



# Quarterly Performance Report

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





## Acknowledgement of Country

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

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

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

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

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# Message from the CEO



## **Congratulations to the newly elected Council**

In November 2024 we were excited to swear in our eleven newly elected Councillors. I would like to congratulate and welcome the eight Councillors returning for another term, and our three new Councillors who are commencing their first term in Local Government. The new Council has an incredible knowledge of the challenges facing our community and I am looking forward to working with them and creating a strategic direction which reflects the needs and aspirations of our residents, business owners and visitors.

I would also like to congratulate Councillor Jim Memeti who has been elected Mayor of Greater Dandenong for the sixth time since joining Council in 2005 and Councillor Sophie Tan who has been elected as Deputy Mayor.

We continue to make steady progress against our strategic objectives and key priorities in Q2 with 88 per cent on track and 5 per cent already complete.

Highlights for the period October – December include:

- The tender for construction of the Dandenong Wellbeing Centre closed in November and evaluations were undertaken in December. A report will be tabled for consideration by Council in February.
- Council hosted its 11th Walk Against Family Violence on Tuesday 19 November which attracted over 600 people from across the south-east.
- Two Council events were recognised in the Victorian Multicultural Award for Excellence with The Home24 Exhibition winning and Springvale Snow Fest being highly commended.
- The annual Carols in Harmony Square and New Year's Eve fireworks at Dandenong Park attracted large audiences with 2,500 people at Carols and 20,000 attending the fireworks.
- Council hosted a Community Panel which was formed to help influence our 2025–29 priorities. The panel provided six recommendations, to be reviewed by Council, related to service awareness, asset management, community connection, affordable housing and community safety.

- 260 solar panels have been installed to help power the Keysborough Community Hub and 60,000 litres of rainwater storage has been installed for re-use on-site. These initiatives will contribute to making the Hub a five-star Green Star sustainable facility.
- Dandenong and Springvale Libraries continued to be highly utilised with 196,841 visitors and 938 program sessions held with 14,340 attendees.
- Council has joined a small number of Councils participating in a Taskforce on registration and compliance regarding rooming houses to ensure decent and dignified standards of housing are maintained.
- The Spirit of Enterprise Trail map was launched which identifies places which share the story of the Enterprise Migrant Hostel, a place of refuge for over 30,000 migrants from 1970 to 1992.
- The third Innovate Reconciliation Action Plan redevelopment was approved by Council and a reference group will be established in 2025 to assist with this project.

As we enter 2025 there will be a strong focus on future planning and governance with the development of our key strategic documents for 2025–26. These include the Council Plan, Asset Plan, Long Term Financial Plan and Budget.

We will also continue our advocacy efforts with the State and Federal Governments and the delivery of our major projects. We will continue to progress the actions outlined in this report to enhance both our physical environment and the many services and projects we have committed to delivering in 2024–25.

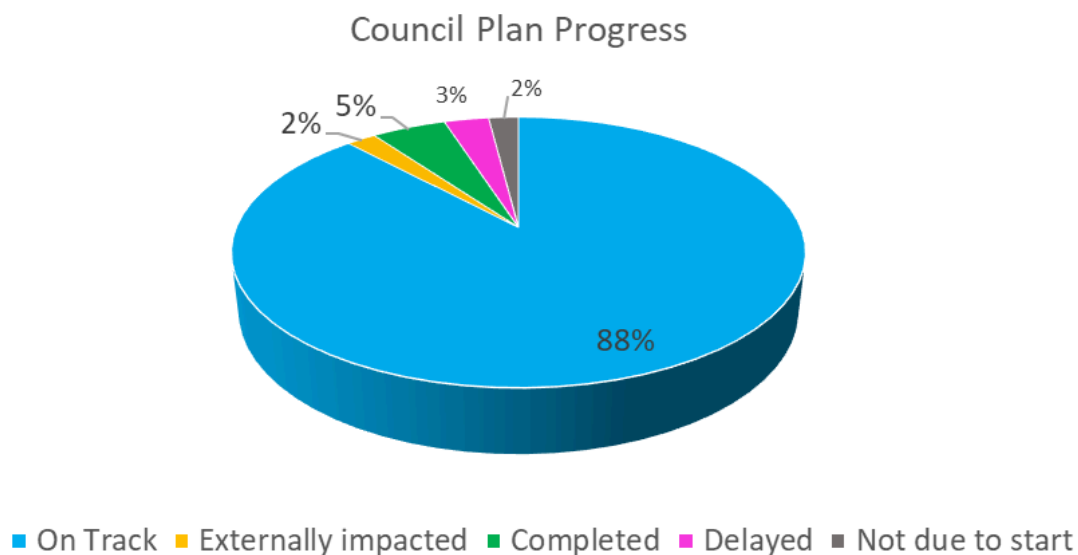
If you have feedback or suggestions to enhance our community reporting, please don't hesitate to contact me at [council@cgd.vic.gov.au](mailto:council@cgd.vic.gov.au) or 03 8571 1000.

**CEO, Jacqui Weatherill**

# Performance Summary

## Council Plan Progress

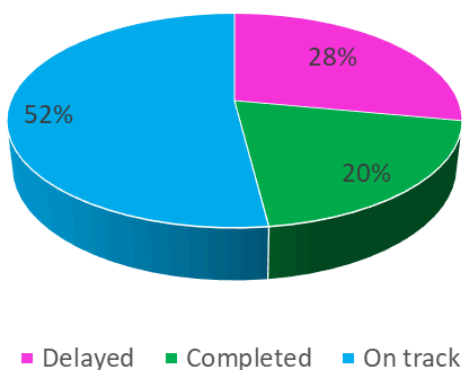
The Annual Plan 2024-25 outlines Council's key activities to deliver on the Council Plan 2021-25. At the end of Q2, 88 per cent of the actions are on track for the financial year, 5 per cent completed and a small number delayed. 2 per cent of actions continue to be affected by external factors such as government reforms and planning decisions.



## Reshaping Greater Dandenong

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

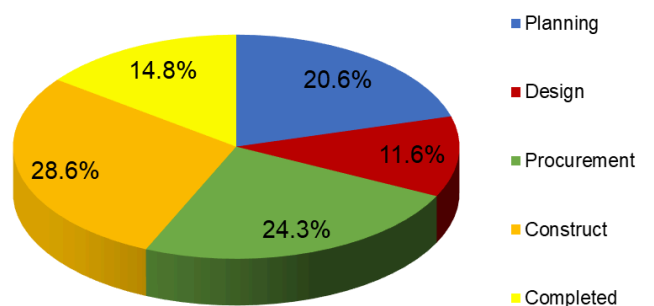
Reshaping Greater Dandenong Progress



## Capital Works Program

Over 68 per cent of our capital works projects are in the procurement or construction phases or are completed as at the end of this quarter. Below's graph highlights the number of projects by status.

Program Status at end December 2024



# Highlights



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

- Through its Community Connector efforts Council facilitates tailored support for residents experiencing extreme vulnerabilities with 60 boxes of food relief distributed prior to the Christmas holiday period.
- In partnership with the Orange Door and Southern Area Family Partnership, Family Support provided support for 51 vulnerable families and 118 children across Greater Dandenong.
- The Dandenong Zero project placed three people experiencing rough sleeping homelessness into long term secure housing.
- 120 girls across seven schools participated in a Young Womens Gala Day connecting them to local sport and recreation services.
- 140 people attended Council's Volunteer Christmas Appreciation Dinner in December.



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

- The Festivals and Events team provided support on event applications for 84 community events and 33 Council events in planning and delivering festivals and events across the municipality.
- The Drum Theatre hosted 89 events including 51 performances with 24,194 visitors (audience 14,741; artists/participants 4,520).
- 196,841 people visited the Springvale and Dandenong Libraries. Libraries held 938 program sessions with 14,340 attendees.
- Council endorsed its recommended nominees for the LGBTIQ+ Advisory Committee.
- Keysborough South Community Hub construction is progressing well with landscaping and noisewall construction works underway.

# Highlights



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

- The term three school holiday program in October 2024 saw activations across public spaces for young people including the Amazing Race run at Springvale Library, Acrylic Painting at Walker Street Gallery and badminton at Noble Park Reserve.
- The review of the Neighbourhood Character Study and development of a revised Housing Strategy have commenced.
- The project brief for the Dandenong Market Precinct masterplan has been finalised and a tender process was undertaken to appoint a suitable consultant to deliver the works. Six submissions were received.
- The five-year review of the Dog Off Leash Strategy has commenced.



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

- Planning for the 2025 Sustainability Festival has commenced.
- Community consultation has occurred for four open space projects, Warner Reserve Southern Recreation Precinct, Barry Powell Reserve District Playground, Dandenong Park playground expansion and Tatterson Park Recreation Precinct.
- Annual heatwave information was sent to all Community Care clients in December and arrangements made to check in with vulnerable clients on days of extreme heat.
- The review of the Playground Strategy has commenced and a strategic review of playground assets is complete.

# Highlights



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

- The Year of Youth Leadership program was delivered which helps build leadership capability and skills that enhance employment.
- 35 community playgroup leaders representing 25 community playgroups attended two online training sessions in November.
- 35 businesses attended the Women in Business Christmas event on 12 December.
- South East Melbourne Manufacturers Alliance (SEMMA) board participation was maintained this quarter.
- 286 jobseekers, ten local employers and two educational organisations participated in the 'Learn from a Local Employer' initiative.



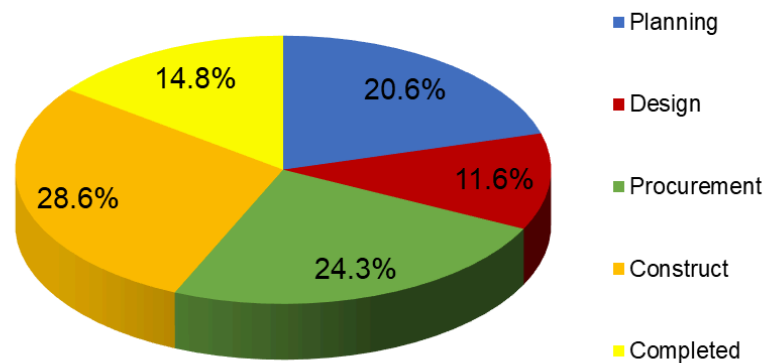
## Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community

- Council's capital works spending was \$33.4m at the end of December with a further \$14.3m committed. This is 27 per cent of the 2024-25 budget.
- Works commenced over the summer period on Council's footpath and drainage renewal programs.
- The Deliberative Panel presented their Council Plan 2025-29 recommendations to Council in December. Key topics were community safety, awareness of services, community connection, affordable housing, and asset maintenance and re-evaluation
- 280 staff attended 'building mentally healthy workplaces' training to increase awareness and help staff identify hazards.

# Capital Works Summary

## Project Updates

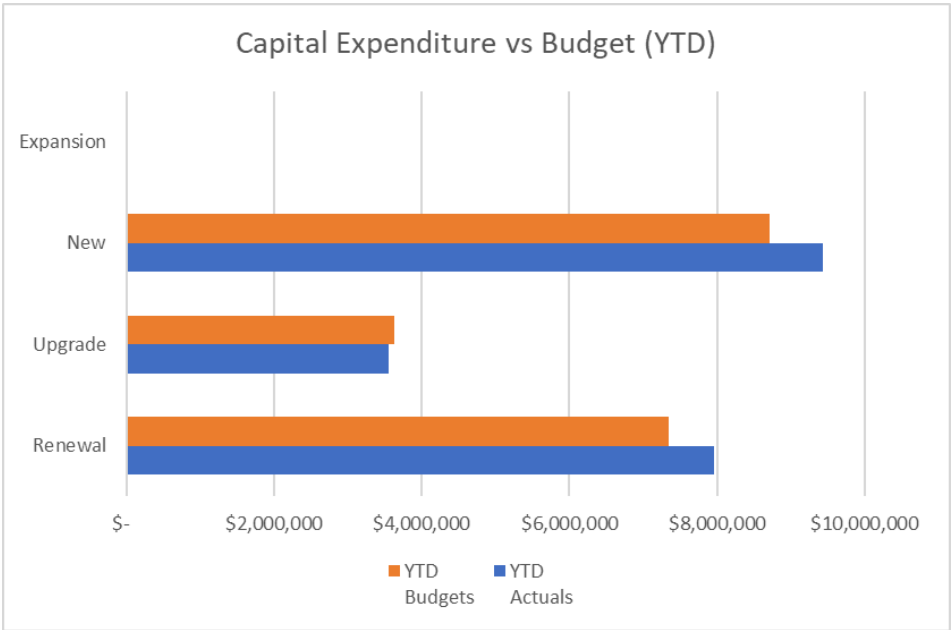
Program Status at end December 2024



- Keysborough South Community Hub – Works on site are progressing with the windows and external cladding installation complete and the noise wall footing works commenced.
- Dandenong Wellbeing Centre – The project is currently in the procurement review phase.



## Expenditure

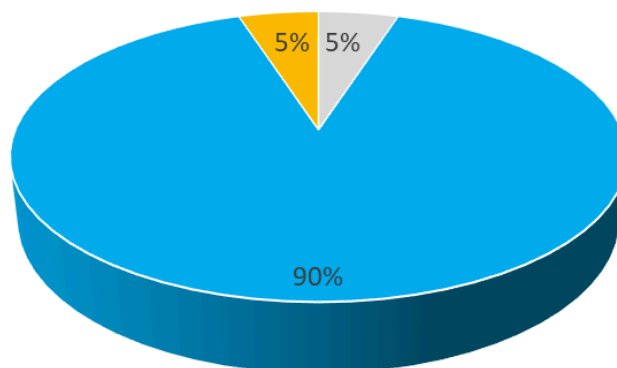


The unfavourable variance (\$1.2 million) mainly relates to an unbudgeted property acquisition in Blissington Street, Springvale acquired for open space purposes. This is a strategic decision which will be funded by a transfer from the Open Space Acquisitions reserve and will be reflected in the Mid-Year Budget review.

## Part A:






# Annual Plan and Reshaping Greater Dandenong Progress




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









■ Not due to start ■ On track ■ Externally impacted




Action	Comment	Progress
<b>Deliver programs, activities, and events within the Make Your Move Physical Activity Strategy (MYMPA)</b>	<p>Programs, activities and events delivered:</p> <ul style="list-style-type: none"> <li>• A Young Women's Gala Day was held, connecting year 7 and 8 girls to local sport and recreation services. Approx. 120 girls attended across seven schools.</li> <li>• A Laps and Lattes Walking Program ran at Ross Reserve Athletics Track in partnership with South East Leisure.</li> <li>• Staff Chair Yoga was offered at Springvale Office, facilitated by South East Leisure. Four sessions were delivered with approximately 100 staff attending.</li> </ul>	●
<b>Continue to implement the VicHealth Local Government Partnership health promotion modules by collaborating with key internal and external stakeholders</b>	<p>The VicHealth Local Government Partnership health promotion modules continue to be implemented by collaborating with key internal and external stakeholders.</p> <p>Three VicHealth Leading Healthy Communities Funding Meetings were held.</p> <p>Six VicHealth Local Government Partnership Capacity Support Program sessions were attended by staff.</p>	●



Action	Comment	Progress
<b>Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers</b>	<ul style="list-style-type: none"> <li>• The Volunteer Christmas Appreciation Dinner was held in December with 140 participants.</li> <li>• Volunteers from Advisory Panels, Working Groups and Committees attended the Volunteer Appreciation Dinner in December.</li> <li>• Benchmarking of volunteer services and supports with LGA's, NFP's and governing bodies was completed.</li> <li>• A Volunteer Handbook was developed to support the recruitment process in progress.</li> </ul>	
<b>Implement Council's decision on its future in aged care and disability services following the 2024 review</b>	The new Aged Care Act has now passed the Commonwealth Parliament and will be enacted from 1 July 2025. Council has now completed the initial registration requirements as an approved Aged Care provider. It is anticipated that greater detail, including pricing will be made available in the first quarter of 2025 which will assist in further planning for Council's aged services going forward.	
<b>Actively collaborate with the Orange Door and Southern Area Family Partnership to support vulnerable families to address/ prevent family violence</b>	Family support have met all targets and supported 51 families, and 118 children across Greater Dandenong. Total hours of support = 3,803	
<b>Implement the Youth and Family Services Strategy year four and five action plans</b>	Actions against year four have been implemented. Year 5 of the YFS action plan (2025) has been developed and will be implemented from January 2025.	
<b>Implement Year Four of the Children's Plan</b>	The Children's Plan year four actions are being implemented and progressing well.	

Action	Comment	Progress
<p><b>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</b></p>	<p>Local residents are supported to access community life through information about the NDIS and access to the HACC-PYP program. Additionally, carers are supported through the carers walk program and employment opportunities are promoted through local agencies and through activities in the Greater Dandenong Business Network. HACC-PYP assessment has undertaken extensive promotion to local medical practitioners, allied health providers and services which has resulted in increased referrals. An event for International Day for People with Disability was held in December providing the opportunities for local disability agencies to promote their services and for people in the community to increase their knowledge.</p>	
<p><b>Support the mental and physical health of young people through the co-design of health promotion campaigns including positive body image, this girl can, youth mental health and transitions programs and service referrals to vulnerable young people.</b></p>	<p>A Transitions Forum was delivered for Year 6 students heading into Year 7 and a Young Women's Gala Day to increase female participation in sport. Four workshops were delivered at the Childrens Forum. Launched #Filtered, The Body Image Project on social media was co-designed in Q1 with young people and brought to life by Year 11 and 12 VCE design students from Chisholm Institute who designed the corresponding social media tiles.</p> <p>Total contacts = 358 young people, Total social media reach = 5,720</p>	
<p><b>Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm</b></p>	<p>A summary of a detailed report about patterns of gambling activity and expenditure in Victoria, has been prepared and distributed to key staff at the Alliance for Gambling Reform, as well as to local government partners. This summary will help inform their activities and broader advocacy efforts.</p> <p>Steps are underway, in collaboration with other local governments, to investigate public messaging about gambling, with a view to improving the efficiency of local public information campaigns.</p>	

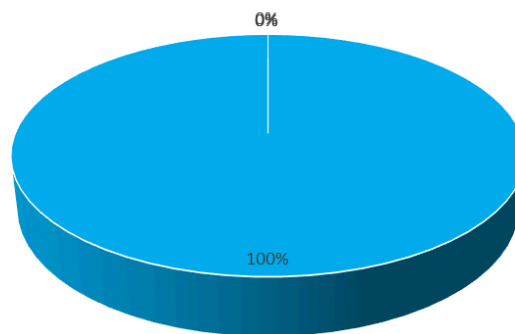
Action	Comment	Progress
<b>Promote gender equity and support and implement initiatives to address and prevent family violence within the municipality</b>	<p>Council facilitated the annual Greater Dandenong Walk Against Family Violence – a regional event attracting 600+ people. The event provides the basis for extensive publicity about the causes and impacts of family violence.</p> <p>An awareness-raising project has commenced, entailing the translation of selected social media messages about gender equality and family violence into community languages. The purpose is to develop social media posts for use by Greater Dandenong, and other councils.</p> <p>Data concerning police-recorded family violence incidents in each municipality has been prepared and distributed among Council's local government and community partners.</p>	
<b>Proactively deliver and support initiatives that raise young people's awareness of harmful alcohol, vape/tobacco and other drugs use including social media campaigns, school and community workshops on the impacts of vaping, drugs and alcohol, and party safe.</b>	<p>Eight workshops were delivered in schools on the topics of alcohol, smoking and vaping, illicit drugs, party safe and student voice. Four social media campaigns were published on alcohol and vape use across Instagram and Facebook and had a total reach of 391. Total contacts = 143, Social Media reach = 927.</p>	
<b>Educate and promote alcohol regulations at community based events within the city and work with Victoria Police on enforcement</b>	<p>Operational actions will commence in 2025 to enforce the regulations to prohibit drinking from open alcohol containers.</p>	

Action	Comment	Progress
<b>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</b>	<ul style="list-style-type: none"> <li>• The Dandenong Zero Project has placed three people experiencing rough sleeping homelessness into long term secure housing. A Dandenong Zero stall was held as part of the New Year's Eve celebrations at Dandenong Park to help raise community awareness of the project and rough sleeping homelessness.</li> <li>• Discussions have been had with Federal Government Members of Parliament regarding opportunities to support housing initiatives within the Greater Dandenong area.</li> <li>• Mapping of potential housing sites controlled by Council, and State and Federal Governments has begun.</li> <li>• The construction of four social housing units on Council's 10 Market Street, Dandenong site is almost finalised. These units will be managed by Wayss and used to accommodate women and their children who have experienced homelessness into transitional housing.</li> </ul>	
<b>Complete the Keysborough South Community Hub Strategy and develop an Action Plan</b>	<p>The draft Keysborough South Community Hub Strategic Plan has been revised following community consultation and is due to Council for endorsement early in February 2025. Work has commenced on the development of a Draft Action Plan for the hub.</p>	
<b>Implement the Springvale Community Hub Action Plan</b>	<p>The hub has continued to support the local community through a diverse range of initiatives and partnerships including:</p> <ul style="list-style-type: none"> <li>• Foodbank Community Markets have been a cornerstone of the efforts to address food insecurity, providing essential groceries for families in need.</li> <li>• Outdoor Movie nights have been very popular, offering a fun and safe environment for families and friends and strengthening community connection and bond.</li> <li>• School Holiday activities were held including arts and crafts, sports, and educational workshops.</li> <li>• Festive workshops and activities were celebrated.</li> <li>• Council partnered with Mind Australia to provide mental health support services to our community.</li> <li>• The partnership with Be Connected has been instrumental in enhancing digital literacy among community members.</li> </ul>	



Action	Comment	Progress
<b>Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy and the 'Poverty is everyone's business' advocacy campaign</b>	Advocacy collateral has been developed and training conducted with five members of the Multicultural Engagement Network working group. The Anti-Poverty Steering Committee has sent letters to 15 local Victorian and Federal politicians requesting meetings to discuss the cost-of-living crisis being experienced by many within the community. The Anti-Poverty consortium continues support of vulnerable community members through a range of services and initiatives, such as the Cornerstone Contact Centre drop-in pop-up event and provision of additional meals for the homeless. Through its Community Connector efforts Council facilitates direct tailored support for residents experiencing extreme vulnerabilities with over \$2,200 of food vouchers being provided in the last quarter and 60 boxes of food relief being received for immediate distribution just prior to the Christmas holiday period.	
<b>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</b>	Council collaborated with the Department of Health, Monash Health, Vic Health, Women's Health in the South East, the South East Public Health Unit and other health stakeholders within the local prevention system to improve the strategic planning of local health and wellbeing priorities. This included identifying local health needs and undertaking health planning activities to inform the upcoming Council Plan 2025–29 (including the Municipal Public Health and Wellbeing Plan).	
<b>Create safer spaces and improve actual and perceived levels of community safety within the municipality</b>	The Community Safety Strategic Framework was endorsed by Council in September. This provides a clear pathway and set of initiatives for the Community Safety team over the next 12 months. Priorities include relationship establishment and coordinated efforts with our partners, consultation and engagement with the community on drafting a 4-year Community Safety Action Plan and mapping an evidence-base to inform the ongoing workplan initiatives against funding resources. Consultation activities have commenced, with surveys and interactive pop-ups scheduled for 2025, as well as our first community forum in Springvale with our stakeholder partnerships. The CCTV renewal project is in Phase 1 of implementation, commencing procurement and mapping of our Public Space network.	





Action	Comment	Progress
<b>Develop the Domestic Animal Management Plan 2025-29</b>	Development of the Domestic Animal Management Plan will commence in early 2025.	
<b>Update Council's Local Law to ensure adequate management of community safety and public amenity issues</b>	Policies and Procedures for the issuing of compliance notices have been implemented and documented, including meeting statutory obligations.	




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



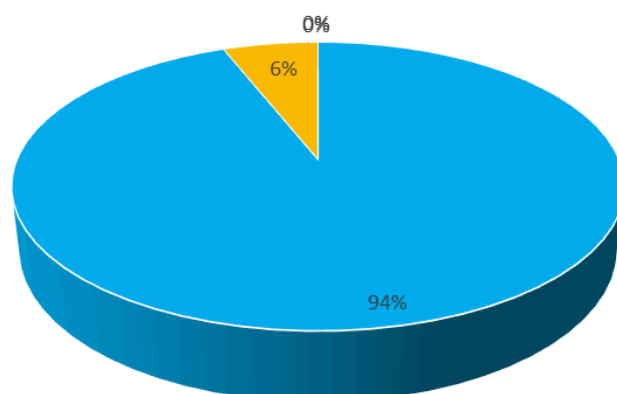
■ On Track ■ Externally impacted ■ Completed ■ Delayed ■ Not due to start

Action	Comment	Progress
<b>Deliver a range of major festivals, events and programs across the City which celebrate the diversity of cultures within our community including New Years Eve, Snow Fest and Keysborough Big Picnic</b>	<p>Festivals and Events delivered four major festivals, events and programs across the city which celebrate diversity of cultures within our community, including Greater Dandenong Children's Festival (engaging 1,287), Deck Chair Movies (engaging 420), Carols in Harmony Square (engaging 2,500) and Greater Dandenong New Year's Fireworks (engaging 20,000). Support was provided for event applications for 84 community events and 33 council events in planning and delivering festivals and events across the municipality. This includes 110 completed events and 7 events that were cancelled, postponed, or changed during the event permit process.</p>	
<b>Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community.</b>	<p>Council has endorsed the recommended community nominees for the LGBTQIA+ Advisory Committee, and all nominees have now been notified. The first meeting is scheduled for February 2025.</p> <p>Promotional material for the Midsumma Pride March has been developed to encourage participation by community members, Councillors and Council staff at the Sunday 2 February event. Council welcomed the relaunch of the South East Anti-Racism Support Network as its own community-led regional body. The Network is now coordinated by four local organisations and this has allowed Greater Dandenong, Casey and Cardinia Councils to stepdown from their previous Steering Committee positions to play a supportive role for the community led Network.</p>	

Action	Comment	Progress
<b>Support and advocate for the rights of people seeking asylum and refugees as part of the 'Back Your Neighbour' campaign</b>	<p>Council continues to lead the secretariat responsibilities of the Mayoral Taskforce Supporting People Seeking Asylum and Back Your Neighbour (BYN) campaign. Mayor, Jim Memeti is Chair of the Taskforce and its spokesperson.</p> <p>A hybrid meeting of new Taskforce mayors, Councillors and Council officers was held at Darebin Council Chambers on 4 December. Photo pledges were taken and posted on BYN's social media platforms and additional campaign resources distributed to members. Casey Council has increased its membership status to executive level and further conversations are being held with council representatives in NSW and WA regarding Taskforce membership.</p>	
<b>Promote reconciliation by continuing ongoing consultation with Bunurong Land Council and the wider local Aboriginal community to develop Council's next Reconciliation Action Plan (RAP) and begin implementation of its actions.</b>	<p>Council approved the third Innovate Reconciliation Action Plan (RAP) Redevelopment timeline, associated governance structure, expression of interests (EOIs) and terms of reference (TORs) for Artist and Reference Group Membership at the 9 December Council meeting. Advertising for the EOI's will take place during January with shortlisting taking place in late February. The first meeting of the new RAP internal steering committee is scheduled for February and specific Bunurong Land Council consultations for the RAP will commence in March.</p>	
<b>Develop a municipal wide Community Infrastructure and Service Plan aligned with Council's Strategy Framework</b>	<p>Service Plans and Asset Management Plans are under development and due for endorsement in June 2025.</p>	
<b>Complete construction of the Keysborough South Community Hub</b>	<p>Construction on site is progressing well with building works continuing to schedule. Landscaping and noisewall construction works have also commenced outside of the building. Physical works are targeting a practical completion date of the end of June 2025 with the facility expected to open in late 2025.</p>	






Action	Comment	Progress
<b>Implement the Arts, Culture and Heritage Strategy 2022-26</b>	<ul style="list-style-type: none"> <li>• Drum hosted 89 events, including 51 performances with 24,194 visitors (audience 14,741; artists/participants 4,520).</li> <li>• Walker Street Gallery won a Multicultural Award for Excellence in the Arts. Visitation was 5,292 with 2,000+ hours of venue hire. Highlights included The Dinner Party and writing workshops with Dandenong High.</li> <li>• The Tashabok opening drew 200+ people with a live Arabic performance and food pop-up.</li> <li>• The Gallery Shop launched, boosting local arts.</li> <li>• The Heritage Hill exhibition We Built This City had 381 visitors, 12 tours (124 visitors), 2 programs, and 1 launch (119 attendees).</li> <li>• Flashback Friday views were 11,621; YouTube had 1,123 views.</li> <li>• Online heritage collections had 779 views and 17 research requests.</li> </ul>	
<b>Undertake the Heritage Overlay Planning Scheme Amendment</b>	<p>A resolution at the Council meeting of 24 June 2024 endorsed the preparation and commencement of Planning Scheme Amendment C249gdan to make minor amendments to the Schedule to Clause 43.01 Heritage Overlay of the Greater Dandenong Planning Scheme. Council officers submitted the relevant documentation to the Minister for Planning to authorise the formal commencement and public exhibition of the amendment. In late November, under delegation from the Minister for Planning, in accordance with section 8A of the <i>Planning and Environment Act 1987</i>, DTP officers authorised Council as the planning authority to prepare the amendment. Exhibition will commence in early 2025.</p>	
<b>Implement the Greater Dandenong Libraries Strategy 2022-26</b>	<p>As the recipient of the Pierre Gorman Award, young people with intellectual disability took part in a co-design program. 72% of participants felt more confident in starting their business through participating in the program. Dandenong and Springvale Libraries received 196,841 visitors. 456 items were loaned from Little Library: Menzies Avenue and Libraries held 938 program sessions with 14,340 attendees.</p>	





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









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

Action	Comment	Progress
<b>Support the Dandenong Market in the delivery of its annual food events program</b>	Council is currently promoting Market Tours via various communication channels. A new content and channel strategy will determine further opportunities to support and promote the Market's food events program. Discussions are pending with the Dandenong Market to determine the best opportunities for collaboration and promotion.	●
<b>Undertake the five year review of the Dog Off Leash Strategy</b>	Council officers have commenced a five-year review of the Dog Off Leash Strategy and this will be completed in the third quarter.	●
<b>Commence development of a revised Housing Strategy</b>	The development of a revised Housing Strategy has commenced. A draft scoping paper on a review of the 2014-24 Housing Strategy has been finalised which contains a recommendation that a review and updating of the Neighbourhood Character Study be undertaken concurrently to enable both strategies to inform each other. Officers are currently collating housing data from the last five years to assist with the development of the strategy, and are also reviewing the existing action plan and potential opportunities to improve the provision of housing across the municipality.	●

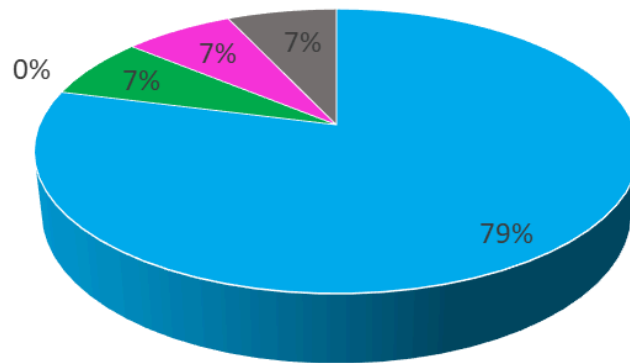
Action	Comment	Progress
<b>Progress the Environmentally Sustainable Design 2.0 Planning Scheme Amendment in partnership with CASBE</b>	The Environmentally Sustainable Design 2.0 Planning Scheme Amendment was submitted to the Minister for Planning for authorisation in July 2022. The Minister for Planning has advised that the Planning Scheme Amendment remains under active consideration although further time will be required prior to a decision by the Minister. In March 2024 it was confirmed with DTP that the Planning Scheme Amendment remains under active consideration by the Minister.	
<b>Support the DTP to complete the Sandown Racecourse Planning Scheme Amendment</b>	The Sandown Racecourse Advisory Committee hearing was held from 19 August to 16 September. During this hearing all stakeholders, including Council, made a submission to the committee. Following completion of the hearing, the committee has six weeks to submit its report and recommendations to the Minister for Planning. The Minister will then make a decision on the matter (there is no current timeframe for this decision). The DTP website indicates the Minister has received the committee's report.	
<b>Prepare a Dandenong Market Precinct Masterplan to facilitate Council led and private sector developments and activate public spaces and places.</b>	The select procurement process has closed and six submissions were received. The assessment panel are currently reviewing submissions and a lead consultant will be appointed in late January 2025.	
<b>Commence the Neighbourhood Character Study review</b>	The review of the Neighbourhood Character Study has commenced. A draft scoping paper on a review of the Neighbourhood Character Study has been finalised which contains a recommendation that a review and updating of the Housing Strategy be undertaken concurrently to enable both strategies to inform each other.	
<b>Activate and promote safe and accessible public spaces for young people and families</b>	The Term 3 school holiday program in October saw activations across public spaces for young people, including the Amazing Race run at Springvale Library, Acrylic Painting at Walker Street Gallery; and badminton at Noble Park Reserve.	 23

Action	Comment	Progress
<b>Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement</b>	Council continues to advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement as opportunities arise. This includes through the advocacy work coordinated by the Eastern Transport Coalition.	
<b>Advocate for, plan and deliver improved active transport networks and initiatives</b>	Council continues to advocate for major path improvements as opportunities arise, including improved outcomes as part of level crossing removal projects. The State Government has announced funding for Council of \$1.6 million to deliver a footpath along the south side of Fowler Road as part of the Progress Street level crossing removal.	
<b>Roll-out a high priority local road program within Dandenong South, including the Dandenong South Industrial Area Extension Structure Plan's Transport Network</b>	Work in kind agreements for delivery of road network components of the Dandenong South Industrial Area Extension Developer Contributions Plan have progressed, in particular part of Glasscocks Road (designs completed and construction due in 2025). Council continue to deliver road network components of the Dandenong South Industrial Area Extension Developer Contributions Plan, in particular Perry Road (in construction Stage 2 underway due for completion in Q3).	
<b>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</b>	A feasibility study for the infrastructure provision of 15 hours of 3 year old kindergarten and Pre Prep is complete. Discussions regarding infrastructure needs and kindergarten demand are continuing with the Department of Education and Victorian School Building Authority to update and keep the Early Years Infrastructure Plan current.	

Action	Comment	Progress
<b>In collaboration with local school education programs, advocate for, and deliver, transport safety improvements and initiatives to improve road safety awareness and to mitigate road safety risks</b>	Workshops have been held with Road Safety Victoria and TAC to provide Council with \$2m worth of road safety infrastructure projects in 2025-26.	
<b>Continue to deliver various road pedestrian safety projects funded by Federal and State Governments</b>	Workshops have been held with Road Safety Victoria and TAC to provide Council with \$2m worth of road safety infrastructure projects in 2025-26.	
<b>Implement the Springvale Revitalisation Action Plan to improve the physical and social environment to enhance the quality of life for residents, workers and visitors</b>	Design work for Multicultural Place is near completion, with various levels of internal stakeholders participating in consultation workshops. Community consultation is scheduled for mid February/March 2025. A Lunar New Year (LNY) tourism campaign has been developed, aligning community and Council events, aimed at bringing people into the centre, supporting traders and the broader community. An EOI for LNY Illustrations has been developed to brand the LNY period, with bespoke design work reflecting LNY in Springvale – outcomes include postcards, posters, wishing tree cards, digital campaign.	
<b>Develop and implement the Noble Park Revitalisation program to enhance the quality of life for residents, workers and visitors</b>	<ul style="list-style-type: none"> <li>• Frank Street Open Space Shade was delivered and a custom seating prototype approved and installed. Bug Interpretive Signage content is being reviewed and a flower decoration project scoped.</li> <li>• Place Activation Grant Scheme funds have been allocated.</li> <li>• Muderra Way Phase II is ready for delivery. Council is awaiting the MTM Site Access Application approval upon which works will be installed immediately.</li> </ul>	





Action	Comment	Progress
<b>Facilitate the Development Victoria/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct</b>	Amendment C248gdan was approved by the Minister for Planning and gazetted on 7 August 2024. The approved Development Plan Overlay (DPO) will guide the redevelopment of Sites 11 to 15 of the Revitalising Central Dandenong initiative. The next steps of the project will see Capital Alliance obtain a Development Plan (DP) approval from DTP, before seeking a permit for Stage 1 of the project shortly with early works set to commence in late 2025 and construction to follow in 2026.	
<b>Advocate to Government, Agencies and other influential stakeholders, to identify, support, and deliver targeted renewal initiatives for improved economic and social outcomes in Central Dandenong</b>	Ongoing meetings with Development Victoria are being held to discuss current and upcoming development opportunities within Central Dandenong. Officers are working on a Major Development Construction Facilitation approach in preparation to support Capital Alliance Stage 1 and other major developments in our activity centres. A research piece on Revitalising Central Dandenong is being prepared by the Australian National University in collaboration with SGS Economics and CGD to look at economic trends and recommendations to unlock developments in centre.	






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





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

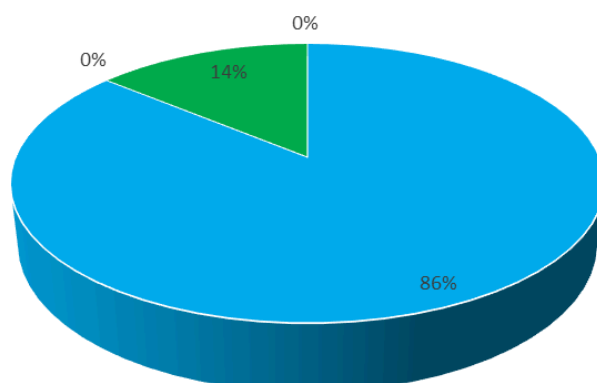
Action	Comment	Progress
<b>Finalise review and update the Waste and Litter Strategy</b>	This strategy is currently part of the streamlining sustainability and environmental strategy review process that is currently being undertaken. From early 2025 onwards strategic waste activities will be managed by Council's sustainability team.	●
<b>Investigate advanced waste opportunities for Council as an alternative to landfill</b>	As a result of the SEMAWP procurement process, Council has entered into a Waste Supply Agreement with Maryvale EfW Project Co Pty Ltd. This agreement commits Councils to deliver their waste to Maryvale for 25 years, commencing 2029, during which time Maryvale will convert the waste into energy.	●
<b>Implement the Urban Forest Strategy and Green Wedge Management Plan</b>	A number of Council departments and external agencies continue to implement the strategies and objectives of the Urban Forest Strategy 2021-28 and Green Wedge Management Plans. A free tree program was run for residents in the green wedge which was very successful with a significant number of plants being collected by residents for planting on their properties.	●

Action	Comment	Progress
<b>Implement the Biodiversity Action Plan 2021-26</b>	Implementation for the delivery of the Biodiversity Action Plan is currently on track. The focus for Q2 has been developing the 2025 revegetation program, ongoing delivery for the CGD Gardens for Wildlife Program, delivering the Green Wedge Plant Give-away and One Tree Per Child programs, ongoing habitat enhancement works along the Dandenong and Yarraman Creek corridors through utilisation of State Government grant funding, and preparing design documentation for community consultation on the Alex Wilkie Nature Reserve upgrade project.	
<b>Complete Council's plan for new and improved playgrounds</b>	The review of the Playground Strategy 2013-23 has commenced with the completion of the strategic review of all playground assets. This is informing the analysis and assessment of the existing playground strategy and current best practice approaches to playground strategies. This information will be used to inform the development of a revised Playground Plan.	
<b>Implement the Open Space Strategy</b>	Consultation has occurred for four open space projects, Warner Reserve Southern Recreation Precinct, Barry Powell Reserve District Playground, Dandenong Park playground expansion, and Tatterson Park Recreation Precinct. Draft concept plans will be developed following the review of the consultation feedback.	
<b>Implement year seven of the Greening Our City: Urban Tree Strategy 2018-28</b>	Implementation for the delivery of year seven of the Greening Our City: Urban Tree Strategy 2018-28 is on track with continued implementation of key actions, alongside the development of the 2025 Street Tree Planting Program, targeting priority areas for enhanced canopy coverage. Maintenance of 3,500+ newly planted street trees remained a focus, with consistent watering, mulching, and health checks ensuring their successful establishment. A significant investment was also made in further developing the Forestree Work Management System, which will streamline tree maintenance operations and improve data management, supporting the Strategy's long-term objectives.	

Action	Comment	Progress
<b>Implement the Electric Vehicle Transition Plan</b>	Implementation is ongoing, the transition plan is focusing on reducing emissions rather than solely a transition to EVs. Hybrid passenger vehicles have been purchased and are being used by Council staff and plug in hybrid vehicles are being trialed. Electric Truck trials have been undertaken, and they are being assessed for suitability of use within various teams. Telematics, which will provide critical data for vehicle/ plant usage, will be trialed in Q3. Procurement of all vehicles and plant are now considering low emissions and zero emission options during the purchasing process. This process is to be embedded within Vendor Panel, Council's procurement portal. Fleet officers have also initiated the review of the existing EV transition plan by engaging a consultant.	
<b>Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond</b>	Work continues on this action with the finalisation of the climate change flyer, and the planning for the Sustainability Festival which provide significant opportunity for Council to support the community in managing the challenges of climate change.	
<b>Implement the Climate Emergency Strategy, Sustainability Strategy, climate emergency declaration, and updated Plastics Policy</b>	Various actions continue in Council's transition to a net zero emissions city, which include the development of a draft gas transition plan for NPAC, which is currently one of Council's biggest users of gas.	
<b>Deliver the 2025 Sustainability Festival</b>	Planning for the festival continues with most stall holders now engaged.	
<b>Review and update the Sustainable Buildings Policy</b>	This policy will be abolished as the policy issues will be included in other policies and strategies.	




Action	Comment	Progress
<b>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</b>	<p>Annual summer heatwave information was sent to all Community Care clients in December. Arrangements are in place for staff to make "check in" calls to vulnerable clients on days of extreme heat to monitor how clients are coping. Information on coping with extreme heat is also distributed in other Council publications, such as the "Living Positively" bi-monthly newsletter and Council's website.</p>	
<b>Advocate to the EPA to improve the quality of Greater Dandenong's waterways</b>	<p>Council's Waste Management and Litter Prevention teams have implemented a number of waste-capturing devices to intercept items from entering our waterways from adjacent industrial uses. Enquiries have been undertaken with Melbourne Water and the EPA to have a preliminary discussion to establish criteria for monitoring the health of our waterways.</p>	





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








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

Action	Comment	Progress
<b>Develop a new Economic and Place Strategy</b>	A consultancy brief has been finalised. Select quotations are to be sought in January, closing early-mid February 2025. A new Economy and Place draft strategy is due to be completed by the end of 2025.	●
<b>Successfully deliver an annual Business Education Program targeted to local entrepreneurs or established businesses</b>	<p>Council's focus was on supporting small businesses through learning, skill development, and employment pathways. In partnership with the ATO and Business Victoria free mentoring was provided and online workshops were held to help businesses improve operations. Chisholm Institute's free training opportunities for the new year were promoted, covering entrepreneurship and the Victorian Hospitality Scholarship Program.</p> <p>Through the Talking Business Newsletter, free workshops on cyber security, starting a business, and moving operations online were shared. Council teamed up with Greater Dandenong Chamber of Commerce, and SEMMA to promote Christmas networking events for local businesses.</p>	●

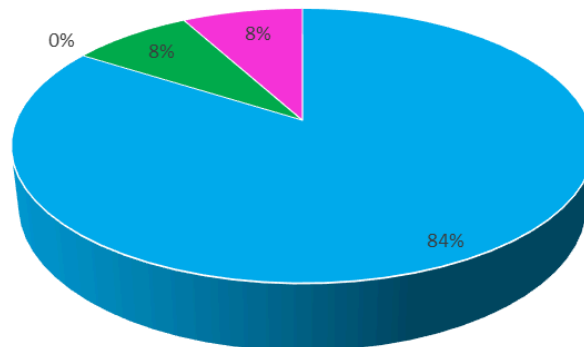
Action	Comment	Progress
<b>Manage, support and deliver activities that strengthen the capability and capacity of jobseekers in our community facing multiple barriers to employment.</b>	<p>Activities included:</p> <ul style="list-style-type: none"> <li>• A Reflection and Progress forum this session aligned strategy for GC stakeholders and jobseekers and provided advice for the project as a whole.</li> <li>• Statistics from the last week of the Pop-up Employment Hub showed 80% of visitors wouldn't have been eligible for existing support services in our region which shows GameChange is filling a gap in the system.</li> <li>• Learn From a Local Employer – 10 local employers, two education organisations and 286 jobseeker participants participated from across 37 suburbs.</li> <li>• Jobseeker Reference Group – this project brings together those with lived experience of unemployment together with a local career counsellor to create a suite of guides designed to demystify job applications.</li> <li>• 1/4 Learning Forum – five Councils were hosted and two other Community Revitalisation sites.</li> </ul>	
<b>Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment</b>	<p>A series of programs and initiatives were delivered to build leadership capability and skills towards employment, including FReeZA, HAC, Year of Youth Leadership, and Youth Leadership celebration. Young people were also supported to participate in consultations including the Deliberative Panel and ACE run by Council. Total contacts = 209.</p>	
<b>Maintain support, collaboration and board participation of the South East Manufacturers Alliance (SEMMA)</b>	<p>Board participation has been maintained during this quarter. SEMMA supported Council's submission for a Suburban University Study Hub however this bid was unsuccessful.</p>	

Action	Comment	Progress
<b>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</b>	SEBN networks and activities have included site visits to Walkinshaw Group and Ego Pharmaceuticals. Events held were the Economic Update with NAB and Mock Court. SEBN also partnered with Worksafe for a business breakfast in October as part of Worksafe month.	
<b>Deliver key events that showcase women in business including International Women's Day and facilitate a Women in Business Network, that is inclusive to all women in business in CGD</b>	SEBN's Women in Business (WIB) Steering Committee met on three occasions to plan and discuss the direction for 2025. The WIB Christmas Event was held on 12 December and the event showcased one of our own local female buskers to welcome the crowd. 35 businesses attended a fun day of celebrating and discussing the learnings and offerings SEBN's WIB Network provided throughout 2024. Planning for an International Women's Day event in March 2025 is well underway.	
<b>Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation</b>	The Business Plan has been reviewed for final changes and approval.	
<b>Guide the 'collective impact' phase of CR #2: GameChange towards a community-led jobs and skills system, strengthening pathways to economic participation (SPEP)</b>	The GC Backbone team, stakeholders and advocates continue their advocacy program, with inclusion in the GSEM Federal election platform. \$1.5M to aid in the establishment of a Dandenong Employment Hub and expand accessibility to other parts of the southeast and \$400Kpa for 5 years to continue the GameChange initiative. A YouTube campaign was also conducted introducing the main PAG projects. Planning is complete for GC end-of-contract arrangements with a 1-on-1 stakeholder advocacy program to be rolled out from January to June. The Leadership Table (GLT) were consulted for feedback on the Local Economic Inclusion Strategy (LEIP). Most targets have already been met and the LEIP is due to be updated in February and submitted to DJSIR.	

Action	Comment	Progress
<b>Facilitate Playgroup Training Vocational Pathways for local community members</b>	35 community playgroup leaders representing 25 community playgroups attended two online training sessions during November. Seventeen participants completed the training program.	
<b>Deliver initiatives in partnership with local schools, industry and SELLEN, that provide opportunities for young people to gain skills and experience that enhance their employment opportunities</b>	SEBN started discussions and preparation for the 2025 'Lunch with The Winners Event.' This event is scheduled for September and meetings will continue to occur with SELLEN in January 2025 to plan the event.	
<b>Support the Market Street Child Care Centre with a sustainable business model to expand market share and community expectation</b>	Market Street community childcare has developed a sustained business model in partnership with the Springvale Service for Children offering funded three and four-year-old kindergarten and wrap around childcare services to the community. The service is now at licensed capacity for three of the five days of care, offering a unique service to local, vulnerable and disadvantaged families, who are either newly arrived requiring English language support, culturally diverse, or from the Orange Door Program requiring support services. The two Federal grants have sustainable business practices and supported staff to work with the Family Law Courts, local community hubs in schools and Chisholm TAFE to support childcare access and provide transport options, through taxi vouchers for families.	





Action	Comment	Progress
<b>Support local business efforts to respond to their climate change risks and transition to a net zero economy by informing them of relevant State and Federal Government policies and programs</b>	<p>Council continued to work closely with partners to facilitate the engagement of local businesses and industries, encouraging action to enhance resilience and transition to a net zero carbon economy. A key focus was supporting small businesses by connecting them with relevant programs and initiatives. Through the Talking Business Newsletter, critical opportunities and updates were promoted including the ASPIRE Circular Economy Platform, which highlighted the benefits of reducing waste and creating value through resource recovery. Additionally government programs such as the 'Casey Electric Vehicle Expo,' and showcasing innovative solutions for sustainable transport were featured. Industry updates included news on SMART Recycling's launch of a new state-of-the-art production line to boost pallet supply, demonstrating innovation in sustainable practices.</p>	
<b>Participate in the GSEM Jobs and Skills Summit</b>	<p>Council works closely with GSEM and attended the Jobs and Skills Summit in mid 2024. No summit has been scheduled for 2025 as yet.</p>	





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














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





Action	Comment	Progress
<b>Improve access to, from, and within major Activity Centres, including the management of parking, harnessing modern and smart technologies to build on existing capacity</b>	<p>Council officers continue to work with the Level Crossing Removal Project team for Webster Street, to advocate for improved accessibility outcomes for Dandenong Activity Centre through delivery of the LX project.</p> <p>Pay by app for parking and Parking Meter Renewal investigation work has been undertaken for rollout in 2025.</p>	●
<b>Conduct a comprehensive review of the 10-year Activity Centre Capital Improvement Program including evaluation of ongoing projects</b>	A program has been developed for the three Activity Centres identifying infrastructure investment priorities and presented to internal key stakeholders for review.	●
<b>Implement Council's infrastructure renewals program</b>	<ul style="list-style-type: none"> <li>• Works are progressing on Council's footpath and drainage renewal programs.</li> <li>• Contracts have been awarded for Council's road renewal and resurfacing programs, with works commencing over the summer period.</li> </ul>	●

Action	Comment	Progress
<b>Review the existing Road Management Plan and develop the new Road Management Plan 2025</b>	A review of the existing Road Management Plan (RMP) and development of new RMP will be undertaken by the Transport and Civil Development Business Unit with support from the Asset Management Asset Data/GIS teams. Critical input will be required to meet the local roads data reconciliation project. This will commence in January 2025.	
<b>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</b>	Regular meetings of the Young Planners Group (12-Nov), the Children's Advisory Group (15-Oct and 27-Nov) and the Children's Forum enabled 94 primary school students to take part in the planning and policy-making processes of Council.	
<b>Develop a Customer Experience Strategy, and update the Customer Service Charter</b>	To support the development of the Customer Experience (CX) Strategy, MacInnes Marketing was engaged to conduct three sample Customer Journey Mapping exercises. These activities aim to identify pain points, opportunities for improvement, and insights into the customer experience across key service areas. Three workshops were facilitated with internal stakeholders to deeply analyse customer interactions within the following service areas: Hard Waste Collection, Parking Management (Infringement Review and Processing), and Councillor Requests. Additionally, a supplementary conversation was held with a member of the public to gain direct insight into their experience booking a hard waste collection. The findings from these Customer Journey Mapping exercises will complement existing CX initiatives, including the CSBA Customer Experience Benchmarking and the Customer Centricity Audit. Together, these insights will form a robust foundation for the Customer Experience Strategy.	
<b>Facilitate better community engagement across a diverse community to promote more accessible engagement</b>	A new Engagement Lead has joined the team with extensive experience in promoting engagement among diverse communities and will look at expanding the approaches taken in this area.	

Action	Comment	Progress
<b>Improve Council's customer service and communications to our linguistically diverse community by making more effective use of translation and interpreter services</b>	Council takes an inclusive approach to recruitment and service delivery and encourages applications from candidates from all backgrounds. People with proficiency in multiple community languages are encouraged to apply as this is a considerable asset to enhance engagement with residents from non-English speaking backgrounds.	
<b>Provide timely and accurate information and tell stories reflecting the best of our community and local economy</b>	There was a significant focus on explaining Council Elections, encouraging people to vote, promoting new Councillors, and the election of the new Mayor and Deputy Mayor. Libraries' summer reading campaign, Carols and NYE fireworks were promoted and the launch of twilight trading in Springvale was celebrated.	
<b>Implement the recommendations of the IT Service Review</b>	<p>A thorough examination of the technical and digital landscape is a focus. This assessment is pivotal in crafting a Digital Roadmap that will guide CGD'S technological direction for the upcoming years.</p> <p>The Digital Roadmap will align IT services with the broader business objectives, ensuring operational efficiency and continuity. The roadmap's development will be a collaborative effort, incorporating insights from key stakeholders to ensure it supports the City of Greater Dandenong's vision.</p>	
<b>Enhance Council's major projects communications, so they are timely, accurate and promote community trust; and explain project benefits effectively.</b>	Regular communications are rolling out in relation to the Keysborough South Community Hub. Design and planning of communications products are underway in relation to the Dandenong Wellbeing Centre.	

Action	Comment	Progress
<b>Complete Council's capital works program as outlined in the Annual Budget and Long Term Financial Plan</b>	As of the end of December 2024, Total spend is \$33.4M, comprising \$19.1M actuals (works already complete) and \$14.3M committed (contracts awarded and works underway). This equates to 27% of the 2024-25 budget of \$122.5M (which includes \$29.1M carried over from the 2023-24 year).	
<b>Develop an investment attraction program that facilitates appropriate investment attraction matched to the region's competitive strengths across identified target and growth industry sectors</b>	An investment prospectus has been finalised with print versions available in January 2025. Articles have been written and distributed under "Why Invest in Greater Dandenong". Planning will commence on the Investment Attraction Program in early 2025.	
<b>Introduce psychosocial education and assessment programs to proactively identify and mitigate workplace risks to employee health and wellbeing</b>	All ASU scheduled 'Building Mentally Healthy Workplace' sessions (seven face-to-face and one online) were delivered by mid-October. Approximately 280 staff attended these sessions.	
<b>Continue the rollout of wearable technology to prevent musculoskeletal injuries in high risk work areas</b>	The program continues to be rolled out in departments with high risk manual handling activities. Community Care is using the technology to implement better training programs, equipment aides, and using the technology to prevent re-injury of injured staff. An issue was identified at the Operations Centre as a high risk of shoulder load on start-up, and battery-operated equipment is progressively being purchased to prevent future injuries. The program continues to be used to identify risks in other activities / tasks within these departments.	
<b>Implement Leadership Development programs for People Leaders incorporating innovation and change management</b>	A program of people leaders engagement and is well underway.	

Action	Comment	Progress
<b>Develop the new Council Plan 2025–29 in accordance with the Local Government Act 2020</b>	Community engagement for the development of the new Council Plan is now complete with the Deliberative Panel presenting their recommendations to Councillors on Monday 16 December at the Councillor Briefing Session. Work has commenced on drafting the new priorities for 2025–29 with an anticipated date for approval of the final plan by 30 June 2025.	
<b>Comply with the auditing and reporting requirements of the Gender Equality Act 2020 including the preparation for the development of a new Gender Equality Action Plan (GEAP)</b>	Confirmation has been received that CGD's plan and report complies with the Act and is now able to be placed on Council's Website.	
<b>Implement the recommendations of the recent Child Safe Standards Audit Review</b>	Ongoing activity is occurring to address the recommendations of the Child Safe Standards Audit. This is now managed as BAU for Council's Child Safety Compliance Officer. Positive partnering with the broader business has occurred and there is a strong appetite for compliance in the child safety space.	
<b>Meet budget revenue targets for all commercial properties</b>	There is an unfavourable variance to YTD budgeted rent revenue by \$21,826. This is predominantly driven by significant maintenance required at one particular untenanted property. These repair works are expected to be completed by the end of January 2025. In relation to the unfavourable result for rent recoveries, this is due to timing and will correct itself over the financial year.	
<b>Develop a structured framework to streamline the preparation of Council's Strategies</b>	A draft framework has been developed. The detailed project plan will be finalised in January and its implementation will be a focus in the first half of 2025 to align with the new Council Plan.	
<b>Review Council's Long Term Financial Plan in line with the Local Government Act 2020</b>	Council's Long Term Financial Plan has been reviewed and updated by Managers and reviewed by the Executive Team. It is currently in the process of being finalised for communication to Council in February 2025. Deliberative engagement was conducted during 2024 – there were no recommended changes to the LTFP as a result of this process.	






Action	Comment	Progress
<b>With the community, strengthen engagement, build capacity and accessibility to Council's grants programs</b>	<ul style="list-style-type: none"> <li>• 26 applications were submitted to the Small Grants Program.</li> <li>• 4 x Medium Grants Program categories were assessed and administered – 25 applications were approved</li> <li>• 1 x Large Grants Program – Partnerships Stream were assessed and administered – 5 applications were approved</li> <li>• 1 x Medium and 1 Large Grants Orientation Session were delivered</li> <li>• Year one key performance indicators for Neighborhood Houses and Community Centres multi-year agreements were agreed</li> <li>• A review of the Interfaith Network City of Greater Dandenong contract commenced. and a review and benchmarking of the Greater Dandenong Volunteer Resource Service is underway.</li> <li>• Three Community Newsletters were sent out to &gt;800 registered community organisations.</li> </ul>	
<b>Implement the recommendations of the Procurement Review</b>	<p>Council's Procurement Review identified a number of key areas for Council to focus on. The following are in an implementation, training or change management phase:</p> <ul style="list-style-type: none"> <li>• Contractor performance monitoring</li> <li>• Compliance with Child Safe Standards</li> <li>• Central contract management system</li> <li>• Procurement and contract management protocols</li> <li>• Risk management</li> <li>• Policy and procedure updates</li> <li>• Performance monitoring and reporting</li> </ul> <p>Terms of Reference for a Procurement Steering Committee have been drafted.</p>	
<b>Facilitate and chair at least four Municipal Emergency Management Planning Committee (MEMPC) meetings with relevant members and Emergency Service Agencies</b>	<p>MEMPC meetings were held in August and November 2024. Further meetings are scheduled for Q3 and Q4.</p>	
<b>Review, implement and monitor progress on mitigation and response (including relief and recovery) risk strategies and actions</b>	<p>Recent activations and reviews of the MEMP have identified areas for improvement to the state-based arrangements for relief and recovery of Supported Residential Services (SRS).</p>	

# Reshaping Greater Dandenong




■ Completed
 ■ On Track
 ■ Delayed

Action	Comment	Progress
<b>SUSTAINABILITY - We will deliver on our community vision in a financially sustainable manner</b>		
1.1 Undertake a review of Council's 2 major projects (Dandenong Wellbeing Centre – DWC and Dandenong Community Hub – DCH) with a view of postponing one and to ensure Major Projects remain within budget parameters.	A review was conducted and reported to Councillors in May/June 2024.	<span style="color: green;">●</span>
1.2 Explore new revenue streams/optmise existing revenue streams to implement a Revenue Optimisation Plan.	An issues and options report was completed and presented at a Councillor Briefing Session in January. These revenue options are currently being worked on for consideration by the incoming Council.	<span style="color: green;">●</span>
1.3 Explore Private Public Sector Partnership (PPP) model for major projects e.g. Dandenong Community Hub (DCH)/Multicultural Hub.	This project has not been explored further due to the delay of the DCH.	<span style="color: magenta;">●</span>
1.4 Explore Strategic Asset Sales.	Given the strategic nature of this issue asset sales will form part of Council's future planning discussions. A report to commence a strategic asset sale of a carpark was presented in March 2024 but Council requested further sites be explored. The MAV/City of Greater Dandenong Housing Project, funded by a \$500K Federal Government Grant is expected to identify some of the potential sites for use on Housing Projects.	<span style="color: blue;">●</span>
1.5 Develop a Model of Service Review/Improvement.	A Service Planning Framework was developed and endorsed by Council in September. Development of service plans is underway. The Service Plans, along with the Asset Plan and Council Plan, will be finalised in June 2025. Once endorsed, service reviews will be conducted every four years.	<span style="color: blue;">●</span>




# Reshaping Greater Dandenong

Action	Comment	Progress
<b>CUSTOMER EXPERIENCE - Improve customer experience across all touchpoints</b>		
2.1 Undertake a Review of Customer Experience to identify current situation and assess multicultural effectiveness,	To support the review of the current state of Customer Experience (CX) and assess multicultural effectiveness, MacInnes Marketing was engaged to conduct three sample Customer Journey Mapping exercises. These activities aimed to identify pain points, opportunities for improvement, and insights into the customer experience across key service areas. Findings from these Customer Journey Mapping exercises will complement existing CX initiatives.	
2.2 Implement a Customer Experience Action Plan: <ul style="list-style-type: none"> <li>digital technology</li> <li>KPI's - feedback system</li> </ul>	Staff were encouraged to actively promote the Social Pinpoint platform in Q2 to gather valuable customer feedback. Despite these efforts, only eight responses were received during the quarter. While this represents some engagement, it highlights the need for continued emphasis on encouraging customer participation. Further work will be undertaken to explore the implementation of post-call survey options to complement Social Pinpoint, providing customers with more convenient and immediate avenues to share their experiences. These steps aim to improve response rates and ensure customer feedback continues to inform service improvements.	
<b>PEOPLE AND CULTURE - Ensure we have the right number of the right people and right ability in the right roles</b>		
3.1 Recruitment of Director Community Strengthening	Achieved - Peta Gillies commenced in April 2023.	
3.2 Create and roll out an updated employee value proposition	A draft EVP has been developed following consultation with the people leaders.	
3.3 Develop and implement a People Plan for the organisation	Not commenced due to the departure of key resources for this deliverable.	






# Reshaping Greater Dandenong

Action	Comment	Progress
<b>PEOPLE AND CULTURE – Ensure we have the right number of the right people and right ability in the right roles</b>		
3.4 Review organisational structure and workforce plan with focus on staff shortages and skills	A number of organisational reviews have been completed with a focus on efficiency and effectiveness. A revised workforce plan is targeted for delivery by the end of calendar year 2025.	
3.5 Refresh the Workplace Culture Development Strategy	Not yet commenced due to departure of key personnel for this project.	
3.6 Create a Workplace Diversity Strategy	This action has been delayed due to the recent departure of key personnel in this team.	





# Reshaping Greater Dandenong

Action	Comment	Progress
<b>COMMUNICATION, ENGAGEMENT AND ADVOCACY – National leader in communication and engagement with diverse communities</b>		
4.1 Develop a Community Engagement Resourcing Plan, incorporating benchmarking of other LGA's	Benchmarking has been undertaken regarding staff resourcing of Community Engagement positions across 25 other Local Governments. Additional resources have been requested to assist with this item.	
4.2 Investigate translation software, use of and strategies to enhance translation services	The pilot of translation software to be embedded in the IVR system was completed. Proposed expenditure for services is subject to review within the budget process.	
4.3 Explore options for the community newsletter in line with enhanced community engagement/ communication	A brand refresh is underway.	

# Reshaping Greater Dandenong

Action	Comment	Progress
<b>SYSTEMS AND PROCESSES – Fit for purpose processes, systems and technology in place for our objectives to be enabled</b>		
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	A report will be provided to Council in February.	
5.3 Progress our target to be a paper less organisation by 2026	Council continues to review its paper consumption and has made improvements across the organisation with the introduction of online meeting minutes and agendas, increased use of digital platforms for community engagement and the transfer of many forms to online formats.	
5.4 Launch customer portal/dashboard	The customer portal/dashboard was introduced as an initiative to enhance our customer engagement and experience. While it has been available for some time, the adoption rate among the community has not met expectations. Council is actively working on refining the portal's features to better serve our community needs.	
5.5 Investigate new models for a Councillor intranet	The Governance, Legal and Risk department is working with the Communications and Customer Experience and IT teams to improve the experience provided to Councillors via the MACCS system. This work has commenced and will continue over the 2025 period.	

# Reshaping Greater Dandenong

Action	Comment	Progress
5.6 Assess our current digital capability and invest in contemporary technology and digital systems to facilitate identified opportunities for system and process improvements.	All systems are being reviewed with the view of producing a roadmap for the next 3–4 years. In addition, the portal utilisation is also being reviewed as part of the system integration and single view of the customer future implementation.	
<b>STRATEGY AND FUTURE PLANNING</b>		
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 is presented quarterly to Council and the community. Further work will be undertaken regarding specific KPI's 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 development of new documents and further work will be undertaken this year.	

# Part B:

## Financial Report



# Financial Report

1 July 2024 to  
31 December 2024

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## Key financial highlights

Period ending 31 December 2024

	31 Dec 2024 Year-to-Date					Full Year				
	Actual	Amended	Variance	Var.	Status	Original	Amended	Variance	Var.	Status
	\$'000	Budget \$'000	\$'000	%	Var.	Budget \$'000	Budget \$'000	\$'000	%	Var.
Operating Income	138,156	134,921	3,235	2%	✓	268,746	277,665	8,919	3%	✓
Operating Expenses	113,913	115,359	1,446	1%	✓	233,934	242,618	(8,684)	(4%)	—
<b>Operating Surplus</b>	<b>24,243</b>	<b>19,562</b>	<b>4,681</b>	<b>24%</b>	<b>✓</b>	<b>34,812</b>	<b>35,047</b>	<b>235</b>	<b>1%</b>	<b>✓</b>

Add (less) cash items / non cash items in operating result

Capital Expenditure	(20,949)	(19,684)	(1,265)	(6%)	—	(93,474)	(122,499)	(29,025)	(31%)	×
Non-Cash Operating Items	21,264	17,735	3,529	20%	×	28,143	28,143	-	0%	
Loan Repayments	(1,883)	(1,883)	-	0%		(3,961)	(3,961)	-	0%	
Loan Proceeds	-	-	-	0%		21,920	21,920	-	0%	
Lease Repayments	(354)	(354)	-	0%	✓	(710)	(710)	-	0%	
Net transfers from (to) reserves	3,299	(2,476)	5,775	233%	✓	13,270	16,835	3,565	27%	✓
<b>Current Year Cash Surplus</b>	<b>25,620</b>	<b>12,900</b>	<b>12,720</b>	<b>99%</b>	<b>✓</b>	<b>-</b>	<b>(25,225)</b>	<b>(25,225)</b>		
Accumulated Surplus b/f <sup>1</sup>						-	26,014	26,014		
<b>Accumulated Cash Surplus</b>	<b>25,620</b>	<b>12,900</b>	<b>12,720</b>	<b>99%</b>	<b>✓</b>	<b>-</b>	<b>789</b>	<b>789</b>		

<b>Cash/Investment Holdings <sup>2</sup></b>	<b>225,670</b>	<i>Not applicable</i>				152,429	162,621	10,192	7%	✓
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Status legend:



Above budgeted revenue or under budgeted expenditure



Below budgeted revenue or over budgeted expenditure by less than 10%



Below budgeted revenue or over budgeted expenditure by 10% or greater

### Notes

1. The Accumulated Surplus brought forward (b/f) represents funds committed to finance capital and operating carry overs from 2023-24.
2. Total cash/investments at 31 December 2024 includes cash on hand and financial assets (term deposits invested for a period greater than 90 days) and have been allocated for specific future purposes by Council. The dissemination of Council's restricted and operating cash is provided in the table in section D4 and the graph "Restricted and Unrestricted Cash" in Appendix 2 Investment Analysis of this report. This presentation differs from the cash flow statement, where financial assets are excluded in accordance with accounting standards, to provide a more complete view of liquidity for comparative and user purposes.

### Budget information

The Original Budget information contained in the report is the budget approved by Council on 24 June 2024. The year-to-date budget in this report reflects the Amended Budget as adopted by Council on 23 September 2024. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2023-24. A Mid-Year Budget review process has recently been completed and is due to be presented at a meeting of Council on the 28 January 2025.

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## Executive Summary

### Operating Result

For the six months ended 31 December 2024, Council achieved a surplus operating result of \$24.24 million which is \$4.68 million better than the year-to-date budget. The main factors contributing to this result comprise favourable variances in:

- **Income** (\$3.23 million favourable) - Higher than anticipated supplementary rates (\$1.1 million), operating grants (\$474,000), contributions - monetary (\$411,000), and interest returns on investments (\$212,000).
- **Operating expenditure** (\$1.45 million favourable) – Mainly due to lower employee costs (\$3.29 million) and lower than anticipated materials and services (\$1.69 million) to date.

Partly offset by:

- Prior year capital expenditure unable to be capitalised (\$2.23 million unfavourable) and asset write offs (1.24 million unfavourable). This is an accounting entry that does not impact on Council's cash position. It is not included in the budget as it is difficult to predict.

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

### Capital Result

Year-to-date capital expenditure is \$20.95 million which is \$1.26 million unfavourable compared to the year-to-date budget, representing 17% of the full year Amended Budget. There are also \$15 million in commitments (open purchase orders) as at 31 December.

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

### Cash Position

Cash and investments total \$225.67 million at 31 December 2024, comprising \$14.79 million of cash and cash equivalents and \$210.88 million of 'financial assets' (term deposits invested for a period of greater than 90 days). Closing cash and investments include cash on hand, cash equivalents, and financial assets (such as term deposits) that are readily convertible to cash and used to support the organisation's operations. This presentation differs from the cash flow statement, where financial assets are excluded in accordance with accounting standards, to provide a more complete view of liquidity for comparative and user purposes."

The working capital ratio result remains sound at 1.78.

# Income Statement

For the period 1 July 2024 - 31 December 2024

	Note	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>	<b>B1</b>					
Rates and charges		90,529	89,416	1,113	176,177	176,177
Statutory fees and fines		5,816	5,530	286	10,972	10,972
User fees		5,236	5,449	(213)	9,812	9,812
Grants - operating		25,226	24,752	474	35,937	35,216
Grants - capital		555	629	(74)	14,462	8,625
Contributions - monetary		1,751	1,340	411	9,123	7,676
Contributions - non-monetary		-	-	-	7,500	7,500
Net gain (loss) on disposal of property, infrastructure, plant and equipment		1,016	496	520	833	833
Other income		8,027	7,309	718	12,849	11,935
<b>Total income</b>		<b>138,156</b>	<b>134,921</b>	<b>3,235</b>	<b>277,665</b>	<b>268,746</b>
<b>Expenses</b>	<b>B2</b>					
Employee costs		47,158	50,445	3,287	105,062	99,649
Materials and services		40,937	42,630	1,693	90,966	88,357
Prior year capital expenditure unable to be capitalised (non-cash)		2,286	-	(2,286)	-	-
Bad and doubtful debts		729	732	3	2,026	2,026
Depreciation		17,436	17,436	-	34,885	34,885
Amortisation - right of use assets		299	299	-	598	598
Borrowing costs		1,316	1,316	-	3,184	3,184
Finance costs - leases		-	-	-	55	55
Asset write offs		1,238	-	(1,238)	-	-
Other expenses		2,514	2,501	(13)	5,842	5,180
<b>Total expenses</b>		<b>113,913</b>	<b>115,359</b>	<b>1,446</b>	<b>242,618</b>	<b>233,934</b>
<b>Net surplus (deficit)</b>		<b>24,243</b>	<b>19,562</b>	<b>4,681</b>	<b>35,047</b>	<b>34,812</b>

## 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 December 2024

		2024-25 ACTUAL 31 Dec 2024 \$'000	2023-24 ACTUAL 30 Jun 2024 \$'000	2024-25 AMENDED BUDGET \$'000	2024-25 ORIGINAL BUDGET \$'000
	Note				
<b>ASSETS</b>					
<b>Current assets</b>	<b>C1</b>				
Cash and cash equivalents		14,793	21,577	20,621	50,429
Financial assets		210,877	172,820	142,000	102,000
Trade and other receivables *		100,804	30,254	30,938	32,208
Other assets		1,209	6,577	6,003	8,104
<b>Total current assets</b>		<b>327,683</b>	<b>231,228</b>	<b>199,562</b>	<b>192,741</b>
<b>Non-current assets</b>	<b>C2</b>				
Property, infrastructure, plant and equipment		2,644,172	2,644,188	2,739,142	2,629,770
Investment property		6,690	6,690	6,690	6,575
Right-of-use assets		870	1,169	1,272	1,758
Intangible assets		1	1	1	25
Trade and other receivables		266	266	266	273
<b>Total non-current assets</b>		<b>2,651,999</b>	<b>2,652,314</b>	<b>2,747,371</b>	<b>2,638,401</b>
<b>Total assets</b>		<b>2,979,682</b>	<b>2,883,542</b>	<b>2,946,933</b>	<b>2,831,142</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>	<b>C3</b>				
Trade and other payables		5,685	25,837	36,076	32,911
Prepaid rates *		86,746	-	-	-
Trust funds and deposits **		12,582	4,254	4,304	6,359
Unearned income		56,317	56,518	56,368	58,616
Provisions		20,801	20,847	21,169	21,998
Interest-bearing liabilities		1,951	3,834	4,802	4,802
Lease liabilities		353	594	589	541
<b>Total current liabilities</b>		<b>184,435</b>	<b>111,884</b>	<b>123,308</b>	<b>125,227</b>
<b>Non-current liabilities</b>	<b>C4</b>				
Provisions		1,355	1,475	1,351	1,187
Trust funds and deposits		2,477	2,898	2,956	2,181
Interest-bearing liabilities		43,348	43,348	60,339	60,339
Lease liabilities		529	642	637	1,025
<b>Total non-current liabilities</b>		<b>47,709</b>	<b>48,363</b>	<b>65,283</b>	<b>64,732</b>
<b>Total liabilities</b>		<b>232,144</b>	<b>160,247</b>	<b>188,591</b>	<b>189,959</b>
<b>NET ASSETS</b>	<b>C5</b>	<b>2,747,538</b>	<b>2,723,295</b>	<b>2,758,342</b>	<b>2,641,183</b>
<b>EQUITY</b>					
Accumulated surplus		1,001,065	973,523	1,025,405	1,040,353
Asset revaluation reserve		1,655,211	1,655,211	1,655,211	1,530,252
Reserves		91,262	94,561	77,726	70,578
<b>TOTAL EQUITY</b>		<b>2,747,538</b>	<b>2,723,295</b>	<b>2,758,342</b>	<b>2,641,183</b>

## NOTES TO THE STATEMENTS

### Balance Sheet *(previous page)*

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

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

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

### Cash Flow Statement *(next page)*

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

The dissemination of Council's restricted and operating cash is provided in the table in section D4 and the graph "*Restricted and Unrestricted Cash*" in **Appendix 2 Investment Analysis** of this report.

Cash inflows and outflows are inclusive of GST where applicable.

## Cash Flow Statement

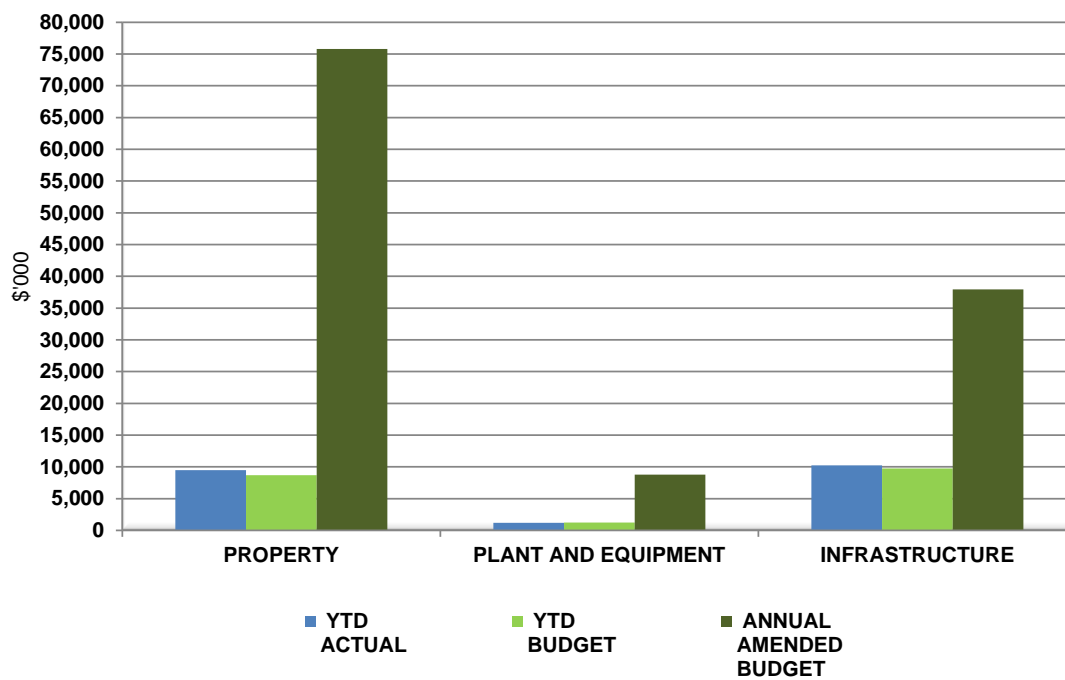
		2024-25 ACTUAL as at 31 Dec 2024 Inflows/ (Outflows) \$'000	2024-25 ANNUAL AMENDED BUDGET Inflows/ (Outflows) \$'000	2024-25 ANNUAL ORIGINAL BUDGET Inflows/ (Outflows) \$'000
	Notes			
<b>Cash flows from operating activities</b>				
Rates and charges		107,313	175,753	175,641
Statutory fees and fines		4,044	8,759	8,574
User fees		5,213	10,799	10,721
Grants - operating		27,580	37,224	37,231
Grants - capital		3,105	14,660	8,625
Contributions - monetary		1,752	9,973	7,676
Interest received		3,962	6,800	6,800
Trust funds and deposits taken		22,481	32,108	29,450
Other receipts		3,422	6,917	5,748
Net GST refund		6,426	18,030	14,963
Employee costs		(50,410)	(104,635)	(98,751)
Materials and services		(56,440)	(102,012)	(103,077)
Short-term, low value and variable lease payments		(415)	(683)	(683)
Trust funds and deposits repaid		(14,480)	(32,000)	(29,181)
Other payments		(2,340)	(5,972)	(5,070)
<b>Net cash provided by operating activities</b>	<b>D1</b>	<b>61,213</b>	<b>75,721</b>	<b>68,667</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment		(27,513)	(122,499)	(93,474)
Proceeds/(payments) of investments		(36,953)	30,820	-
Proceeds from sale of property, infrastructure, plant and equipment		31	993	993
<b>Net cash used in investing activities</b>	<b>D2</b>	<b>(64,435)</b>	<b>(90,686)</b>	<b>(92,481)</b>
<b>Cash flows from financing activities</b>				
Finance costs		(1,321)	(3,184)	(3,184)
Proceeds from borrowings		-	21,920	21,920
Repayment of borrowings		(1,883)	(3,961)	(3,961)
Interest paid - lease liability		(3)	(55)	(55)
Repayment of lease liabilities		(354)	(710)	(710)
<b>Net cash used in financing activities</b>	<b>D3</b>	<b>(3,561)</b>	<b>14,010</b>	<b>14,010</b>
Net increase (decrease) in cash and cash equivalents		(6,783)	(956)	(9,804)
Cash and cash equivalents at the beginning of the year		21,577	21,577	60,233
<b>Cash and cash equivalents at the end of the period</b>		<b>14,794</b>	<b>20,621</b>	<b>50,429</b>
<b>Represented by:</b>				
Operating cash		(156,839)	(130,965)	(94,465)
Restricted cash	<b>D4</b>	171,633	151,586	144,894
<b>Total</b>		<b>14,794</b>	<b>20,621</b>	<b>50,429</b>

## Capital Expenditure Statement

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

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	COMMIT \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
PROPERTY	9,496	8,706	(790)	4,617	75,785	58,845
PLANT AND EQUIPMENT	1,200	1,245	45	1,157	8,760	7,471
INFRASTRUCTURE	10,253	9,733	(520)	9,224	37,954	27,158
<b>TOTAL EXPENDITURE</b>	<b>20,949</b>	<b>19,684</b>	<b>(1,265)</b>	<b>14,998</b>	<b>122,499</b>	<b>93,474</b>

**Capital Expenditure by Asset Group  
1 July 2024 to 31 December 2024**



## Management Accounting Result

For the period 1 July 2024 - 31 December 2024

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

The following table provides a management accounting summary of the financial performance for the period 1 July 2024 to 31 December 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	AMENDED BUDGET	VARIANCE Fav(unfav)	AMENDED BUDGET	ORIGINAL BUDGET	VARIANCE Fav(unfav)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income Statement</b>						
Income	138,156	134,921	3,235	277,665	268,746	8,919
Expenditure	113,913	115,359	1,446	242,618	233,934	(8,684)
<b>Net surplus - ongoing operations</b>	<b>24,243</b>	<b>19,562</b>	<b>4,681</b>	<b>35,047</b>	<b>34,812</b>	<b>235</b>
<b>Management Accounting reconciliation</b>						
<i>Add (less) non cash items included in op result</i>						
Depreciation	17,436	17,436	-	34,885	34,885	-
Amortisation - right of use assets	299	299	-	598	598	-
Contributions non-monetary assets	-	-	-	(7,500)	(7,500)	-
Written down value of assets sold/disposed	5	-	5	160	160	-
<b>Sub total</b>	<b>21,264</b>	<b>17,735</b>	<b>3,529</b>	<b>28,143</b>	<b>28,143</b>	<b>-</b>
<b>Net operating surplus</b>	<b>45,507</b>	<b>37,297</b>	<b>8,210</b>	<b>63,190</b>	<b>62,955</b>	<b>235</b>
<i>Add (less) cash items not included in op result</i>						
Capital expenditure	(20,949)	(19,684)	(1,265)	(122,499)	(93,474)	(29,025)
Net transfers from (to) reserves	3,299	(2,476)	5,775	16,835	13,270	3,565
Repayment of borrowings	(1,883)	(1,883)	-	(3,961)	(3,961)	-
Proceeds from borrowings	-	-	-	21,920	21,920	-
Repayment of lease liabilities	(354)	(354)	-	(710)	(710)	-
<b>Sub total</b>	<b>(19,887)</b>	<b>(24,397)</b>	<b>4,510</b>	<b>(88,415)</b>	<b>(62,955)</b>	<b>(25,460)</b>
<b>Cash surplus (deficit)</b>	<b>25,620</b>	<b>12,900</b>	<b>12,720</b>	<b>(25,225)</b>	<b>-</b>	<b>(25,225)</b>
Accumulated surplus brought forward	-	-	-	26,014	-	26,014
<b>Surplus position</b>	<b>25,620</b>	<b>12,900</b>	<b>12,720</b>	<b>789</b>	<b>-</b>	<b>789</b>

The management accounting result (after removing non-cash items) on 31 December 2024 shows a favourable variance between budget and actual of \$12.72 million. The variance is due mainly to a favourable surplus from ongoing operations (\$8.21 million) caused by lower than anticipated operating expenditure and higher income and net transfers to reserves (\$5.77 million), partly offset by the unfavourable variance in capital expenditure of \$1.26 million.

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## Notes to the Financial Statements

### A. Accounting Policy Notes

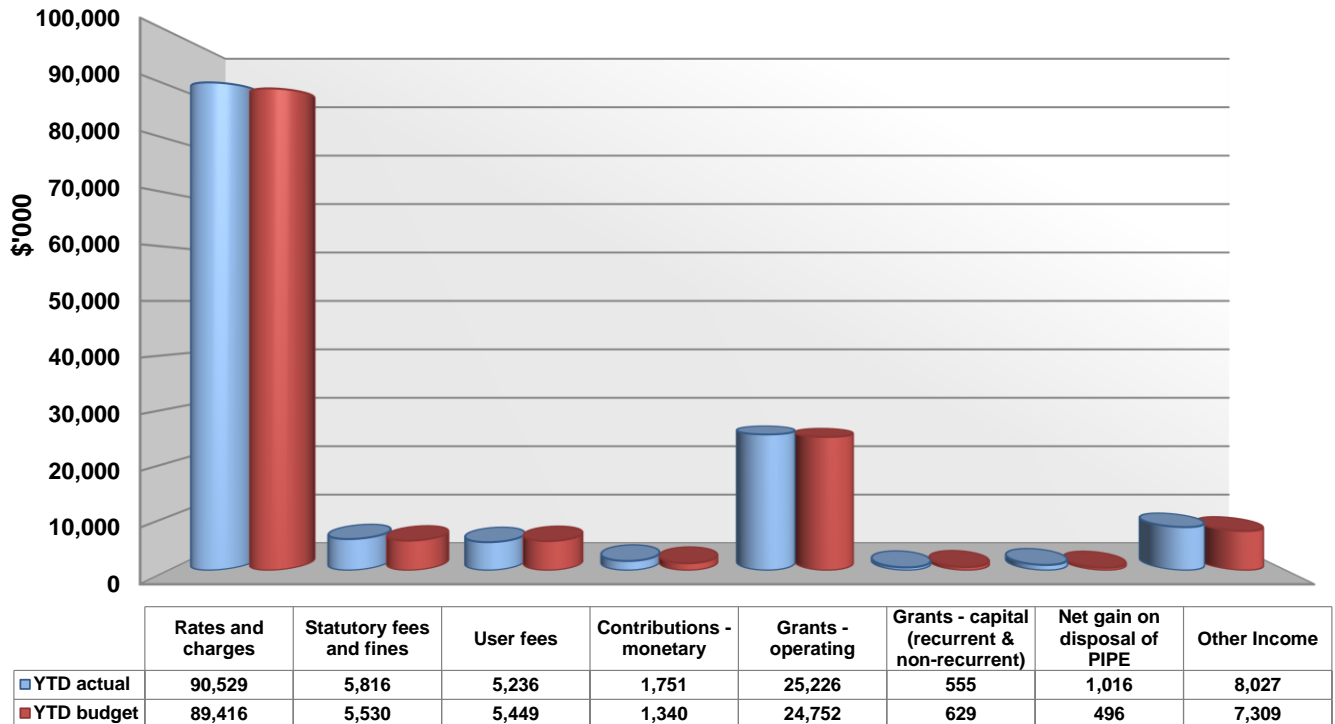
The financial report is prepared on the principles of accrual accounting. Accrual accounting recognises income when earned and expenditure when incurred, regardless of whether cash settlement has taken place. The basis of recognition of major income and expenditure in these statements are defined below.

1. **Rate revenue:** Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in quarterly instalments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July.
2. **Grants revenue:** Council receives two types of grants, namely a General Purpose Grant (Financial Assistance Grant funding from the Victoria Local Government Grants Commission) which is not tied to any programs and Special Purpose Grants for various programs. In accordance with Accounting Standards, AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income of Not-For-Profit Entities', grant income is generally recognised in the Income Statement to the extent of satisfied performance obligations. Alternatively, grant funding which does not have sufficiently specific performance obligations is recognised as income when the cash is received. Any grant income relating to unsatisfied performance obligations are recognised as unearned income in the Balance Sheet at balance date. Grants comprise of operating and capital (recurrent and non-recurrent in nature).
3. **Fees and charges:** Most fees and charges are recognised when cash is received. Generally, where Council raises a debtor's invoice, income is recognised at the point of the invoice and not when cash is received. Car parking permit income relating to a future period at balance date are recognised as unearned income in the Balance Sheet.
4. **Contributions - cash:** Cash contributions are essentially from developers towards open space works. These monies are treated as income when received. Council is obligated to spend these monies for the purpose for which they are given by the developers. Council also receives external contributions for other capital projects. Cash contributions received are held in reserves and treated as "restricted cash" until they are spent (see **note 9** below).
5. **Employee costs:** Salaries expenditure is based on fortnightly salaries paid and accruals for salary on-costs such as leave entitlements, superannuation and Workcover.
6. **Capital expenditure:** The two broad areas of capital are the capital improvement program (CIP) (which includes infrastructure and major projects) and 'other' which includes fleet, computers, plant and furniture. Expenditure is recognised as capital if it is significant in value and results in assets which have a useful life in excess of at least one year.
7. **Budget information:** The Original Budget information contained in the report is the budget approved by Council on 24 June 2024. The year-to-date budget in this report reflects the Amended Budget as adopted by Council on 23 September 2024. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2023-24. In accordance with Section 97(3) of the *Local Government Act 2020* the Chief Executive Officer is of the view that a Revised Budget is not required for the financial reporting period 31 December 2024. 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 2024 - 31 December 2024



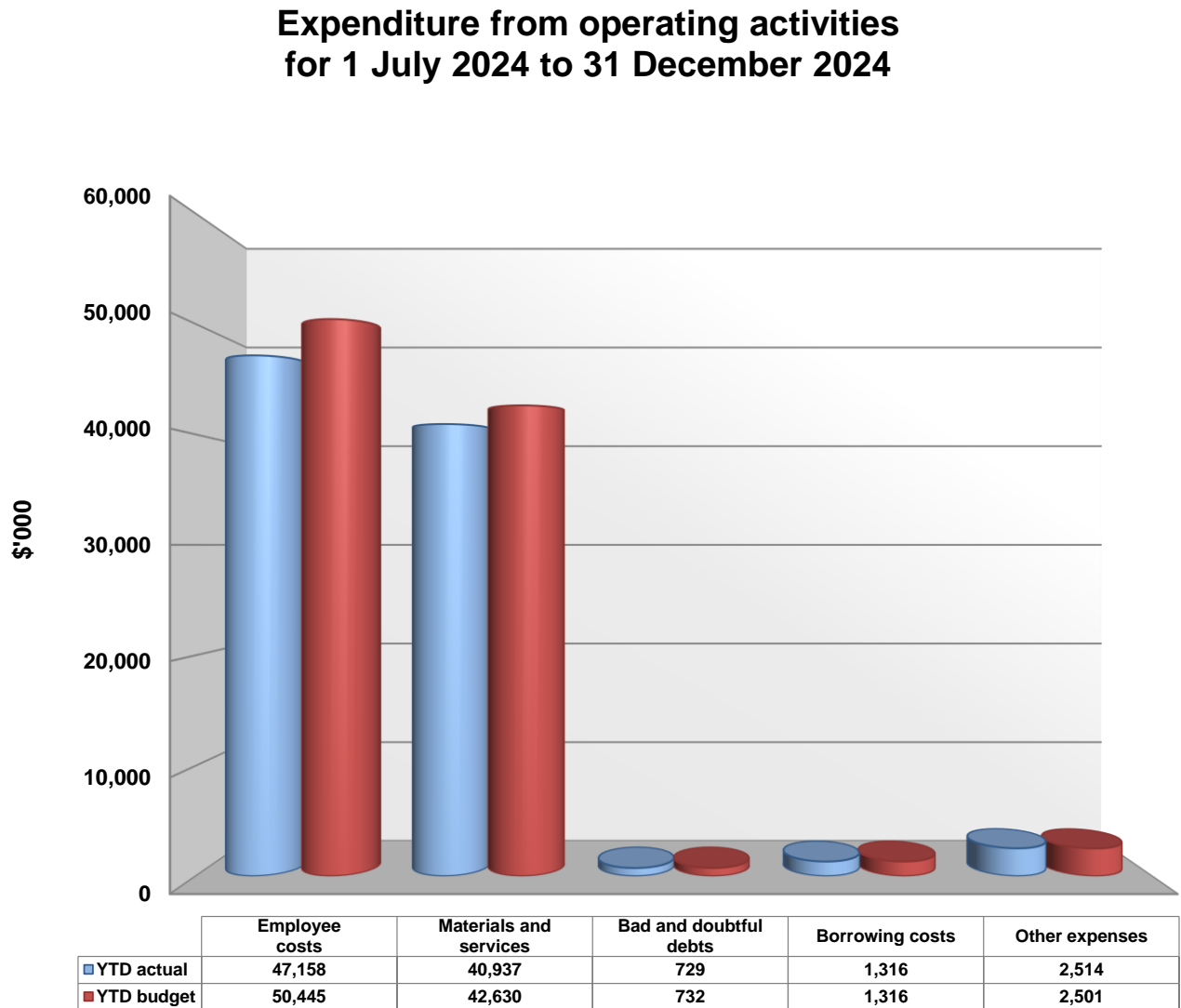
Operating income for the quarter ended 31 December 2024 is \$4.68 million favourable against budget. This is primarily due to the following:

- **Rates and charges (\$1.1 million favourable)** - Mainly due to higher than anticipated supplementary rates, which will be adjusted at Mid-Year Review and transferred to reserves (Non-Directorate \$1.1 million).
- **Other income (\$718,000 favourable)** - Better than anticipated interest returns on investments due to sustained high interest rates combined with greater cash and investment funds because of capital expenditure delays in the prior year (non-directorate \$212,000) combined with higher income from legal cost rebate (City Futures \$379,000). These items will be assessed, and any permanent variances will be reflected in the Mid-Year Budget review.
- **Net gain on disposal of property (\$520,000 favourable)** – Asset sale due to land subdivision court Noble Park (Corporate Development Directorate \$901,000), partially offset by lower than anticipated sale of vehicles to date in Fleet Management (City Futures \$374,000 unfavourable), this will be adjusted in the Mid-Year Budget.

- **Grants- operating (\$474,000 favourable)** – Mainly due to the expanded Family Day Care program and several new grants which will be offset by associated expenditure (Community Strengthening \$236,000) and unbudgeted grant funding received for the Cladding Rectification Program and E-Waste education (City Futures \$202,000) The Cladding Rectification funding and associated expenditure will be included in Mid-Year Budget.
- **Contributions – monetary (\$411,000)** - Better than anticipated income from developer and public open space contributions (City Futures \$,318000) and contributions received for the Mayoral Task Force associated with Status Resolution Support Services program (CEO \$68,000). These contributions will be offset by associated expenditure and adjusted in the Mid-Year Budget.

## B2. Operating Expenditure

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



Operating expenditure for the quarter ended 31 December 2024 is favourable by \$1.45 million against budget. The major variances are in materials and services and employee costs.

- **Materials and services (\$1.75 million favourable)** – The major items contributing to this favourable variance are:
  - City Futures (\$1.57 million) due mainly to lower than anticipated maintenance costs (Parks Services \$393,000 and Building Maintenance \$651,000), recycling and waste contract costs (Waste Management \$536,000). Partly offsetting these favourable variances are higher legal costs in relation to Sandown (Strategic Design and Sustainability Planning \$415,000) and a continuing legal matter (Health \$127,000). Both these items being adjusted in the Mid-Year Budget

- **Employee costs (\$3.28 million)** - as depicted in the following table 33% (\$1.08 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).

Directorate	2024-25 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	Potential Underspend/ (overspend) 2024-25 \$
CEO Services	197,843	-	-	197,843
City Futures	729,470	95,128	93,069	541,273
Community Strengthening	2,139,241	991,870	450,652	696,719
Corporate Development	223,233	-	-	223,233
Non-Directorate	(3,081)	-	-	(3,081)
<b>Total Council</b>	<b>3,286,707</b>	<b>1,086,997</b>	<b>543,721</b>	<b>1,655,989</b>

A further \$544,000 represents favourable salary variances that are wholly offset by lower income:

- Community Care (\$451,000): Lower grant funding due to capacity to achieve target set. This is due to ongoing resourcing challenges including the inability to recruit staff due to uncertainty caused by the Aged Care Reforms combined with an ageing workforce on limited duties or Workcover.
- Statutory Planning (\$93,000): Lower income due to reduced development activity.

The remaining \$1.65 million represents a potential underspend in salary costs due to a delay in recruitment of vacant positions combined with challenges in sourcing permanent skilled staff mainly in the following areas:

- Community Strengthening (\$697,000) – mainly in Maternal and Child Health (\$372,000), Family Day Care (\$173,000), Children's Support Services (\$132,000), Library & Info Services (\$87,000), Youth and Family Support (\$80,000) and Civic Facilities (\$66,000). These favourable variances are partly offset by higher than anticipated casual salaries in the Drum Theatre (\$1922,000).
- City Futures (\$541,000) - in Statutory Planning (\$198,000), Parks Services (\$136,000), Roads and Drains (\$115,000) and Strategic Transport (\$123,000).
- Corporate Development (\$223,000) - in Financial and Procurement Services (\$219,000), and Communications & Customer Experience (\$67,000). These favourable variances are partly offset by People and Change.

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## C. Balance Sheet

Council's net assets are valued at \$2.75 billion as at 31 December 2024.

### C1. Current assets

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

**Cash and cash equivalents (\$14.79 million)** – Represent the net amount held by Council in cash or term deposits with a term of less than 90 days.

\$171.63 million of cash and investment funds are 'restricted' for various purposes. The increase in operating funds at 31 December 2024 is due to the classification of \$210.88 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 \$225.67 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 (\$210.88 million)** – Increase in financial assets from 30 June 2024 is due to the make-up of Council's cash and investments holdings at 31 December 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 (\$100.80 million)** – This balance includes:

- Rate debtors \$83.16 million
- Infringement debtors of \$10.04 million (net of provision for doubtful debts).
- General debtors \$6.16 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 (\$1.21 million)** – This balance includes:

- Accrued income \$2.00 million – income earned but cash not yet received as at 31 December 2024.
- Prepayments \$64,000 - expenses prepaid at 31 December 2024.
- Other deposits \$567,000 – 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 \$234,000 deposit paid to South East Water for 5 Mason Street, Dandenong works.

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## C2. Non-current assets

**Property, infrastructure, plant and equipment (\$2.64 billion)** – Includes Council roads, drains, buildings, plant and other fixed assets. These values are reflected after recognising the depreciation allowed against each asset.

**Investment property (\$6.69 million)** is separately classified from 'Property, infrastructure, plant and equipment' in accordance with Australian Accounting Standards. Any adjustment to the fair value of these assets on an annual basis is recorded in the Comprehensive Income Statement and these assets are not depreciated.

**Right-of-use assets (\$870,000)** – Represents leased (right-of-use) assets and includes property, fleet, IT and office equipment that has been leased under ordinary lease arrangements.

**Intangible assets (\$1,000)** – Represents computer software assets. These values are reflected after recognising the associated amortisation expense.

**Trade and other receivables (\$266,000)** – \$191,922 for Council's share of funds held in trust by Whitehorse City Council relating to the former Narre Warren landfill site and a \$73,320 refundable bond with Western Health (originally related to Community Chef) which is expected to be returned upon completion of the contract.

## C3. Current liabilities

*Debts due to be repaid within 12 months.*

**Trade and other payables (\$5.69 million)** – This balance includes trade creditors arising from operations and capital works.

**Trust funds and deposits (\$12.82 million)** – Trust funds and deposits includes other refundable monies in respect of:

- Other deposits (\$2.18 million).
- Landscape deposits (\$943,000).
- Fire services property levy funds collected by Council on behalf of the State Government, but not yet paid on to the State Revenue Office (\$8.91 million). These monies are remitted to the State Revenue Office in accordance with legislative timeframes (28 days after each quarterly rate instalment date).
- Road deposits (\$429,000).
- Open space contributions (\$118,000).

**Unearned income (\$56.32 million)** – Represents income not yet earned based on specific performance obligations that were not complete at 31 December 2024 in respect of:

- Developer Contribution Plan liabilities (DCP) – (\$44.26 million).
- Operating grants (\$10.11 million).
- Capital grants (\$1.58 million).
- Other (\$367,000).

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**Provisions (\$20.80 million)** – This balance represents the provision for employee entitlements and landfill restoration works.

- Employee entitlements:
  - Long service leave entitlements - \$11.74 million.
  - Annual leave entitlements and Rostered days off - \$8.83 million.
- Landfill provision - \$229,000 - provision for the restoration and aftercare management of the former Spring Valley landfill site (closed). The former closed landfill is owned by the Council and is used as recreational open space. Council's share is 19.88% of the total future estimated costs.

**Interest-bearing liabilities (\$1.95 million)** – Represents the repayment of long-term borrowings expected during 2024-25.

**Lease liabilities (\$354,000)** - Represents the lease repayments in respect of the right-of-use assets that are payable during 2024-25.

## C4. Non-current liabilities

*Debts due to be repaid in future years.*

**Provisions (\$1.36 million)** – Represents the provisions estimated to be paid beyond the 2024-25 financial year and comprises of long service leave entitlements for employees (\$480,000) and landfill provision for restoration of Spring Valley landfill site (\$875,000) (Council's share is 19.88% of the total future estimated costs).

**Trust funds and deposits (\$2.47 million)** – Represents deposits that are payable beyond the 2024-25 financial year and comprises asset protection bonds of \$2.13 million, landscape deposits of \$259,000 and contractor deposits of \$84,000.

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

**Lease liabilities (\$529,000)** – Represents the amount of lease payments in respect of the right-of-use assets to be repaid beyond the next 12 months.

## C5. Net assets and equity

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

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

The discretionary reserves are:

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

The statutory reserves are:

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

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## D. Cash Flow Statement

Cash and investment holdings total \$14.79 million as at 31 December 2024, an decrease of \$6.78 million since 30 September 2024. Total cash and investment holdings are made up of operating cash (increased to \$210.88 million due to the classification of term deposits over 90 days as financial assets) and restricted cash (\$171.63 million). Please refer below for a detailed listing of Restricted Cash items, which are set aside for specific purposes.

### D1. Cash flows from operating activities – net inflow of \$61.21 million.

The major inflows are rates (\$107.31 million), trust funds and deposits taken (\$22.48 million), grants (\$27.58 million), statutory fees and fines (\$4.04 million) and user fees (\$5.21).

The major outflows are trust funds and deposits repaid (\$14.48 million), materials and services (\$56.44 million) and employee costs (\$50.41 million).

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

### D2. Cash flows from investing activities – net outflow of \$64.43 million, including:

- \$27.51 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.
- \$36.95 million relates to cash outflow for term deposits with a maturity of greater than three months.
- \$31,000 proceeds on asset sales mainly relating to the fleet replacement program.

### D3. Cash flows from financing activities – outflow of \$3.56 million.

Council incurred \$1.32 million in finance costs on its borrowings and repaid \$1.88 million of existing borrowings. In addition, Council repaid \$357,000 of its lease liabilities as at 31 December 2024.

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

Type	31-Dec-24	Notes
<b>Reserve funds</b>	<b>\$'000</b>	
Council funded Development Contribution Plans (DCP) reserve	14,089	Reserved for specific expenditure in accordance with the published DCP.
Open space – planning, development and improvements	5,258	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	45,782	Funds realised from sale of Council's property assets or surplus Council funds to invest in other properties or funding future major projects.
Keysborough South Maintenance Levy	4,303	Reserved for specific maintenance expenditure relating to this area.
Spring Valley landfill rehabilitation	4,048	Rehabilitation of the Spring Valley landfill site.
Re-vegetation reserves	187	To meet native re-vegetation requirements on Council's reserves.
Insurance fund reserve	469	To meet large and unexpected policy excesses on multiple insurance claims.
Springvale Activity Precinct Parking and Development reserve	235	To fund development in the Springvale Activity Centre.
Dandenong Activity Precinct Parking and Development reserve	2,835	To fund development in the Dandenong Activity Centre.
General reserve (Aged Care)	4,122	Funds set aside for the aged care reforms.
Future maintenance reserve	3,934	Contribution funds for future works to address level crossing removal authority defects.
<b>Total reserve funds</b>	<b>91,262</b>	
<b>Employee provisions</b>	<b>\$'000</b>	
Long service leave	12,225	Funds to meet long service leave commitments.
Annual leave and other	8,827	Funds set aside to meet annual leave and rostered days off (RDO) commitments.
<b>Employee provisions</b>	<b>21,052</b>	
<b>Trust funds and deposits</b>	<b>\$'000</b>	
Fire services property levy (FSPL) collected and due	8,907	Payable to State Revenue Office – legislative requirement.
Open space contributions	118	Pending completion of works.
Landscape deposits	943	Pending completion of works.
Road deposits	429	Pending completion of works.
Other trust funds and deposits	4,662	Refundable upon finalisation of programs.
<b>Total trust funds and deposits</b>	<b>15,059</b>	
<b>Other restricted funds</b>	<b>\$'000</b>	
DCP unearned income	44,260	Pending completion of works by developers.
<b>Other restricted funds</b>	<b>44,260</b>	
<b>Total restricted cash</b>	<b>171,633</b>	

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## E. Statement of Capital Works

Total capital expenditure as at 31 December 2024 was \$20.95 million. A further \$14.1 million was committed as at the end of December. The following **CIP Expenditure Report** contains the expenditure status of each of the approved capital projects.

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

### **Property**

- **4201 9A Blissington Street, Springvale (\$1.01 million unfavourable)** – This is a strategic property purchase acquired for open space purposes, which will be funded by a transfer from the Open Space Acquisitions reserve and included in the Mid-Year Budget review. The property settled in August 2024.
- **3752 Roads to Recover Program (\$603,000 unfavourable)** – The unfavourable variance is due to the projected not being in the amended budget. The project is included in the Mid-Year Budget.

## APPENDIX 1 - CIP Expenditure Report

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
<b>PROPERTY</b>						
<b>Buildings</b>						
1631. 2434-22/23 Art Gallery PEP Bldg	49,841	119,061	69,220	171,798	562,061	-
1869. 2587-23/24 D'nong Community Hub	21,200	31,226	10,026	1,421,376	1,731,226	-
1943. Air Fryer Crowe Pavilion	-	15,000	15,000	21,102	15,000	-
3004. Bldg Renewal Aq/Leis D'nong Oasis	-	-	-	39,715	110,000	110,000
3041. Dandenong Civic Ctr Rectification	38,640	38,640	-	-	600,000	600,000
3093. Dandenong Nth Senior Citizen	2,500	5,000	2,500	6,758	65,000	65,000
3207. Bldg Renewal Aq/Leis D'nong Stadium	69,960	69,680	(280)	116,516	490,000	490,000
3224. Ross Res Athletics Pav. Amenities	3,705	5,000	1,296	44,248	50,000	50,000
3267. Lois Twohig Gerry Sweet Pavilion	2,250	-	(2,250)	2,750	30,000	30,000
3271. Bldg Renewal Aq/Leis Gloria Pyke	-	-	-	-	32,000	32,000
3303. NP Comm Ctr Building 2	6,315	3,080	(3,235)	37,018	50,000	50,000
3324. Bldg Renewal Aq/Leis Springers	-	-	-	14,609	158,000	158,000
3455. Burden Park Masterplan Implem.	3,865	5,000	1,135	14,021	65,000	65,000
3479. Darren Reserve Kindergarten	-	-	-	-	90,000	90,000
3483. Dandenong Sth Kinder HVAC	-	-	-	26,173	40,000	40,000
3548. Keysb Sth Community Hub	6,778,947	6,779,123	176	1,103,816	21,212,975	19,736,000
3717. Springvale Reserve	-	-	-	-	552,511	-
3793. 1583-19/20 Dandenong Market Square	4,125	5,000	875	8,391	38,005	-
3820. Bldg Renewal Aq/Leis NPAC	-	-	-	-	85,000	85,000
3876. Bldg Renewal Fixt/Fitt Bathroom	228,120	226,524	(1,597)	35,271	354,000	160,000
3878. Bldg Renewal Lift	-	-	-	1,200	148,300	148,300
3879. 2457-23/24 Bldg Renewal Minor Wrks	2,281	10,000	7,719	13,096	19,000	-
3880. 2458-23/24 Bldg Renewal Roof	-	-	-	68,894	-	-
3883. Bldg Renewal Fixt/Fitt Kitch & Mech	306,464	306,000	(464)	87,613	406,000	200,000
3902. 1928-20/21 Ross Reserve Pavilion	1,388	-	(1,388)	826	-	-
3904. Bldg Renewal Theatre	9,358	10,108	750	18,115	53,000	53,000
3906. 2583-23/24 Dandenong Gallery of Art	127,902	154,896	26,995	128,869	5,209,297	-
3946. Bldg Renewal Aquat/Leis	183,903	185,740	1,837	26,301	210,740	-
3955. Chandler MCH/Kinder Windows	-	-	-	-	90,000	90,000
3974. D'nong Wellbeing Centre	351,319	354,504	3,185	135,982	38,289,646	35,000,000
4001. Dandenong Market Bazaar Bird Net	-	-	-	-	185,000	185,000
4003. Springvale Res Masterplan Implem.	-	-	-	-	90,000	90,000
4067. 2570-23/24 Lyndale Sec Coll Kitchen	131,964	132,000	36	284,472	494,877	-
4069. 2585-23/24 Pep Redevelopment	26,554	33,620	7,066	386,885	1,254,465	-
4104. Security Program	-	-	-	-	220,000	220,000
4105. 2311-22/23 Police Padck Water Main	2,935	16,000	13,065	120,503	144,100	-
4106. 2330-22/23 D'nong Civic Hot Water	-	-	-	-	93,280	-
4126. Dandenong Day Nursery Cafe Blinds	-	-	-	-	35,000	35,000
4132. 1009-18/19 Heritage Hill (Laurel)	-	-	-	-	60,000	-
4142. 1944-20/21 Dandy Mkt Carpk Bollards	1,683	5,683	4,000	-	12,000	-
4144. 1925-20/21 Dandy CvcCtrLib Ccpt Des	-	6,700	6,700	2,500	6,700	-
4148. 1688-19/20 Noble Park - Mbl Lib Srv	-	17,356	17,356	1	17,356	-
4184. Dandenong Market - Lift	435	-	(435)	1,091	175,000	-
4185. Dandenong Market - Fire Services	9,100	84,100	75,000	37,109	743,003	-
4200. Cladding Rectification Program	28,350	-	(28,350)	49,415	-	-
4202. Gas Transition Program	-	-	-	6,548	145,000	145,000
4203. Lois Twohig Curator Shed Storage	18,424	16,212	(2,212)	146,739	176,422	176,422
4219. Bldg Renewal Fixt/Fitt Paddy O'Don	1,500	-	(1,500)	-	250,000	250,000
4220. Bldg Renewal Fixt/Fitt General	72,945	71,204	(1,742)	35,640	257,000	257,000
4221. Ian Tatterson Masterplan Implem.	2,100	-	(2,100)	378	30,000	30,000
4222. NPAC Pump & Pipework	-	-	-	-	5,000	5,000
4238. Bldg Renewal Fixt/Fitt Fifth Ave	-	-	-	-	200,000	200,000
4243. Frank Street Open Spaces	-	-	-	900	-	-

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
<b>Leasehold Improvements</b>						
3941. 1767-19/20 Police Padck Grandstand	-	-	-	-	433,660	-
<b>Land</b>						
4201. 9A Blissington Street, Springvale	1,008,134	-	(1,008,134)	-	-	-
<b>Total property</b>	<b>9,496,207</b>	<b>8,706,455</b>	<b>(789,752)</b>	<b>4,616,638</b>	<b>75,784,624</b>	<b>58,845,722</b>
<b>PLANT AND EQUIPMENT</b>						
<b>Plant, machinery and equipment</b>						
1188. HACC Minor works	-	50,000	50,000	-	50,000	-
1445. Fleet Renewal Program	684,772	676,270	(8,501)	955,699	4,017,000	2,980,000
1447. 2252-22/23 Fleet New Program	73,091	-	(73,091)	-	-	-
<b>Library books</b>						
3104. Library Strategy Books & Resources	349,863	350,831	968	175,997	1,100,000	1,100,000
<b>Computers and telecommunications</b>						
3147. Parking Machines	65,651	67,545	1,895	-	600,000	600,000
3740. Drum Theatre Improvements	5,615	6,000	385	3,375	10,000	10,000
3957. Audio Visual Renewal Program	-	-	-	-	59,000	59,000
4007. 1713-19/20 Merit CRM Replacement	-	-	-	-	88,050	-
4052. LRCI3 Optical Fibre Various	-	10,028	10,028	-	10,028	-
4104. Security Program	-	-	-	-	40,000	-
4153. 1346-19/20 Hemmings Pk-Radio/Wi-Fi	-	10,434	10,434	2,102	10,434	-
4154. 2358-22/23 Var Locations Pple Count	-	31,088	31,088	-	31,088	-
4162. CCTV Renewal Program	-	-	-	-	2,097,000	2,097,000
4223. Dandenong Library Book Sorter	-	-	-	-	250,000	250,000
4224. Dandenong Civic Ctr UPS Server	-	-	-	-	149,575	149,575
<b>Fixtures, fittings and furniture</b>						
3314. Furniture Renewal Program	20,200	43,200	23,000	20,200	138,000	115,000
3959. Emergency Relief Centre Equipment	-	-	-	-	60,000	60,000
4151. Public Art Renewal Program	920	-	(920)	-	50,000	50,000
<b>Total plant and equipment</b>	<b>1,200,112</b>	<b>1,245,396</b>	<b>45,285</b>	<b>1,157,374</b>	<b>8,760,175</b>	<b>7,470,575</b>
<b>INFRASTRUCTURE</b>						
<b>Parks, open space and streetscapes</b>						
3442. 2574-23/24 NPR Noble Park Revital'n	1,530	1,530	0	-	248,688	-
3581. Dandenong Memorial Cenotaph & POF	-	-	-	-	90,000	90,000
3849. 2201-22/23 Fred Wachter Playground	-	-	-	14,236	73,788	-
3931. 2440-23/24 Guardrail Program	45,550	47,000	1,450	34,969	80,000	-
3932. Passive Open Space Renewal Program	26,846	29,723	2,877	35,491	65,000	65,000
3973. Signage Renewal Program	32,050	32,000	(50)	-	90,000	90,000
4012. Alex Wilkie Wetlands	-	50,000	50,000	-	370,000	320,000

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

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
<b>Parks, open space and streetscapes continued</b>						
4027. 1920-20/21 NPR Ian St Street Scape	3,331	23,331	20,000	6,026	62,763	-
4032. 1138-18/19 Hemmings St Precinct	-	-	-	-	130,043	-
4062. 2561-22/23 NPR Muderra Artwork	21,229	70,000	48,771	5,064	169,228	-
4066. George Andrews Field 2 Lighting	6,500	7,000	500	200,837	400,000	400,000
4124. Thomas Carroll West Oval Lighting	774	-	(774)	241,010	350,900	350,900
4134. 2465-23/24 Lighting Renewal Prg	581	-	(581)	-	-	-
4163. 2469-23/24 Ligh Renew Prog-Op Space	290,450	310,550	20,100	88,897	410,550	-
4164. 2318-22/23 Dandy CBD-LED Upgrade	409,640	409,204	(436)	-	409,204	-
4167. 1869-20/21 Ian Tatt Lsr Prk LEDStg1	131,204	129,689	(1,515)	44,047	129,689	-
4175. 2576-23/24 Springvale Revit ActPLAN	-	110,000	110,000	-	250,000	-
4191. Railway Parade Shopping Centre	-	-	-	-	99,833	-
4199. Lois Twohig Oval 1 Lighting	447	-	(447)	237,205	353,000	353,000
4207. Noble Park Reserve Carpark & Picnic	5,400	5,400	-	-	60,000	60,000
4208. Warner Reserve Masterplan Implem.	10,050	8,100	(1,950)	378	80,000	80,000
4209. Dandenong Stadium Carpark Lighting	-	-	-	-	10,000	10,000
4210. Gerard Reserve Furn. & Landscape	2,000	2,000	-	-	5,000	5,000
4211. Heyington Cres Furn. & Landscape	8,005	10,000	1,995	11,981	20,000	20,000
4212. Gatley Crt Res Furn. & Landscape	2,000	2,000	-	-	5,000	5,000
4213. View Road Furn & Landscape	4,000	4,000	-	-	5,000	5,000
4214. Thornton Reserve Open Space	22,706	23,000	294	28,685	100,000	100,000
4215. Railway Parade Pocket Park	-	-	-	73,426	80,000	80,000
4216. Greenglade Res Furn. & Landscape	-	-	-	78,343	80,000	80,000
4217. Dandenong CBD Road & Ped. Lighting	-	-	-	29,683	150,000	150,000
4218. Lois Twohig Oval 1 Soccer Fencing	197	-	(197)	154,210	150,000	150,000
4234. Rosswood Tennis Lighting	465	-	(465)	189,425	400,000	400,000
4235. Greaves Res Oval 4 Lighting	447	-	(447)	381,464	584,200	584,200
4237. Barry Powell Oval 1 Fencing	121,915	122,000	85	-	142,000	142,000
4243. Frank Street Open Spaces	31,800	-	(31,800)	5,200	-	-
<b>Recreational, leisure and community facilities</b>						
1679. Parkfield Reserve Master Plan	30,499	30,000	(499)	753,722	950,195	950,195
1859. Rowley Allan Res Masterplan Implem.	-	-	-	-	30,000	30,000
3029. Playground Improvements	23,098	20,000	(3,098)	-	20,000	20,000
3033. Edinburgh Res. Playground	3,200	3,200	-	-	5,000	5,000
3209. ARP Sporting Facilities	35,436	36,183	747	32,302	135,000	135,000
3631. Dandenong Park Masterplan Implem	5,550	4,500	(1,050)	270	50,000	50,000
3925. ARP Fencing Program	38,989	34,040	(4,949)	95,660	200,000	200,000
4031. 1499-19/20 Ross Reserve SoccerPitch	-	-	-	200,052	-	-
4120. 2475-23/24 Ross Reserve Ath Track	-	-	-	-	321,360	-
4125. Greaves Reserve Masterplan	21,800	25,000	3,200	-	40,000	40,000
4135. 2433-22/23 Arkwright Drive Wetlands	505	-	(505)	-	178,006	-
4157. 2209-22/23 Springvale Rsv - Playgrd	-	46,993	46,993	-	46,993	-
4161. 2203-22/23 Fred. Wachtr. Rsv-RecDes	3,412	4,000	588	24,858	58,360	-
4195. Barry Powell Masterplan Implem.	23,842	21,990	(1,852)	270	708,673	90,000
4205. Pencil Park Hid Grv - Playgrd	60,580	60,000	(580)	11,596	80,000	80,000
4206. ARP Goal Post Program	72,866	75,000	2,134	1,333	80,000	80,000
4221. Ian Tatterson Masterplan Implem.	7,850	10,000	2,150	-	80,000	80,000
4229. ISDP Fotheringham Res Oval Drainage	8,550	8,550	-	219,624	250,000	250,000
4230. ISDP Ian Tatterson Oval 1 Drainage	497	-	(497)	373,402	400,000	400,000
4231. ISDP Coomoora Res. East Drainage	-	-	-	146,477	100,000	100,000
4232. ISDP Dandenong Park Irrigation	7,598	7,613	15	23,071	40,000	40,000
4233. Greaves Res Fit Playgrd Rec'n Zone	9,100	7,000	(2,100)	20,604	300,000	300,000
4240. Alex Nelson Ground Scoreboard	29,641	30,000	359	51,010	85,000	85,000

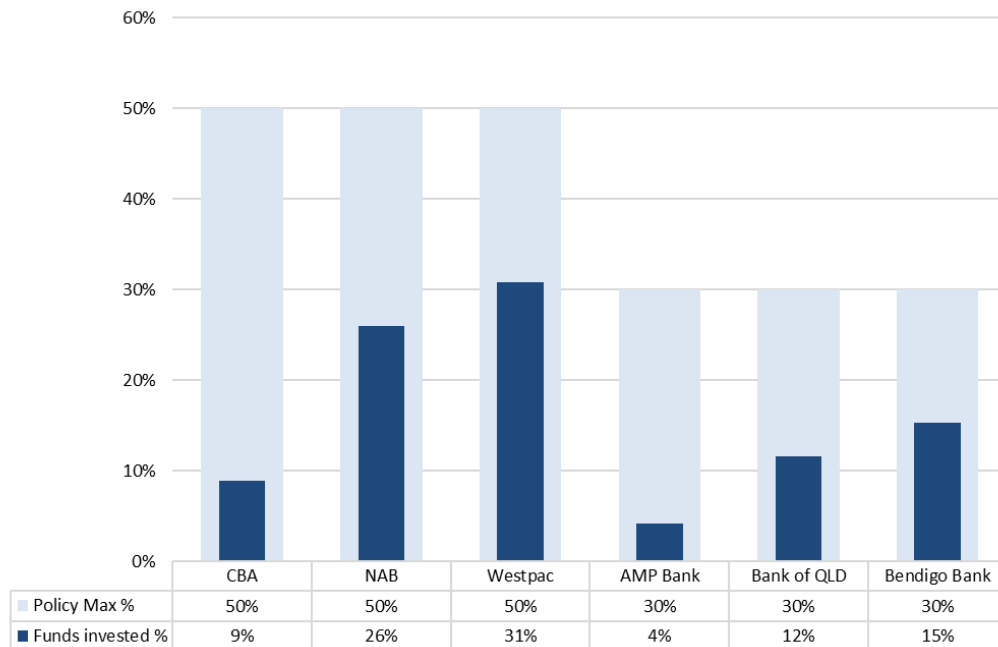
	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
<b>Roads</b>						
3231. Road Reconstruction Program	2,297,103	2,297,233	131	578,151	8,527,105	6,446,941
3373. 2441-23/24 Kerb & Channel Renewal	26,233	-	(26,233)	-	-	-
3404. Black Spot - Brady Rd, Dandenong	31,050	33,350	2,300	4,330	1,168,902	-
3418. 2582-23/24 LATM New Program	19,135	19,135	(0)	3,879	40,213	-
3752. 2445-23/24 Roads to Recovery Prg	602,731	-	(602,731)	277,971	-	-
3753. Road Resurfacing Program	1,123,671	1,124,346	675	1,978,594	4,940,716	4,940,716
3754. Road Rehabilitation Program	-	-	-	5,000	1,425,548	1,425,548
3992. DCP Perry Rd Widening Green-Pacific	2,611,696	2,612,902	1,207	1,579,684	6,745,880	4,987,410
4059. 2557-22/23 OUTLOOK DVE BLACKSPOT P	33,208	-	(33,208)	6,324	-	-
4060. 2558-22/23 RAILWAY PDE BLACKSPOT PG	303,518	304,459	941	59,035	410,945	-
4061. 2559-22/23 Browns Rd Blackspot PG	11,367	68,367	57,000	6,106	68,367	-
4064. 2563-22/23 NPR Laneway Activation P	2,258	-	(2,258)	-	-	-
4187. Black Spot Prog.- Hammond Rd Lodgis	1,450	5,000	3,550	-	86,354	-
4188. Black Spot Prog.-Athol Rd/Springval	59,240	58,399	(841)	-	311,904	-
4189. Black Spot Prog.-View Rd, S/Vale	6,940	7,000	60	4,275	247,584	-
4190. Black Spot - Woodlee St, Dandenong	83,371	85,000	1,629	2,675	174,423	-
4225. Dandenong Market Road Safety	8,349	5,000	(3,349)	13,412	175,000	175,000
<b>Bridges</b>						
4034. 2243-22/23 LRCI3 Hammond Rd Bridge	-	-	-	-	66,575	-
<b>Footpath and cycleways</b>						
1747. Barry Powell Masterplan Implem.	-	-	-	-	100,000	100,000
3174. 2581-23/24 Active Transport ATIPP	247,912	247,913	1	1,794	247,913	-
3355. Footpath Renewal Program	959,722	757,217	(202,505)	372,729	757,217	757,217
4239. Langhorne Place Decking	43,650	45,000	1,350	-	200,000	200,000
<b>Off street car parks</b>						
4003. Springvale Res Masterplan Implem.	3,670	3,670	-	34,100	50,000	50,000
4033. 1914-20/21 LRCI3 The Crescent	-	-	-	-	19,616	-
4049. 2288-22/23 LRCI3 Robert Booth-Bess	-	-	-	-	14,243	-
4186. D'nong Market - CarPark Recitificat	11,570	33,250	21,680	11,300	225,000	-
<b>Drainage</b>						
3939. 2438-22/23 Drainage Reactive Prg	6,364	-	(6,364)	-	-	-
4010. 2230-22/23 LRCI2 Callander Rd	18,287	25,000	6,713	-	299,791	-
4156. 1798-20/21 Victoria Avenue New GPT	18,515	18,515	-	357,747	238,627	-
4226. Drainage Renewal Works Program	75,675	76,000	325	46,185	1,000,000	1,000,000
4227. Drainage Reactive Works Program	84,205	84,627	422	65,464	600,000	600,000
<b>Total infrastructure</b>	<b>10,253,020</b>	<b>9,731,980</b>	<b>(521,040)</b>	<b>9,223,582</b>	<b>37,954,396</b>	<b>27,158,127</b>
<b>GRAND TOTAL</b>	<b>20,949,339</b>	<b>19,683,832</b>	<b>(1,265,507)</b>	<b>14,997,593</b>	<b>122,499,195</b>	<b>93,474,424</b>

## CIP Glossary

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

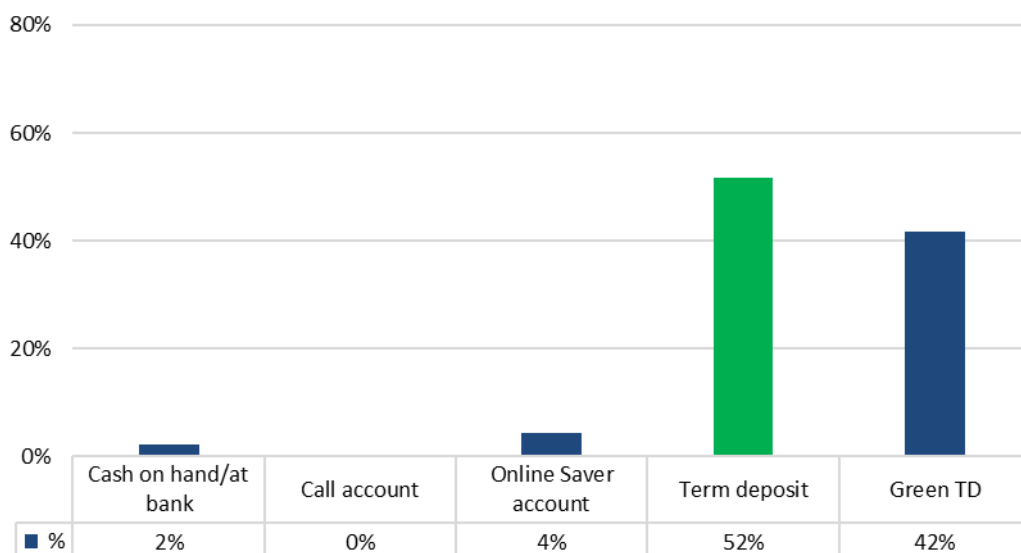
## APPENDIX 2 – Investment Analysis

### Individual Institution (ADI) limits



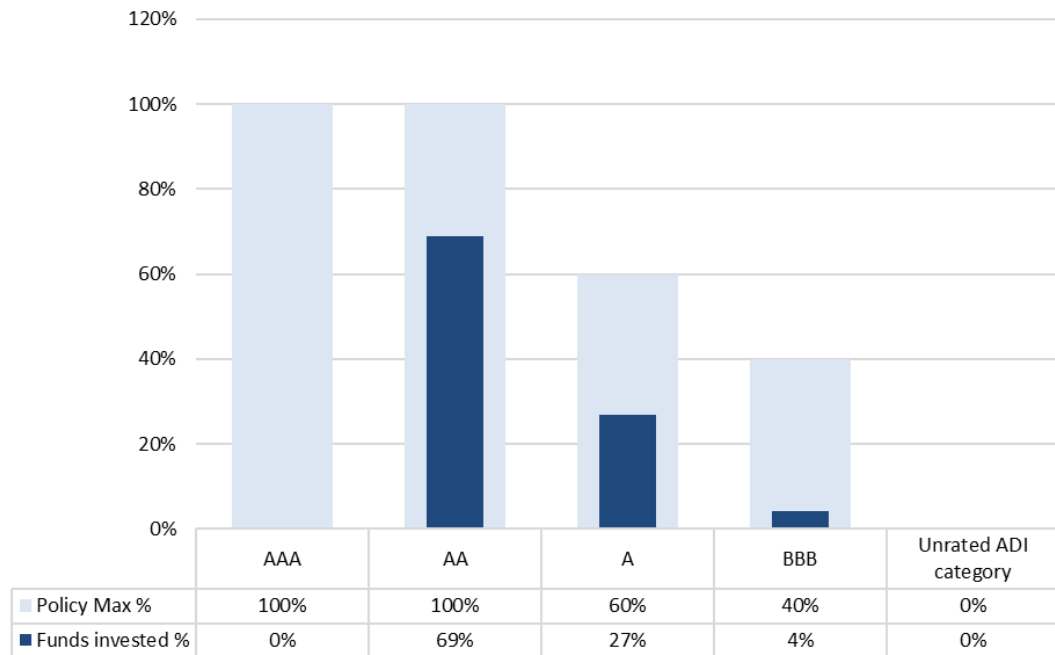
**Policy limit** – Council’s Investment Policy limits funds invested in AAA category Authorised Deposit Institutions (ADI) to a maximum of 60%, 50% with AA category or major bank, 40% with A category ADIs, 30% with BBB category ADIs and 0% in unrated ADIs.

### Portfolio Products

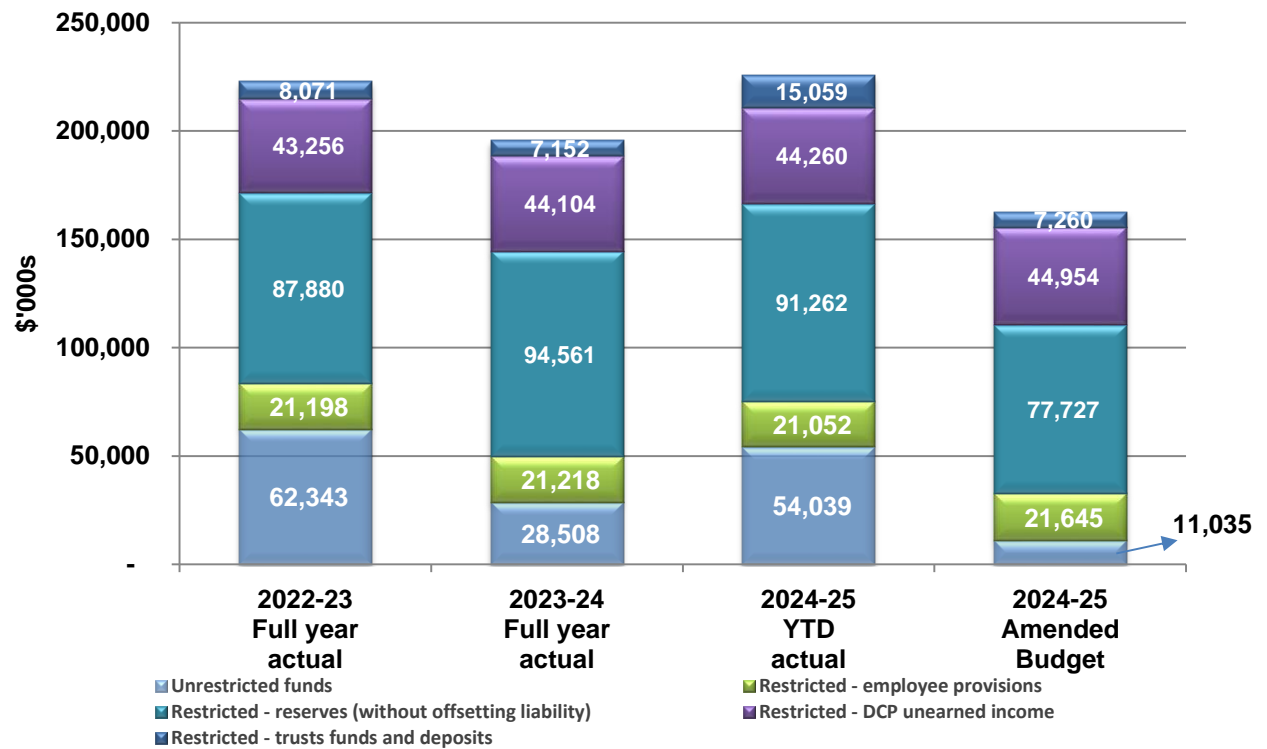


**Note: Green deposits:** 42% (or \$92.9 million) was invested at 31 December 2024. These investments are certified against Climate Bonds Initiative – Climate Bonds Standard, the same certification as green bonds. Investments held with Bendigo Bank fall under this category as this institution does not invest in fossil fuels.

### Investment portfolio by credit rating

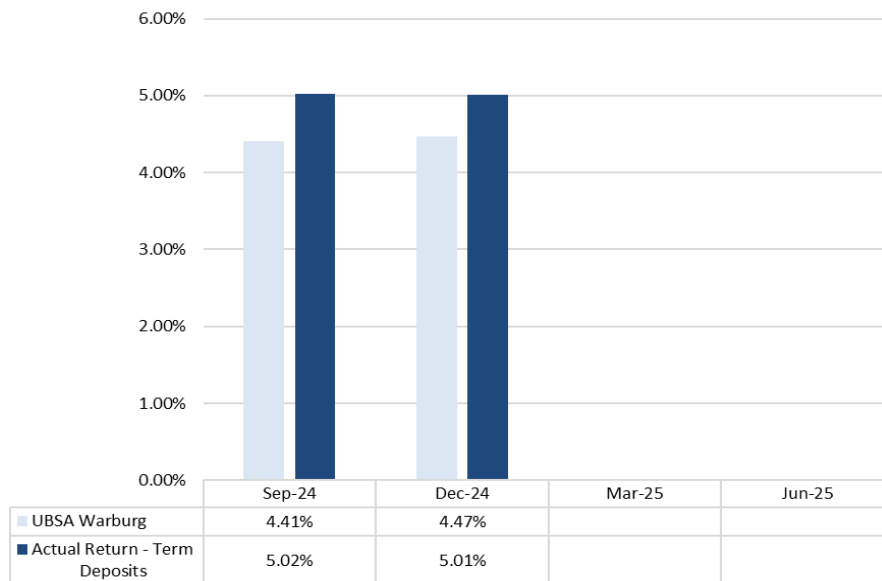


### Restricted and unrestricted cash balances

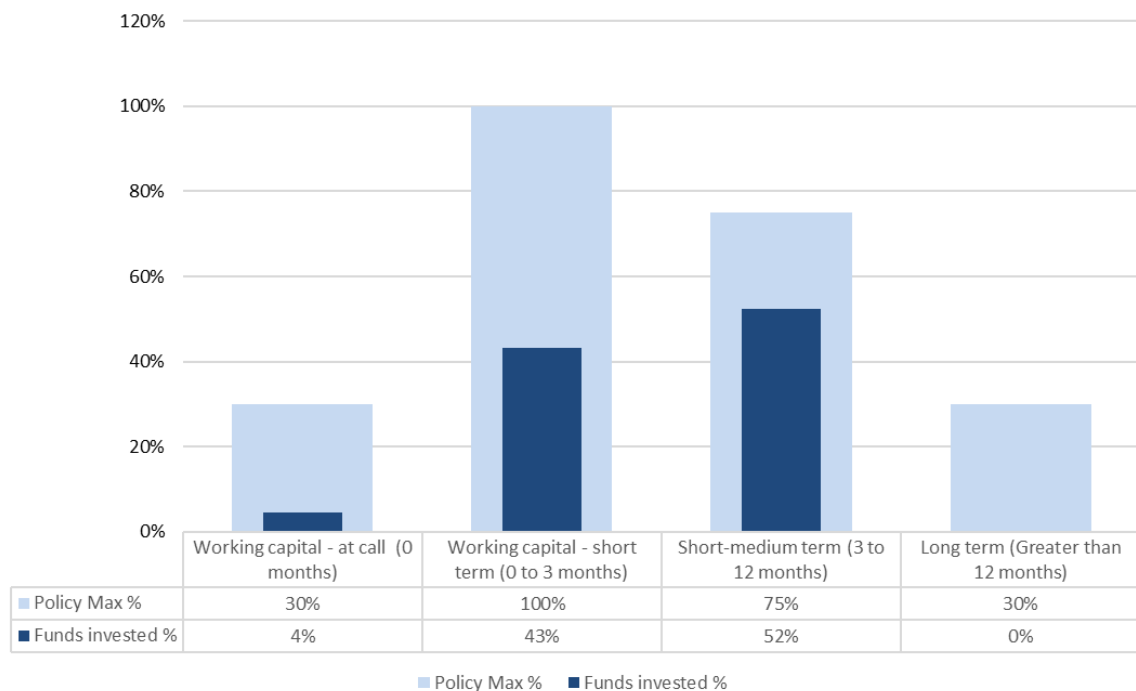


**Note** – the unrestricted cash balance at 31 December 2024 does not reconcile to the Statement of Cash Flows for the purposes of the above graph as the term deposits over 90 days classified as ‘financial assets’ have been included as cash here.

### Benchmark Indicator - Term/Green Deposits



### Maturity Targets



Note - The above graph includes both cash and investments.

## APPENDIX 3 – Directorate Analysis

### Total Operating Results

#### CGD BY DIRECTORATE

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>					
Chief Executive Office	106	-	106	20	20
Corporate Development	1,864	977	887	1,962	1,962
City Futures	21,286	21,147	139	41,644	40,890
Community Strengthening	19,431	18,605	826	36,100	35,219
Non-Directorate <sup>(a)</sup>	94,894	93,562	1,332	176,514	176,514
Capital Works Program	580	629	(49)	21,585	14,301
<b>Total income</b>	<b>138,161</b>	<b>134,920</b>	<b>3,241</b>	<b>277,825</b>	<b>268,906</b>
<b>Expenses</b>					
Chief Executive Office	7,204	7,442	238	13,493	13,305
Corporate Development	10,257	10,488	231	19,281	19,234
City Futures	38,972	41,254	2,282	94,523	92,110
Community Strengthening	34,360	36,531	2,171	73,986	67,950
Non-Directorate <sup>(a)</sup>	23,125	19,643	(3,482)	41,495	41,495
Capital Works Program	-	-	-	-	-
<b>Total expenses</b>	<b>113,918</b>	<b>115,358</b>	<b>1,440</b>	<b>242,778</b>	<b>234,094</b>
<b>Net surplus (deficit)</b>	<b>24,243</b>	<b>19,562</b>	<b>4,681</b>	<b>35,047</b>	<b>34,812</b>

#### Footnotes:

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

#### General Note:

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

## CEO DIRECTORATE

### OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>						
Grants - operating		36	-	36	20	20
Contributions - monetary	1	68	-	68	-	-
Other income		2	-	2	-	-
<b>Total income</b>		<b>106</b>	<b>-</b>	<b>106</b>	<b>20</b>	<b>20</b>
<b>Expenses</b>						
Employee costs	2	3,012	3,210	198	6,446	6,446
Materials and services	3	3,723	3,844	121	6,281	6,241
Other expenses	4	469	388	(81)	766	618
<b>Total expenses</b>		<b>7,204</b>	<b>7,442</b>	<b>238</b>	<b>13,493</b>	<b>13,305</b>
<b>Net surplus (deficit)</b>		<b>(7,098)</b>	<b>(7,442)</b>	<b>344</b>	<b>(13,473)</b>	<b>(13,285)</b>

### BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>					
Digital Technology	1	-	1	-	-
Strategic Growth & Advocacy	105	-	105	20	20
<b>Total income</b>	<b>106</b>	<b>-</b>	<b>106</b>	<b>20</b>	<b>20</b>
<b>Expenses</b>					
CEO	448	380	(68)	710	710
Digital Technology	4,678	4,798	120	8,558	8,558
Strategic Growth & Advocacy	2,078	2,264	186	4,225	4,037
<b>Total expenses</b>	<b>7,204</b>	<b>7,442</b>	<b>238</b>	<b>13,493</b>	<b>13,305</b>
<b>Net surplus (deficit)</b>	<b>(7,098)</b>	<b>(7,442)</b>	<b>344</b>	<b>(13,473)</b>	<b>(13,285)</b>

## Chief Executive Office

### Income

**Note 1 Contributions - monetary (\$68,000 favourable)** – Due to contributions received for the Mayoral Task Force associated with Status Resolution Support Services (Community Development \$68,000). These contributions will be offset by associated expenditure and adjusted in the Mid-Year Budget.

### Expenditure

**Note 2 Employee Costs (\$198,000 favourable)** – Due mainly to the delay in recruitment of vacant positions (Digital Technology Executive \$179,000, Asset Management \$61,000 and Community Development \$42,000) Year-to date saving of \$91,500 in Digital Technology will be recognised in the Mid-Year Budget.

This favourable variance is partially offset by higher than anticipated salaries (Chief Executive \$41,000 and Strategic Growth and Advocacy Executive \$39,000)

**Note 3 Materials and services (\$121,000 favourable)** – Due to lower than anticipated software maintenance and professional services (Asset Management \$120,000).

**Note 4 Other expenses (\$81,000 unfavourable)** – Due to higher than expected IT equipment lease rentals to date which is expected to balance over the year (Technical Services \$57,000) coupled with contribution for Centre of Excellence Collaborative (CEO \$14,000).

## CORPORATE DEVELOPMENT DIRECTORATE

### OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>						
Statutory fees and fines		71	53	18	100	100
User fees		12	4	8	9	9
Asset sales	5	901	-	901	-	-
Other income		880	920	(40)	1,853	1,853
<b>Total income</b>		<b>1,864</b>	<b>977</b>	<b>887</b>	<b>1,962</b>	<b>1,962</b>
<b>Expenses</b>						
Employee costs	6	6,139	6,362	223	12,779	12,759
Materials and services		3,770	3,730	(40)	5,626	5,599
Other expenses		348	396	48	876	876
<b>Total expenses</b>		<b>10,257</b>	<b>10,488</b>	<b>231</b>	<b>19,281</b>	<b>19,234</b>
<b>Net surplus (deficit)</b>		<b>(8,393)</b>	<b>(9,511)</b>	<b>1,118</b>	<b>(17,319)</b>	<b>(17,272)</b>

### BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>					
Governance, Legal & Risk	1,733	889	844	1,768	1,768
Financial Services	131	88	43	194	194
<b>Total income</b>	<b>1,864</b>	<b>977</b>	<b>887</b>	<b>1,962</b>	<b>1,962</b>
<b>Expenses</b>					
Corporate Development Executive	361	413	52	825	825
Communications & Customer Experience	2,082	2,180	98	4,464	4,464
Governance, Legal & Risk	3,942	3,843	(99)	6,134	6,135
Financial Services	2,186	2,390	204	4,663	4,643
People and Change	1,686	1,662	(24)	3,195	3,167
<b>Total expenses</b>	<b>10,257</b>	<b>10,488</b>	<b>231</b>	<b>19,281</b>	<b>19,234</b>
<b>Net surplus (deficit)</b>	<b>(8,393)</b>	<b>(9,511)</b>	<b>1,118</b>	<b>(17,319)</b>	<b>(17,272)</b>

## Corporate Development Directorate

### Income

**Note 5      Asset Sales (\$901,000 favourable)** – Due to land subdivision Beck Court Noble Park received. (Property Assets \$901,000). This has been transferred to reserves.

### Expenditure

**Note 6      Employee costs (\$223,000 favourable)** – Due to delay in recruitment of vacant positions (Procurement \$280,000 and Call and Service Centres \$67,000, Risk Management \$61,000 and Property Revenue \$40,000)

This favourable variance is partly offset by higher salary costs for the temporary Senior Advisor, Organisation Capability position which will be adjusted in the Mid-Year Budget (People and Change Executive \$71,000), agency staff costs (Financial Services \$61,000), a temporary increase in hours for some part-time staff due to the 2024 Council election (Governance \$59,000) and higher than anticipated salary costs (Occupational Health & Safety \$34,000)

## CITY FUTURES DIRECTORATE

### OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>						
Rates and charges		13,611	13,619	(8)	27,248	27,248
Statutory fees and fines	7	1,129	1,474	(345)	2,949	2,949
User fees		3,612	3,645	(33)	5,980	5,980
Grants - operating	8	280	78	202	272	432
Contributions - monetary	9	1,658	1,340	318	2,000	2,000
Asset sales	10	122	496	(374)	993	993
Other income	11	874	495	379	2,202	1,288
<b>Total income</b>		<b>21,286</b>	<b>21,147</b>	<b>139</b>	<b>41,644</b>	<b>40,890</b>
<b>Expenses</b>						
Employee costs	12	15,365	16,094	729	32,823	32,501
Materials and services	13	23,446	25,017	1,571	61,252	59,159
Bad and doubtful debts		4	5	1	16	16
Carrying amount of assets sold		5	-	(5)	160	160
Other expenses		152	138	(14)	272	272
<b>Total expenses</b>		<b>38,972</b>	<b>41,254</b>	<b>2,282</b>	<b>94,523</b>	<b>92,108</b>
<b>Net surplus (deficit)</b>		<b>(17,686)</b>	<b>(20,107)</b>	<b>2,421</b>	<b>(52,879)</b>	<b>(51,218)</b>

## CITY FUTURES DIRECTORATE

### BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>					
Business Development & Investment	23	31	(8)	234	394
Chief Engineering & Major Projects	21	12	9	36	36
Infrastructure Services	14,198	14,475	(277)	30,044	29,130
Building & Compliance Services	2,271	1,928	343	2,836	2,836
Statutory Planning	2,299	2,244	55	3,809	3,809
Strategic & Environmental Planning	1	13	(12)	26	26
Transport & Civil Development	2,473	2,444	29	4,659	4,659
<b>Total income</b>	<b>21,286</b>	<b>21,147</b>	<b>139</b>	<b>41,644</b>	<b>40,890</b>
<b>Expenses</b>					
City Futures Exec.	275	246	(29)	493	493
Business Development & Investment	1,742	1,911	169	3,698	3,476
Chief Engineering & Major Projects	5,702	6,362	660	13,980	13,929
Infrastructure Services	23,378	24,987	1,609	60,622	58,697
Building & Compliance Services	2,569	2,358	(211)	4,685	4,488
Statutory Planning	1,358	1,695	337	3,375	3,375
Strategic & Environmental Planning	1,714	1,376	(338)	2,741	2,741
Transport & Civil Development	2,234	2,319	85	4,929	4,909
<b>Total expenses</b>	<b>38,972</b>	<b>41,254</b>	<b>2,282</b>	<b>94,523</b>	<b>92,108</b>
<b>Net surplus (deficit)</b>	<b>(17,686)</b>	<b>(20,107)</b>	<b>2,421</b>	<b>(52,879)</b>	<b>(51,218)</b>

### Income

**Note 7 Statutory fees and fines (\$345,000 unfavourable)** - Due to lower than anticipated fee and fine income to date (Statutory Planning \$139,000, Health \$73,000, Civil Development and Design \$68,000, and Planning Compliance \$32,000). The unfavourable variance in Statutory Planning is wholly offset by employee cost savings to date, which along with the income variance above, will be adjusted in the Mid-Year Budget.

**Note 8 Grants - operating (\$202,000 favourable)** – Due to unbudgeted grant funding received for the Cladding Rectification Program and E-Waste education (Building \$184,000 and Waste Management \$19,000). The Cladding Rectification funding and associated expenditure will be included in Mid-Year Budget.

**Note 9 Contributions – monetary (\$318,000 favourable)** – Represents a one-off developer contribution which will be offset by associated expenditure (Parks Services \$155,000) and better than anticipated income from public open space contributions which are transferred to reserves (Statutory Planning \$162,000). The nature of these receipts makes timing difficult to predict. The developer contribution and associated expenditure will be reflected in the Mid-Year Budget

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**Note 10                    Asset sales (\$374,000 unfavourable)** – Due to lower than anticipated sale of vehicles to date (Fleet Management \$374,000). This will be adjusted in the Mid-Year Budget

**Note 11                    Other income (\$379,000 favourable)** – Due to legal action recovery income which is offset by associated expenditure (Health \$444,000).

This favourable variance is partially offset by lower than anticipated income from the Container Disposal Scheme (Waste Management \$55,000)

### **Expenditure**

**Note 12                    Employee costs (\$729,000 favourable)** – Due mainly to the delay in recruitment (Statutory Planning \$291,000, Parks Services \$136,000, Strategic Transport Planning \$123,000, Roads and Drains \$115,000, Economic Development \$82,000, LG Capacity Building Grant \$65,000 and Strategic Design and Sustainability \$49,000). A permanent saving of \$325,000 will be reflected in the Mid-Year Budget review (Statutory Planning \$180,000, Infrastructure Services \$95,000 and Transport and Civil Development \$50,000).

This favourable variance is partially offset by higher than anticipated salaries and temporary agency costs to date (Place Making and Revitalisation \$63,000, Building \$58,000, and Planning Compliance \$49,000)

**Note 13                    Materials and services (\$1.57 million favourable)** - Favourable variance due to several factors:

- Lower than anticipated general building maintenance costs to date (Building Maintenance \$651,000)
- Delays in receipt of recycling and tipping and contract invoices (Waste Management \$536,000)
- Minor delays in tree planting and maintenance work to date (Parks Services \$393,000)
- Lower than anticipated costs in road maintenance, drainage network cleaning and maintenance bridge maintenance and fire hydrants (Roads and Drains \$237,000), lower than anticipated graffiti removal, and sweeping activity (Cleansing \$74,000) and lower than anticipated fleet costs (Fleet Management \$62,000)
- Delay in planned works at Spring Valley Landfill due to negotiations with partner councils (59,000)

These favourable variances are partly offset by higher than anticipated legal costs relating to the Sandown development (Strategic Design and Sustainability Planning \$415,000) and a continuing legal matter (Health \$127,000). Both items will be considered in the Mid-Year Budget review.

## COMMUNITY STRENGTHENING DIRECTORATE

### OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>						
Statutory fees and fines	14	4,616	4,003	613	7,924	7,924
User fees	15	1,612	1,800	(188)	3,823	3,823
Grants - operating	16	12,043	11,807	236	22,576	21,695
Other income	17	1,160	995	165	1,777	1,777
<b>Total income</b>		<b>19,431</b>	<b>18,605</b>	<b>826</b>	<b>36,100</b>	<b>35,219</b>
<b>Expenses</b>						
Employee costs	18	22,588	24,726	2,138	51,805	46,731
Materials and services		9,745	9,786	41	17,302	16,854
Bad and doubtful debts		724	727	3	2,010	2,010
Other expenses		1,303	1,292	(11)	2,869	2,355
<b>Total expenses</b>		<b>34,360</b>	<b>36,531</b>	<b>2,171</b>	<b>73,986</b>	<b>67,950</b>
<b>Net surplus (deficit)</b>		<b>(14,929)</b>	<b>(17,926)</b>	<b>2,997</b>	<b>(37,886)</b>	<b>(32,731)</b>

### BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>					
Community Wellbeing	7,966	6,615	1,351	14,019	13,138
Community Care	3,734	4,993	(1,259)	9,786	9,786
Community Arts, Culture and Libraries	2,221	2,155	66	2,786	2,786
Safe, Active & Connected Communities	267	283	(16)	551	551
Community Amenity	5,243	4,559	684	8,958	8,958
<b>Total income</b>	<b>19,431</b>	<b>18,605</b>	<b>826</b>	<b>36,100</b>	<b>35,219</b>
<b>Expenses</b>					
Community Strengthening Executive	281	326	45	654	654
Community Wellbeing	10,252	11,676	1,424	25,384	20,061
Community Care	6,448	6,991	543	14,413	14,042
Community Arts, Culture and Libraries	7,090	7,100	10	13,761	13,610
Safe, Active & Connected Communities	5,741	5,700	(41)	9,625	9,465
Community Amenity	4,467	4,619	152	9,911	9,911
Special Projects	81	119	38	238	210
<b>Total expenses</b>	<b>34,360</b>	<b>36,531</b>	<b>2,171</b>	<b>73,986</b>	<b>67,953</b>
<b>Net surplus (deficit)</b>	<b>(14,929)</b>	<b>(17,926)</b>	<b>2,997</b>	<b>(37,886)</b>	<b>(32,734)</b>

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## Community Strengthening Directorate

### Income

**Note 14 Statutory fees and fines (\$613,000 favourable)** - Due to better than anticipated income from parking infringements and statutory recoveries to date (Parking Management \$604,000). A permanent favourable variance of \$820,000 will be included in the Mid-Year Budget review.

**Note 15 Users fees (\$188,000 unfavourable)** - Due to lower than anticipated income fees to date which is expected to balance over the year (Home and Community Care \$84,000, Drum Theatre \$63,000, HACC Home Maintenance \$32,000, Food Services \$24,000 and Animal Management \$23,000).

These unfavourable variances are partially offset by higher than anticipated fee income due to the expanded Family Day Care program (\$34,000)

**Note 16 Grants - operating (\$236,000 favourable)** – comprising:

Additional/unbudgeted or earlier than anticipated:

- Family Day Care \$575,000 (partly offset by higher educator payments)
- Child First \$244,000
- Essential Enrolment (Children's Support Services) \$137,000
- Market Street Occasional Care Centre Operational \$109,000
- Maternal Child and Health \$103,000
- School Crossing \$83,000
- Sleep and Settling \$37,000

These favourable variances are partly offset by:

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

- Home and Community Care \$780,000
- HACC Home Maintenance \$307,000

**Note 17 Other income (\$165,000 favourable)** - Due to higher than anticipated income from rent, venue hire and recoveries (Civic Facilities \$97,000, Festivals and Events \$20,000, Jan Wilson Community Centre \$15,000, Library Services \$15,000, Senior Citizen Facilities \$15,000 and General Law Enforcement \$12,000).

These are partially offset by lower than anticipated venue hires and box office income for the Drum Theatre (\$38,000)

## Expenses

### Note 18 Employee costs (\$2.14 million favourable) –

Community Strengthening	2024-25 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	2024-25 Underspend/ (overspend) \$
COMMUNITY AMENITY	119,390	0	0	119,390
COMMUNITY ARTS, CULTURE & LIBRARIES	(177,491)	0	0	(177,491)
COMMUNITY CARE	450,652	0	450,652	0
COMMUNITY STRENGTHENING EXECUTIVE	(40,894)	0	0	(40,894)
COMMUNITY WELLBEING	1,868,207	991,870	0	876,338
SAFE, ACTIVE & CONNECTED COMMUNITIES	(84,876)	0	0	(84,876)
SPECIAL PROJECTS	4,253	0	0	4,253
	<b>2,139,241</b>	<b>991,870</b>	<b>450,652</b>	<b>696,719</b>

46% (or \$992,000) of the overall favourable employee cost variance in Community Strengthening relates to grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (Pre-School Field Officer \$216,000, Sleep and Settling Initiative \$183,000, Playgroups Initiative \$128,000, Children's Support Services \$111,000, Drug Strategy \$117,000, Child First \$116,000, and Enhanced Maternal Child Health Program \$68,000).

In addition, \$451,000 in Community Care represents a favourable salaries variance that is wholly offset by lower grant funding due to lower than anticipated achievement of targets. This is due to ongoing resourcing challenges including the inability to recruit staff due to uncertainty caused by the Aged Care Reforms combined with an ageing workforce on limited duties or Workcover.

The remaining \$697,000 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 (\$372,000)
- Family Day Care (\$173,000)
- Children's Support Services (\$132,000)
- Library and Information Services (\$87,000)
- Youth and Family Support (\$80,000)
- Civic Facilities (\$66,000)
- Animal Management (\$56,000)

A permanent favourable variance of \$220,000 will be recognised in the Mid-Year Budget review (Maternal and Child Health).

These favourable variances are partly offset by higher than anticipated casual salaries in The Drum Theatre (\$192,000) and Community Precinct Operations (\$100,000). This unfavourable variance will be closely monitored.

## NON-DIRECTORATE

### OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>						
Rates and charges	19	76,917	75,797	1,120	148,928	148,928
Grants - operating		12,866	12,866	-	13,069	13,069
Contributions - non-monetary		-	-	-	7,500	7,500
Other income	20	5,111	4,899	212	7,017	7,017
<b>Total income</b>		<b>94,894</b>	<b>93,562</b>	<b>1,332</b>	<b>176,514</b>	<b>176,514</b>
<b>Expenses</b>						
Employee costs		55	52	(3)	1,209	1,209
Materials and services		254	252	(2)	504	504
Prior year capital expenditure unable to be capitalised (non-cash)	21	2,286	-	(2,286)	-	-
Depreciation		17,436	17,436	-	34,886	34,886
Amortisation - right of use assets		299	299	-	598	598
Borrowing costs		1,316	1,316	-	3,184	3,184
Finance costs - leases		-	-	-	55	55
Asset write offs	22	1,238	-	(1,238)	-	-
Other expenses		241	288	47	1,059	1,059
<b>Total expenses</b>		<b>23,125</b>	<b>19,643</b>	<b>(3,482)</b>	<b>41,495</b>	<b>41,495</b>
<b>Net surplus (deficit)</b>		<b>71,769</b>	<b>73,919</b>	<b>(2,150)</b>	<b>135,019</b>	<b>135,019</b>

### BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
<b>Income</b>					
Corporate Accounting	94,894	93,562	1,332	176,514	176,514
<b>Total income</b>	<b>94,894</b>	<b>93,562</b>	<b>1,332</b>	<b>176,514</b>	<b>176,514</b>
<b>Expenses</b>					
Corporate Accounting	23,125	19,643	(3,482)	41,495	41,495
<b>Total expenses</b>	<b>23,125</b>	<b>19,643</b>	<b>(3,482)</b>	<b>41,495</b>	<b>41,495</b>
<b>Net surplus (deficit)</b>	<b>71,769</b>	<b>73,919</b>	<b>(2,150)</b>	<b>135,019</b>	<b>135,019</b>

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

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## Non-Directorate

### Income

**Note 19 Rates and charges (\$1.1 million favourable)** – Mainly due to higher than anticipated supplementary rates and interest on rates to date (Corporate Accounting \$1.1 million). Favourable supplementary rates will be transferred to reserves and adjusted in the Mid-Year Review.

**Note 20 Other income (\$212,000 favourable)** – Mainly due to better than anticipated interest returns on investments due to sustained high interest rates combined with greater cash and investment funds because of capital expenditure delays in the prior year (Corporate Accounting \$212,000). These items will be assessed during the Mid-Year Budget review.

### Expenditure

**Note 21 Prior Year Capital Expenditure unable to be capitalised (\$2.3 million unfavourable)**  
Due to prior year capital expenditure included in works-in-progress being non-capital in nature, not meeting capitalisation thresholds or cancelled project or relating to Council owned assets (Corporate Accounting \$2.3million).

This is mostly due to \$927,000 of capital works that were under the capitalisation threshold for the relevant asset class (predominantly parks, open space and streetscapes, roads – surface and total of \$606,000 is from Roads to Recovery project (3757), \$149,000 for non-Council assets (such as driveways, paving crossings and South East Water asset works) and \$289,000 for repairs and maintenance (predominantly road patching works). This item is being closely monitored.

The engineering assessment of the PEP building on Halpin Way in Dandenong has determined that the building is not suitable for public use and may not withstand a significant earthquake. As a result of this evaluation, the council has decided to demolish the PEP building, which has led to a write-off of \$769,000 from last year's capital expenditure.

**Note 22 Asset write offs (\$1.2,000 unfavourable)** – Arising mainly from disposals, asset renewal and replacement works as part of capital work projects. This item is not budgeted as it is difficult to predict and is a non-cash accounting entry (Corporate Accounting \$1.5 million)

Mainly relates to asset renewal programs for road kerb (\$577,000) and buildings (\$235,000).

## CAPITAL WORKS PROGRAM

### OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000	ORIG to MYB VARIANCE \$'000
<b>Income</b>							
Grants - capital		555	579	(24)	14,462	8,625	4,174
Contributions - monetary		25	-	25	7,123	5,676	1,472
<b>Total income</b>		<b>580</b>	<b>579</b>	<b>1</b>	<b>21,585</b>	<b>14,301</b>	<b>5,646</b>
<b>Expenses</b>							
Employee costs		-	-	-	-	-	-
Materials and services		-	-	-	-	-	-
Other expenses		-	-	-	-	-	-
<b>Total expenses</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net surplus (deficit)</b>		<b>580</b>	<b>579</b>	<b>1</b>	<b>21,585</b>	<b>14,301</b>	<b>5,646</b>

No notes/comments required for this directorate.

## APPENDIX 4 - Operating Initiatives

Operating initiative project	2024-25 YTD Actuals \$	2024-25 YTD Budget \$	YTD Var. (Unfav) / Fav	2024-25 Original Budget \$	Project update 31 December
<b>City Futures</b>					
Spring Valley Open Space Master Plan (former landfill site)	-	30,000	30,000	60,000	Stage One community consultation completed. Attempting to arrange a meeting with WSP consultants, who manage the site on behalf of the Victorian Building Authority. Due to insufficient capacity, WSP is unable to finalise the meeting date that will lead to the development of the draft master plan.
Cyber Risk High Security Access Upgrade	-	47,500	47,500	95,000	Project Plan completed November 2024. Key stakeholder consultation has commenced with both internal and external service providers. Works commenced in January for replacement of low security access card readers to various CGD buildings. Communication plan is currently in development with CGD Media & Communications area.
Urban Forest Strategy Implementation - Landscape Improvements (seven parks per annum)	3,000	40,000	37,000	80,000	Preliminary survey work planned for Quarter 2 and further expenditure anticipated in Quarter 4 to coincide with tree planting season.
Noble Park Revitalisation program	-	9,000	9,000	18,000	Grants fully allocated to successful applicants. Series of place events have been held throughout Nov-Dec 2024. Activations are scheduled over the next few months until March 2025.
Springvale Revitalisation Action Plan (implementation of actions)	28,793	50,000	21,207	100,000	Concept design completed for Multicultural Place. Community engagement will be held in Feb 2025. Lunar New Year activations are underway
<b>Sub-total</b>	<b>31,793</b>	<b>176,500</b>	<b>144,707</b>	<b>353,000</b>	

Operating initiative project	2024-25 YTD Actuals \$	2024-25 YTD Budget \$	YTD Var. (Unfav) / Fav	2024-25 Original Budget \$	Project update 31 December
<b>Community Strengthening</b>					
Heritage Hill Interpretation Development	-	7,500	7,500	15,000	This project had been paused while Cultural Venues report was underway and is now completed. The Cultural Venues review was to provide recommendations on a cohesive overall vision and purpose of Council's Cultural venues which are delivered against the Arts, Culture and Heritage Strategy 2022–2026 and to inform planning / projects on cultural infrastructure. It is anticipated that the project will commence in early 2025.
Contribution to Noble Park Country Fire Authority for Automated External Defibrillator (AED) Cabinet	346	2,000	1,654	2,000	AED cabinet purchased in October and handed to Noble Park CFA Brigade Captain. Further update expected by February 2025.
Sub-total	346	9,500	9,154	17,000	
<b>Total</b>	<b>32,139</b>	<b>186,000</b>	<b>153,861</b>	<b>370,000</b>	

#### Notes:

The reporting on operating initiatives excludes the following:

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

