38,343
Loan repayments	3,961	5,149	6,685	7,670
Loan proceeds	(21,920)	(37,100)	(14,950)	-
Repayment of lease liabilities	710	710	710	710
Transfer from reserves	(20,746)	(13,325)	(3,649)	(3,708)
Transfer to reserves	7,476	8,093	6,327	6,927
Sub total	62,955	56,805	54,071	49,942
Add (less) non-cash costs included in operating result				
Depreciation	34,885	35,583	36,295	37,021
Amortisation - right of use assets	598	598	598	598
Amortisation - intangible assets	-	-	-	-
Written down value of assets sold	160	162	162	162
Contributions - non-monetary	(7,500)	(7,500)	(7,500)	(7,500)
Sub total	28,143	28,843	29,555	30,281
Surplus (deficit) for the year	-	-	-	-
Accumulated surplus brought forward	-	-	-	-
Accumulated surplus brought forward	-	-	-	-

Cash surplus revenue and expenditure

Capital expenditure

Capital expenditure amounts included in this LTFP are in accordance with the proposed works forecast in the Statement of Capital Works (refer **Appendix F**).

Loan repayments

Loan repayments are forecast in accordance with the agreed repayment schedules for existing loans. Annual loan repayments start at \$3.96 million in the first year of this LTFP, climbing to over \$8 million in 2028-29. This is as a result of proposed new borrowings in the first four years totalling \$74.97 million, in order to fund three of Council's major capital projects (Keysborough South Community Hub, the redevelopment of Dandenong Oasis (Dandenong Wellbeing Centre) and construction of the new Dandenong Community Hub).

Loan proceeds

Proposed loan borrowing proceeds are forecast as follows:

- \$6.12 million (\$1 million in 2023-24 and \$5.12 million in 2024-25) to part fund the Keysborough South Community Hub major project sought via the Community Infrastructure Loans Scheme (CILS) which was introduced to support councils in delivering critical infrastructure to communities across the state. Council received a successful application which its aim is to achieve savings through accessing a low-interest loan via an interest rate subsidy from the Victorian Government.
- Proposed loan borrowing proceeds of \$16.8 million in 2024-25, \$27.1 million in 2025-26 and \$4.95 million in 2026-27 to part fund significant infrastructure works in relation to the redevelopment of Dandenong Oasis (construction of Dandenong Wellbeing Centre).
- Proposed loan borrowing proceeds of \$10 million in 2025-26 and \$10 million in 2026-27 to part fund construction of the new Dandenong Community Hub.

Transfers to and from reserves

A full listing of the reserve funds and the proposed transfers to and from these reserves in contained in the Reserve strategy section of this LTFP as well as the schedule of reserves in **Appendix I**.

Key information relayed by the Budgeted Comprehensive Income Statement and Conversion to Cash Result

There are a number of features that are relayed by the statements in **Appendix A** and **Appendix B**:

- Council's underlying operational result (net surplus or deficit from operations) remains in surplus over the life of the LTFP from 2024-25. This is an extremely positive step in terms of maintaining Council's financial sustainability.
- Capital works expenditure is significant for the first three years of the LTFP at \$93.5 million, \$93.3 million and \$59 million due to several major projects including the Keysborough South Community Hub, the redevelopment of Dandenong Oasis (Dandenong Wellbeing Centre) and the proposed construction of the Dandenong Community Hub. These increases have mainly been funded from new borrowings, reserves, grants and a reduction in capital investment to fund debt servicing and operational costs.
- Capital works expenditure funded from the operational surplus represents \$41 million on average over the life of the LTFP, increasing from \$39.22 million in 2024-25 to \$46 million in the final year of the LTFP. This shows the amount of capital funds that Council can allocate from its operating result.

Balance Sheet

Appendix C outlines the Balance Sheet financial plan projections for the next ten years. Extract of the shorter term is below.

Description	Budget 2024-25 \$'000	Forecast 2025-26 \$'000	Forecast 2026-27 \$'000	Forecast 2027-28 \$'000
Assets				
Total current assets	192,772	188,405	186,183	186,977
Total non-current assets	2,638,401	2,703,536	2,733,629	2,742,391
Total assets	2,831,173	2,891,941	2,919,812	2,929,368
Liabilities				
Total current liabilities	125,258	127,753	124,001	121,939
Total non-current liabilities	64,732	95,043	102,150	94,107
Total liabilities	189,990	222,796	226,151	216,046
Net assets	2,641,183	2,669,145	2,693,661	2,713,322
Total equity	2,641,183	2,669,145	2,693,661	2,713,322

The main components of the Balance Sheet are outlined below.

Cash and cash equivalents

Represents the amount held by Council in cash or term deposits. Cash and investments are forecast to remain at adequate levels throughout the ten-year forecast. Council's working capital ratio (current assets/current liabilities) is expected to remain steady with a slight upwards trend during the latter period of this LTFP. The ratio is forecast to be 1.54 in 2024-25 and 1.57 on average across the LTFP, which is more than the minimum prudential ratio of 1.00.

These ratios are however dependent to some extent on Council continuing to hold reserve funds rather than expending these funds on the purposes for which they are held. Council will therefore need to be mindful of its working capital ratio moving forward over the ten-year period taking into consideration the major draw downs in cash reserves to fund significant new infrastructure over the first five years of the LTFP.

Trade and other receivables

Other receivables include payments outstanding from rates and other services such as parking and animal infringements, sporting clubs, monies owed from development contribution plans for works completed and community aged care services.

The only trend available continually shows that parking infringements remain difficult to collect and the receivable in this area has been estimated to increase. Initiatives by the State Government are continually aimed at reducing this issue. Outstanding rates are steady but are projected to increase due to a less legalistic approach to debt recovery proposed by legislative changes - *Local Government Legislation Amendment (Rating and Other Matters) Bill 2022*.

The non-current trade and other receivables are made up of refundable deposits that are not expected to be repaid in the next 12 months and Council's financial contribution in a closed landfill (Narre Warren landfill).

Other assets

Other assets comprise accrued income and prepayments.

Property, infrastructure, plant and equipment

Represents Council's fixed assets, including infrastructure assets such as roads, drainage and buildings. These assets are shown at their depreciated values. The increase in value of these assets over the term of the LTFP indicates that Council is investing more in capital than the rate of depreciation.

Investment property

Investment property represents land and building assets that generate long term rental yields. Any adjustment to the fair value of these assets is recorded in the Comprehensive Income Statement and these assets are not depreciated.

Right of use assets

Represents leased (right-of-use) assets. Includes property, fleet, IT and office equipment that have been leased under ordinary lease arrangements. These values are reflected after recognising the amortisation expense.

Intangible assets

Represents computer software assets. These values are reflected after recognising the amortisation expense.

Trade and other payables

Represents the accounts unpaid as at the end of June of each year. Council follows a 30 day credit policy for payment of invoices for most of the goods and services received. The increase in balances over the years reflects general growth in volume and prices of services received.

Trust funds and deposits

Amounts received as tender deposits, bonds and retention monies are recognised as trust monies until they are refunded or forfeited.

Unearned income

Represents income not yet earned based on specific performance obligations that were not complete at financial year end. Mainly relates to Developer Contribution Plan (DCP) liabilities and operating/capital grants. The largest component is amounts received from developers relating to the Development Contribution Plans (DCP) where levies are held as a surety for the construction of DCP infrastructure. Upon completion of the infrastructure, Council will refund the developer or offset this against developer levies owed.

Provisions

Represents the combination of employee entitlement and landfill restoration provisions.

Employee entitlement provisions comprise annual leave, long service leave and rostered day off (RDO) entitlements for staff. The current provision includes all of the annual leave liability and long service leave liability in accordance with Australian Accounting Standards, although they are not expected to be paid within twelve months. The balance of the liability is reflected in the non-current section.

The landfill restoration provision relates to the Spring Valley closed landfill on Council land. Council shares responsibility for the after-care management plan of this closed landfill with three member councils.

Interest-bearing loans and borrowings

Represent long-term borrowings outstanding at balance date.

Lease liabilities

Represents the lease repayments in respect of right-of-use assets and mainly comprise of property and information technology related lease obligations.

Accumulated surplus

The accumulated equity of Council (excluding reserve funds) continues to increase during the life of the LTFP.

Key information relayed by the Balance Sheet

The Balance Sheet highlights several key points:

- Council's cash balances remain at healthy levels over the period of the forecast, although a component of it will be 'restricted' to fund statutory obligations such as repayment of trust monies.
- Council's working capital ratio throughout the LTFP remains at a level in excess of 100 per cent, an indicator that shows Council's ability to service its creditors and loan obligations.
- Council continues to grow its equity and fixed asset levels.

Statement of Changes in Equity

Refer to **Appendix D** which outlines the various equity components over the next ten years.

Key information relayed by Statement of Equity

Council's accumulated surplus and other reserve balances continue to grow over the life of the LTFP.

Cash Flow Statement

Refer to **Appendix E** which outlines the cash flow financial plan projections for the next ten years. The main components of the Statement of Cash Flows are outlined below.

Key information relayed by Statement of Cash Flows

The key information from the Statement of Cash Flows is that Council maintains a solid cash balance that sufficiently funds its reserve funds and restricted assets (eg. leave entitlements and trust deposits).

Two points to note in relation to the Cash Flow Statement:

- It is drawn directly from the cash based transactions shown in the Income Statement with the addition of estimated movements in working capital.
- The cash flow amounts are disclosed inclusive of GST.

Section	Strategic Directions Outcomes:
Macro view of Council's financial position	<ol style="list-style-type: none"> 1. That Council revise its ten-year forward financial plan on an annual basis. 2. That Council maintains an underlying operational surplus (in the Income Statement) prior to the recognition of capital income over the life of the LTFP. 3. That Council seek to increase its capital works investment, funded from operational sources to a sufficient level that allows it to adequately fund its asset renewal requirements (<i>subject to the impacts of rate capping</i>). 4. That Council endorse through this LTFP, the principle that ongoing asset renewal requirements must be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, reserve funds or loan funds not be used to address these needs.

Financial Strategies

Capital works strategy

The Statement of Capital Works in **Appendix F** outlines the forecast capital expenditure by asset class and category, as well as the proposed funding sources to be applied to the achievement of the works in the LTFP.

The following table provides a summary of these figures over the next five-year period.

Capital expenditure funding sources	Budget	Projections			
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Capital grants	8,625	8,169	4,724	-	-
Capital contributions	5,676	-	-	-	-
Transfer from reserves	18,031	10,731	1,000	1,000	1,000
Loan proceeds	21,920	37,100	14,950	-	-
Funded from operational surplus	39,222	37,278	38,274	37,343	38,426
Total capital works funding	93,474	93,278	58,948	38,343	39,426

This LTFP is based on capital works investment funded from Council's operations of \$39.22 million in 2024-25.

Part of Council's revenue is impacted by activity levels and given the current economic environment any future effect on our operations is uncertain. As such we recognise Council's proposed financial direction for future years may require changes.

Grant funding and contributions will be used where available, reserve funding where applicable and borrowings where it is deemed necessary. The total amount of capital expenditure may vary significantly from year to year depending on the various capital funding sources utilised.

The proposed program of works across the ten years is indicative at this point and will not be formally resolved upon until Council considers the forthcoming Budget each year.

Additionally, capital works expenditure associated with Development Contribution Plans (DCP) has been excluded from the figures in **Appendix F**. Scheduling of designated projects within the DCP is subject to available Council funding (reserve funds are allocated to a reserve annually). Infrastructure works to be undertaken are currently being reviewed.

The graph in **Appendix M** highlights the impact to available capital works funding from Council's operational result as a result of rate capping restrictions, pandemic impacts and now the funding of debt servicing of new borrowings and ongoing operational costs of significant major projects. In REAL terms Council's funding for capital expenditure is falling over the LTFP and over the term of the LTFP the total cumulative gap between ongoing growth in line with previous capital expenditure forecasts incremented by the rate cap and the forecast funding amount is \$141 million.

The key point from the Statement of Capital Works in **Appendix F** table is the LTFP provides funding for asset renewal purposes which averages \$32.13 million. The current LTFP projections meet the current asset renewal requirements. It should be noted that asset management modelling remains incomplete, and this requirement can be expected to change as more data is obtained.

Capital funding sources

The Statement of Capital Works in **Appendix F** also outlines the funding sources currently applied in the LTFP.

The operational funds devoted to capital purposes drops during the year two to five period, followed by an incremental trend in the latter half of the LTFP: starting at \$39 million in 2024-25, down to \$37-38 million in years 2 to 5, then up to \$42 million in year 6 and rising steadily thereafter.

This reduction in operational surplus capital funding compared to the previous LTFP has been driven by significant borrowings to fund much needed major capital works projects. Annual debt servicing and redemption costs, combined with operating costs of the new facilities will be met by a reduction in operational surplus available for capital funding.

The following major projects have been included in Council's LTFP:

- Keysborough South Community Hub (KSCH)
- Redevelopment of Dandenong Oasis (Dandenong Wellbeing Centre – DWC)
- Dandenong Community Hub (DCH)

The budgeted capital expenditure and funding sources for these projects is summarised in the following table and impacts the first four years of the LTFP. Whilst \$20.85 million of Council's operational surplus is expected to fund these major projects, more significant funding is required to be sourced from new borrowings (\$74.97 million) and internal reserves (\$33.85 million).

ALL MAJOR PROJECTS	Forecast Actual	Budget	Projections			Remaining Project	Project
	2023-24	2024-25	2025-26	2026-27	2027-28	Total	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital expenditure	15,863	54,736	56,000	26,620	-	153,219	157,902
Less funding sources:							
Grants	(3,725)	(7,107)	(8,169)	(4,724)	-	(23,725)	(24,000)
Contributions	-	(4,228)	-	-	-	(4,228)	(4,228)
Council cash	(6,213)	(6,272)	(1,000)	(6,946)	-	(20,431)	(20,850)
Borrowings	(1,000)	(21,920)	(37,100)	(14,950)	-	(74,970)	(74,970)
Reserves	(4,925)	(15,209)	(9,731)	-	-	(29,865)	(33,854)
Funding sources	(15,863)	(54,736)	(56,000)	(26,620)	-	(153,219)	(157,902)

Council has been successful in sourcing two grants totalling \$4 million for the Keysborough South Community Hub over the life of the project.

Grant funding of \$20 million for the Dandenong Wellbeing Centre project has also been forecast over the three financial years commencing 2024-25 under the Priority Community Infrastructure Program (PCIP). This program delivers the Government's 2022 election commitments for community infrastructure commitments announced by the former Government during the 2022 Pre-Election Fiscal and Economic Outlook.

Contributions of \$4.23 million from Developer Contribution Plans (DCP) can also be utilised for the Keysborough South Community Hub major project upon completion of the Hub in 2024-25. This is from a combination of Community Infrastructure and Development Infrastructure levies received.

Significant new borrowings will be required for the completion of these major projects. Firstly, Council proposes to use loan funds of \$6.12 million to part fund Keysborough South Community Hub in two tranches: \$1 million in 2023-24 and \$5.12 million in 2024-25. These loan funds have been sought via the Community Infrastructure Loans Scheme (CILS) which was introduced to support councils in delivering critical infrastructure to communities across the state. This scheme hopes to achieve savings through accessing a lower-interest loan by way of an interest subsidy from the Victorian Government.

Further proposed new borrowings of \$48.85 million (\$16.8 million in 2024-25, \$27.1 million in 2025-26 and \$4.95 million in 2026-27) are also required to part fund significant infrastructure works associated with the redevelopment of Dandenong Oasis.

In addition, further proposed new borrowings of \$20 million are forecast (split evenly over 2025-26 and 2026-27) for the proposed construction of the new Dandenong Community Hub.

Similarly, significant reserve funding of \$29.9 million for these major capital projects has been forecast across the LTFP (including 2023-24). Most of this reserve funding is from the Major Projects reserve with the remainder coming from the DCP reserve.

- Major Projects reserve (\$28 million):
 - ~ \$19.83 million for Dandenong Wellbeing Centre
 - ~ \$7.0 million for Keysborough South Community Hub
 - ~ \$1.1 million for Dandenong Community Hub
- Development Contribution Plan reserve (Council) (\$1.9 million) for Keysborough South Community Hub. This represents levies received under the Keysborough South Development Contributions Plan for community and sporting facilities costs (Keysborough Community Hub) that were completed in earlier years and quarantined in this reserve.

Keysborough Community Hub

The City of Greater Dandenong is establishing a community hub in Keysborough South where a range of services, programs and flexible meeting spaces will be provided for the community. Council has undertaken extensive planning and consultation over several years for the proposed community hub and Tattersson Park is the selected location for the facility. The development remaining is estimated to cost around \$28.4 million.

The project will be funded from several sources as detailed in the table below.

KEYSBOROUGH SOUTH COMMUNITY HUB	Forecast 2023-24	Budget 2024-25	Projections			Remaining Project Total	Project Total
	\$'000	\$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	\$'000	\$'000
Capital expenditure	8,711	19,736	-	-	-	28,447	29,502
<i>Less funding sources:</i>							
Grants	(3,725)	-	-	-	-	(3,725)	(4,000)
Contributions	-	(4,228)	-	-	-	(4,228)	(4,228)
Council cash	(1,491)	(3,950)	-	-	-	(5,441)	(5,504)
Borrowings	(1,000)	(5,120)	-	-	-	(6,120)	(6,120)
Reserves	(2,495)	(6,438)	-	-	-	(8,933)	(9,650)
Funding sources	(8,711)	(19,736)	-	-	-	(28,447)	(29,502)

Dandenong Wellbeing Centre (DWC) – Redevelopment of Dandenong Oasis

Council is planning to develop a new aquatic and wellbeing centre to replace the existing Dandenong Oasis which is nearing the end of its effective life. This major infrastructure project is a key recommendation from the Greater Dandenong Aquatic Strategy and will have a targeted focus on allied health, passive activity, education, fitness and wellness.

The new centre (currently known as the 'Dandenong Wellbeing Centre') will include a broad range of facilities, as determined by the Aquatic Strategy and refined through subsequent community and stakeholder engagement.

Mills Reserve will continue to be the home of Greater Dandenong's premier indoor aquatic centre. However, the new aquatic and wellbeing centre will be developed as a new facility at the reserve, as opposed to a redevelopment of the existing Dandenong Oasis, which is over 40 years old and proposed for decommissioning. This will enable Dandenong Oasis to continue to operate while the new Centre is under construction.

This project has been identified to receive grant funding under the Priority Community Infrastructure Program (PCIP). This program delivers the Government's 2022 election commitments for community infrastructure commitments announced by the former Government during the 2022 Pre-Election Fiscal and Economic Outlook. \$20 million in grant funding has been factored into the three years commencing 2024-25.

The remaining construction costs of the centre are estimated at \$94.8 million (subject to final tender outcomes). The design of the Dandenong Wellbeing Centre was endorsed by Council in February 2022. The project is expected to be complete by mid to late 2026.

The project will be funded from several sources as per the table below.

DANDENONG WELLBEING CENTRE (Redevelopment of Dandenong Oasis)	Forecast	Budget	Projections			Remaining Project	Project
	2023-24	2024-25	2025-26	2026-27	2027-28	Total	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital expenditure	5,152	35,000	45,000	9,674	-	94,826	98,400
Less funding sources:							
Grants	-	(7,107)	(8,169)	(4,724)	-	(20,000)	(20,000)
Council cash	(3,828)	(2,322)	-	-	-	(6,150)	(6,452)
Borrowings	-	(16,800)	(27,100)	(4,950)	-	(48,850)	(48,850)
Reserves	(1,324)	(8,771)	(9,731)	-	-	(19,826)	(23,098)
Funding sources	(5,152)	(35,000)	(45,000)	(9,674)	-	(94,826)	(98,400)

Dandenong Community Hub

Greater Dandenong City Council is planning for a community hub in central Dandenong. In 2021, Greater Dandenong City Council commenced the process of the business case and concept plan for a Community Hub in central Dandenong. This project represents the next step to develop infrastructure in central Dandenong to meet current and future community needs.

Community workshops and focus groups occurred in May 2021. Further community engagement and consultation on the site and draft concept design occurred in October 2021. Community feedback indicated a preferred site as the land bounded by Stuart Street, Clow Street and Sleeth Avenue in Dandenong. Council has supported this site as the preferred location.

A business plan and draft concept designs for the Community Hub in central Dandenong were completed and presented to Council on 6 December 2021. On 21 March 2022 Council requested alternative building layout models and associated costs for the preferred site to be undertaken. Three models were recently presented to Council and a community consultation phase requested.

Detailed design and documentation stage and further community consultation are in progress with construction foreshadowed over the 2025-26 and 2026-27 financial years (subject to funding).

The project is expected to be funded as per the table below.

DANDENONG COMMUNITY HUB	Forecast	Budget	Projections			Remaining	Project Total \$'000
	2023-24	2024-25	2025-26	2026-27	2027-28	Project	
	\$'000	\$'000	\$'000	\$'000	\$'000	Total \$'000	
Capital expenditure	2,000	-	11,000	16,946	-	29,946	30,000
<i>Less funding sources:</i>							
Council cash	(894)	-	(1,000)	(6,946)	-	(8,840)	(8,894)
Borrowings	-	-	(10,000)	(10,000)	-	(20,000)	(20,000)
Reserves	(1,106)	-	-	-	-	(1,106)	(1,106)
Funding sources	(2,000)	-	(11,000)	(16,946)	-	(29,946)	(30,000)

Council also has significant future major projects that it wishes to progress over the coming ten-year period (beyond the four years) which are not presently included in this LTFP. At present, no further projects are included in this plan but this will be reviewed annually as Council completes its current major projects and assesses its financial capability to undertake these projects.

It is noted that Council's financial capability will be strongly influenced by either the receipt of significant government grant stimulus funds or by future potential asset sales that may act as a funding source.

Strategic Directions Outcomes:

That Council note the forecast level of capital expenditure over the ten year period of the LTFP and the reduction of \$88.7 million to fund debt servicing and operational costs associated with major capital works projects.

Borrowing strategy

Refer to **Appendix J** for a schedule of Council's forecast borrowings, including existing and new (assumed) borrowings, principal repayments and finance costs.

This section covers the components of Council's borrowing strategy including Council's philosophy on debt, future loan strategy and requirements.

Background to Council's current debt portfolio

The below table highlights Council's current position in respect of all interest-bearing liabilities and the movements that have occurred during the past three financial years, as well as the forecast borrowings balance at 30 June 2024.

	Actual Balance 30 June 2021 \$'000	Actual Balance 30 June 2022 \$'000	Actual Balance 30 June 2023 \$'000	Forecast Balance 30 June 2024 \$'000
Interest bearing loans and borrowings	56,636	53,263	49,779	47,182

Future loan strategies

What is Council's philosophy on debt?

Many Victorian councils are debt averse and view the achievement of a low level of debt or even debt free status as a primary goal. Others see the use of loan funding as being a critical component of the funding mix to deliver much needed infrastructure to the community.

The use of loans to fund capital expenditure can be an effective mechanism of linking the payment for the asset (via debt redemption payments) to the successive Council populations who receive benefits over the life of that asset. This matching concept is frequently referred to as 'inter-generational equity'.

Council has accessed debt funding to complete a range of major infrastructure projects including the Springvale Community Hub, Dandenong Civic Centre and Library, redevelopment of the Drum Theatre, Dandenong Market and Noble Park Aquatic Centre that will be enjoyed by the populations of the future (refer table below).

Project	Total cost (\$ million)	Loan funds used (\$ million)
Drum Theatre	13.0	9.0
Dandenong Market	26.0	20.0
Noble Park Aquatic Centre	21.0	5.0
Dandenong Civic Centre	65.5	47.2
Springvale Community Hub	52.7	20.0
Total	178.2	101.2

The significant replacement of Dandenong Oasis (construction of Dandenong Wellbeing Centre), estimated at over \$98 million, will be part funded by proposed new borrowings of \$48.85 million over the three years from 2024-25. The construction of the new Dandenong Community Hub will also be part funded by borrowings of \$20 million (\$10 million in 2025-26 and \$10 million in 2026-27).

In addition, Council has been successful in \$6.12 million in new borrowings to part fund the Keysborough South Community Hub major project (expected to be drawn down in two tranches: \$1 million in 2023-24 and \$5.12 million in 2024-25). These loan funds will be sought via the Community Infrastructure Loans Scheme (CILS) which was introduced to support councils in delivering critical infrastructure to communities across the state. The successful application will achieve savings through accessing a low-interest loan by way of an interest subsidy from the Victorian Government.

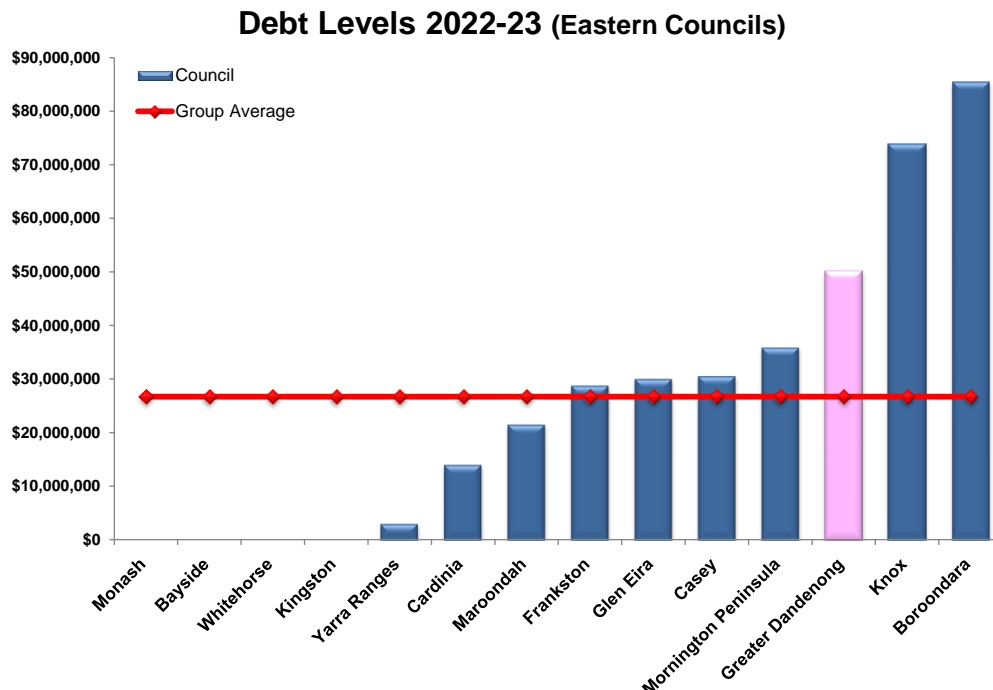
One of the key considerations for Council in the application of future loan borrowing is the premise that its long-term financial strategies should strive for a financial structure where its annual operational and asset renewal needs can be met from annual funding sources. That is, Council does not have to access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual expenditure needs.

Measuring what level of debt is appropriate

The maximum levels of indebtedness are prescribed for Council by way of prudential limits established by the State Government. The three principle prudential limits are:

- Debt servicing (interest repayments) as a percentage of total revenue should not exceed five per cent.
- Total indebtedness as a percentage of rate revenue – in general this ratio should not exceed 60 per cent and ideally Council should retain some borrowing flexibility to be able to respond to urgent needs.
- Working capital ratio (current assets/current liabilities) to remain in excess of 1.00.

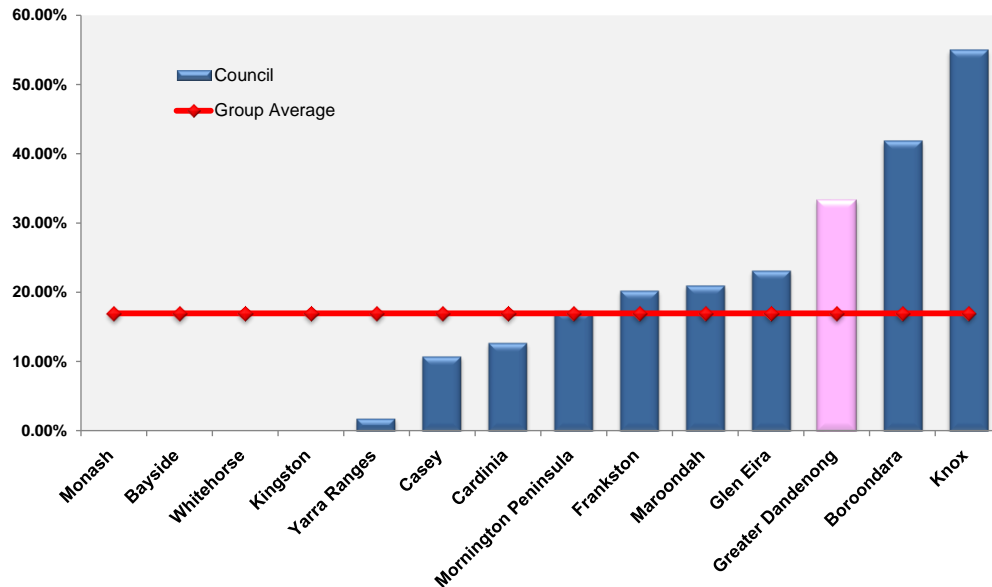
Benchmarking of Council's debt structure to other councils



As presented in the graph, Council completed 2022-23 with the third highest level of indebtedness of all Eastern Metropolitan councils in pure dollar terms.

The more meaningful comparison is however gained by using the dollar indebtedness, contrasted against other measures (e.g. rate revenue) that account for the varying financial sizes of councils in the group.

Total Indebtedness as a % of Rate Revenue 2022-23



Council's level of indebtedness (debt/rate revenue) at 30 June 2023 was 33 per cent which was a slight decrease on the prior year and remains well below the 60 per cent threshold.

The below table highlights the outcomes of a debt level review based on the figures to 30 June 2023.

Council	Debt Servicing / Adj. Total Revenue	Debt Commitment / Rates	Total Debt / Rate Revenue	Total Liabilities / Realisable Assets	Debt Commitment / Own Source Revenue	Total Debt / Own Source Revenue
Bayside	0.00%	0.00%	0.00%	0.97%	0.00%	0.00%
Monash	0.00%	0.00%	0.00%	2.76%	0.00%	0.00%
Whitehorse	0.00%	0.00%	0.00%	2.07%	0.00%	0.00%
Kingston	0.00%	0.00%	0.00%	3.81%	0.00%	0.00%
Yarra Ranges	0.11%	2.06%	1.88%	14.73%	1.93%	1.76%
Casey	0.32%	3.21%	10.81%	4.17%	2.88%	9.71%
Cardinia	0.79%	3.62%	12.76%	6.36%	3.27%	11.53%
Mornington Peninsula	0.38%	2.44%	17.33%	5.55%	2.07%	14.67%
Frankston	0.69%	1.27%	20.28%	5.49%	1.02%	16.28%
Maroondah	0.68%	3.66%	21.03%	6.63%	2.75%	15.81%
Glen Eira	0.27%	3.52%	23.17%	3.98%	2.88%	18.96%
Greater Dandenong	1.09%	3.77%	33.33%	8.37%	3.11%	25.30%
Boroondara	1.50%	14.64%	41.86%	4.17%	12.74%	36.42%
Knox	0.98%	4.46%	54.95%	8.77%	3.94%	48.48%
Median Eastern Councils	0.35%	2.83%	15.04%	4.83%	2.41%	13.10%
Average Eastern Councils	0.49%	3.05%	16.96%	5.56%	2.61%	14.21%
Greater Dandenong Council Ranking	13	12	12	12	11	12

(Note regarding ranking – 1 is the lowest debt outcome, 14 is the highest debt outcome).

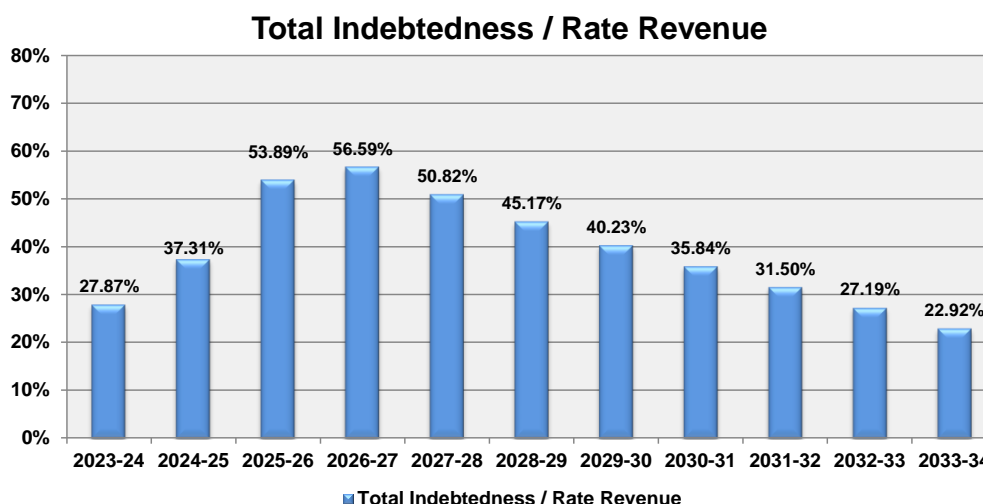
The table above highlights that Council's current indebtedness ratios place it generally in the third highest indebted Council of the group across the range of ratios.

Council's level of indebtedness remains within the prudential limits. Council's debt servicing/adjusted total revenue ratio was 1.09 per cent at 30 June 2023 (prudential limit 10 per cent) and indebtedness/rate revenue ratio is 33.33 per cent (prudential limit 80 per cent).

The graph following highlights Greater Dandenong's forecast indebtedness/rate revenue ratio over the life of the LTFP.

This LTFP forecasts significant new borrowings (\$1 million in 2023-24, \$21.9 million in 2024-25, \$37.1 million in 2025-26 and \$14.95 million in 2026-27) to part fund major capital projects. As can be seen on the following graph, the 'Indebtedness to Rate Revenue' ratio increases to just over 56 per cent in 2026-27, but then the debt ratio falls again down to 22.92 per cent in 2033-34.

Council has previously relied on a strategy of ensuring its 'Indebtedness to Rate Revenue' ratio is ideally around the 40 per cent mark prior to undertaking new borrowings. Giving consideration to community need for redevelopment of the ageing Dandenong Oasis and a Community Hub in Dandenong, Council has opted to procure new borrowings to finance these major projects. This strategy allows Council to borrow for major projects but also to then retain a gap between the ratio and the 60 per cent level, allowing Council room to respond to unforeseen circumstances. This could comprise an opportunity to match large stimulus funding to deliver another project or to respond to emerging situations such as a defined benefit superannuation call up or as we have seen during the COVID-19 pandemic.



Once the 'Indebtedness to Rate Revenue' ratio drops to below 40 per cent, Council will once again be in a position to consider future borrowings from that point. This is not until at least 2030-31.

As outlined above, a certain level of debt can be viewed as a positive mechanism in financing infrastructure within Council. The key is ensuring that Council does not rely so strongly on debt funding that it increases the level of debt (and therefore annual debt servicing and redemption costs) beyond a prudent level or which unduly impacts on Council's ability to fund capital works on an annual basis.

Council will consider debt for major community assets in accordance with the above guidelines. All projects are subject to community consultation, Council review and funding. Council will also seek to maximise external funding opportunities having regard to the financial impacts and outcomes for the community.

Future loan requirements

Treasury Corporation of Victoria loans

Recently, the Victorian Government has approved the Treasury Corporation of Victoria (TCV) to become a direct lender to councils. This framework will enable Victorian councils to access low-interest loans and achieve interest cost savings.

Local Government as an industry has been relatively debt averse over the past decade with several councils seeking debt free status. In benchmarking with thirteen other councils within the Eastern Melbourne metropolitan grouping, the City of Greater Dandenong has consistently been in the top three councils in terms of its debt levels in pure dollar terms.

The TCV have two financial covenant requirements for councils to comply with if undertaking borrowings with the TCV:

- *Interest cover ratio* – earnings before interest, depreciation/amortisation and non-cash contributions compared to interest expense (on borrowings and leases). The ratio result is not to be less than 2:1.
- *Financial indebtedness ratio* – total interest bearing loans and borrowings including leases over own-source revenue. The ratio result is not to exceed 60 per cent.

In terms of highlighting the impact of Council's current borrowings portfolio on Council's indebtedness to rates ratio, the below table provides these outcomes. It also shows TCV financial covenant ratios which are calculated slightly differently to the prudential limits. These financial covenants ratios must remain with the limits for the life of the loan agreement with TCV.

The below table shows Council will remain within the financial covenant limits defined by TCV. Council was successful in obtaining a \$6.12 million loan via the Community Infrastructure Loan Scheme for the Keysborough Community Hub which is expected to be drawn down in two tranches: \$1 million in 2024-25 and \$5.12 million in 2024-25.

Financial year ending	New/refinance borrowings \$'000	Principal paid \$'000	Interest expense \$'000	Balance 30 June \$'000	LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	TCV Interest Cover Ratio	TCV Financial Indebtedness Ratio
2024	1,000	3,597	2,537	47,182	168%	27.9%	2.4%	15.8	23.6%
2025	21,920	3,961	3,184	65,141	154%	37.3%	2.6%	18.3	31.8%
2026	37,100	5,149	4,973	97,092	147%	53.9%	3.8%	11.2	45.9%
2027	14,950	6,685	6,304	105,357	150%	56.6%	4.8%	8.7	48.4%
2028	-	7,670	6,357	97,686	153%	50.8%	5.2%	8.1	43.8%
2029	-	8,085	5,879	89,601	156%	45.2%	5.0%	8.9	39.1%
2030	-	7,271	5,409	82,330	158%	40.2%	4.4%	10.2	35.0%
2031	-	6,662	4,978	75,669	159%	35.8%	4.0%	11.3	31.3%
2032	-	7,088	4,556	68,580	161%	31.5%	3.9%	12.6	27.6%
2033	-	7,530	4,101	61,051	162%	27.2%	3.7%	14.1	23.9%
2034	-	8,004	3,621	53,047	165%	22.9%	3.6%	16.6	20.2%

Prudential ratio limits: Risk assessment criteria	LGPRF Liquidity Ratio		LGPRF Debt Mgmt Ratio		Debt Servicing Ratio		Treasury Corp TCV Interest Cover Ratio		TCV Financial Indebtedness Ratio	
	High	Below 110%	Above 80%	Above 10%	Less than 2	Above 60%				
	Medium	110% - 120%	60% - 80%	5% - 10%						
	Low	Above 120%	Below 60%	Below 5%						

LGPRF Liquidity ratio*Current assets compared to current liabilities*
$$= (\text{Current assets} / \text{Current liabilities})$$
LGPRF Debt management*Loans and borrowings compared to rates*
$$= (\text{Current} + \text{Non-current Interest bearing liabilities} / \text{Rates and charges less Keysborough Maintenance Levy})$$
Debt servicing*Borrowing costs compared to rates*
$$= (\text{Interest expense} / \text{Rates and charges less Keysborough Maintenance Levy})$$
TCV Interest Cover Ratio*Ratio of earnings before interest, taxes, depreciation and amortisation (EBITDA) to interest expenses.*
$$= (\text{Net surplus} - \text{interest income} - \text{non-monetary contributions} + \text{borrowing costs} + \text{finance lease costs} + \text{depreciation and amortisation}) / (\text{Borrowing costs} + \text{finance lease costs})$$
TCV Financial Indebtedness Ratio*Value of interest bearing loans and borrowings as a percentage of own source revenue*
$$= (\text{Current} + \text{Non-current Interest bearing liabilities} / (\text{Total income} - \text{grants operating} - \text{grants capital} - \text{contributions monetary} - \text{contributions non-monetary}))$$

The table on the prior page highlights that whilst Council forecasts significant new borrowings in this LTFP to part fund important capital investment, Council's debt ratios as per the Local Government Performance Reporting Framework (LGPRF) and the Treasury Corporation of Victoria (TCV) are within prudential limits over the ten-year period.

Strategic Directions Outcomes

1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit (when required).
2. That Council endorse a strategy of setting a target of 40 per cent indebtedness to rates ratio as an ideal financial outcome and where new borrowings are sought, set reduction targets to achieve this level in not more than a five-year period, with a maximum loan ratio of not more than 60 per cent.

Reserve strategy

Victorian local government councils have traditionally operated with reserve funds that are amounts of money set aside for specific purposes in later years. In general, these funds do not have bank accounts of their own but are a theoretical split up of the cash surplus that Council has on hand. The following sections provide a picture of what reserve funds Council holds and their purpose. Refer to **Appendix I** for the financial projections of Council's reserves over the next ten years.

Nature and purpose of current reserves

The following summary outlines the purpose of each current reserve, its typical inflows and outflows and projected reserve balances at 30 June 2024 (where relevant these balances have been updated to reflect 2023-24 current forecast movements).

Major Projects Reserve

Purpose

This reserve has been established to provide a source of funding for major infrastructure projects.

Typical sources of inflows and outflows

Inflows to this reserve will typically be from the sale of Council land. Further inflows may occur periodically if Council achieves a surplus outcome at the conclusion of the financial year and resolves to transfer surplus funds into this reserve.

An extract from **Appendix I(a)** of the Major Projects Reserve transfers is included below.

Reserves	Forecast 2023-24	Budget 2024-25	Projections		
	\$'000	\$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Major Projects					
Opening balance	42,566	46,297	33,430	26,667	27,869
Transfer to reserve	6,738	2,341	2,968	1,202	1,802
Transfer from reserve	(3,007)	(15,208)	(9,731)	0	0
Closing balance	46,297	33,430	26,667	27,869	29,671

Projected inflows of \$6.74 million into this reserve in 2023-24 include:

- The surplus achieved at the 2023-24 Mid-Year Budget review (\$2.65 million).
- Annual funding previously transferred to the DCP reserve (\$1.41 million).
- Prior LTFP/Budget surplus amounts quarantined for rising project costs contingency (\$2.68 million) but not drawn down.

Inflows across the LTFP relate to a combination of funding previously transferred to the DCP reserve combined with any applicable LTFP surplus/deficit amounts.

Outflows from this reserve in 2023-24 (\$3.01 million) relates to project funding for the Dandenong Wellbeing Centre (\$1.32 million), Dandenong Community Hub (\$1.11 million) and Keysborough South Community Hub (\$578,000).

As highlighted in the table on the previous page, the forecast closing balance of the Major Projects Reserve at 30 June 2024 of \$46.3 million will largely be consumed by the future outflows for the funding of the major capital works projects.

Outflows from this reserve over the 2024-25 to 2025-26 financial years of \$24.9 million relate to funding for the redevelopment of Dandenong Oasis (Dandenong Wellbeing Centre) (\$18.5 million) and Keysborough South Community Hub (\$6.4 million).

Further outflows may arise where Council is required to source major funding when there is no option but to utilise cash reserves.

Open space – planning, development and improvements

Purpose

The open space – planning, development and improvements reserve holds funds contributed by developers for works associated with developing and improving open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating or enhancing open space such as parks, playgrounds, pavilions and other such items.

Typical sources of inflows and outflows

Inflows are solely composed of contributions from subdividers in lieu of the five per cent public open space requirement.

Outflows from this reserve in 2023-24 of \$1.1 million relate to:

- 86-88 Clow Street - Local Park Furniture and Landscape Upgrade (\$250,000).
- Ian Tattersson Leisure Park - Implement Digital LED and Wayfinding Signage (Stage 1) (\$200,000).
- Warner Reserve - Construction of Path System, Landscaping and Picnic Area (Stage 2 of 2) (\$200,000).
- Bakers Reserve - Neighbourhood Park Furniture and Landscape Upgrade (\$250,000).
- Springvalley Park - Walking Track, Furniture and Landscape Upgrade (\$200,000).

No further future outflows are anticipated from this reserve in 2024-25 and over the period of the LTFP, however, funds may be required from this reserve from time to time, to top up the Open Space – Acquisitions reserve to the \$6 million balance required annually.

Open space – acquisitions

Purpose

The open space – acquisitions reserve was established in 2016-17 to initially hold \$6 million in funds contributed by developers for works associated with developing improved open space and recreational facilities within Council for the specific purpose of open space acquisitions. Transfers from this reserve are restricted to the purpose of acquiring open space land sites.

Typical sources of inflows and outflows

Inflows will occur as a transfer from the Open Space – Planning, Development and Improvements reserve as the Open Space – Acquisitions reserve balance is consumed, so that a \$6 million balance is generally maintained each financial year.

In terms of outflows, Council will consider the allocation of reserve funds to appropriate open space acquisitions on an annual basis.

No transfers in or out of this reserve are currently forecast in the 2024-25 year or the LTFP period.

*Development Contribution Plans (DCP) – Council funded**Purpose*

The purpose of this reserve is to hold funds for Council's contribution to the construction of infrastructure related to the two major development overlays in accordance with the terms and conditions of the published plans. Council is committed to contributing rate funding to 11 projects in the Dandenong South Industrial DCP (industrial).

Typical sources of inflows and outflows

Based on revised estimates of infrastructure costs, Council's contribution amount is \$400,000 per annum over the life of the LTFP. The estimated value of works yet to be completed is around \$16 million.

Outflows from this reserve will be for nominated capital works in accordance with the published plans as well as DCP administration costs. In 2023-24, this reserve will fund \$2.79 million for the Perry Road South upgrade project, \$1.92 million for Keysborough South Community Hub major project and \$18,000 in DCP administration costs.

Expenditure incurred by Council on the provision of infrastructure is capitalised upon completion, there is no discretion in terms of how funds are applied.

In the 2024-25 Budget and annually thereafter, the reserve also funds \$20,000 annually in DCP administration costs.

The transfer out of the DCP reserve in 2024-25 relates to a further allocation for the Perry Road South upgrade project (\$2.82 million). It is likely that further funding from this Reserve may be required for the remaining development of Perry Road, Keysborough. The timing of this funding is still being determined but is likely within a two-three year timeframe which will further reduce funding held.

*Keysborough maintenance levy**Purpose*

Properties within the Keysborough and Somerfield Estates are levied an additional \$350 per annum to reflect the costs of maintaining an additional 15 per cent in open space beyond that of traditional estates. This reserve fund was established to ensure that there is full accountability in how these funds are applied.

Typical sources of inflows and outflows

Inflows into this reserve will be derived from the rate levy and outflows will be in the form of either operational costs to maintain the estate or capital funding.

Forecast outflows in this LTFP are projected to grow from \$1.97 million in 2024-25 to \$2.27 million in 2029-30. Beyond that point in the LTFP the operational costs will exceed the annual inflows, and any carried forward residual reserve balance, the excess of which will be required to be rate funded (as detailed in the following table). This totals an additional \$2.75 million across the latter four years of this LTFP.

KEYSBOROUGH SOUTH MAINTENANCE LEVY	Financial Plan Projections					Total \$'000
	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	
Closing reserve balance	126	0	0	0	0	
Costs required to be funded by rates as reserve balance has been fully consumed	0	484	681	753	827	2,745

*Self-insurance reserve fund**Purpose*

The purpose of this reserve is to set aside funds that allow Council to access low insurance premiums through opting to 'self-insure' against lower level insurance claims.

Typical sources of inflows and outflows

Inflows are generally derived from savings made on insurance costs. Lower than budgeted insurance claims create surplus funds in insurance excess contributions.

Outflows from this reserve will generally be in the form of Council's contribution to any major insurance claims received, or any funding gaps in the closed MAV WorkCare scheme or funding allocated to improve Council's Workcover performance.

No future inflows or outflows are anticipated from this reserve over the period of the LTFP.

*Spring Valley landfill reserve**Purpose*

The purpose of this reserve is to fund the rehabilitation and ongoing monitoring of the former Spring Valley landfill at Clarke Road, Springvale South.

Typical sources of inflows and outflows

Inflows in the past have generally related to distributions of Council's share of the assurance fund monies held by Metropolitan Waste and Resource Recovery Group (MWRRG) for the rehabilitation of the former landfill at Spring Valley Reserve (now wound up) or savings in waste expenditure.

Outflows will be in the form of Council's share of operational costs to rehabilitate and monitor the landfill site (\$313,000 forecast in 2023-24).

*Springvale Activity Precinct parking and development reserve**Purpose*

The purpose of this reserve was to fund development in the Springvale Activity Centre.

Typical sources of inflows and outflows

Inflows previously comprised parking fee income derived annually in the Springvale Precinct. A Council decision in February 2017 to abolish a 'pay and display' parking fee system in the areas of the Springvale Central Activity District meant that no further inflows are expected to this reserve. Other inflows have occurred from one off contributions 'in lieu of parking requirements' in Springvale.

Outflows will only occur to the extent of funds available and will be restricted to parking works in Springvale, as the remaining balance of \$236,000 in the reserve at 30 June 2024 relates to contributions in lieu of parking.

*Dandenong Activity Precinct parking and development reserve**Purpose*

The purpose of this reserve is to fund development in the Dandenong Activity Centre.

Typical sources of inflows and outflows

Inflows have generally comprised \$1 million of parking fee income derived annually in the Dandenong Activity Precinct. For several years this annual allocation was reduced to \$650,000 to take into account the loss of parking income from a Council decision to offer free parking on a temporary basis in Lonsdale Street, Dandenong. Paid parking in Lonsdale Street was reinstated from 2023-24 which has returned the inflow to this reserve back to \$1 million each year.

Outflows of \$2.90 million from this reserve in 2023-24 relates to capital project delivery costs associated with the development of the Dandenong Activity Precinct:

- Vanity Lane – 275 Lonsdale Street, Dandenong (\$1.68 million)
- Dandenong New Art Gallery (\$650,000)
- Precinct Energy Project (PEP) building design (\$574,000)

*General reserve (aged care)**Purpose*

The purpose of this reserve is to fund potential Home and Community Care grant income returns and the impact of reforms in the aged care sector.

Typical sources of inflows and outflows

In recent years, the Aged Care Reform Agenda has resulted in a movement from a predominantly integrated block funded program to separate programs where funding is based almost solely on the achievement of targets. This has seen a requirement for Council to return grant funding relating to unmet targets in some instances. Estimated amounts were transferred to reserves.

No further transfers to this reserve relating to the return of grant funding for targets unable to be achieved are required, as a liability (unearned grant income) will be recognised each year in the Balance Sheet.

The transfers from this reserve in 2023-24 (\$403,000) and 2024-25 (\$150,000) relate to a comprehensive aged care service review. There are no further outflows projected from this reserve in the life of the LTFP.

Future Maintenance Reserve (Level Crossing Removal Project - LXRA)

Purpose

The purpose of this reserve is to quarantine contribution funds received for future works to address level crossing removal authority defects and maintenance responsibilities.

Typical sources of inflows and outflows

There are no inflows projected to this reserve in the LTFP.

The outflows forecast in the LTFP relate to required maintenance costs of LXRA assets in the areas of Parks, Cleansing, Roads and Drains. In addition, in 2023-24 a transfer out of \$41,000 will fund Flinders Street Streetscape rectification works. This reserve is expected to be fully consumed by 2032-33.

Native re-vegetation funds

Purpose

The purpose of these reserves is to set aside contributions received for the revegetation of the triangle land and other native revegetation funds.

Typical sources of inflows and outflows

Inflows to this reserve are typically from contributions received for required future maintenance works.

The outflows from these reserves each year ranging from \$1,000 to \$30,000 will be to fund agreed works or maintenance relating the revegetation of this subject land (mainly attributable to Somerfield, Logis and Bowmans Redgum).

Discretionary funds or restricted assets

There are two types of reserve funds. A discretionary cash fund represents monies held in a reserve that can in reality be used for any purpose Council desires, irrespective of the reserve title. A restricted asset is a reserve that is comprised of funds, which Council is legally obliged to apply to a certain purpose. The following table summarises the nature of each reserve.

<i>Reserve</i>	<i>Nature</i>	<i>Statutory?</i>
Open space – planning, development and improvements	Restricted asset	Yes
Open space – acquisitions	Restricted asset	Yes
Development Contribution Plans (Council funded)	Restricted asset	No
Native revegetation reserves	Restricted asset	No
Keysborough maintenance levy	Restricted asset	No
General reserve (aged care)	Restricted asset	No
Future maintenance reserve (LXRA)	Restricted asset	No
Grants Received in Advance	Discretionary fund	No
Major projects	Discretionary fund	No
Self-insurance	Discretionary fund	No
Spring Valley landfill	Discretionary fund	No
Springvale Activity Precinct parking and development	Discretionary fund	No
Dandenong Activity Precinct parking and development	Discretionary fund	No

Strategic Direction Outcomes

1. That Council endorse the continued use of the reserve funds noted in this section.

Climate Emergency Strategy

Climate change is no longer a distant threat: it is an imminent reality with profound impacts on our environment, society, and economy. Despite global efforts to reduce carbon emissions, the effects of climate change are becoming more pronounced each year. As a society we face more frequent and intense heatwaves, prolonged droughts, extreme weather events, and rising sea levels. This underscores the urgent need for collective climate action to mitigate risks.

2023 was declared to be the hottest year on record globally. Closer to home, Greater Dandenong experienced a severe storm event in February 2024 which caused widespread flooding, property damage and power outages. These are stark reminders of the immediate challenges we face.

Local governments are responding to climate change due to increased recognition that the essential services and infrastructure councils provide to the community are vulnerable to a range of climate hazards. For example:

Council Operations

Climate change poses significant risks to our Council staff, infrastructure, and services. Climate change impacts can directly affect the health, safety, and productivity of the workforce. Outdoor workers are particularly vulnerable to heat-related illnesses. Additionally, community care workers may experience increased demand for their services as climate-related events become increasingly frequent and severe.

The recent storm event of February 2024 serves as an example of how climate events can disrupt Council communications and services – with power outages causing disruptions and storm recovery efforts resulting in a backlog of tasks.

Supporting Community Health and Wellbeing

Climate change disproportionately impacts vulnerable members of our community, exposing them to greater risk of illness, death, and significant financial hardship. Those residing in poor-quality housing with limited access to cool spaces are particularly vulnerable during heatwave conditions. In response to these concerns, Council conducted a Heatwave Emergency Management Exercise in September 2023. This initiative brought together councils, community members, community service organisations, and emergency management bodies to simulate a heatwave scenario and discuss strategies for minimising risks and preventing illness.

Assets and Infrastructure

Council's extensive infrastructure, valued at over \$2 billion, supports essential community services. However, historical assumptions about climate conditions no longer hold true in the face of climate change. Decisions regarding infrastructure location, construction and maintenance must now account for climate risks – especially for critical assets.

Councils across Victoria are grappling with escalating costs to maintain and renew aging infrastructure, with climate change introducing additional complexity. To address these challenges, Council now mandates that business cases for assets and infrastructure incorporate the triple bottom line approach. This entails the evaluation of social, environmental, and economic impacts, emphasising sustainable asset management. By adoption this approach, we aim to prevent accelerated deterioration and safeguard against compromised service delivery.

LONG TERM FINANCIAL PLAN 2025 - 2034

Financial sustainability

While introducing climate change mitigation and adaptation measures into Council's strategic management and business plans will have an impact on Council's budget, the cost of inaction would be many times greater. It is therefore critical that decisions are based on sound evidence to ensure the most efficient climate-resilient assets are in place to meet the city's future service needs.

Appendices

The following Financial Statements and Schedules are provided as appendices to the LTFP and provide a summary of financial plan projections of the City of Greater Dandenong over the next ten years.

It is important that these Statements and Schedules are considered together, not in isolation, to gain a clear picture of Council's budgeted financial position and performance over the next ten years.

Appendix A	Comprehensive Income Statement
Appendix B	Conversion to Cash Result
Appendix C	Balance Sheet
Appendix D	Statement of Changes in Equity
Appendix E	Statement of Cash Flows
Appendix F	Statement of Capital Works
Appendix G	Statement of Human Resources (\$)
Appendix H	Statement of Human Resources (FTE)
Appendix I(a)	Schedule of reserves
Appendix I(b)	Discretionary and restricted reserves
Appendix J	Schedule of borrowings
Appendix K	Local Government Performance Reporting Framework (LGPRF) Financial Performance Indicators
Appendix L	Asset Renewal
Appendix M	Capital works funded from operational surplus
Appendix N(a)	Operating grant income (recurrent)
Appendix N(b)	Operating grant income (non-recurrent and total)
Appendix O	Capital grant income (recurrent and non-recurrent)
Appendix P	Parameters
Appendix Q	Adjusted underlying result

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix A – Comprehensive Income Statement

	Forecast	Financial Plan Projections									
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Income											
Rates and charges	171,015	176,328	181,877	187,911	193,944	200,082	206,377	212,834	219,457	226,251	233,219
Statutory fees and fines	10,539	10,972	11,510	11,660	11,882	12,119	12,452	12,609	12,861	13,119	13,471
User fees	8,609	9,812	10,210	10,552	10,905	11,271	11,639	12,020	12,415	12,824	13,247
Grants - operating	25,940	36,002	35,385	35,514	36,072	36,640	37,237	37,844	38,462	39,091	39,731
Grants - capital	13,828	8,625	8,169	4,724	-	-	-	-	-	-	-
Contributions - monetary	4,536	7,676	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Contributions - non-monetary	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	546	833	838	838	838	838	838	838	838	838	838
Other income	15,687	11,938	10,253	9,746	8,914	9,035	8,172	8,315	8,463	8,615	8,771
Total income	258,200	269,686	267,742	270,445	272,055	279,485	286,215	293,960	301,996	310,238	318,777
Expenses											
Employee costs	102,030	100,422	103,086	105,167	109,134	112,259	115,497	118,878	122,298	125,853	129,553
Materials and services	90,699	88,524	88,313	90,114	91,573	94,052	96,525	99,297	102,320	105,286	108,264
Depreciation	34,201	34,885	35,583	36,295	37,021	37,761	38,516	39,287	40,072	40,874	41,691
Depreciation - right of use assets	598	598	598	598	598	598	598	598	598	598	598
Allowance for impairment losses	2,490	2,026	2,474	2,598	2,728	2,864	3,007	3,158	3,315	3,481	3,655
Borrowing costs	2,537	3,184	4,973	6,304	6,357	5,879	5,409	4,978	4,556	4,101	3,621
Finance costs - leases	52	55	55	55	55	55	55	55	55	55	55
Other expenses	5,473	5,180	4,698	4,798	4,928	5,917	5,187	5,312	5,441	6,474	5,712
Total expenses	238,080	234,874	239,780	245,929	252,394	259,385	264,794	271,563	278,655	286,722	293,149
Surplus for the year	20,120	34,812	27,962	24,516	19,661	20,100	21,421	22,397	23,341	23,516	25,628
Other comprehensive income											
<i>Items that will not be reclassified to surplus or deficit in future periods:</i>											
Other	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	20,120	34,812	27,962	24,516	19,661	20,100	21,421	22,397	23,341	23,516	25,628

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix B – Conversion to Cash Result

Description	Forecast	Financial Plan Projections									
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Net operating result	20,120	34,812	27,962	24,516	19,661	20,100	21,421	22,397	23,341	23,516	25,628
Less cash costs not included in operating result											
Capital expenditure	83,131	93,474	93,278	58,948	38,343	39,426	42,785	44,167	45,335	45,567	47,007
Loan repayments	3,597	3,961	5,149	6,685	7,670	8,085	7,271	6,662	7,088	7,530	8,004
Loan proceeds	(1,000)	(21,920)	(37,100)	(14,950)	-	-	-	-	-	-	-
Repayment of lease liabilities	710	710	710	710	710	710	710	710	710	710	710
Transfer from reserves	(15,551)	(20,746)	(13,325)	(3,649)	(3,708)	(3,787)	(3,869)	(3,469)	(3,359)	(3,090)	(2,856)
Transfer to reserves	11,519	7,476	8,093	6,327	6,927	6,687	6,300	6,874	6,899	6,933	7,714
Sub total	82,406	62,955	56,805	54,071	49,942	51,121	53,197	54,944	56,673	57,650	60,579
Plus non-cash costs included in operating result											
Depreciation	34,201	34,885	35,583	36,295	37,021	37,761	38,516	39,287	40,072	40,874	41,691
Depreciation - right of use assets	598	598	598	598	598	598	598	598	598	598	598
Written down value of assets sold	254	160	162	162	162	162	162	162	162	162	162
Contributions - non-monetary assets	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Sub total	27,553	28,143	28,843	29,555	30,281	31,021	31,776	32,547	33,332	34,134	34,951
Surplus (deficit) for the year	(34,733)	-	-	-	-	-	-	-	-	-	-
Accumulated surplus brought forward	34,733	-	-	-	-	-	-	-	-	-	-
Accumulated surplus brought forward	-	-	-	-	-	-	-	-	-	-	-

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix C – Balance Sheet

	Forecast	Financial Plan Projections									
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Assets											
Current assets											
Cash and cash equivalents	60,233	50,445	51,030	50,696	53,358	56,837	58,281	60,418	61,717	63,166	66,878
Trade and other receivables	31,228	32,223	33,199	34,237	35,294	36,377	37,494	38,647	39,835	41,060	42,324
Other financial assets	102,000	102,000	96,000	93,000	90,000	90,000	92,000	94,000	97,000	100,000	102,000
Prepayments	4,524	4,524	4,596	4,670	4,745	4,822	4,900	4,979	5,061	5,144	5,228
Other assets	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580
Total current assets	201,565	192,772	188,405	186,183	186,977	191,616	196,255	201,624	207,193	212,950	220,010
Non-current assets											
Trade and other receivables	273	273	273	273	273	273	273	273	273	273	273
Property, infrastructure, plant & equip	2,563,841	2,629,770	2,694,803	2,724,794	2,733,454	2,742,457	2,754,064	2,766,282	2,778,883	2,790,914	2,803,568
Investment property	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575
Right of use assets	1,656	1,758	1,860	1,962	2,064	2,166	2,268	2,370	2,472	2,574	2,676
Intangible assets	25	25	25	25	25	25	25	25	25	25	25
Total non-current assets	2,572,370	2,638,401	2,703,536	2,733,629	2,742,391	2,751,496	2,763,205	2,775,525	2,788,228	2,800,361	2,813,117
Total assets	2,773,935	2,831,173	2,891,941	2,919,812	2,929,368	2,943,112	2,959,460	2,977,149	2,995,421	3,013,311	3,033,127
Liabilities											
Current liabilities											
Trade and other payables	29,377	32,942	32,868	26,980	23,515	24,160	25,215	25,967	26,726	27,304	28,104
Trust funds and deposits	6,159	6,359	6,550	6,746	6,949	7,157	7,372	7,593	7,821	8,056	8,297
Contract and other liabilities	58,816	58,616	58,416	58,216	58,016	57,816	57,616	57,416	57,216	57,016	56,816
Provisions	21,127	21,998	22,906	23,855	24,843	25,876	26,956	28,084	29,260	30,490	31,775
Interest-bearing liabilities	3,748	4,802	6,475	7,670	8,085	7,271	6,662	7,088	7,530	8,004	8,240
Lease liabilities	545	541	538	534	531	527	524	520	517	513	510
Total current liabilities	119,772	125,258	127,753	124,001	121,939	122,807	124,345	126,668	129,070	131,383	133,742
Non-current liabilities											
Trust funds and deposits	2,112	2,181	2,246	2,313	2,383	2,454	2,528	2,604	2,682	2,762	2,845
Provisions	1,215	1,187	1,162	1,138	1,118	1,100	1,084	1,070	1,059	1,049	1,042
Interest-bearing liabilities	43,434	60,339	90,617	97,687	89,601	82,330	75,668	68,581	61,050	53,047	44,807
Lease liabilities	1,031	1,025	1,018	1,012	1,005	999	992	986	979	973	966
Total non-current liabilities	47,792	64,732	95,043	102,150	94,107	86,883	80,272	73,241	65,770	57,831	49,660
Total liabilities	167,564	189,990	222,796	226,151	216,046	209,690	204,617	199,909	194,840	189,214	183,402
Net assets	2,606,371	2,641,183	2,669,145	2,693,661	2,713,322	2,733,422	2,754,843	2,777,240	2,800,581	2,824,097	2,849,725
Equity											
Accumulated surplus	992,271	1,040,353	1,073,547	1,095,385	1,111,827	1,129,027	1,148,017	1,167,009	1,186,810	1,206,483	1,227,253
Asset revaluation reserve	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252
Reserves	83,848	70,578	65,346	68,024	71,243	74,143	76,574	79,979	83,519	87,362	92,220
Total equity	2,606,371	2,641,183	2,669,145	2,693,661	2,713,322	2,733,422	2,754,843	2,777,240	2,800,581	2,824,097	2,849,725

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix D – Statement of Changes in Equity

	Forecast	Financial Plan Projections									
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Accumulated surplus											
Balance at beginning of the financial year	968,119	992,271	1,040,353	1,073,547	1,095,385	1,111,827	1,129,027	1,148,017	1,167,009	1,186,810	1,206,483
Surplus/(deficit) for the year	20,120	34,812	27,962	24,516	19,661	20,100	21,421	22,397	23,341	23,516	25,628
Transfers to other reserves	(11,519)	(7,476)	(8,093)	(6,327)	(6,927)	(6,687)	(6,300)	(6,874)	(6,899)	(6,933)	(7,714)
Transfers from other reserves	15,551	20,746	13,325	3,649	3,708	3,787	3,869	3,469	3,359	3,090	2,856
Total Accumulated surplus	992,271	1,040,353	1,073,547	1,095,385	1,111,827	1,129,027	1,148,017	1,167,009	1,186,810	1,206,483	1,227,253
Revaluation reserve											
Balance at beginning of the financial year	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252
Net asset revaluation gain/(loss)	-	-	-	-	-	-	-	-	-	-	-
Total Revaluation reserve	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252	1,530,252
Other reserves											
Balance at beginning of the financial year	87,880	83,848	70,578	65,346	68,024	71,243	74,143	76,574	79,979	83,519	87,362
Transfers to other reserves	11,519	7,476	8,093	6,327	6,927	6,687	6,300	6,874	6,899	6,933	7,714
Transfers from other reserves	(15,551)	(20,746)	(13,325)	(3,649)	(3,708)	(3,787)	(3,869)	(3,469)	(3,359)	(3,090)	(2,856)
Total Other reserves	83,848	70,578	65,346	68,024	71,243	74,143	76,574	79,979	83,519	87,362	92,220
Total Equity											
Balance at beginning of the financial year	2,586,251	2,606,371	2,641,183	2,669,145	2,693,661	2,713,322	2,733,422	2,754,843	2,777,240	2,800,581	2,824,097
Surplus/(deficit) for the year	20,120	34,812	27,962	24,516	19,661	20,100	21,421	22,397	23,341	23,516	25,628
Total Equity	2,606,371	2,641,183	2,669,145	2,693,661	2,713,322	2,733,422	2,754,843	2,777,240	2,800,581	2,824,097	2,849,725

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix E – Statement of Cash Flows Inflows/(Outflows)

	Forecast	Financial Plan Projections									
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Cash flows from operating activities											
Rates and charges	170,492	175,777	181,361	187,350	193,383	199,511	205,792	212,233	218,841	225,620	232,571
Statutory fees and fines	8,049	8,574	8,649	8,659	8,735	8,820	8,992	8,980	9,056	9,128	9,286
User fees	9,923	10,721	11,158	11,533	11,919	12,321	12,724	13,141	13,575	14,022	14,486
Grants - operating	27,211	38,095	37,404	37,532	38,133	38,744	39,387	40,041	40,707	41,385	42,075
Grants - capital	12,845	8,625	8,169	4,724	-	-	-	-	-	-	-
Contributions - monetary	7,332	7,676	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Interest received	9,100	6,800	5,500	5,000	4,000	4,000	3,000	3,000	3,000	3,000	3,000
Trust funds and deposits taken	29,400	29,450	29,500	29,550	29,600	29,650	29,700	29,750	29,800	29,850	29,900
Other receipts	7,532	5,751	5,328	5,321	5,505	5,639	5,789	5,947	6,109	6,277	6,448
Net GST refund	13,864	14,901	14,885	11,609	9,612	9,976	10,391	10,718	11,048	11,366	11,623
Employee costs	(101,606)	(99,524)	(102,149)	(104,188)	(108,112)	(111,192)	(114,382)	(117,713)	(121,082)	(124,583)	(128,225)
Materials and services	(103,281)	(103,229)	(106,689)	(111,054)	(108,175)	(106,904)	(109,550)	(113,041)	(116,481)	(119,947)	(123,147)
Short-term, low value and variable lease payments	(641)	(683)	(711)	(732)	(754)	(777)	(800)	(824)	(849)	(874)	(901)
Trust funds and deposits repaid	(29,200)	(29,181)	(29,244)	(29,286)	(29,328)	(29,370)	(29,412)	(29,453)	(29,494)	(29,535)	(29,575)
Other payments	(5,673)	(5,070)	(4,511)	(4,600)	(4,721)	(5,784)	(4,957)	(5,070)	(5,187)	(6,297)	(5,432)
Net cash provided by operating activities	55,347	68,683	60,650	53,418	51,797	56,634	58,674	59,709	61,043	61,412	64,109
Cash flow from investing activities											
Payments for property, infrastructure, plant and equipment (PIPE)	(83,131)	(93,474)	(93,278)	(58,948)	(38,343)	(39,426)	(42,785)	(44,167)	(45,335)	(45,567)	(47,007)
Proceeds from sale of PIPE	800	993	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Proceeds (payments) for investments	20,869	-	6,000	3,000	3,000	-	(2,000)	(2,000)	(3,000)	(3,000)	(2,000)
Net cash provided used in investing activities	(61,462)	(92,481)	(86,278)	(54,948)	(34,343)	(38,426)	(43,785)	(45,167)	(47,335)	(47,567)	(48,007)
Cash flow from financing activities											
Finance costs	(2,537)	(3,184)	(4,973)	(6,304)	(6,357)	(5,879)	(5,409)	(4,978)	(4,556)	(4,101)	(3,621)
Proceeds from borrowings	1,000	21,920	37,100	14,950	-	-	-	-	-	-	-
Repayment of borrowings	(3,597)	(3,961)	(5,149)	(6,685)	(7,670)	(8,085)	(7,271)	(6,662)	(7,088)	(7,530)	(8,004)
Interest paid - lease liability	(52)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)
Repayment of lease liabilities	(710)	(710)	(710)	(710)	(710)	(710)	(710)	(710)	(710)	(710)	(710)
Net cash provided by (used in) financing activities	(5,896)	14,010	26,213	1,196	(14,792)	(14,729)	(13,445)	(12,405)	(12,409)	(12,396)	(12,390)
Net movement	(12,011)	(9,788)	585	(334)	2,662	3,479	1,444	2,137	1,299	1,449	3,712
Opening cash and cash equivalents	72,244	60,233	50,445	51,030	50,696	53,358	56,837	58,281	60,418	61,717	63,166
Closing cash and cash equivalents	60,233	50,445	51,030	50,696	53,358	56,837	58,281	60,418	61,717	63,166	66,878

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix F – Statement of Capital Works

	Forecast	Financial Plan Projections									
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Property											
Buildings	30,689	58,845	63,957	27,214	12,197	15,859	13,590	17,423	14,293	15,060	15,440
Leasehold improvements	434	-	-	-	-	-	-	-	-	-	-
Total buildings	31,123	58,845	63,957	27,214	12,197	15,859	13,590	17,423	14,293	15,060	15,440
Total property	31,123	58,845	63,957	27,214	12,197	15,859	13,590	17,423	14,293	15,060	15,440
Plant and equipment											
Plant, machinery and equipment	3,306	2,980	2,917	2,913	2,900	2,841	2,848	3,102	3,128	3,149	3,249
Fixtures, fittings and furniture	116	225	200	221	213	164	171	257	283	299	313
Computers and telecommunications	947	3,166	1,383	1,267	221	244	276	295	337	372	381
Library books	828	1,100	1,067	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,110
Total plant and equipment	5,197	7,471	5,567	5,478	4,411	4,326	4,372	4,731	4,825	4,897	5,053
Infrastructure											
Roads	21,352	17,976	12,878	12,502	12,327	10,297	10,237	10,987	14,087	12,964	13,467
Bridges	620	-	500	200	500	550	600	400	500	400	412
Footpaths and cycleways	1,220	1,057	1,680	1,776	1,763	2,304	2,411	2,602	2,728	2,849	2,940
Drainage	2,025	1,600	3,188	3,214	2,916	2,326	2,352	3,161	3,224	3,446	3,501
Recreational, leisure & community facilities	10,651	2,935	2,541	5,632	1,424	1,743	7,106	1,655	2,073	2,100	2,214
Parks, open space and streetscapes	10,614	3,540	2,687	2,671	2,516	1,807	1,921	2,921	3,292	3,502	3,615
Off street car parks	329	50	280	261	289	214	196	287	313	349	365
Total infrastructure	46,811	27,158	23,754	26,256	21,735	19,241	24,823	22,013	26,217	25,610	26,514
Total capital expenditure	83,131	93,474	93,278	58,948	38,343	39,426	42,785	44,167	45,335	45,567	47,007
Represented by:											
New asset expenditure	25,252	56,646	16,105	15,862	4,991	1,233	1,679	7,474	9,159	10,517	11,159
Asset renewal expenditure	33,745	27,301	29,264	30,642	31,077	38,060	40,719	33,003	31,527	29,626	30,059
Asset upgrade expenditure	24,134	9,527	47,909	12,444	2,275	133	387	3,690	4,649	5,424	5,789
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	83,131	93,474	93,278	58,948	38,343	39,426	42,785	44,167	45,335	45,567	47,007
Funding sources represented by:											
Grants	13,828	8,625	8,169	4,724	-	-	-	-	-	-	-
Contributions	2,358	5,676	-	-	-	-	-	-	-	-	-
Council cash	54,285	39,222	37,278	38,274	37,343	38,426	41,785	43,167	44,335	44,567	46,007
Borrowings	1,000	21,920	37,100	14,950	-	-	-	-	-	-	-
Reserves	11,660	18,031	10,731	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total capital works expenditure	83,131	93,474	93,278	58,948	38,343	39,426	42,785	44,167	45,335	45,567	47,007

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

LONG TERM FINANCIAL PLAN 2025 - 2034

Appendix G – Statement of Human Resources (\$)

	Budget	Projections								
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
CEO Services										
Permanent - Full time										
- Women	2,194	2,116	2,179	2,245	2,312	2,381	2,453	2,526	2,602	2,680
- Men	2,712	2,615	2,694	2,774	2,858	2,943	3,032	3,123	3,216	3,313
- Vacant or new positions	881	850	875	901	928	956	985	1,014	1,045	1,076
Permanent - Part time										
- Women	203	196	202	208	214	220	227	234	241	248
- Men	380	366	377	389	400	412	425	437	450	464
- Vacant or new positions	71	68	70	73	75	77	79	82	84	87
Total Chief Executive	6,441	6,211	6,397	6,590	6,787	6,989	7,201	7,416	7,638	7,868
City Futures										
Permanent - Full time										
- Women	7,056	7,452	7,553	7,981	8,220	8,467	8,721	8,982	9,252	9,529
- Men	16,443	17,367	17,601	18,597	19,155	19,730	20,322	20,932	21,560	22,206
- Vacant or new positions	6,420	6,781	6,872	7,261	7,479	7,703	7,935	8,173	8,418	8,670
Permanent - Part time										
- Women	951	1,005	1,018	1,076	1,108	1,141	1,176	1,211	1,247	1,285
- Men	253	267	271	286	295	304	313	322	332	342
- Vacant or new positions	405	428	434	458	472	486	501	516	531	547
Total City Futures	31,528	33,300	33,749	35,659	36,729	37,831	38,968	40,136	41,340	42,579
Community Strengthening										
Permanent - Full time										
- Women	14,338	14,542	14,882	15,346	15,814	16,302	16,803	17,322	17,857	18,408
- Men	4,846	4,915	5,030	5,186	5,345	5,509	5,679	5,854	6,035	6,222
- Vacant or new positions	7,213	7,316	7,487	7,720	7,956	8,200	8,453	8,714	8,983	9,261
Permanent - Part time										
- Women	13,601	13,794	14,118	14,556	15,000	15,463	15,940	16,431	16,939	17,462
- Men	1,764	1,789	1,831	1,888	1,946	2,006	2,067	2,131	2,197	2,265
- Persons of self-described gender	128	130	133	137	141	146	150	155	159	164
- Vacant or new positions	3,844	3,899	3,990	4,114	4,240	4,370	4,505	4,644	4,788	4,935
Total Community Strengthening	45,734	46,385	47,471	48,947	50,442	51,996	53,596	55,251	56,958	58,717

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix G – Statement of Human Resources (\$) (continued)

	Budget	Projections								
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Corporate Development										
Permanent - Full time										
- Women	6,522	6,651	6,680	6,881	7,087	7,300	7,519	7,744	7,976	8,216
- Men	2,371	2,418	2,429	2,501	2,576	2,654	2,733	2,815	2,900	2,987
- Vacant or new positions	1,034	1,055	1,059	1,091	1,124	1,157	1,192	1,228	1,265	1,303
Permanent - Part time										
- Women	1,738	1,773	1,780	1,834	1,889	1,945	2,004	2,064	2,126	2,189
- Vacant or new positions	219	223	224	231	238	245	252	260	268	276
Total Corporate Development	11,884	12,120	12,172	12,538	12,914	13,301	13,700	14,111	14,535	14,971
Casuals and other										
- Women	249	321	331	341	349	359	370	381	393	404
- Men	112	145	149	154	157	162	167	172	176	183
- Vacant or new positions	107	138	142	146	150	154	159	164	169	174
Other employee related costs	4,367	4,466	4,756	4,760	4,731	4,705	4,717	4,667	4,644	4,657
Total casuals and other	4,835	604	622	641	656	675	696	717	738	761
Total staff expenditure	100,422	103,086	105,167	109,134	112,259	115,497	118,878	122,298	125,853	129,553

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix H – Statement of Human Resources (Full time equivalent - FTE)

	Budget	Projections								
	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE	2031-32 FTE	2032-33 FTE	2033-34 FTE
CEO Services										
Permanent - Full time										
- Women	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
- Men	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
- Vacant or new positions	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Permanent - Part time										
- Women	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
- Men	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
- Vacant or new positions	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Chief Executive	42.8	42.8	42.8	42.8	42.8	42.8	42.8	42.8	42.8	42.8
City Futures										
Permanent - Full time										
- Women	59.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0
- Men	130.5	130.5	130.5	130.5	130.5	130.5	130.5	130.5	130.5	130.5
- Vacant or new positions	56.1	56.1	56.1	56.1	56.1	56.1	56.1	56.1	56.1	56.1
Permanent - Part time										
- Women	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3
- Men	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
- Vacant or new positions	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Total City Futures	260.2	259.2	259.2	259.2	259.2	259.2	259.2	259.2	259.2	259.2
Community Strengthening										
Permanent - Full time										
- Women	116.8	114.8	114.8	114.8	114.8	114.8	114.8	114.8	114.8	114.8
- Men	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
- Vacant or new positions	61.6	61.6	61.6	61.6	61.6	61.6	61.6	61.6	61.6	61.6
Permanent - Part time										
- Women	120.0	119.3	119.3	119.3	119.3	119.3	119.3	119.3	119.3	119.3
- Men	19.4	19.4	19.4	19.4	19.4	19.4	19.4	19.4	19.4	19.4
- Persons of self-described gender	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
- Vacant or new positions	43.2	43.2	43.2	43.2	43.2	43.2	43.2	43.2	43.2	43.2
Total Community Strengthening	402.4	399.7	399.7	399.7	399.7	399.7	399.7	399.7	399.7	399.7

Appendix H – Statement of Human Resources (Full time equivalent - FTE) (continued)

	Budget	Projections								
	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE	2031-32 FTE	2032-33 FTE	2033-34 FTE
Corporate Development										
Permanent - Full time										
- Women	49.6	46.6	46.6	46.6	46.6	46.6	46.6	46.6	46.6	46.6
- Men	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
- Vacant or new positions	7.0	7.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Permanent - Part time										
- Women	16.6	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
- Vacant or new positions	2.0	2.0	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Total Corporate Development	90.2	86.6	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0
Casuals										
- Women	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
- Men	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
- Vacant or new positions	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Total casuals	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
Total staff numbers	800.4	793.1	791.5	791.5	791.5	791.5	791.5	791.5	791.5	791.5

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix I(a) – Schedule of reserves

Reserves	Forecast	Budget	Projections								
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Major Projects											
Opening balance	42,566	46,297	33,430	26,667	27,869	29,671	31,233	32,408	34,157	35,931	37,739
Transfer to reserve	6,738	2,341	2,968	1,202	1,802	1,562	1,175	1,749	1,774	1,808	2,589
Transfer from reserve	(3,007)	(15,208)	(9,731)	0	0	0	0	0	0	0	0
Closing balance	46,297	33,430	26,667	27,869	29,671	31,233	32,408	34,157	35,931	37,739	40,328
Open space - planning, developments and improvements											
Opening balance	2,309	3,209	5,209	7,209	9,209	11,209	13,209	15,209	17,209	19,209	21,209
Transfer to reserve	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Transfer from reserve	(1,100)	0	0	0	0	0	0	0	0	0	0
Closing balance	3,209	5,209	7,209	9,209	11,209	13,209	15,209	17,209	19,209	21,209	23,209
Open space - acquisitions											
Opening balance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Development Contribution Plans Council funded											
Opening balance	19,546	15,225	12,783	13,163	13,543	13,923	14,303	14,683	15,063	15,443	15,823
Transfer to reserve	400	400	400	400	400	400	400	400	400	400	400
Transfer from reserve	(4,720)	(2,842)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Closing balance	15,225	12,783	13,163	13,543	13,923	14,303	14,683	15,063	15,443	15,823	16,203
Keysborough maintenance levy											
Opening balance	2,581	2,432	2,197	1,908	1,557	1,145	669	126	0	0	0
Transfer to reserve	1,731	1,735	1,725	1,725	1,725	1,725	1,725	1,725	1,725	1,725	1,725
Transfer from reserve	(1,880)	(1,970)	(2,015)	(2,075)	(2,137)	(2,201)	(2,268)	(1,851)	(1,725)	(1,725)	(1,725)
Closing balance	2,432	2,197	1,908	1,557	1,145	669	126	0	0	0	0

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix I(a) – Schedule of reserves (continued)

Reserves	Forecast	Budget	Projections								
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Self insurance reserve											
Opening balance	469	469	469	469	469	469	469	469	469	469	469
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	469	469	469	469	469	469	469	469	469	469	469
Spring Valley landfill assurance fund											
Opening balance	3,147	2,833	2,713	2,617	2,518	2,419	2,317	2,213	2,108	2,000	1,891
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(313)	(120)	(97)	(98)	(100)	(102)	(104)	(105)	(107)	(109)	(111)
Closing balance	2,833	2,713	2,617	2,518	2,419	2,317	2,213	2,108	2,000	1,891	1,780
Springvale Activity Precinct Parking and Development											
Opening balance	236	236	236	236	236	236	236	236	236	236	236
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	236	236	236	236	236	236	236	236	236	236	236
Dandenong Activity Precinct Parking and Development											
Opening balance	3,075	824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824
Transfer to reserve	650	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Transfer from reserve	(2,901)	0	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Closing balance	824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824
General Reserve (Aged Care)											
Opening balance	2,662	2,259	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(403)	(150)	0	0	0	0	0	0	0	0	0
Closing balance	2,259	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109

Appendix I(a) – Schedule of reserves (continued)

Reserves	Forecast	Budget	Projections								
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Future Maintenance Reserve (LXRA)											
Opening balance	4,341	3,901	3,489	3,064	2,627	2,177	1,713	1,235	743	236	0
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(440)	(412)	(425)	(437)	(450)	(464)	(478)	(492)	(507)	(236)	0
Closing balance	3,901	3,489	3,064	2,627	2,177	1,713	1,235	743	236	0	0
Grants Received in Advance											
Opening balance	721	0	0	0	0	0	0	0	0	0	0
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(721)	0	0	0	0	0	0	0	0	0	0
Closing balance	0	0	0	0	0	0	0	0	0	0	0
Native revegetation - Pound Road											
Opening balance	35	35	35	35	35	35	35	35	35	35	35
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	35	35	35	35	35	35	35	35	35	35	35
Native revegetation - Dingley Arterial											
Opening balance	28	28	28	28	28	28	28	28	28	28	28
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	28	28	28	28	28	28	28	28	28	28	28
Native revegetation - Bowmans Redgum											
Opening balance	25	17	9	1	0	0	0	0	0	0	0
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(8)	(8)	(8)	(1)	0	0	0	0	0	0	0
Closing balance	17	9	1	0	0	0	0	0	0	0	0

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix I(a) – Schedule of reserves (continued)

Reserves	Forecast	Budget	Projections								
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Native revegetation - Logis											
Opening balance	105	77	48	17	0	0	0	0	0	0	0
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(28)	(29)	(30)	(17)	0	0	0	0	0	0	0
Closing balance	77	48	17	0	0	0	0	0	0	0	0
Native revegetation - Somerfield											
Opening balance	36	7	0	0	0	0	0	0	0	0	0
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(29)	(7)	0	0	0	0	0	0	0	0	0
Closing balance	7	0	0	0	0	0	0	0	0	0	0
Reserve summary											
Opening balance	87,880	83,848	70,578	65,346	68,024	71,243	74,143	76,574	79,979	83,519	87,362
Transfer to reserve	11,519	7,476	8,093	6,327	6,927	6,687	6,300	6,874	6,899	6,933	7,714
Transfer from reserve	(15,551)	(20,746)	(13,325)	(3,649)	(3,708)	(3,787)	(3,869)	(3,469)	(3,359)	(3,090)	(2,856)
Closing balance	83,848	70,578	65,346	68,024	71,243	74,143	76,574	79,979	83,519	87,362	92,220

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix I(b) – Discretionary and restricted reserves

Reserves	Restricted or Discretionary	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Projections								
				2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Major projects reserve	Discretionary	46,297	33,430	26,667	27,869	29,671	31,233	32,408	34,157	35,931	37,740	40,329
Open space - planning, development and	Restricted	3,209	5,209	7,209	9,209	11,209	13,209	15,209	17,209	19,209	21,208	23,208
Open space - acquisitions	Restricted	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
DCP Council funded reserve	Restricted	15,225	12,783	13,163	13,543	13,923	14,303	14,683	15,063	15,443	15,823	16,203
Keysborough maintenance levy	Restricted	2,432	2,197	1,908	1,557	1,145	669	126	0	0	0	0
Self insurance reserve	Discretionary	469	469	469	469	469	469	469	469	469	469	469
Spring Valley landfill assurance fund	Discretionary	2,833	2,713	2,617	2,518	2,419	2,317	2,213	2,108	2,000	1,891	1,780
Springvale Activity Precinct parking and	Discretionary	236	236	236	236	236	236	236	236	236	236	236
Dandenong Activity Precinct parking and	Discretionary	824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824	1,824
General reserve (aged care)	Discretionary	2,259	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109
Future maintenance reserve (LXRA)	Restricted	3,901	3,489	3,064	2,627	2,177	1,713	1,235	743	236	0	0
Native revegetation reserves	Restricted	164	120	82	63	63	63	63	63	63	63	63
Sub-total restricted		30,931	29,798	31,425	33,000	34,517	35,957	37,316	39,078	40,951	43,095	45,475
Sub-total discretionary		52,917	40,780	33,920	35,024	36,726	38,186	39,258	40,901	42,568	44,267	46,746
Total reserves		83,848	70,578	65,346	68,024	71,243	74,143	76,574	79,979	83,519	87,362	92,220

Appendix J – Schedule of borrowings

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan

	Forecast	Budget	Projections								
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
ALL BORROWINGS											
Opening balance	49,779	47,182	65,141	97,092	105,357	97,686	89,601	82,330	75,668	68,580	61,051
New loan proceeds	1,000	21,920	37,100	14,950	-	-	-	-	-	-	-
Less principal repayments	(3,597)	(3,961)	(5,149)	(6,685)	(7,670)	(8,085)	(7,271)	(6,662)	(7,088)	(7,530)	(8,004)
Closing balance of borrowings	47,182	65,141	97,092	105,357	97,686	89,601	82,330	75,668	68,580	61,051	53,047
Interest expense	2,537	3,184	4,973	6,304	6,357	5,879	5,409	4,978	4,556	4,101	3,621

Performance indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Risk assessment criteria results (where applicable): High / Medium / Low

Please refer to the page following for further details on the risk assessment criteria ranges and ratio formula descriptions.

Indicator	Forecast	Budget	Projections									Trend
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
Liquidity ratio	168%	154%	147%	150%	153%	156%	158%	159%	161%	162%	165%	+
Loans and borrowings compared to rates (debt management ratio)	27.9%	37.3%	53.9%	56.6%	50.8%	45.2%	40.2%	35.8%	31.5%	27.2%	22.9%	+
Loans and borrowings repayments compared to rates	3.6%	4.1%	5.6%	7.0%	7.3%	7.0%	6.2%	5.5%	5.3%	5.2%	5.0%	o
Non-current liabilities compared to own source revenue	23%	31%	44%	46%	42%	37%	34%	30%	26%	22%	18%	+
Debt servicing ratio	2.4%	2.6%	3.8%	4.8%	5.2%	5.0%	4.4%	4.0%	3.9%	3.7%	3.6%	o
TCV Interest Cover ratio	15.8	18.29	11.2	8.7	8.1	8.9	10.2	11.3	12.6	14.1	16.6	+
TCV Financial Indebtedness ratio	23.6%	31.8%	45.9%	48.4%	43.8%	39.1%	35.0%	31.3%	27.6%	23.9%	20.2%	+

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

LONG TERM FINANCIAL PLAN 2025 - 2034

		LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	Treasury Corp Victoria	
					TCV Interest Cover Ratio	TCV Financial Indebted-ness Ratio
Prudential ratio limits: Risk assessment criteria	High	Below 110%	Above 80%	Above 10%	Less than 2	Above 60%
	Medium	110% - 120%	60% - 80%	5% - 10%		
	Low	Above 120%	Below 60%	Below 5%		

LGPRF Liquidity ratio*Current assets compared to current liabilities*
$$= (\text{Current assets} / \text{Current liabilities})$$
LGPRF Debt management*Loans and borrowings compared to rates*
$$= (\text{Current} + \text{Non-current Interest bearing liabilities} / \text{Rates and charges less Keysborough Maintenance Levy})$$
Debt servicing*Borrowing costs compared to rates*
$$= (\text{Interest expense} / \text{Rates and charges less Keysborough Maintenance Levy})$$
TCV Interest Cover Ratio*Ratio of earnings before interest, taxes, depreciation and amortisation (EBITDA) to interest expenses.*
$$= (\text{Net surplus} - \text{interest income} - \text{non-monetary contributions} + \text{borrowing costs} + \text{finance lease costs} + \text{depreciation and amortisation}) / (\text{Borrowing costs} + \text{finance lease costs})$$
TCV Financial Indebtedness Ratio*Value of interest bearing loans and borrowings as a percentage of own source revenue*
$$= (\text{Debt including leases} / \text{Own Source Revenue})$$
$$= (\text{Current} + \text{Non-current Interest bearing liabilities} / (\text{Total income} - \text{grants operating} - \text{grants capital} - \text{contributions monetary} - \text{contributions non-monetary}))$$

Appendix K(a) – Local Government Performance Reporting Framework (LGPRF) Financial Performance Indicators

Council's current and projected performance across a range of key financial performance indicators per the Local Government Performance Reporting Framework (LGPRF). These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Dimension / <i>indicator</i> / measure	Notes	Actual	Forecast	Budget	Projections									Trend +/-
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
Operating position														
<i>Adjusted underlying result</i> (an adjusted underlying surplus is generated in the ordinary course of business)														
Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	3.04%	(2.02%)	4.48%	4.12%	4.02%	3.87%	3.93%	4.31%	4.53%	4.73%	4.66%	5.21%	+
Liquidity														
<i>Working capital</i> (sufficient working capital is available to pay bills as and when they fall due)														
Current assets compared to current liabilities Current assets / current liabilities	2	205.57%	168.29%	153.90%	147.48%	150.15%	153.34%	156.03%	157.83%	159.18%	160.53%	162.08%	164.50%	+
<i>Unrestricted cash</i> (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)														
Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	3	15.01%	35.70%	24.51%	22.72%	21.31%	21.99%	22.81%	21.85%	21.33%	20.15%	19.13%	19.83%	-
Key to forecast trend														
+ Forecasts improvement in Council's financial performance/position indicator														
o Forecasts that Council's financial performance/financial position indicator will be steady														
- Forecasts deterioration in Council's financial performance/financial position indicator														

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Dimension / <i>indicator</i> / measure	Notes	Actual	Forecast	Budget	Projections									Trend
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
Obligations														
Loans and borrowings														
(level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)														
Loans and borrowings compared to rates	4	30.74%	27.87%	37.31%	53.89%	56.59%	50.82%	45.17%	40.23%	35.84%	31.50%	27.19%	22.92%	+
Interest bearing loans and borrowings / rate revenue														
Loans and borrowings repayments compared to rates	5	3.81%	3.62%	4.09%	5.62%	6.98%	7.30%	7.04%	6.20%	5.51%	5.35%	5.18%	5.02%	+
Interest and principal repayments on interest bearing loans and borrowings / rate revenue														
Indebtedness														
(level of long term liabilities is appropriate to the size and nature of a Council's activities)														
Non-current liabilities compared to own-source revenue	6	26.05%	23.16%	30.84%	44.27%	46.28%	41.55%	37.23%	33.52%	29.70%	25.89%	22.10%	18.42%	+
Non-current liabilities / own source revenue														
Asset renewal and upgrade														
(assets are renewed and upgraded as planned)														
Asset renewal and upgrade compared to depreciation	7	121.50%	169.23%	105.57%	216.88%	118.71%	90.09%	101.14%	106.72%	93.40%	90.28%	85.75%	85.98%	-
Asset renewal and upgrade expense / Asset depreciation														
Key to forecast trend														
+ Forecasts improvement in Council's financial performance/position indicator														
o Forecasts that Council's financial performance/financial position indicator will be steady														
- Forecasts deterioration in Council's financial performance/financial position indicator														

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Dimension / <i>indicator</i> / measure	Notes	Actual 2022-23	Forecast 2023-24	Budget 2024-25	Projections									Trend
					2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	+/-
Stability														
<i>Rates concentration</i> (revenue is generated from a range of sources)														
Rates compared to adjusted underlying revenue	8	68.32%	72.54%	71.01%	72.04%	72.67%	73.21%	73.47%	73.96%	74.21%	74.44%	74.66%	74.85%	-
Rate revenue / adjusted underlying revenue														
<i>Rates effort</i> (rating level is set based on the community's capacity to pay)														
Rates compared to property values	9	0.27%	0.26%	0.26%	0.26%	0.27%	0.27%	0.27%	0.28%	0.28%	0.28%	0.29%	0.29%	o
Rate revenue / CIV of rateable properties in the municipal district														
Efficiency														
<i>Expenditure level</i> (resources are used efficiently in the delivery of services)														
Expenses per property assessment	10													
Total expenses / no. of property assessments		\$3,354.91	\$3,478.62	\$3,410.25	\$3,461.38	\$3,529.76	\$3,601.87	\$3,680.63	\$3,736.18	\$3,810.18	\$3,887.87	\$3,978.22	\$4,044.94	o
<i>Revenue level</i> (resources are used efficiently in the delivery of services)														
Average rate per property assessment	11	\$1,972.70	\$2,066.28	\$2,124.74	\$2,179.32	\$2,241.36	\$2,302.31	\$2,363.71	\$2,426.26	\$2,489.99	\$2,554.94	\$2,621.13	\$2,688.60	o
General rates and municipal charges / no. of property assessments														
Key to forecast trend														
+ Forecasts improvement in Council's financial performance/position indicator														
o Forecasts that Council's financial performance/financial position indicator will be steady														
- Forecasts deterioration in Council's financial performance/financial position indicator														

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Commentary on several key sustainability indicator forecasts is provided below.

1. **Adjusted underlying result** – After a forecast minor deficit result in 2023-24 (due to a high level of non-recurrent capital grants), Council's underlying operational surplus is forecast to improve and remain steady over the next ten years (averaging 4.4 per cent per annum), which means that Council's overall asset base is not being eroded over the period of the strategy. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Whilst improvement in financial performance is expected over the period, rate capping and significant infrastructure investment means reliance on Council's cash reserves or increased debt to fund major projects or maintain services.
2. **Working capital** – The proportion of current liabilities represented by current assets. The working capital ratio result decreases from 168 per cent in 2023-24 to 147 per cent in 2025-26 due to the consumption of cash reserves to fund significant infrastructure investment. From 2026-27 onwards, the ratio result steadily climbs over the remaining LTFP period to 165 per cent by 2033-34. Current assets to liabilities remain at a healthy level across all years indicating sufficient liquidity.
3. **Unrestricted cash** – Unrestricted cash is all cash and cash equivalents other than restricted cash. Restricted cash represents cash and cash equivalents and financial assets that are available for use other than for the purpose for which it is restricted and includes cash that will be used to fund carry forward capital works. Restricted items include trust funds and deposits, statutory reserves, carry forward capital works and conditional grants unspent. This indicator is an assessment of Council's ability to pay bills on time. Higher unrestricted cash relative to liabilities suggests Council is able to pay bills in a timely manner. This ratio result is expected to decrease in the short term due to the draw down in major cash reserves noted above. The ratio result continues to remain steady in future years, albeit gradually reducing to 20 per cent by 2033-34.
4. **Debt ratio (loans and borrowings compared to rates)** – This ratio indicates reliance on debt. The target for this indicator is to remain less than 60 per cent as per Council's Borrowing Strategy. The indicator is forecast to reach its peak in 2026-27 due to significant new borrowings forecast to fund major infrastructure investments. The ratio result then exhibits a downwards trend for the remainder of the LTFP period and remains within prudential guidelines over the period.
5. **Loans and borrowings repayments compared to rates** – This ratio measures debt redemption costs to rate revenue (main source of income). The expected range for this ratio by the Local Government Performance Reporting Framework is 0 – 20 per cent. Council's ratio result increases slightly to just over 7 per cent in the first half of the LTFP due to the increased borrowings to fund major infrastructure investments, and then shows a downwards trend to just over 5 per cent in 2033-34. The result remains in the accepted range for the whole LTFP period.
6. **Non-current liabilities compared to own source revenue** – Indicates capacity to meet long-term obligations. A lower proportion indicates greater capacity to meet long-term obligations. The Victorian Auditor General Office's (VAGO) assess a ratio result of less than 40 per cent as low risk. Council's ratio result increases to over 40 per cent (medium risk per VAGO) in the three years starting 2025-26 due to the increased borrowings to fund major infrastructure investments, however, the result returns to under 40 per cent by 2028-29 and continues to decrease for the remainder of the LTFP period.

7. **Asset renewal and upgrade** - This percentage indicates the extent of Council's renewal and upgrade expenditure against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed/upgraded and future capital expenditure will be required to renew/upgrade assets. Future results over the next three years bounce around a little due to forecast upgrade works on the redevelopment of Dandenong Oasis (Dandenong Wellbeing Centre) over 2025-26 and 2026-27. The ratio drops below 100 per cent in 2027-28 due to the continued significant investment in strategic projects over the first four years of the LTFP. Results are steady but drop under 100 per cent for the last four years of the plan. It should be noted that asset management modelling remains incomplete, and this requirement can be expected to change as more data is obtained. This will continue to be monitored and reviewed as part of the next Asset Plan development.
8. **Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The ten-year trend indicates that Council will become slightly more reliant on rate revenue compared to all other revenue sources
9. **Rates effort (rates compared to property values)** – This ratio indicates the community's capacity to pay rates compared to property values in the municipality. Council's ratio trend is steady and slightly upwards over the LTFP period (ranging from 0.26 – 0.29 per cent).
10. **Expenses per property assessment** – This ratio shows the level of expenditure per the number of property assessments. This ratio is a one-sided ratio that does not indicate performance efficiency or a lack of efficiency in spending. Greater Dandenong is a very high revenue Council built on the back of a strong rating base and a high level of operating grants. These grants recognise the special needs of Council and obviously need to be expended to meet the service obligations attached to the grant revenue. This results in a higher operational spending level than other Councils. Council's expenditure per assessment is a factor of providing a high level of service to its diverse community. The future year forecasts reflect a minor increasing trend primarily attributable to general anticipated increases in employee costs, inflationary impacts on contract costs and inclusion of operational costs associated with new facilities – Keysborough and Dandenong Community Hubs.
11. **Revenue per property assessment** – This ratio shows the level of revenue per the number of property assessments. Council's ratio result exhibits an upwards trend over the life of the LTFP, mainly because revenue increases at a greater rate than the assumed increase in assessment numbers. Rate revenue is assumed to increase by 2.5 per cent over the 10 year period, whereas, the number of assessments is only assumed to increment by 0.6 per cent each year.

Appendix K(b) – Financial Sustainability Indicators

Indicator	Forecast	Budget	Financial Plan Projections									Trend
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
Net result margin (%)	8%	13%	10%	9%	7%	7%	7%	8%	8%	8%	8%	o
Adjusted underlying result (%)	(2%)	4%	4%	4%	4%	4%	4%	5%	5%	5%	5%	+
Liquidity (ratio)	1.68	1.54	1.47	1.50	1.53	1.56	1.58	1.59	1.61	1.62	1.65	+
Internal financing (%)	67%	73%	65%	91%	135%	144%	137%	135%	135%	135%	136%	+
Indebtedness (%)	23%	31%	44%	46%	42%	37%	34%	30%	26%	22%	18%	+
Capital replacement (ratio)	2.43	2.68	2.62	1.62	1.04	1.04	1.11	1.12	1.13	1.11	1.13	o
Renewal gap (ratio)	1.69	1.06	2.17	1.19	0.90	1.01	1.07	0.93	0.90	0.86	0.86	-
<i>Key to forecast trend</i>												
+ Forecasts improvement in Council's financial performance/position indicator												
o Forecasts that Council's financial performance/financial position indicator will be steady												
- Forecasts deterioration in Council's financial performance/financial position indicator												

The above financial indicators have been sourced from the Victorian Auditor-General's Office (VAGO). These financial indicators are utilised by VAGO to assess the financial sustainability risk of councils. It is more useful to assess these indicators over time as part of a trend analysis and should be considered collectively.

Overall, the above indicator results indicate that Council is in a strong and stable position across the life of the LTFP:

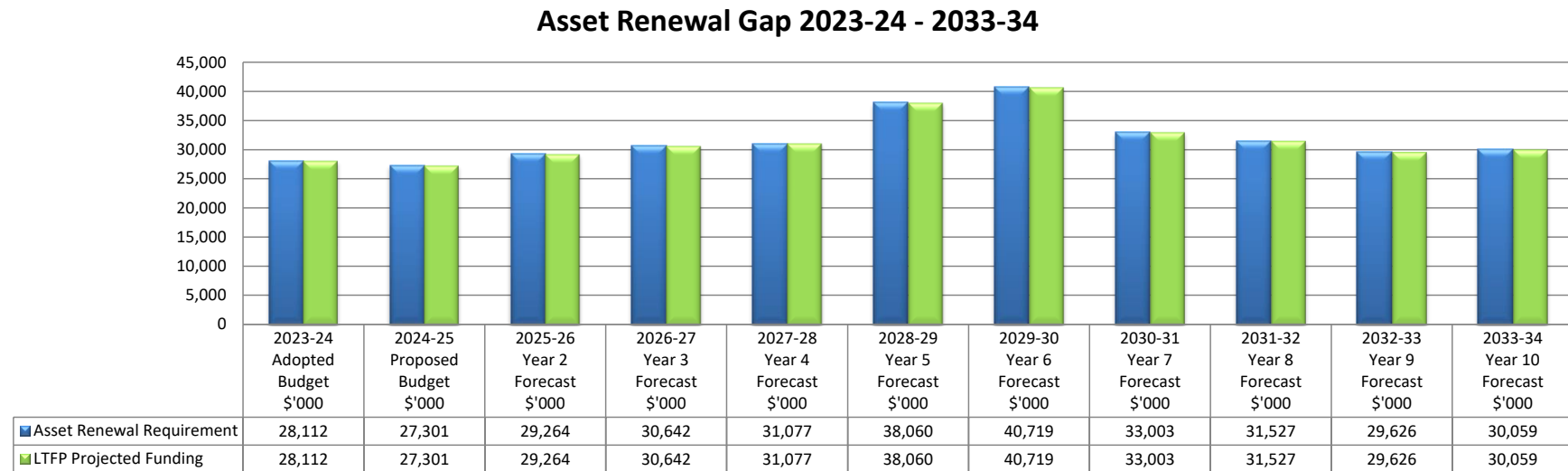
- The net result margin shows that Council maintains operating surpluses in all years and there are no forecast deficits.
- The adjusted underlying result indicates that Council is able to generate surplus in the ordinary course of business to fund capital expenditure from its net result (except for 2023-24), which represents an improvement in operating position.
- Council has a liquidity ratio of more than 1 each year meaning that it has more cash and liquid assets than short-term liabilities.
- The internal financing ratio measures Council's ability to finance capital works from generated cash flow. Whilst the first four years are under 100 per cent due to a significant investment in major capital works projects, the remaining years of the LTFP are over 100 per cent indicating Council has a greater ability to finance capital works from its own funds.
- The indebtedness ratio assesses Council's ability to pay the principal and interest on its borrowings when they are due from the funds it generates. The ratio results indicating a steady and reducing requirement over the latter half of the LTFP period for revenue to be used to repay Council's debt.
- The capital replacement ratio compares the rate of spending on capital works with depreciation. Ratios higher than 1 indicate that spending is faster than the depreciating rate and vice versa. Council's ratio result averages around 2 for the first three years of the LTFP (whilst significant capital projects are progressed) and then averages around 1 for the remainder of the LTFP.
- On average, Council maintains a renewal gap ratio of 1.15 per cent across the 10 years of the LTFP indicating that spending on existing assets is slightly faster than the depreciation rate.

Appendix L – Asset Renewal

Table L1 – Base Renewal Requirements

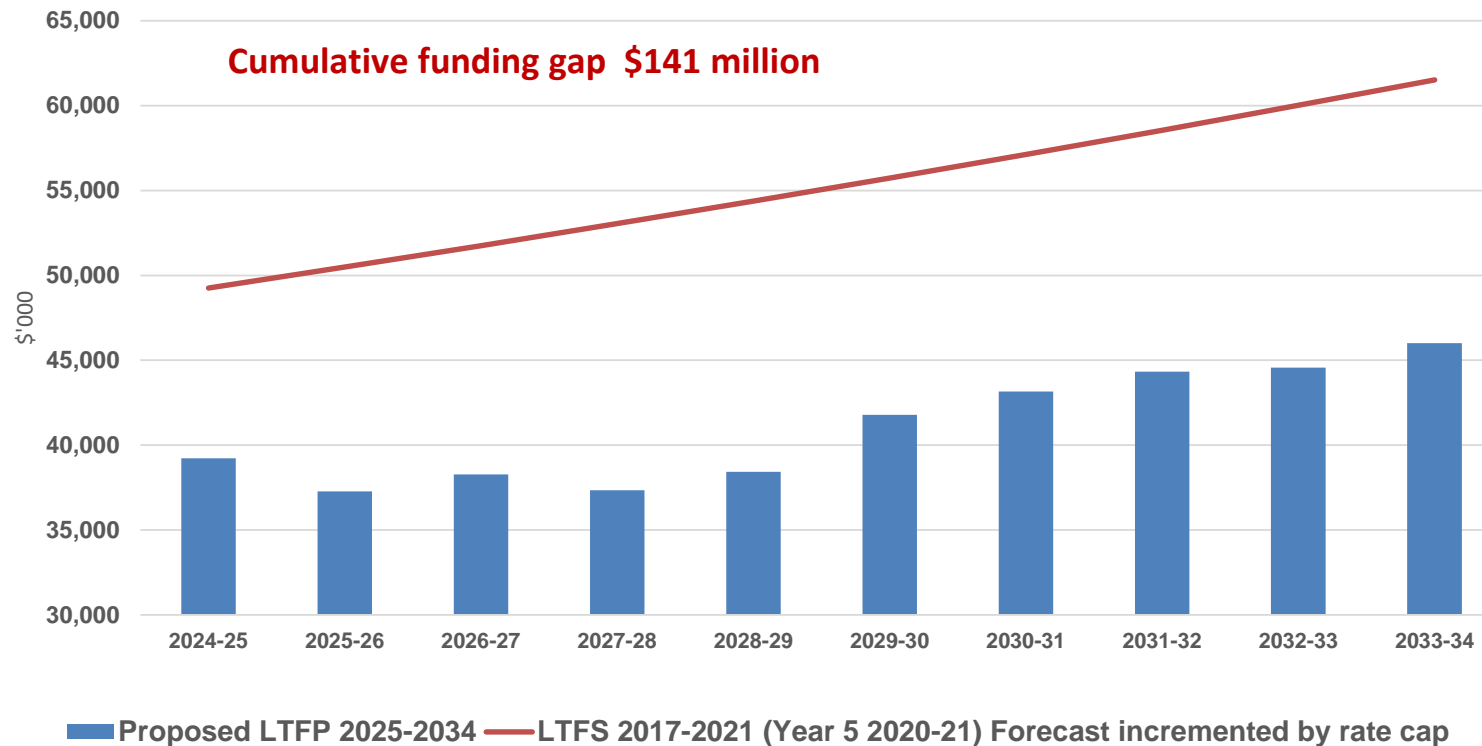
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2033-34 to 2042-43
	Adopted	Proposed	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Years 11-20
ASSET GROUP	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	3,764	2,788	5,190	3,952	9,253	15,688	13,090	12,647	8,274	8,037	7,943	93,416
Plant and equipment	4,691	7,401	5,327	5,250	4,222	4,314	4,339	4,425	4,441	4,450	4,576	45,938
Infrastructure	19,657	17,112	18,747	21,440	17,602	18,058	23,290	15,931	18,812	17,139	17,540	187,288
Total renewal	28,112	27,301	29,264	30,642	31,077	38,060	40,719	33,003	31,527	29,626	30,059	326,641

Graph L2 – Asset Renewal Requirements vs LTFP Projected Funding



As depicted in the above graph, Council is able to fund asset renewal requirements across all future years. The amounts in this graph may also differ to those presented in the capital works information presented in Appendix F Statement of Capital Works, as the asset renewal requirements disclosed here relates to base renewal funding and do not include renewal amounts relating to foreshadowed major projects (if applicable).

Appendix M – Capital works funded from operational surplus



Council's capital works funded by operational surplus has been reduced by a number of factors since 2016-17 when rate capping was first introduced, including financing operational costs for new facilities such as Springvale Community Precinct, rate capped income, COVID-19 impacts and support and now forecast debt servicing costs from new borrowings and ongoing operational costs for major projects (\$88.7 million over the 10 years).

Over the ten year period in the graph above, this means a total loss of more than \$141 million in capital works funded by the operational surplus if the above factors had not occurred.

Appendix N(a) – Operating grant income (recurrent)

	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Projections								
			2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
(a) Operating grants											
Recurrent											
Commonwealth Government											
Financial Assistance Grant	568	13,069	13,200	13,332	13,464	13,599	13,736	13,872	14,011	14,152	14,293
Home and Community Care	5,448	7,510	7,127	7,269	7,415	7,562	7,714	7,868	8,026	8,187	8,350
Family Day Care	7,000	5,925	6,044	6,165	6,288	6,414	6,542	6,673	6,806	6,942	7,081
Libraries	252	252	252	-	-	-	-	-	-	-	-
Community Health	16	18	19	19	19	20	20	21	21	21	22
State Government											
Home and Community Care	1,833	1,717	2,045	2,086	2,128	2,170	2,213	2,258	2,303	2,349	2,396
Maternal and Child Health	3,432	2,517	2,588	2,640	2,692	2,746	2,801	2,857	2,914	2,973	3,032
Family and Children Services	2,986	2,515	2,066	2,107	2,150	2,193	2,236	2,281	2,327	2,373	2,421
Libraries	1,116	1,127	1,137	1,143	1,148	1,154	1,177	1,200	1,224	1,249	1,274
School crossings	540	473	482	492	502	512	522	533	543	554	565
Environment	85	87	88	90	92	94	96	98	100	102	104
Education and employment	320	326	163	-	-	-	-	-	-	-	-
Community Health	262	263	119	121	124	126	129	131	134	136	139
Emergency Management	-	40	40	40	40	40	41	42	42	43	44
Total recurrent operating grants	23,858	35,839	35,370	35,504	36,062	36,630	37,227	37,834	38,451	39,081	39,721

Note – The Commonwealth Government Financial Assistance grant is lower in the 2023-24 Forecast due to the early receipt of 100 per cent of the initial grant funding allocation amount in the 2022-23 financial year.

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix N(b) – Operating grant income (non-recurrent and total)

	Forecast	Budget	Projections								
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(a) Operating grants											
Non recurrent											
Commonwealth Government											
Family and Children Services	392	-	-	-	-	-	-	-	-	-	-
Home and Community Care	18	-	-	-	-	-	-	-	-	-	-
COVID Safety and Support	8	5	5	-	-	-	-	-	-	-	-
Community Health	60	-	-	-	-	-	-	-	-	-	-
State Government											
Community Health	304	81	-	-	-	-	-	-	-	-	-
Family and Children Services	610	41	-	-	-	-	-	-	-	-	-
COVID Safety and Support	60	-	-	-	-	-	-	-	-	-	-
Environment	386	-	-	-	-	-	-	-	-	-	-
Community Safety	200	20	-	-	-	-	-	-	-	-	-
Libraries	20	-	-	-	-	-	-	-	-	-	-
Maternal and Child Health	16	16	-	-	-	-	-	-	-	-	-
Noble Park Revitalisation Program	6	-	-	-	-	-	-	-	-	-	-
Animal Management	2	-	-	-	-	-	-	-	-	-	-
Total non-recurrent operating grants	1,672	163	5	-	-	-	-	-	-	-	-
Total operating grants	25,940	36,002	35,375	35,504	36,062	36,630	37,227	37,834	38,451	39,081	39,721

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix O – Capital grant income (recurrent and non-recurrent)

	Forecast 2023-24 \$'000	Budget 2024-25 \$'000	Projections								
			2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
(b) Capital grants											
Recurrent											
Commonwealth Government											
Roads to Recovery	905	-	-	-	-	-	-	-	-	-	-
Total recurrent capital grants	905	-	-	-	-	-	-	-	-	-	-
Non recurrent											
Commonwealth Government											
Local Roads Community Infrastructure Program	808	1,018	-	-	-	-	-	-	-	-	-
Black Spot Program	3,913	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-
State Government											
Buildings	5,211	7,107	8,169	4,724	-	-	-	-	-	-	-
Recreational, Leisure and Community Facilities	990	500	-	-	-	-	-	-	-	-	-
Noble Park Revitalisation Program	867	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	912	-	-	-	-	-	-	-	-	-	-
Leasehold Improvements	172	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	50	-	-	-	-	-	-	-	-	-	-
Total non-recurrent capital grants	12,923	8,625	8,169	4,724.00	-	-	-	-	-	-	-
Total capital grants	13,828	8,625	8,169	4,724.00	-	-	-	-	-	-	-

Note re Roads to Recovery - The Commonwealth Government provides Roads to Recovery (R2R) funding to the local government sector. The current R2R program commenced 1 July 2019 and will conclude 30 June 2024. Council's life of program allocation is a confirmed \$5,089,034. Certain conditions must be followed, and annual reports must be submitted. Future funding is not yet known.

Appendix P – Assumptions to the Financial Plan Statements (10 years)

Description	Budget 2024-25	Projections								
		Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
CPI forecast	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Rate revenue cap	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees and charges - Council	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees and fines - statutory	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Financial Assistance Grants	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Grants operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants capital		Based on committed funding								
Contributions monetary		Based on committed funding								
Contributions non monetary	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee costs (EA)	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs (incremental costs)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Materials and services (general)	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Electricity	10.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Gas	20.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Insurance	10.00%	10.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Depreciation and amortisation		Based on level of expenditure								
Other expenses	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

APPENDICES – Financial Statements and Supporting Schedules

CITY OF GREATER DANDENONG

Appendix Q – Adjusted underlying result

	Forecast	Financial Plan Projections									
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
Operating											
Total income	258,200	269,686	267,742	270,445	272,055	279,485	286,215	293,960	301,996	310,238	318,777
Total expenses	(238,080)	(234,874)	(239,780)	(245,929)	(252,394)	(259,385)	(264,794)	(271,563)	(278,655)	(286,722)	(293,149)
Surplus for the year	20,120	34,812	27,962	24,516	19,661	20,100	21,421	22,397	23,341	23,516	25,628
Less non-operating income and expenditure											
Grants - capital (non-recurrent)	(12,923)	(8,625)	(8,169)	(4,724)	-	-	-	-	-	-	-
Contributions - non-monetary	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Capital contributions - other sources	(4,536)	(7,676)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Adjusted underlying surplus (deficit)	(4,839)	11,011	10,293	10,292	10,161	10,600	11,921	12,897	13,841	14,016	16,128



4.2.8 List of Registered Correspondence to Mayor and Councillors

Responsible Officer: Executive Director Corporate Development

Attachments: 1. Correspondence Received 15 April - 3 May 2024 [4.2.8.1 - 2 pages]

Executive Summary

1. Subsequent to past Council resolutions in relation to the listing of registered incoming correspondence addressed to the Mayor and Councillors, Attachment 1 to this report provides a list of this correspondence for the period 15 April- 3 May 2024.

Officer Recommendation

That the listed items for the period 15 April – 3 May 2024 provided in Attachment 1 to this report be received and noted.

Objective

CONNECTED. COLLABORATIVE. COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 15/04/24 & 03/05/24 - for officer action - total = 1

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Currently Assigned
Request to reinstate the correct signage for the No.1 football oval at Ross Reserve, Noble Park from a relative of Paddy O'Donoghue.	03-May-24	03-May-24	fA315733	Mayor & Councillors Office

NB: Users assigned may have changed by the time of the Council Meeting. Correct at time of report production only.

Objective

CONNECTED. COLLABORATIVE. COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 15/04/24 & 03/05/24 - for information only - total = 7

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Currently Assigned
A request to the Mayor to meet with a young Pakistan boxer from a social and community leader in the Dandenong area.	18-Apr-24	19-Apr-24	A10855067	Mayor & Councillors Office
Correspondence from the Consulate General of the Republic of the Philippines regarding its Ube Festival.	15-Apr-24	19-Apr-24	A10855012	Mayor & Councillors Office
An invitation to the Mayor from Families Australia to attend its National Families Week 2024 celebration, 13-19 May.	11-Apr-24	22-Apr-24	A10859986	Mayor & Councillors Office
An invitation to the Mayor from the Dandenong Evening VIEW Club Fundraising Dinner in June.	21-Apr-24	22-Apr-24	A10861109	Mayor & Councillors Office
A letter to the Mayor from Gas Energy Australia regarding LPG's transition to net zero bioLPG from 2025-26.	24-Apr-24	24-Apr-24	A10871178	Mayor & Councillors Office
A letter of response to the Mayor from the Minister for Roads and Road Safety regarding the reduced speed limit along Stud Road and development of proposed improvements at the intersection with McFees Road in Dandenong.	26-Apr-24	03-May-24		Mayor & Councillors Office
A request to the Mayor from MAA TV to attend its 1st anniversary celebration.	29-Apr-24	30-Apr-24	A10884263	Mayor & Councillors Office

NB: Users assigned may have changed by the time of the Council Meeting. Correct at time of report production only.



4.2.9 Potential Open Space Acquisition in Greater Dandenong (CONFIDENTIAL)

Responsible Officer: Executive Director City Futures

Attachments:

1. CONFIDENTIAL REDACTED - Report [4.2.9.1 - 4 pages]
2. CONFIDENTIAL REDACTED - Land Selection Criteria Assessment [4.2.9.2 - 5 pages]

This report contains an attachment which is deemed confidential under s 3(1)(a) of the *Local Government Act 2020*. It contains council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

This report contains an attachment which is deemed confidential under s 3(1)(g) of the *Local Government Act 2020*. It contains private commercial information, being information provided by a business, commercial or financial undertaking that relates to trade secrets; or, if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Officer Recommendation

That, under section 66(2) of the *Local Government Act 2020* (the Act) Council:

1. **RESOLVES** to hear this item in camera on the grounds that the information contained within the report is deemed confidential under section 3(1)(a) and (g) of the Act; and
2. **NOTES** that the information is deemed confidential because it contains financial and business information that would prejudice Council's position in commercial negotiations, and may unreasonably expose third parties to disadvantage, if prematurely released.

The meeting will be closed to the public.



5 NOTICES OF MOTION

A Notice of Motion is a notice setting out the text of a motion proposed to be moved at the next relevant meeting. It must be in writing, signed by a Councillor, and be lodged with the Chief Executive Officer in sufficient time for them to give each Councillor at least 72-hours notice of such notice.

The guidelines for submitting a notice of motion to a Council meeting are included in the current Governance Rules.



6 REPORTS FROM COUNCILLORS/DELEGATED MEMBERS AND COUNCILLORS' QUESTIONS

The principal purpose of this item in the Council Meeting Agenda is for Councillors to report on their attendance, observations or important matters arising from their liaison or representation with groups for which the Councillor has been formally appointed by Council. In accordance with the documented 'protocol' that applies to either liaisons or representatives, Councillors should raise matters of importance during this item. Other matters may also be reported.

If a Councillor chooses to speak, the name of the conference/event and the Councillor will be noted in the Minutes for that meeting. If a Councillor requires additional information on the conference/event to be listed in the Minutes, they must submit it in writing to a Governance staff member by 12.00pm the day following this Council Meeting.

Question time is provided to enable Councillors to address questions to members of Council staff. The guidelines for asking questions at a Council meeting are included in the current Governance Rules.

Councillors have a total of 15 minutes each to report on their attendances at meetings, conferences or events and to ask questions of Council staff.



7 URGENT BUSINESS

No business may be admitted as urgent business unless it:

- a) relates to or arises out of a matter which has arisen since distribution of the Agenda; and
- b) cannot safely or conveniently be deferred until the next ordinary meeting and unless agreed to by a majority of those Councillors present at the meeting.



8 CLOSE OF BUSINESS