



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



2025 will be a big year for our major projects.

In March 2025 Council was excited to announce the appointment of ADCO Constructions Pty Ltd as the contracted builder for the new Dandenong Wellbeing Centre. This marks a major milestone in bringing Council's largest community facility project to life.

The centre is designed to provide a welcoming and inclusive space that enhances the health and wellbeing of our community through the provision of aquatic, rehabilitation, and fitness opportunities.

Our community values spaces which allow for greater social connection and this facility will provide meeting rooms, studio spaces, and provision for allied health services.

We are very excited to see this project commence in 2025 and I encourage anyone who is interested in its progress to visit our website and sign up to our email newsletter www.greaterdandenong.vic.gov.au/DWC

The Keysborough South Community Hub is also progressing well with the outdoor playground and internal fit out progressing. This is another space which creates opportunities for social connection and access to valued services including library space, meeting rooms, fun play areas and learning zones for children.

The project is on track for completion in the second half of 2025.

In February, Council welcomed the State Government's announcement regarding new activity centres in Dandenong, Springvale, Noble Park and Yarraman which are intended to help deliver more than 300,000 additional homes close to jobs, services and transport by 2051.

The Festival and Events team were busy supporting events across the municipality. 350 community members were engaged during Council's annual Australia Day Awards Ceremony and Greater Dandenong Fun Run, Walk and Roll.

The Ramadan Night Market in Dandenong was held from 25 March and will conclude in early April. This is an exciting new event for our municipality consisting of carnival rides, performances and cultural presentations.

Council also supported the Springvale Lunar New Year Festival coordinated by the Springvale Asian Business Association. This is the biggest event in our community and the second largest festival of its kind in Victoria and was a great success again in 2025.

Council's new LGBTIQ+ Advisory Committee met for the first time in February. This committee allows LGBTIQ+ community members to have a greater voice and increased opportunities to be part of Council decision making.

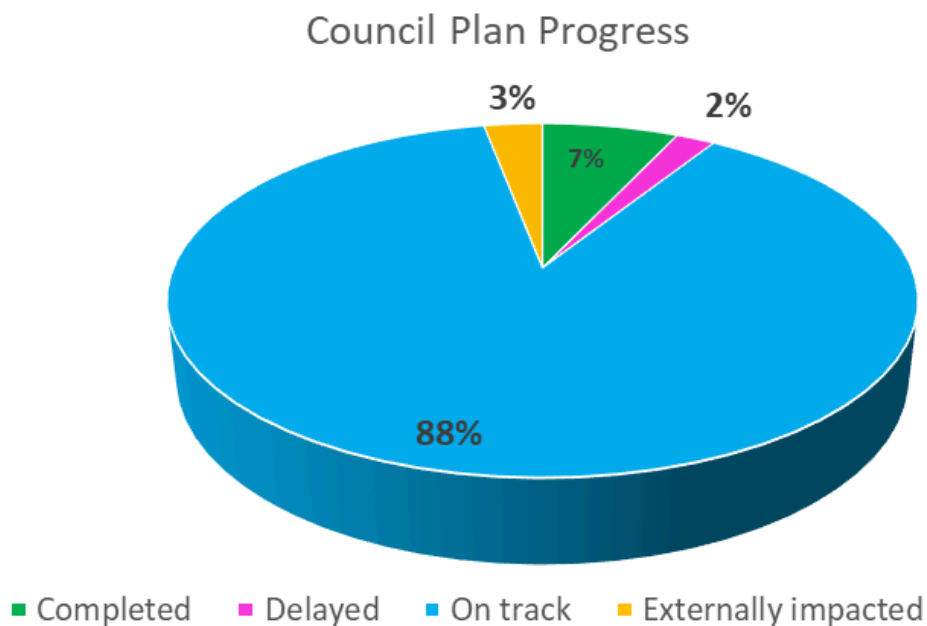
We look forward to celebrating the diversity of our community through more wonderful events over the year.

CEO, Jacqui Weatherill

Performance Summary

Council Plan Progress

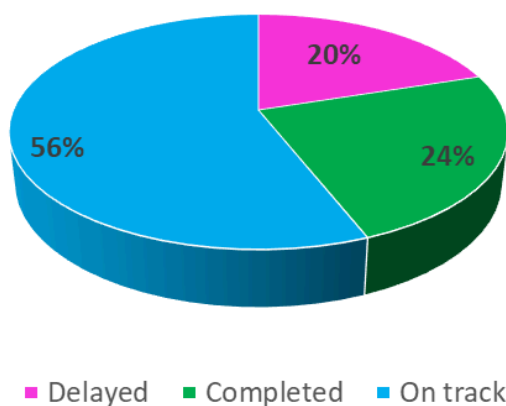
The Annual Plan 2024-25 outlines Council's key activities to deliver on the Council Plan 2021-25. At the end of Q3, 88 per cent of the actions are on track for the financial year, 7 per cent completed and a small number delayed. 3 per cent of actions continue to be affected by external factors such as government reforms and planning decisions.



Reshaping Greater Dandenong

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

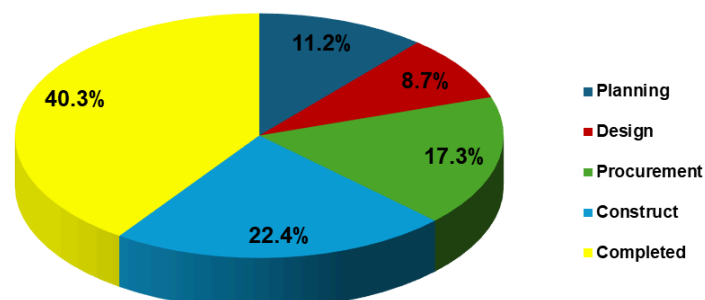
Reshaping Greater Dandenong Progress



Capital Works Program

Over 80 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 March 2024



Highlights



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

- On Thursday 27 February, Victoria Police, in collaboration with Council's Community Safety Team, hosted the annual Community Safety Forum at Springvale City Hall. The event attracted over 60 engaged community members and key stakeholders.
- Over 10,000 pet registration renewals were processed and sent to owners in record time.
- Local Law Officers collaborated with Victoria Police in a joint operation, resulting in 65 local law infringements being issued for anti-social behaviour, specifically public drinking.
- An online client portal is now available for Community Care clients and their families to access. The portal allows clients/families to log in and see their upcoming schedule of services, with plans to also allow clients to cancel appointments and request rescheduling of appointments.
- 1,330 young people were contacted through various youth programs and initiatives



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

- 350 community members were engaged during Council's annual Australia Day Awards Ceremony and Greater Dandenong Fun Run, Walk and Roll.
- For the first time, the Drum Theatre hosted the 9 by 5 Exhibition, celebrating its 30th anniversary with nearly 200 guests and 203 artworks on display.
- 1,059 CGD children participated in the BIG Summer Read, collectively reading an astounding 8,931 books which was the highest number in the state.
- Council's Community Wellbeing team supported the community's Ramadan Night Market in Dandenong which was attended by tens of thousands of residents. Over 60 street traders, carnival rides, performances, prayers and cultural presentations were held in Harmony Square.
- Keysborough South Community Hub construction is progressing well with the outdoor playground and internal fit out underway.

Highlights



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

- The School Holiday Program delivered a range of activations in public spaces and places for young people, including crochet and pottery at Springvale Hub and Library, cricket and badminton clinics at Parkfield and Noble Park and the Sustainability Festival at Dandenong Market.
- Federal Blackspot Funding has been secured for three road safety projects.
 - Gladstone Road, Dandenong North \$1.4M
 - McCrae Street, Dandenong \$1.8M
 - Clow Street, Dandenong \$750,000
- Multicultural Place concept design is complete and currently out for community feedback with consultation closing on 13 April.
- The development of a revised Housing Strategy has commenced. Officers will present to Councillors in May on investigating the feasibility of Council owned sites for an affordable housing demonstration model.



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

- The 2025 Sustainability Festival was a great success with approximately 3,000 attendees. Council staff launched the climate change flyer and engaged with attendees to offer new ways to live sustainably and do more, with less.
- State-of-the-art heating and cooling systems are being installed at the Keysborough South Community Hub which will significantly reduce its environmental impact.
- A 2025 Sustainable Saturdays program has been launched at the Springvale Community Hub which aims to inspire the community to adopt more sustainable practices through accessible and engaging activities.
- 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.

Highlights



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

- The GameChange Dandenong Career and Support Expo was the biggest yet, with 300% more attendees than last time (394 community members).
- SEBN hosted the annual International Women's Day celebration event on 6 March at the Drum Theatre with 104 women from various businesses in attendance.
- Collaboration continued with government partners Transcend, to deliver the Business Plan Accelerator Program. These sessions provided 19 businesses with a free, two-day training workshop to develop their business plans and strategies.
- 19 community leaders representing 32 playgroups attended an online professional development training session and Playgroup Network Meeting.



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

- As at the end of March 2025, the total spend is \$61.8M comprising \$34.1M actuals (works already complete) and \$27.7M committed (contracts awarded and works underway).
- 37 Grade 5 and 6 students representing 14 primary schools participated in the Children's Advisory Group. Two meetings were held this quarter, including the election of the Junior Mayor.
- 39 applications were submitted to the Small Grants Program. Four Medium Grants Program categories opened for submission in February and closed in March. 51 Applications were received.
- A "Better Business Approval" workshop was held which focused on developing an AI-powered chatbot specifically aimed at assisting the CALD community. This project is currently in its pilot phase and it is hoped will highlight customer experience improvements through the use of AI and translation applications.

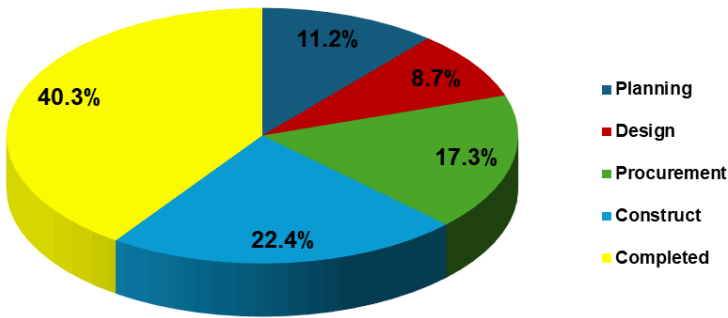
Capital Works Summary

Project Updates



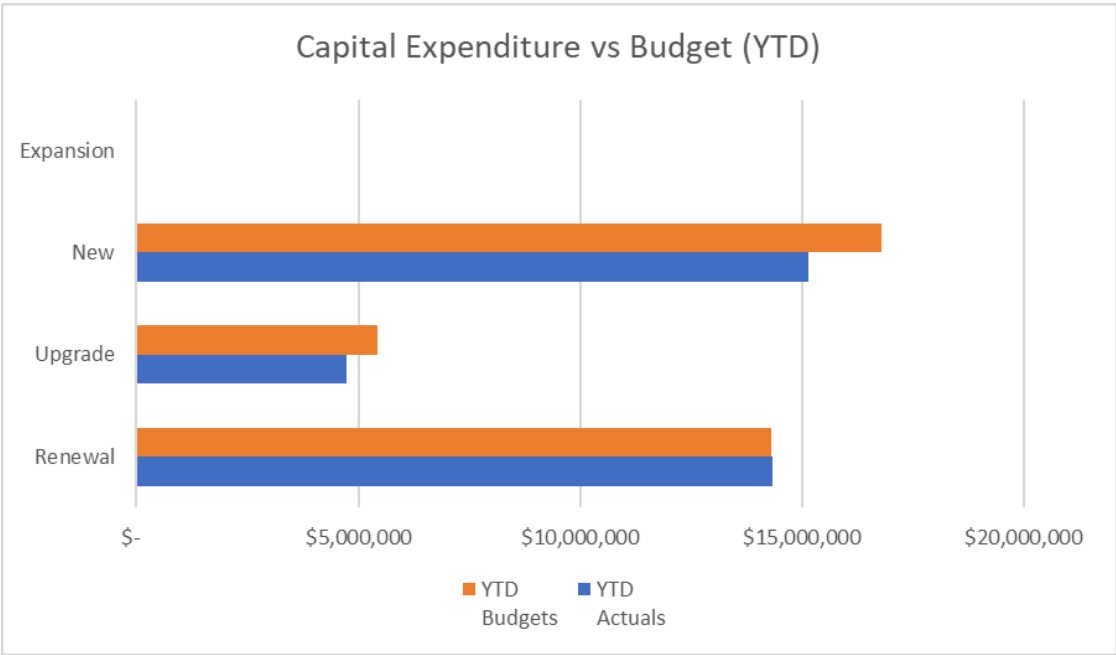
Engineering and Major Projects Site Visit to KSCH

Program Status at end March 2024



- Keysborough South Community Hub (KSCH) – Construction works continue and the outdoor play equipment installation and internal fit out are underway.
- Dandenong Wellbeing Centre – ADCO has been appointed as the builder for this project.

Expenditure

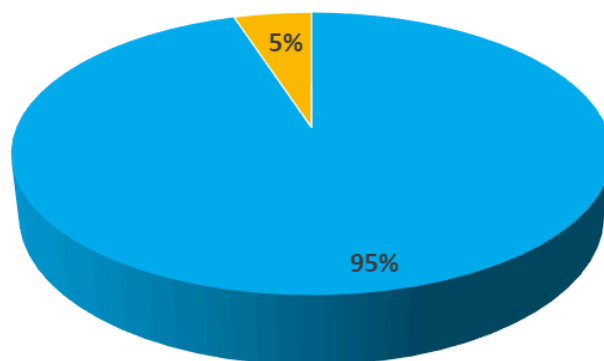


The favourable variance mainly relates to delay in the works at the Aquatic/Leisure Centre and Dandenong Stadium and landscaping works in widening the DCP Perry Road.

Part A:




Annual Plan and Reshaping Greater Dandenong Progress





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









■ On track ■ Externally impacted





Action	Comment	Progress
Deliver programs, activities, and events within the Make Your Move Physical Activity Strategy (MYMPA)	<p>Programs, activities and events delivered as part of the MYMPA strategy include:</p> <ul style="list-style-type: none"> - Greater Dandenong Fun Run, Walk and Roll event in partnership with Dandenong Parkrun which had approximately 200 attendees. - Two Laps and Lattes Walking programs delivered as part of a Heart Foundation Grant. Approximately 10-12 people attended each week over the four-week program. - Come and Try Badminton Program in partnership with South East Leisure. Approximately 75 people attended the four-week program. - Active Seniors Day in partnership with South East Leisure, Heart Foundation Walking and local sporting organisations. Approximately 15 people attended. - Staff Step Challenge delivered throughout March in partnership with the FLARE Committee and Organisational Development Team. Approximately 70 staff participated across all council sites. - Supported the Youth team in delivering badminton sessions during lunchtime at high schools across CGD. Six schools participated in this initiative with four sessions run at each school. 	●
Continue to implement the VicHealth Local Government Partnership health promotion modules by collaborating with key internal and external stakeholders	<p>Five VicHealth Local Government Partnership Support Program training sessions and one South East Primary Healthy Unity symposium and Network meeting were attended by Council Staff as part of the VicHealth Local Government Partnership.</p>	●

Action	Comment	Progress
Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers	Nine new volunteers have been recruited as part of Council's Volunteer Program. The Volunteer Handbook and Policy is currently being drafted for final review. Opportunities to upgrade Council's Volunteer database are currently being explored. The service across Council continues to be promoted and the Volunteer Newsletter delivered to highlight volunteer initiatives and opportunities.	
Implement Council's decision on its future in aged care and disability services following the 2024 review	A plan is being developed to meet the changing requirements of Council's Commonwealth Home Support Program (CHSP) contract in response to the new Aged Care Act 2024 that will be implemented from 1 July 2025.	
Actively collaborate with the Orange Door and Southern Area Family Partnership to support vulnerable families to address/ prevent family violence	46 vulnerable families and 116 children across the municipality were supported through Council's Family Support service with a total of 3,869 hours of support provided.	
Implement the Youth and Family Services Strategy year four and five action plans	Year five (2025) of the action plan has commenced with the first quarter of actions successfully delivered.	
Implement Year Four of the Children's Plan	The Children's Plan is being implemented through key initiatives that support children's participation, wellbeing, and engagement.	

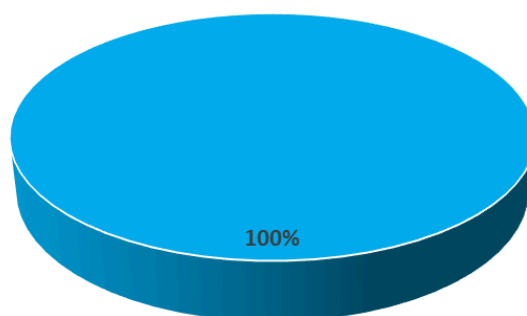
Action	Comment	Progress
Provide information and support to local residents with a disability and their families to successfully find the necessary supports to assist them to actively participate in community life including employment opportunities, how to access the NDIS and support for carers	<p>Access was provided to information and resources on aged and disability services, including NDIS and the HACC-PYP program during community-led activities in partnership with Libraries and local neighbourhood houses.</p> <p>Targeted promotion of the HACC-PYP program has resulted in an increase in referrals and the identification of people with a disability requiring complex support through the Linkages program.</p>	
Support the mental and physical health of young people through the co-design of health promotion campaigns including positive body image, this girl can, youth mental health and transitions programs and service referrals to vulnerable young people.	<p>1,330 young people were contacted through various youth programs and initiatives, including lunchtime badminton, a volleyball tournament at Dandenong Basketball Association and social media posts targeting physical and mental health.</p>	
Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm	<p>A review has been conducted into policy options relating to the manner in which Council interacts with local gambling providers. Potential steps to address sports betting among sports club participants have been developed.</p>	
Promote gender equity and support and implement initiatives to address and prevent family violence within the municipality	<p>Information concerning elder abuse has been reviewed and a summary and draft brochure prepared. Key potential actions to address LGBTIQ+ rights and empower the community have been updated with recommendations from the State Government Rainbow Roadmap.</p>	

Action	Comment	Progress
Proactively deliver and support initiatives that raise young people's awareness of harmful alcohol, vape/tobacco and other drugs use including social media campaigns, school and community workshops on the impacts of vaping, drugs and alcohol, and party safe.	<p>1,108 young people were engaged online and face-to-face through youth programs including the PartySafe program delivered in secondary school and various social campaigns targeting the use of alcohol and other drugs.</p>	
Educate and promote alcohol regulations at community based events within the city and work with Victoria Police on enforcement	<p>A partnership between VicPol, Liquor Control Victoria and Council's Local Law officers was successfully delivered with 65 infringements issued during the special operation designed to address public alcohol consumption and related offences.</p>	
Increase access and availability of social housing stock in the city by activation of Council and community assets for delivery of social housing, and advocate for increased State and Federal Government provision	<p>On 24 March Council endorsed the implementation of a Housing Advocacy Campaign. The Housing priorities include advocacy for policy change at the State and Federal level, and advocacy for funding to support construction of social and affordable housing. The construction of four social housing units on Council's 10 Market Street Dandenong site is complete and an official launch was held on 4 March. These units are managed by Wayss and will accommodate women and their children who have experienced homelessness due to family violence. As part of the Dandenong Zero engagement project one person experiencing rough sleeping has secured long-term housing.</p>	
Complete the Keysborough South Community Hub Strategy and develop an Action Plan	<p>The Keysborough South Community Hub Strategic Interim Plan was recently endorsed by Council. The development of the Action Plan will now commence.</p>	

Action	Comment	Progress
Implement the Springvale Community Hub Action Plan	<p>The hub continues to deliver a range of initiatives and partnerships alongside the community. These include:</p> <ul style="list-style-type: none"> - School Holiday activities, featuring arts and crafts, sports, and educational workshops. - A Lunar New Year Wishing Tree installation and a student art exhibition, showcasing artworks created by students, which are now part of a larger art installation in Multicultural Place. - The 2025 Sustainable Saturdays program launched as part of the Sustainability Festival featuring the monthly clothes swap and urban harvest events, and workshops; Whimsical Weaving, Scryptastic Cooking, Backyard Honey and Roving Refills. - The International Women's Day Breakfast celebrating the social, economic, cultural and political achievements of women. This event was hosted by students and in partnership with Killester College and had 150 attendees. - Springvale Neighbourhood House is delivering beginner technology classes at the Hub and has started beginner English Language classes. 	
Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy and the 'Poverty is everyone's business' advocacy campaign	<p>Council continues to support the work of the Anti-Poverty Consortium who meet regularly to network and coordinate activities that support people experiencing poverty. The Anti-Poverty Steering Committee has met individually with three local Members of Parliament (MPs) and Department of Social Services representatives. Advocacy email templates to local MPs are now available for public use via QR codes and flyers (hard copy and digital) are being distributed.</p> <p>Council supported a recent 'Bring Your Bills Day' at Springvale Town Hall with lead agency South East Community Links with other members of the Consortium joining in to support. Over 300 people attended the event.</p>	





Action	Comment	Progress
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	Council collaborated with the Department of Health, Monash Health, Vic Health, Women's Health in the South East, the South East Public Health Unit (SEPHU) and other health stakeholders within the local prevention system to improve the strategic planning of local health and wellbeing priorities. This included identifying local health needs and undertaking health planning activities to inform the upcoming Council Plan 2025–29 (including Municipal Public Health and Wellbeing Plan). Council also took part in SEPHU's Symposium regarding health equity and power of place, partnerships and evaluation, as well as being an active member of the Catchment Plan Advisory Committee.	
Create safer spaces and improve actual and perceived levels of community safety within the municipality	The Community Safety survey has been delivered to inform the development of the 4-year Community Safety Action Plan. Additional pop-ups and initiatives have been scheduled in consultation with key partners. The CCTV renewal project is in its first phase of implementation which includes the procurement and mapping of Council's public space network.	
Develop the Domestic Animal Management Plan 2025–29	The development of the Domestic Animal Management Plan 2025 – 29 has commenced with expected completion by June 2025.	
Update Council's Local Law to ensure adequate management of community safety and public amenity issues	Council is continuing to investigate options of redeveloping the Local Law in the future to address changing community needs	



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




■ On Track

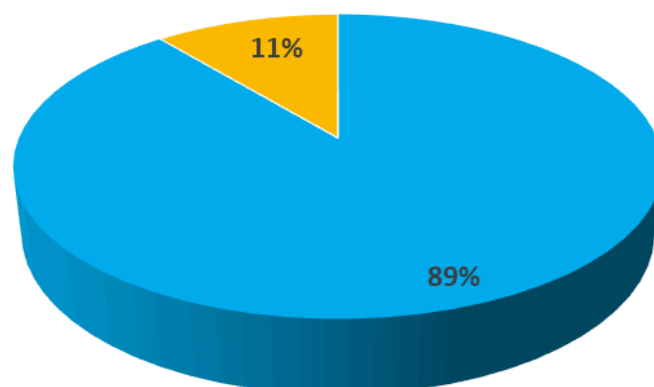
Action	Comment	Progress
Deliver a range of major festivals, events and programs across the City which celebrate the diversity of cultures within our community including New Years Eve, Snow Fest and Keysborough Big Picnic	350 community members were engaged during Council's annual Australia Day Awards Ceremony and Greater Dandenong Fun Run, Walk and Roll. Approximately 10,000 community members were engaged in the 'Respect, Reflect, Celebrate' online and printed media campaign for Australia Day. The Festival and Events team supported event applications for 92 community events and 25 Council events delivered across the municipality.	
Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community.	Council celebrated its first LGBTQIA+ Advisory Committee meeting in February 2025. An action from the meeting included the establishment of a Pride Action Plan Working Group which is focusing on the creation of an LGBTQIA+ Action Plan. Council officers are also collaborating with service providers (Southeast Monash Legal Service, Thorne Harbour, Headspace, and Fit for Work) to deliver supports and resources for the transgender community on Trans Day of Awareness at the Dandenong Civic Centre. Council supported the South East Anti-Racism Support Network to host a capacity building session in February 2025 for its members to provide reporting services for community members who have been victims of racism and discrimination.	

Action	Comment	Progress
Support and advocate for the rights of people seeking asylum and refugees as part of the 'Back Your Neighbour' campaign	The Mayoral and Councillor Taskforce Supporting People Seeking Asylum has launched a letter writing campaign, which encourages all member councils, partner organisations and community members to write to their local Federal Members of Parliament about the Back Your Neighbour Campaign priorities. Council developed and published the first edition of the Back Your Neighbour e-newsletter, which was sent to 260 subscribers. Taskforce Chair, Mayor Jim Memeti also signed an open letter with other organisations within the refugee sector, urging major party leaders to avoid divisive discourse during the Federal election campaign. This has been covered by major media outlets.	
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.	The RAP Internal Steering Committee met for the first time in February and the first RAP Reference Group meeting occurred in March with eight Community members. The RAP artwork EOI process has been finalised and Bunurong Elder Heather Kennedy is the successful artist engaged. A NAIDOC week funding application was submitted to the National Indigenous Australians Agency (NIAA) in partnership with a local Aboriginal community organisation. Reconciliation Week events and other RAP deliverables continue to be planned across Council departments and the Muderra Way renaming project has been finalised with the name being formally gazetted.	
Develop a municipal wide Community Infrastructure and Service Plan aligned with Council's Strategy Framework	A draft Asset Plan has been presented to Councillors and is on track to be approved by 30 June 2025.	
Complete construction of the Keysborough South Community Hub	Construction on site is progressing and on track. Flooring installation has commenced, fire services installed, deck and footpath footings installed, and the chiller installation is complete. Physical works are targeting a practical completion date of the end of June with the facility expected to open in late 2025.	

Action	Comment	Progress
Implement the Arts, Culture and Heritage Strategy 2022-26	<p>Programs and initiatives delivered include:</p> <ul style="list-style-type: none"> • Confluence, a First Nations-led project, engaged 200+ through events and a cultural tour. • 9 by 5 exhibition attracted 800 visitors, 135 artists, and \$6,000+ in sales. • Creative RISE ran 3 development programs across venues and online. • Promotions achieved strong media coverage and 12.7% Instagram growth. Partnerships with RMIT, Swinburne, and ACMI continue to expand reach. • Heritage Hill hosted We Built this City (351 visitors, 1,516 YouTube views), 6 tours (105 participants), 770 online views, and 11,873 Flashback Friday reach. • The Drum held 37 events including 13 performances (4 programmed, 4 commercial, 5 community), with 6,873 total visitations, including 3,038 attendees and 263 artists and participants. • Walker Street Gallery delivered public programs for Tashabok (3,089 visitors) and launched a publication with commissioned essays. 	
Undertake the Heritage Overlay Planning Scheme Amendment	<p>Council 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. Under delegation from the Minister for Planning, in accordance with section 8A of the Planning and Environment Act 1987, DTP officers have now authorised council as planning authority to prepare the amendment. Public exhibition of the Amendment commenced on 13 March with the exhibition period closing on 17 April 2025.</p>	





Action	Comment	Progress
<p>Implement the Greater Dandenong Libraries Strategy 2022-26</p>	<p>The BIG Summer Read, which highlights the positive impact libraries have on the community by developing and maintaining literacy in children, saw a record-breaking 1,059 Greater Dandenong Libraries registrations from primary school-aged children, ranking 4th state-wide. Additionally, participants logged an impressive 8,931 books, ranking 1st place state-wide. Dandenong and Springvale Libraries received 188,003 visitors. 391 items were loaned from the Little Library: Menzies Avenue. Libraries held 583 program sessions with 8,365 attendees.</p>	





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










■ On track ■ Externally impacted

Action	Comment	Progress
Support the Dandenong Market in the delivery of its annual food events program	Council is promoting Market Tours via communication channels and 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.	●
Undertake the five year review of the Dog Off Leash Strategy	Council officers have commenced a five-year review of the Dog Off Leash Strategy. The completion of the review has been revised to the fourth quarter.	●
Commence development of a revised Housing Strategy	The development of a revised Housing Strategy has commenced and a draft scoping paper has been finalised. Officers have collated 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. Officers will present to Councillors in May on investigating the feasibility of Council owned sites for an affordable housing demonstration model.	●

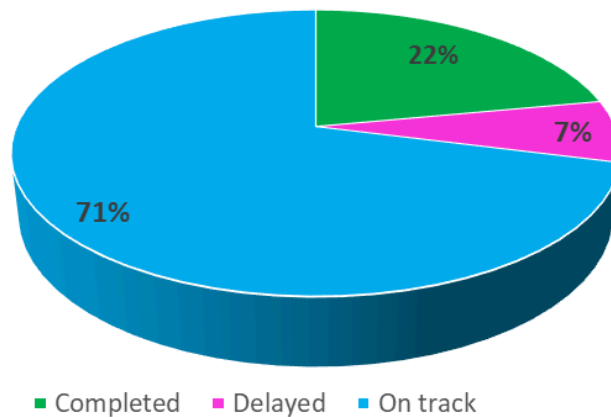
Action	Comment	Progress
Progress the Environmentally Sustainable Design 2.0 Planning Scheme Amendment in partnership with CASBE	The Environmentally Sustainable Design 2.0 Planning Scheme Amendment was submitted to the Minister for Planning for authorisation in July 2022. The Minister for Planning has 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 still remains under active consideration by the Minister.	
Support the DTP to complete the Sandown Racecourse Planning Scheme Amendment	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 Minister has received the committee report and has released it publicly.	
Prepare a Dandenong Market Precinct Masterplan to facilitate Council led and private sector developments and activate public spaces and places.	The Dandenong Market Precinct Plan is currently in the concept design phase. External engagement will commence in late May 2025.	
Commence the Neighbourhood Character Study review	The review of the Neighbourhood Character Study has commenced and a draft scoping paper has been finalised. It is noted that in early March 2025 State Government amendments to the Victorian Planning Provisions that came into effect are likely to impact the effectiveness of a Neighbourhood Character Study. Council officers are awaiting further direction from the Department of Transport and Planning to ascertain the future progression and relevance of the review.	




Action	Comment	Progress
Activate and promote safe and accessible public spaces for young people and families	The School Holiday Program delivered a range of activations in public spaces and places for young people, including crochet and pottery at Springvale Hub and Library, cricket and badminton clinics at Parkfield and Noble Park and the Sustainability Festival at Dandenong Market.	
Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement	Council continues to advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement as opportunities arise. This includes the advocacy work coordinated by the Eastern Transport Coalition and discussions on bus advocacy priorities with neighboring municipalities. Council officers have also joined the GSEM Transport Working Group to develop advocacy packages for the next State Election.	
Advocate for, plan and deliver improved active transport networks and initiatives	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. Advocacy for major trail improvements, including the Djerring trail extension, will be part of Eastern Transport Coalition advocacy, and featured in Council's Federal Election Advocacy Priorities.	
Roll-out a high priority local road program within Dandenong South, including the Dandenong South Industrial Area Extension Structure Plan's Transport Network	Council officers have provided assistance to developers in obtaining Victorian Government approvals for the designs of Glasscocks Road, so that construction can commence in 2025.	


Action	Comment	Progress
Review the Municipal Early Years Infrastructure Plan to continue the delivery of three and four-year-old kindergarten at 15 hours working to 30 hours by 2030	The 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 continue with the Department of Education and Victorian School Building Authority to update and keep the Early Years Infrastructure Plan current.	
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	Federal Blackspot Funding has been secured for three road safety projects. <ul style="list-style-type: none"> • Gladstone Road, Dandenong North \$1.4M • McCrae Street, Dandenong \$1.8M • Clow Street, Dandenong \$750,000 Each of these projects has school frontages and upgrades to crossings. Through the Victorian Governments Safer Local Roads and Streets Program (\$2m in 2025–26), officers have developed proposals for McCrae Street, Dandenong (additional works), Bryants Road, Dandenong and Chapel Road, Keysborough.	
Continue to deliver various road pedestrian safety projects funded by Federal and State Governments	Advocacy is ongoing to seek additional walking and cycling infrastructure through the Webster Street Level Crossing Removal Project. The Djerring Trail Extension was included within Council's Federal Election Advocacy Priorities.	
Implement the Springvale Revitalisation Action Plan to improve the physical and social environment to enhance the quality of life for residents, workers and visitors	The Multicultural Place concept design is complete and currently out for community feedback with consultation closing on 13 April. Consultants Urban Spark Studio were appointed to undertake location and concept design for parklet/s in Springvale Activity Centre. A short list of locations has been put to the working group with design commencing in April. Trader engagement is due to commence after concept design.	





Action	Comment	Progress
Develop and implement the Noble Park Revitalisation program to enhance the quality of life for residents, workers and visitors	The Frank Street Open Space Shade Launch is planned for May 2025. Collide Art has been appointed for the Flower Decoration Art Installation in late May. The Place Activation Grant Scheme has been successfully completed. Muderra Way Phase II Pillar Mural is awaiting MTM site access approval.	
Facilitate the Development Victoria/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct	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 Development Plan (DP) was approved by DTP in October 2024. Capital alliance is expected to seek a permit for Stage 1 of the project shortly with early works set to commence in late 2025 and construction to follow in 2026.	
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	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 the activity centres. A research project on Revitalising Central Dandenong is being undertaken to look at economic trends and recommendations to unlock developments incentre.	



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



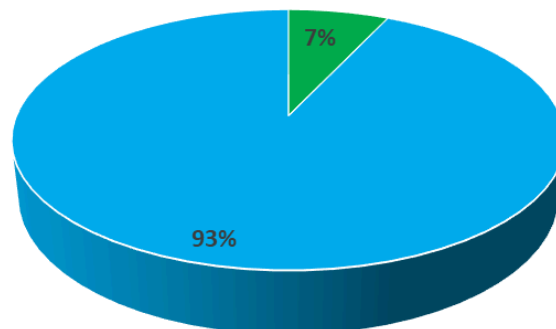
Action	Comment	Progress
Finalise review and update the Waste and Litter Strategy	This strategy is part of the streamlining Sustainability and Environmental Strategy review process that is being undertaken. From early 2025 onwards strategic waste activities (including this strategy) will be managed by Council's sustainability team.	
Investigate advanced waste opportunities for Council as an alternative to landfill	As a result of the SEMAWP procurement process, Council has entered into a Waste Supply Agreement with Maryvale EfW Project Co Pty Ltd. This agreement commits Councils to deliver their waste to Maryvale for 25 years, commencing 2029, during which time Maryvale will convert the waste into energy.	
Implement the Urban Forest Strategy and Green Wedge Management Plan	A 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. The second five year review of the Green Wedge Management Plan was also adopted by Council at the 24 March Council meeting.	

Action	Comment	Progress
Implement the Biodiversity Action Plan 2021-26	Implementation of the Biodiversity Action Plan remains on track with completion of community consultation for the Alex Wilkie Nature Reserve upgrade, targeted watering programs supporting the establishment of 2024 revegetation projects, and submission of two grant applications for future biodiversity connectivity initiatives. Additionally, there has been active fuel reduction and vegetation management throughout the fire danger period, ongoing delivery of the CGD Gardens for Wildlife Program, and detailed planning for upcoming community planting events.	
Complete Council's plan for new and improved playgrounds	The review of the Playground Strategy 2013-23 is underway and is being informed by data analysis, asset planning and current best practice approaches to playground strategies. This information is being used to inform the revised Playground Plan.	
Implement the Open Space Strategy	Community consultation for the new pocket park at 49 View Road Springvale and the Tirhatuan Park Sensory Trail, Dandenong North occurred from 23 February to 24 March. The development of the draft master plan for Lois Twohig Reserve has commenced. Planning for the detailed design of the Warner Reserve Southern Recreation Precinct, Dandenong Park playground expansion, and Tatterson Park Recreation Precinct has commenced. Greaves Reserve's informal recreation precinct has commenced construction of stage 1 works. The new nature themed playground at Barry Powell Reserve has commenced construction.	
Implement year seven of the Greening Our City: Urban Tree Strategy 2018-28	Implementation of year seven of Greening Our City: Urban Tree Strategy 2018-28 continues with the finalisation of the 2025 Street Tree Planting Program. Efforts have focused on securing tree stock and detailed planning for the upcoming installation, along with targeting priority locations to further enhance urban canopy coverage. Maintenance of over 3,500 newly planted street trees remains a key priority with regular watering throughout summer, mulching, and health inspections conducted to ensure successful tree establishment and survival. Additionally, preparations are underway for the April handover of trees planted during 2023 and the beginning of planting season, expected to commence in Q4.	

Action	Comment	Progress
Implement the Electric Vehicle Transition Plan	Implementation of the EV transition plan is underway. All chargers at the Operations Centre and Thomas Street carpark are commissioned and operational. Procurement and trials of EVs continues. EV footpath sweepers have been trialed for the Cleansing team and several small plant have been procured. One EV truck has been ordered for the Parks team, and another one is under consideration for the Cleansing team. Hybrid vehicles have been purchased to replace ICE passenger vehicles and hybrid utility vehicles are being trialed. Thomas street chargers are commissioned and working. A review of the current EV transition plan is underway.	
Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond	The annual Sustainability Festival was held on 23 February 2025 with approximately 3,000 attendees. Council staff launched the climate change flyer and engaged with attendees to offer new ways to live sustainably and do more, with less. This included engaging on topics such as compost, reducing waste, solar rebates, plastic free alternatives, and improving backyard biodiversity. In the lead up to the festival, officers also ran Council's first Op Shop Trail to raise awareness of shopping second hand to reduce textile waste. Over 100 people participated.	
Implement the Climate Emergency Strategy, Sustainability Strategy, climate emergency declaration, and updated Plastics Policy	Work continues on Council's transition to net zero with the finalisation of the NPAC gas transition feasibility study and investigation of grant options for the next stages. Council officers will be presenting the current net zero status to Councillors before June. Council officers are revising the Plastics Policy and supporting the assessment of the climate action stream for the community grants program.	
Deliver the 2025 Sustainability Festival	The annual Sustainability Festival was held on 23 February 2025 with approximately 3,000 attendees. A summary of learnings and feedback from stallholders, volunteers and participants has been prepared for future festival planning.	
Review and update the Sustainable Buildings Policy	This policy will be abolished and its intent will be reflected in other policies and strategies.	





Action	Comment	Progress
Working with key internal and external partners provide our older residents and residents with a disability with information on the impacts of climate change and possible ways to mitigate these impacts	<p>Community Care staff continue to work with clients and the aged and disability community in understanding the impacts of climate change. Over the summer months staff checked in on clients identified as vulnerable to ensure they had appropriate supports in place for coping with the hot weather.</p>	
Advocate to the EPA to improve the quality of Greater Dandenong's waterways	<p>Further discussions with the EPA have revealed that Melbourne Water are the relevant authority for protection of our Waterways. Council's Waste Management, Litter Prevention Team and Drainage Engineers are in regular contact with Melbourne Water to improve waterway health through a number of programs. The Planning Compliance team and the EPA are actively auditing industrial businesses to reduce offsite impacts that may affect the waterways.</p>	





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







■ Completed ■ On Track

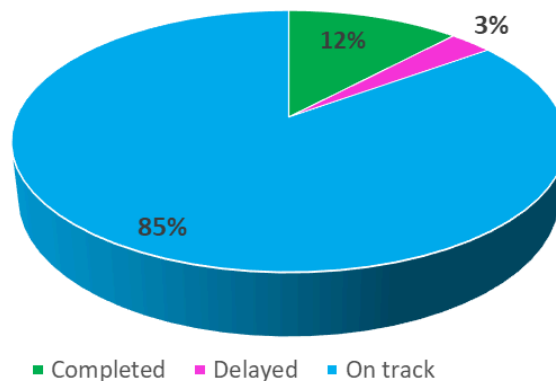
Action	Comment	Progress
Develop a new Economic and Place Strategy	Consultants commenced the preparation of a new Economy and Place Strategy on 31 March. A comprehensive engagement plan is being prepared with the intent to complete a draft strategy by the end of 2025.	●
Successfully deliver an annual Business Education Program targeted to local entrepreneurs or established businesses	<p>The delivery of the business education program has continued, through collaboration with government partners Transcend, to deliver the Business Plan Accelerator Program. These sessions provided 19 businesses with a free, two-day training workshop to develop their business plans and strategies.</p> <p>The promotion of other business workshops and programs provided through the ATO, SEMMA and Chamber of Commerce has continued. A digital themed program is planned for Q4, focusing on digital transformation and innovation.</p>	●

Action	Comment	Progress
Manage, support and deliver activities that strengthen the capability and capacity of jobseekers in our community facing multiple barriers to employment.	GameChange Dandenong Career and Support Expo was the biggest yet, with 300% more attendees than last time (394 community members). A mini speed-dating style interview event organised by the Backbone team complemented the expo and 19 people attended job interviews with two of the employers present (Australia Post and CareConnect). A job seeker (from the Jobseeker Reference Group) was part of the Expo committee this year for the first time. A stall dedicated to helping job seekers with their Resumes and cover letters was offered this year – the guides co-designed by our Jobseeker Reference Group (JRG) were used as handouts.	
Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment	The Happiness Project designed to support young people transitioning to high school was delivered. The FReeZa Event Management Committee and Holiday Activities Leadership Committee continued to be delivered. Council directly assisted and consulted with young people in engaging with Council's Sport and Active Recreation Participation Survey.	
Maintain support, collaboration and board participation of the South East Manufacturers Alliance (SEMMA)	SEMMA have undertaken a number of advocacy activities including a Minister for Industry and Advanced Manufacturing, Networking lunch – meet your local MPs and a CGD partnership event with the Victorian Chamber of Commerce and industry.	
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	SEBN networks and activities have included site visits to Micro Precision Plastics and the Soap Aid Recycling Plant. Events held included the International Women's Day event with Tottie Goldsmith and an Industry Breakfast with Simon Madden.	





Action	Comment	Progress
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	SEBN hosted the annual International Women's Day celebration event on 6 March at the Drum Theatre with 104 women from various businesses. The keynote presentation was from Tottie Goldsmith, who shared her own stories, life lessons and empowerment from women supporting one another. The audience was entertained with songs from her late Aunt, Olivia Newton John. Planning for the next showcasing event in June is underway.	
Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation	The Business Plan has been reviewed for final changes and approval.	
Guide the 'collective impact' phase of CR #2: GameChange towards a community-led jobs and skills system, strengthening pathways to economic participation (SPEP)	The 1-on-1 stakeholder advocacy campaign has started, with the Backbone team meeting with seven people so far. Monitoring, Evaluation and Learning Consultant (MEL) Lauren Siegmann has begun a series of 10 interviews with key GameChange stakeholders. With no decision on state or federal government funding, these stakeholder interviews will help to identify ways Council can engage local businesses, organisations and community members once the grant ends on 30 June.	
Facilitate Playgroup Training Vocational Pathways for local community members	One new local community Playgroup commenced. 19 community leaders representing 32 playgroups attended an online professional development training session and Playgroup Network Meeting	





Action	Comment	Progress
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	The SEBN team met with SELLEN to discuss potential themes for the 2025 "Lunch with the Winners" event scheduled for September and regular meetings with SELLEN will be held to develop and plan the upcoming event. Council is proud to sponsor the "Try a Trade" Expo in May and are currently in the process of organising another interactive exhibit for CGD. This exhibit aims to demonstrate to secondary school students the diverse career opportunities available within local government.	
Support the Market Street Child Care Centre with a sustainable business model to expand market share and community expectation	A sustainable business model has been implemented in partnership with the Springvale Service for Children to offer funded three and four-year old kindergarten and wrap-around children services to the community.	
Support local business efforts to respond to their climate change risks and transition to a net zero economy by informing them of relevant State and Federal Government policies and programs	<p>Various programs and initiatives aimed at increasing resilience and transitioning to a net zero carbon economy were promoted. The Talking Business Newsletter highlighted small business programs, featuring the Clean Up Australia Day event and Council Community Grants available for climate change initiatives.</p> <p>Additionally, the Circular Economy Ministerial Advisory Group Final Report highlighted Australia's potential to lead in the circular economy. It included 14 core and 12 sector specific recommendations and strategies for businesses to reduce waste, lower emissions, and increase profitability.</p>	
Participate in the GSEM Jobs and Skills Summit	Council works closely with GSEM and attended the Jobs and Skills Summit in mid 2024. No summit has been scheduled for 2025 as yet.	


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











Action	Comment	Progress
Improve access to, from, and within major Activity Centres, including the management of parking, harnessing modern and smart technologies to build on existing capacity	Specifications have been developed and procurement is due to occur in Q4 for: <ul style="list-style-type: none"> The introduction of pay by app payment options for parking Transition to pay by plate parking enforcement New secure parking meters 	●
Conduct a comprehensive review of the 10-year Activity Centre Capital Improvement Program including evaluation of ongoing projects	10yr capital projects planning for Activity Centres is complete.	●
Implement Council's infrastructure renewals program	Works are progressing on Council's roads, footpath and drainage renewal programs. Contracts have been awarded for Council's road renewal and resurfacing programs with a large program of works currently taking place.	●



Action	Comment	Progress
Review the existing Road Management Plan and develop the new Road Management Plan 2025	The review of Council's Road Management Plan has commenced and the due date for completion is October 2025. Councillor briefings and public exhibition are anticipated in July 2025.	
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	37 Grade 5 and 6 students representing 14 primary schools participated in the Children's Advisory Group. Two meetings were held this quarter, including the election of the Junior Mayor.	
Develop a Customer Experience Strategy, and update the Customer Service Charter	Feedback was gathered through an online survey, inviting residents to share their thoughts on the desired elements of a Customer Experience Strategy. The findings from these surveys will complement and enhance existing Customer Experience initiatives by providing a clearer understanding of resident priorities and preferences. This data-driven approach will enable Council to tailor services more effectively, fostering a more positive and responsive customer experience.	
Facilitate better community engagement across a diverse community to promote more accessible engagement	A Communications and Engagement Advisor has been appointed until 30 June to promote Council's engagements and tailor engagement communications to the right audiences. This includes exploring the most accessible ways to reach the community and upskilling the organisation. Social Pinpoint has also introduced additional languages for translations on engagement pages.	

Action	Comment	Progress
Improve Council's customer service and communications to our linguistically diverse community by making more effective use of translation and interpreter services	Customer Service participated in a "Better Business Approval" workshop, which focused on developing an AI-powered chatbot specifically aimed at assisting the CALD community. This project is currently in its pilot phase, and the insights gained are anticipated to present compelling opportunities for customer experience improvements through the use of AI and translation applications.	
Provide timely and accurate information and tell stories reflecting the best of our community and local economy	The monthly community magazine includes regular stories focusing on sharing and connecting the community with the work Council does. This includes a 'behind the scenes' section giving the community an inside view of the real lives of our officers and promoting Council as a great place to work. Monthly features are also being run on citizens of the year, South East Leisure, Dandenong Market, businesses, arts, what's on, library engagements and major projects.	
Implement the recommendations of the IT Service Review	<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 Council's technological direction for the future.</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>	
Enhance Council's major projects communications, so they are timely, accurate and promote community trust; and explain project benefits effectively.	A Senior Communications Adviser (Major Projects) has been appointed to assist with strategic communications on key major projects including Dandenong Wellbeing Centre, Keysborough South Community Hub, and Dandenong Community Hub. A regular major projects update has been introduced for the Council News publication. Work is also happening on improving the website architecture for major and minor projects through the web development contract.	

Action	Comment	Progress
Complete Council's capital works program as outlined in the Annual Budget and Long Term Financial Plan	<p>As at the end of March 2025, the total spend is \$61.8M comprising \$34.1M actuals (works already complete) and \$27.7M committed (contracts awarded and works underway).</p> <p>Current works completed and underway equates to 63% of the revised mid-year budget of \$98M.</p>	
Develop an investment attraction program that facilitates appropriate investment attraction matched to the region's competitive strengths across identified target and growth industry sectors	Comparative analysis and market research is underway to identify key metrics, data sources, shovel ready projects and testimonials for inclusion in an expanded investment prospectus that builds on the document developed in Q2.	
Introduce psychosocial education and assessment programs to proactively identify and mitigate workplace risks to employee health and wellbeing	All ASU scheduled 'Building Mentally Healthy Workplace' sessions (seven face-to-face and one online) were delivered by mid-October 2024. Approximately 280 staff attended these sessions.	
Continue the rollout of wearable technology to prevent musculoskeletal injuries in high risk work areas	The program continues to be rolled out in departments with high risk manual handling activities. Community Care is using the technology to great effect by identifying 'at risk' staff, implementing better training programs, implementing equipment aides, and using the technology to prevent re-injury of injured staff. The Parks crew at the Operations Centre will soon engage in using the technology in their day to day activities.	
Implement Leadership Development programs for People Leaders incorporating innovation and change management	Regular People Leaders development sessions are underway.	

Action	Comment	Progress
Develop the new Council Plan 2025–29 in accordance with the Local Government Act 2020	The new Council Plan is currently being drafted for presentation to Council in May. A final community consultation process will be conducted from May to June before final endorsement by Councillors at the end of June.	
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)	Confirmation has been received that CGD's plan and report complies with the Act and is now on Council's website.	
Implement the recommendations of the recent Child Safe Standards Audit Review	With the dedicated resource of a part-time Child Safety Compliance Officer in place, 32% of recommendations made by the auditors, HLB Mann Judd have now been completed. This represents a 19% increase in completed actions. In addition, a further 45% of the recommendations are currently in progress. The business partnering model the Governance, Risk and Legal department have adopted is delivering positive results, evidenced by the increasing demand for child safety education/training as well as requests to support the development of operational child safety risk documentation.	
Meet budget revenue targets for all commercial properties	Council's commercial properties are currently performing well from a revenue perspective. Government grant proposals, and more recently, the significant maintenance building works, have delayed lease negotiations for Shop 1 and 2, 225 Lonsdale Street Dandenong however new tenancy opportunities are currently being considered for presentation to the Executive by mid May.	
Develop a structured framework to streamline the preparation of Council's Strategies	A new Integrated Planning Framework has been developed which will streamline Council's planning and development of strategic documents. The new framework will be implemented across the organisation to align with the new Council Plan.	

Action	Comment	Progress
Review Council's Long Term Financial Plan in line with the Local Government Act 2020	<p>Council's Long Term Financial Plan (LTFP) has been reviewed and updated by Managers and reviewed by the Executive Team. It is currently in the process of being documented formally for Council approval in both May and June 2025. Deliberative engagement was conducted during 2024 there were no recommended changes to the LTFP as a result of this process.</p>	
With the community, strengthen engagement, build capacity and accessibility to Council's grants programs	<ul style="list-style-type: none"> • 39 applications were submitted to the Small Grants Program. • Four Medium Grants Program Categories opened for submission in February and closed in March – 51 Applications were received. • New panel members have been appointed. • A review of the Interfaith Network City of Greater Dandenong contract is complete. • A draft Grants Impact Report has been prepared. • Three Community Newsletters have been sent out to >800 community organisations. • The funding awarded for the "50 Years Vietnamese Refugee Resettlement – 50 Years Freedom" Festival as been administered. • A review of the Greater Dandenong Volunteer Resource Service is underway. 	
Implement the recommendations of the Procurement Review	<p>Council's Procurement Review identified a number of key areas for Council to focus on. The following are in an implementation, training or change management phase:</p> <ul style="list-style-type: none"> • Contractor performance monitoring • Compliance with Child Safe Standards • Central contract management system • Procurement and contract management protocols • Risk management • Policy and procedure updates • Performance monitoring and reporting <p>Terms of Reference for a Procurement Steering Committee are in the final stages of stakeholder drafting. Vendor Panel Upgrades have begun implementation for testing and training.</p>	



Action	Comment	Progress
Facilitate and chair at least four Municipal Emergency Management Planning Committee (MEMPC) meetings with relevant members and Emergency Service Agencies	A Municipal Emergency Management Planning Committee (MEMPC) meeting was held in February 2025. Another meeting is scheduled for May 2025.	
Review, implement and monitor progress on mitigation and response (including relief and recovery) risk strategies and actions	Escalation to state-based departments for their consideration and implementation of recommendations has occurred as part of a review of emergency management arrangements.	

Reshaping Greater Dandenong




■ Completed
 ■ On Track
 ■ Delayed

Action	Comment	Progress
SUSTAINABILITY - We will deliver on our community vision in a financially sustainable manner		
1.1 Undertake a review of Council's 2 major projects (Dandenong Wellbeing Centre – DWC and Dandenong Community Hub – DCH) with a view of postponing one and to ensure Major Projects remain within budget parameters.	A review was conducted and reported to Councillors in May/June 2024.	●
1.2 Explore new revenue streams/optimize existing revenue streams to implement a Revenue Optimisation Plan.	An issues and options report was completed and presented at a Councillor Briefing Session in 2024. These revenue options are currently being worked on for consideration by Council.	●
1.3 Explore Private Public Sector Partnership (PPP) model for major projects e.g. Dandenong Community Hub (DCH)/Multicultural Hub.	This project has not been explored further due to the delay of the Dandenong Community Hub project.	●
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.	●
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.	●




Reshaping Greater Dandenong

Action	Comment	Progress
CUSTOMER EXPERIENCE - Improve customer experience across all touchpoints		
2.1 Undertake a Review of Customer Experience to identify current situation and assess multicultural effectiveness	An online survey invited residents to share their thoughts on the desired elements of a Customer Experience Strategy. While the primary focus of the survey was on the Customer Experience Strategy, it will also assist in a review of the customer experience across key service areas, including customer service, customer experience, and overall engagement. The feedback will help identify strengths and areas for improvement, ensuring that the strategy aligns with the community's needs and expectations.	
2.2 Implement a Customer Experience Action Plan: <ul style="list-style-type: none"> digital technology KPI's - feedback system 	A project focused on developing an AI-powered chatbot specifically aimed at assisting the Culturally and Linguistically Diverse (CALD) community is currently in its pilot phase, and the insights gained are expected to present compelling opportunities for customer experience improvements through the use of AI and translation applications. An open-source analytics web application is being assessed and will be utilised to better report on Customer Experience Officer performance, providing detailed insights into key performance indicators (KPIs).	
PEOPLE AND CULTURE - Ensure we have the right number of the right people and right ability in the right roles		
3.1 Recruitment of Director Community Strengthening	Achieved - Peta Gillies commenced in April 2023.	
3.2 Create and roll out an updated employee value proposition	A draft EVP has been developed following consultation with Council's people leaders.	
3.3 Develop and implement a People Plan for the organisation	This project has not commenced due to the departure of key resources for this deliverable.	






Reshaping Greater Dandenong

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





Reshaping Greater Dandenong

Action	Comment	Progress
COMMUNICATION, ENGAGEMENT AND ADVOCACY – National leader in communication and engagement with diverse communities		
4.1 Develop a Community Engagement Resourcing Plan, incorporating benchmarking of other LGA's	Benchmarking has been undertaken regarding staff resourcing of Community Engagement positions across 25 other Local Governments. An additional resource has been recruited to assist in this area until 30 June.	
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. Current AI pilot projects are underway and may impact future budget recommendations.	
4.3 Explore options for the community newsletter in line with enhanced community engagement/communication	Changes have been made to ensure high quality content is planned in advance including new regular sections to connect with community and illustrate the work Council does along with regular engagement updates. The editorial layout has been updated to be more modern and give newsworthy photos and stories prominence.	

Reshaping Greater Dandenong

Action	Comment	Progress
SYSTEMS AND PROCESSES – Fit for purpose processes, systems and technology in place for our objectives to be enabled		
5.1 Update financial delegations and thresholds to enhance speed of decision making/ effectiveness	Financial delegations were updated in October and this action is now complete.	
5.2 Assess the capturing of Councillor correspondence in Oracle to ensure tracking of 100% of all queries	This action has now been completed with alternate systems being considered.	
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	A comprehensive system integration and review is critical for the expansion of the portal. The current fragmented data and processes have made it difficult to achieve a cohesive workflow, leading to inefficiencies and increased complexity in our technology environment. By developing a strategic integration plan, we can ensure seamless data flow and interoperability between systems, which will enhance the overall user experience and operational efficiency	
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 throughout 2025.	

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.	
STRATEGY AND FUTURE PLANNING		
6.1 Review Council's performance measures	Council's performance measures will be reviewed as part of the Council Plan process for 2025–29 .	
6.2 Develop a set of organisational KPIs which track progress against the recommendations of the 100 Day Report	Performance against the 100 Day Report actions are presented quarterly to Council and the community. Further work will be undertaken regarding specific KPIs as the actions progress.	
6.3 Create a framework for Council's strategies and plans which provides an integrated approach to their development and clearly articulates alignment with Council's strategic and operational priorities	A new Integrated Planning Framework has been developed and consolidation of strategies has commenced. Decision making frameworks have been created to assist with the development of new documents and further work will be undertaken throughout the year.	

Part B:

Financial Report



Financial Report

1 July 2024 to
31 March 2025

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Key financial highlights

Period ending 31 March 2025

	31 Mar 2025 Year-to-Date					Full Year					
	Actual	Mid Year Budget	Variance	Var. Status	Status Var.	Mid Year Budget	Current Forecast	Variance	Var. Status	Status Var.	Original Budget
	\$'000	\$'000	\$'000	%		\$'000	\$'000	\$'000	%		\$'000
Operating Income	200,546	199,665	881	0%	✓	281,004	283,911	2,907	1%	✓	268,746
Operating Expenses	168,742	172,340	3,598	2%	✓	260,015	259,484	531	0%	✓	233,934
Operating Surplus	31,804	27,325	4,479	16%	✓	20,989	24,427	3,438	16%	✓	34,812

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

Capital Expenditure	(34,227)	(36,534)	2,307	6%	✓	(98,086)	(99,056)	(970)	(1%)	—	(93,474)
Non-Cash Operating Items	33,811	26,602	7,209	27%	✓	40,789	40,679	(110)	(0%)	—	28,143
Loan Repayments	(2,857)	(2,857)	-	0%	—	(3,939)	(3,939)	-	0%	—	(3,961)
Loan Proceeds	5,120	5,120	-	0%	—	5,120	5,120	-	0%	—	21,920
Lease Repayments	(488)	(488)	-	0%	—	(710)	(710)	-	0%	—	(710)
Net transfers from (to) reserves	3,365	3,552	(187)	(5%)	—	9,823	9,397	(426)	(4%)	—	13,270
Current Year Cash Surplus	36,528	22,720	13,808	61%	✓	(26,014)	(24,082)	1,932	7%	✓	-
Accumulated Surplus b/f ¹	-	-	-	-	—	26,014	26,014	-	-	—	-
Accumulated Cash Surplus	36,528	22,720	13,808	61%	✓	-	1,932	1,932	-	—	-

Cash/Investment Holdings ²	221,233	<i>Not applicable</i>				165,604	168,106	2,502	2%	✓	152,429
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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 March 2025 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. Refer to **Section D** of this report for further details.

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 Mid-Year Budget as adopted by Council on 28 January 2025. The full year 2024-25 current forecast is the subject of an extensive review undertaken with departments during March quarter.

Executive Summary

Operating Result

For the nine months ended 31 March 2025, Council achieved a surplus operating result of \$31.8 million which is \$4.48 million better than the year-to-date budget. The main factors contributing to this result comprise favourable variances in:

- **Income** (\$881,000 favourable) – Due to better than anticipated interest returns on investments (\$251,000), rental income (\$270,000), supplementary rates (\$158,000), and contributions - monetary (\$384,000).
- **Operating expenditure** (\$3.60 million favourable) – Mainly due to lower employee costs (\$5.66 million) and lower than anticipated materials and services (\$4.8 million) to date partly offset by two unfavourable fixed asset accounting entries:
 - Prior year capital expenditure unable to be capitalised (\$2.98 million)
 - Asset write offs (\$4.2 million)

These accounting entries do not impact on Council's cash position and are not included in the budget as they are difficult to predict.

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

Capital Result

Year-to-date capital expenditure is \$34.23 million which is \$2.31 million favourable compared to the year-to-date budget, representing 35% of the full year Mid-Year Budget. There are also \$27.8 million in commitments (open purchase orders) as of 31 March.

The more significant favourable variances (> \$300,000) relate to the following two projects:

- Building Renewal Aquatic and Leisure program (\$650,000) – This variance is predominantly due to renewal of the court floor surface and sub structure at Dandenong Stadium. Court flooring substructure to be upgraded when the court resurfacing occurs. Developing procurement brief for upgrade of subfloor design at the Dandenong stadium.
- DCP Perry Road widening Green to Pacific (\$400,000) - Stage 2 works are 85% complete.

More detailed explanations are included in the Statement of Capital Expenditure.

Cash Position

Cash and investments total \$221.23 million at 31 March 2025, comprising \$32.22 million of cash and cash equivalents and \$189.02 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 2.07.

2024-25 Forecast Review

The full year forecast result is based on an extensive review with departments during the March quarter. The 2024-25 Forecast figures included in the report are current at the time of preparing this document and may be subject to change as they are revisited and monitored through to 30 June 2025.

The current full year forecast represents a favourable outcome of \$1.93 million compared to the 2024-25 Mid-Year Budget.

Highlighted below are some of the emerging trends (favourable/unfavourable) in the 2024-25 forecast surplus of \$1.93 million (please note that fully grant funded programs/projects have been excluded from these variance explanations):

Favourable

- Interest income (\$1.50 million): Favourable variation is due to sustained higher interest rates and greater than anticipated investment funds caused by delayed capital expenditure.
- Employee costs (\$1.28 million): This item is forecast to be favourable by \$1.28 million in 2024-25:

	2024-25 Employee Cost Variance Fav/(unfav) \$	Offset by Unfav. Income	2024-25 Estimated Net Underspend \$
CEO SERVICES	234,034	0	234,034
CITY FUTURES	570,345	(52,000)	518,345
COMMUNITY STRENGTHENING	542,325	(95,526)	446,799
CORPORATE DEVELOPMENT	(71,163)	0	(71,163)
Grand Total	1,275,541	(147,526)	1,128,015

The main areas contributing to this favourable variance include:

- CEO Services* – Digital Technology (\$154,000) and Asset Management (\$79,000) and Community Development (\$68,000). The Digital Technology savings forecast here will be required to part fund the air conditioning replacement in Council's data centre as the capital budget approved for 2024-25 was not sufficient.
- City Futures* – Statutory Planning (\$241,000 which is offset by an unfavourable income variance of \$52,000), Roads and Drains and Parks (\$139,000), Building (\$130,000 due mainly to building permit employee costs transferred to the capital program), Strategic Transport Planning (\$111,000).
- Community Strengthening* – Family Day Care (\$310,000), Community Care (\$275,000 but offset by unfavourable income of \$96,000), Libraries (\$109,000), Maternal and Child Health (\$90,000) and Civic Facilities (\$74,000).

Partly offset by unfavourable variances in:

- Community Strengthening* - The Drum Theatre and Community Precinct Operations (\$429,000).
- Corporate Development* – People and Change and Corporate Development Executive (\$330,000) which are partly offset by favourable variances in Procurement and Risk Management (\$258,000).

-
- Materials and Services - Roads and Drains (\$1.1 million): Existing patterns and trends year-to-date in this area are expected to continue for the remainder of 2024-25. Proactive inspection programs that generate most of the works have been suspended due to lack of asset condition information from the current works management system. Reactive maintenance works will continue. This favourable variance more than offsets the unfavourable variance in the Footpath Renewal Program (refer details below).
 - Storm Event Recovery Income (\$180,000): Higher than anticipated Natural Disaster recovery income in relation to the significant costs incurred as a result of storm events in 2023-24, due to improved compliance with evidence and reporting requirements.
 - Parks Contract Costs and Other Income (\$167,000): Lower contract costs primarily due to shorter peak growing season combined with higher than anticipated casual park bookings.
 - Cultural and Community Hubs Rent Income (\$94,000): Higher than anticipated rental income from based on prior year and current year trends particularly at Springvale Town Hall, Tattersson Park and Jan Wilson partly offset by lower income at Dandenong Municipal Building.

Unfavourable

- Fee and Fine Income (\$840,000): Mainly relates to reduced fee and fine income sources in health registrations, Foodtrader permit fees and fines (\$637,000), building permit lodgement and property information fees (\$102,000) and planning compliance fines (\$72,000). Also contributing to this unfavourable variance is a \$286,000 anticipated decrease in Community Care fee income. These unfavourable variances are partly offset by favourable variances anticipated car parking ticket machines and meters fee income (\$121,000) and Parking Magistrates/Infringements Court fine income (\$125,000).
- Capital Improvement Program (CIP) (\$969,000): Mainly in the Footpaths Renewal Program, due to insufficient budget to mitigate hazards arising from customer requests or road management plan inspections, which Council is legally required to act upon. This is more than offset by operational savings in Roads & Drains. Also, \$150,000 of this variance relates to an operating budget transfer from Digital Technology savings to fund the higher than anticipated costs of the air-conditioning/battery renewal in the server room on level 6 of Dandenong Civic Centre.
- Insurance claims (\$433,000): Due to a recent over-excess claim (\$250,000) combined with higher than anticipated actual claims costs year-to-date.
- Cleaning and Security Costs - Building Maintenance (\$199,000): Mostly relates to cleaning costs which have increased substantially due to contract variations and greater use of community facilities (even more than anticipated in the 2024-25 Budget).
- Legal costs – Building and Compliance (\$160,000): Higher than anticipated legal costs due to continuing legal action, two swimming pool court cases, a demolition order for an unsafe building and increased compliance requirements in Health for hoarding and illegal rooming houses which are requiring legal advice and representation. This legal advice is being sought on a number of health matters for the first time and the plan is to perform as many of these tasks internally as possible in the future.

Note - No forecast adjustments have been recognised in relation to carry overs from the prior year or to the next year, or for Waste Management as any savings will be transferred to reserves at the end of the financial year.

Income Statement

For the period 1 July 2024 - 31 March 2025

	Note	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income	B1							
Rates and charges		134,399	134,242	157	177,733	177,897	164	176,177
Statutory fees and fines		8,755	8,764	(9)	11,672	11,431	(241)	10,972
User fees		7,209	7,320	(111)	9,777	9,138	(639)	9,812
Grants - operating		31,017	31,262	(245)	37,837	39,007	1,170	35,216
Grants - capital		3,106	3,141	(35)	12,799	12,899	100	8,625
Contributions - monetary		2,628	2,244	384	9,367	9,626	259	7,676
Contributions - non-monetary		-	-	-	7,500	7,500	-	7,500
Net gain (loss) on disposal of property, infrastructure, plant and equipment		1,269	1,334	(65)	1,363	1,473	110	833
Other income		12,163	11,358	805	12,956	14,940	1,984	11,935
Total income		200,546	199,665	881	281,004	283,911	2,907	268,746
Expenses	B2							
Employee costs		68,705	74,364	5,659	105,098	103,822	1,276	99,649
Materials and services		59,988	64,793	4,805	96,211	96,947	(736)	88,357
Prior year capital expenditure unable to be capitalised (non- cash)		2,987	-	(2,987)	-	-	-	-
Bad and doubtful debts		729	737	8	1,876	1,876	-	2,026
Depreciation		26,154	26,154	-	47,531	47,531	-	34,885
Amortisation - right of use assets		448	448	-	598	598	-	598
Borrowing costs		1,967	1,942	(25)	2,628	2,628	-	3,184
Finance costs - leases		-	-	-	55	55	-	55
Asset write offs		4,213	-	(4,213)	-	-	-	-
Other expenses		3,551	3,902	351	6,018	6,027	(9)	5,180
Total expenses		168,742	172,340	3,598	260,015	259,484	531	233,934
Net surplus (deficit)		31,804	27,325	4,479	20,989	24,427	3,438	34,812

NOTE

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

Balance Sheet

As at 31 March 2025

		2024-25 ACTUAL 31 Mar 2025 \$'000	2023-24 ACTUAL 30 Jun 2024 \$'000	2024-25 MID YEAR BUDGET \$'000	2024-25 ORIGINAL BUDGET \$'000
	Note				
ASSETS					
Current assets	C1				
Cash and cash equivalents		32,215	21,577	23,604	50,429
Financial assets		189,018	172,820	142,000	102,000
Trade and other receivables *		67,542	30,254	30,938	32,208
Other assets		1,343	6,577	6,003	8,104
Total current assets		290,118	231,228	202,545	192,741
Non-current assets	C2				
Property, infrastructure, plant and equipment		2,645,052	2,644,188	2,702,083	2,629,770
Investment property		6,690	6,690	6,690	6,575
Right-of-use assets		721	1,169	1,272	1,758
Intangible assets		1	1	1	25
Trade and other receivables		266	266	266	273
Total non-current assets		2,652,730	2,652,314	2,710,312	2,638,401
Total assets		2,942,848	2,883,542	2,912,857	2,831,142
LIABILITIES					
Current liabilities	C3				
Trade and other payables		5,960	25,837	32,836	32,911
Prepaid rates *		43,408	-	-	-
Trust funds and deposits **		5,169	4,254	4,304	6,359
Unearned income		58,621	56,518	56,368	58,616
Provisions		20,375	20,847	21,169	21,998
Interest-bearing liabilities		6,097	3,834	4,770	4,802
Lease liabilities		220	594	589	541
Total current liabilities		139,850	111,884	120,036	125,227
Non-current liabilities	C4				
Provisions		1,252	1,475	1,351	1,187
Trust funds and deposits		2,771	2,898	2,956	2,181
Interest-bearing liabilities		43,348	43,348	43,593	60,339
Lease liabilities		528	642	637	1,025
Total non-current liabilities		47,899	48,363	48,537	64,732
Total liabilities		187,749	160,247	168,573	189,959
NET ASSETS	C5	2,755,099	2,723,295	2,744,284	2,641,183
EQUITY					
Accumulated surplus		1,008,691	973,523	1,004,335	1,040,353
Asset revaluation reserve		1,655,211	1,655,211	1,655,211	1,530,252
Reserves		91,197	94,561	84,738	70,578
TOTAL EQUITY		2,755,099	2,723,295	2,744,284	2,641,183

NOTES TO THE STATEMENTS

Balance Sheet *(previous page)*

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

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

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

Cash Flow Statement *(next page)*

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

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

Cash inflows and outflows are inclusive of GST where applicable.

Cash Flow Statement

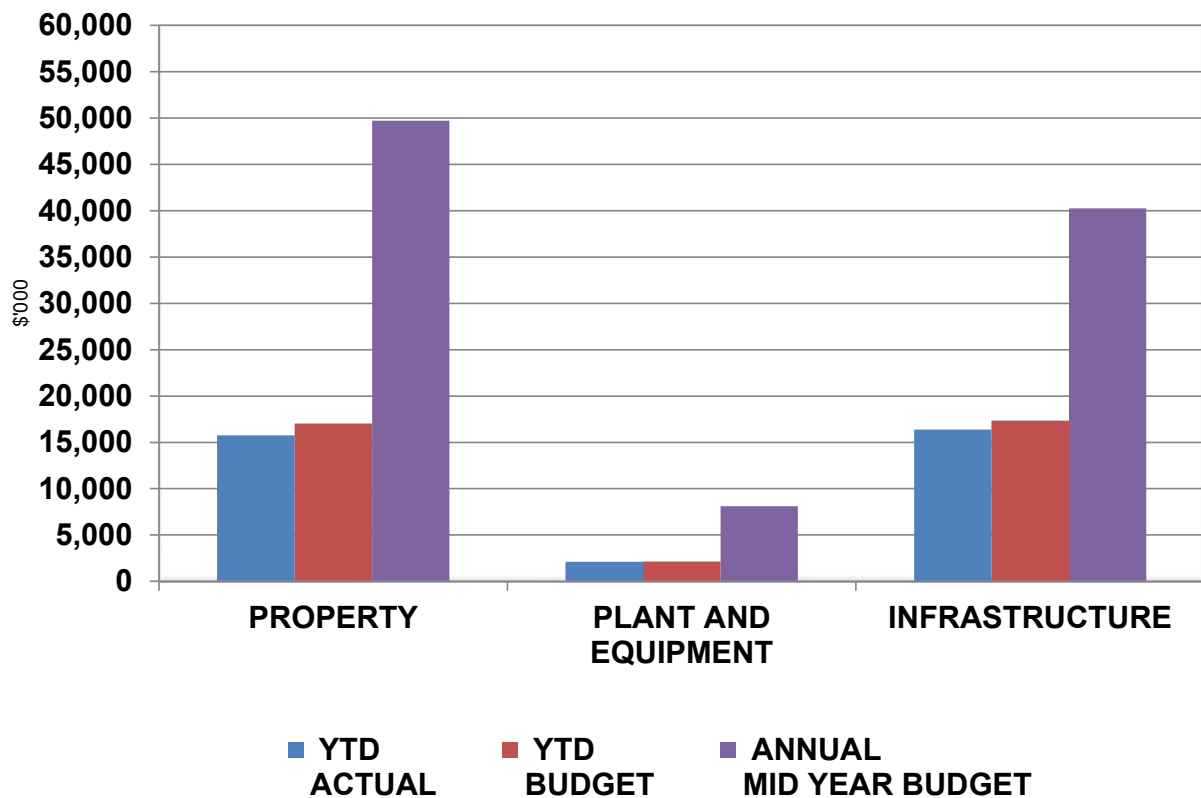
		2024-25 ACTUAL as at 31 Mar 2025 Inflows/ (Outflows) \$'000	2024-25 ANNUAL MID YEAR BUDGET Inflows/ (Outflows) \$'000	2024-25 ANNUAL ORIGINAL BUDGET Inflows/ (Outflows) \$'000
	Notes			
Cash flows from operating activities				
Rates and charges		144,085	177,309	175,641
Statutory fees and fines		6,426	9,609	8,574
User fees		5,227	10,761	10,721
Grants - operating		33,013	39,229	37,231
Grants - capital		8,115	12,997	8,625
Contributions - monetary		2,785	10,217	7,676
Interest received		6,778	7,500	6,800
Trust funds and deposits taken		30,244	32,108	29,450
Other receipts		5,301	6,318	5,748
Net GST refund		9,030	16,035	14,963
Employee costs		(73,602)	(104,671)	(98,751)
Materials and services		(77,218)	(108,580)	(103,077)
Short-term, low value and variable lease payments		(453)	(682)	(683)
Trust funds and deposits repaid		(29,624)	(32,000)	(29,181)
Other payments		(3,444)	(6,167)	(5,070)
Net cash provided by operating activities	D1	66,663	69,983	68,667
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment		(40,790)	(98,086)	(93,474)
Proceeds/(payments) of investments		(15,338)	30,820	-
Proceeds from sale of property, infrastructure, plant and equipment		288	1,523	993
Net cash used in investing activities	D2	(55,840)	(65,743)	(92,481)
Cash flows from financing activities				
Finance costs		(1,957)	(2,628)	(3,184)
Proceeds from borrowings		5,120	5,120	21,920
Repayment of borrowings		(2,857)	(3,939)	(3,961)
Interest paid - lease liability		(3)	(55)	(55)
Repayment of lease liabilities		(488)	(711)	(710)
Net cash used in financing activities	D3	(185)	(2,213)	14,010
Net increase (decrease) in cash and cash equivalents		10,638	2,027	(9,804)
Cash and cash equivalents at the beginning of the year		21,577	21,577	60,233
Cash and cash equivalents at the end of the period		32,215	23,604	50,429
Represented by:				
Cash and cash equivalents		32,215	23,604	50,429
Financial assets (investments > 90 days)		189,018	142,000	102,000
Less restricted cash	D4	(163,972)	(151,586)	(144,894)
Unrestricted cash and investments		57,261	14,018	7,535

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 MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	ANNUAL ORIGINAL BUDGET \$'000
PROPERTY	15,749	17,038	1,289	12,652	49,722	49,729	58,845
PLANT AND EQUIPMENT	2,109	2,148	39	1,988	8,110	8,260	7,471
INFRASTRUCTURE	16,369	17,348	979	13,138	40,254	41,066	27,158
TOTAL EXPENDITURE	34,227	36,534	2,307	27,778	98,086	99,056	93,474

Capital Expenditure by Asset Group
1 July 2025 to 31 March 2025



Management Accounting Result

For the period 1 July 2024 - 31 March 2025

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 March 2025 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)	MID YEAR FORECAST BUDGET	FORECAST	VARIANCE Fav(unfav)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income Statement						
Income	200,546	199,665	881	281,004	283,911	2,907
Expenditure	168,742	172,340	3,598	260,015	259,484	531
Net surplus - ongoing operations	31,804	27,325	4,479	20,989	24,427	3,438
Management Accounting reconciliation						
<u>Add (less) non cash items included in op result</u>						
Depreciation	26,154	26,154	-	47,531	47,531	-
Amortisation - right of use assets	448	448	-	598	598	-
Contributions non-monetary assets	-	-	-	(7,500)	(7,500)	-
Assets written off	4,213	-	4,213	-	-	-
Prior year cap expenditure unable to be capitalised	2,987	-	2,987	-	-	-
Written down value of assets sold/disposed	9	-	9	160	50	(110)
Sub total	33,811	26,602	7,209	40,789	40,679	(110)
Net operating surplus	65,615	53,927	11,688	61,778	65,106	3,328
<u>Add (less) cash items not included in op result</u>						
Capital expenditure	(34,227)	(36,534)	2,307	(98,086)	(99,056)	(970)
Net transfers from (to) reserves	3,365	3,552	(187)	9,823	9,397	(426)
Repayment of borrowings	(2,857)	(2,857)	-	(3,939)	(3,939)	-
Proceeds from borrowings	5,120	5,120	-	5,120	5,120	-
Repayment of lease liabilities	(488)	(488)	-	(710)	(710)	-
Sub total	(29,087)	(31,207)	2,120	(87,792)	(89,188)	(1,396)
Cash surplus (deficit)	36,528	22,720	13,808	(26,014)	(24,082)	1,932
Accumulated surplus brought forward	-	-	-	26,014	26,014	-
Surplus position	36,528	22,720	13,808	-	1,932	1,932

The third quarter management accounting result (after removing non-cash items) shows a favourable variance between budget and actual of \$13.81 million. The variance is due mainly to a favourable net operating surplus due to favourable employee costs (\$5.66 million), materials and services (\$4.81 million) and capital expenditure (\$2.31 million).

Notes to the Financial Statements

A. Accounting Policy Notes

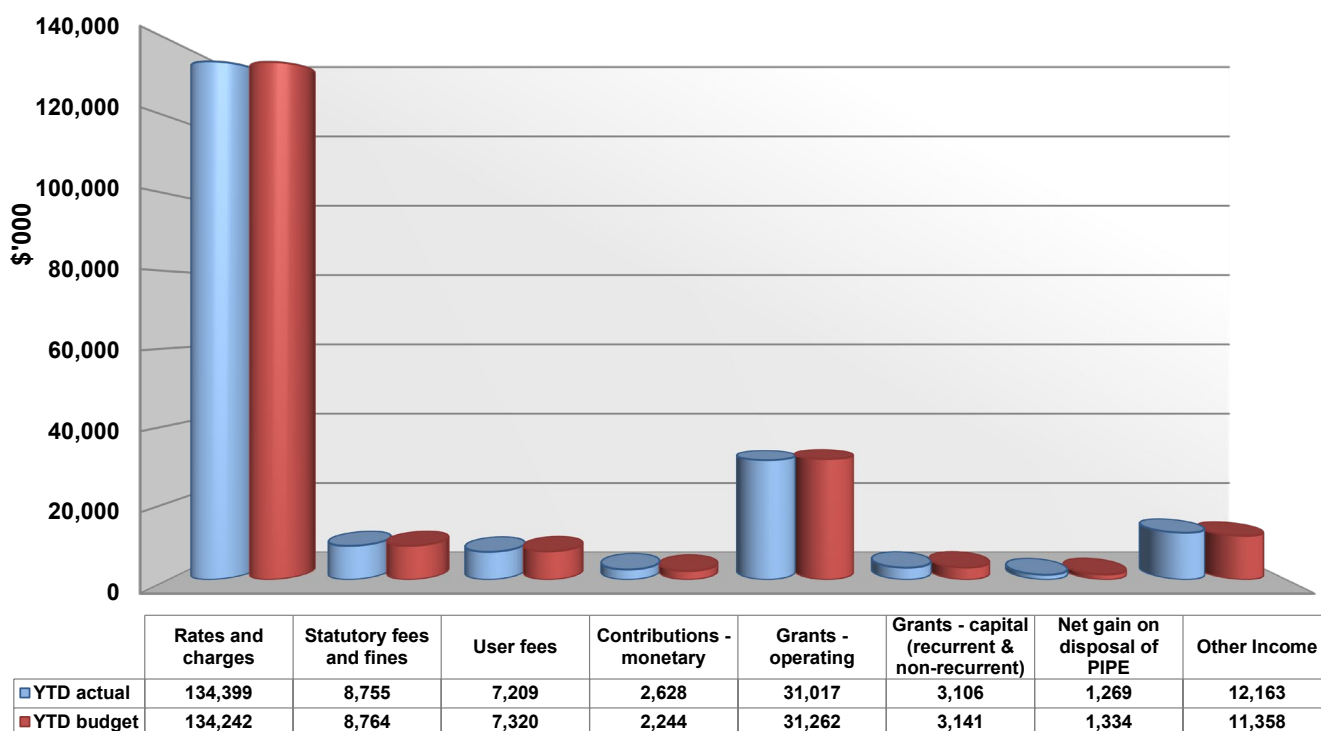
The financial report is prepared on the principles of accrual accounting. Accrual accounting recognises income when earned and expenditure when incurred, regardless of whether cash settlement has taken place. The basis of recognition of major income and expenditure in these statements are defined below.

- 1. Rate revenue:** Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in quarterly instalments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July.
- 2. Grants revenue:** Council receives two types of grants, namely a General Purpose Grant (Financial Assistance Grant funding from the Victoria Local Government Grants Commission) which is not tied to any programs and Special Purpose Grants for various programs. In accordance with Accounting Standards, AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income of Not-For-Profit Entities', grant income is generally recognised in the Income Statement to the extent of satisfied performance obligations. Alternatively, grant funding which does not have sufficiently specific performance obligations is recognised as income when the cash is received. Any grant income relating to unsatisfied performance obligations are recognised as unearned income in the Balance Sheet at balance date. Grants comprise of operating and capital (recurrent and non-recurrent in nature).
- 3. Fees and charges:** Most fees and charges are recognised when cash is received. Generally, where Council raises a debtor's invoice, income is recognised at the point of the invoice and not when cash is received. Car parking permit income relating to a future period at balance date are recognised as unearned income in the Balance Sheet.
- 4. Contributions - cash:** Cash contributions are essentially from developers towards open space works. These monies are treated as income when received. Council is obligated to spend these monies for the purpose for which they are given by the developers. Council also receives external contributions for other capital projects. Cash contributions received are held in reserves and treated as "restricted cash" until they are spent (see **note 9** below).
- 5. Employee costs:** Salaries expenditure is based on fortnightly salaries paid and accruals for salary on-costs such as leave entitlements, superannuation and Workcover.
- 6. Capital expenditure:** The two broad areas of capital are the capital improvement program (CIP) (which includes infrastructure and major projects) and 'other' which includes fleet, computers, plant and furniture. Expenditure is recognised as capital if it is significant in value and results in assets which have a useful life in excess of at least one year.
- 7. Budget information:** The Original Budget information contained in the report is the budget approved by Council on 24 June 2024. The year-to-date budget in this report reflects the Mid-Year Budget as adopted by Council on 28 January 2025.
- 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 March 2025



Operating income for the quarter ended 31 March 2025 is \$881,000 favourable against budget. This is primarily due to the following:

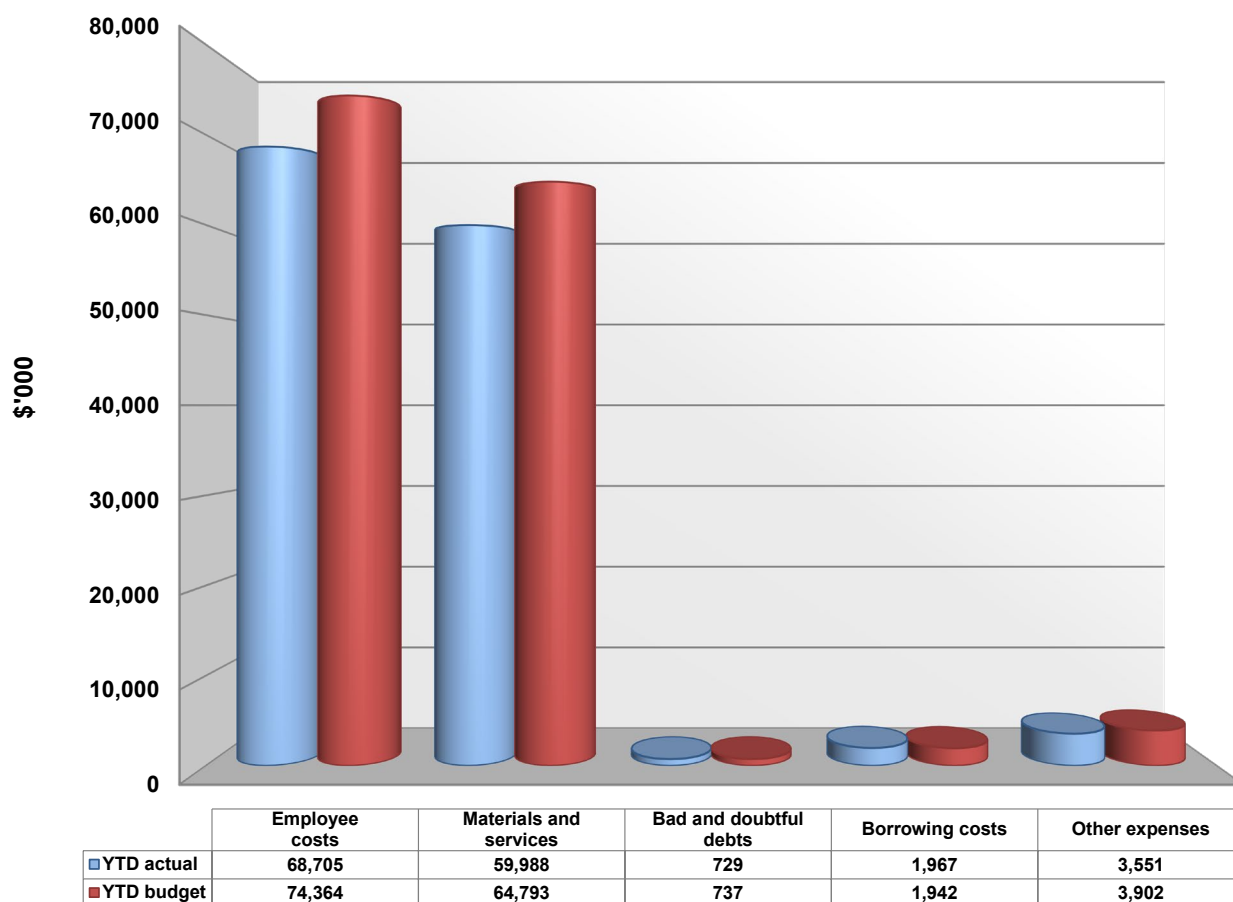
- **Other income (\$805,000 favourable)** - Better than anticipated interest returns on investments due to sustained high interest rates combined with greater cash and investment funds due to later than expected capital expenditure (Non-Directorate \$251,000), Parks casual hire and Container Deposit Scheme income (City Futures \$264,000) and community facility rent, venue hire and recovery income (Community Strengthening \$270,000). A favourable adjustment of \$484,000 has been included in the 2024-25 Forecast.
- **Contributions – monetary (\$384,000)** - Better than anticipated income from developer and public open space contributions (City Futures \$371,000). This has been factored in the 2024-25 Forecast and is offset by a transfer to reserves.
- **Rates and charges (\$157,000 favourable)** - Mainly due to higher than anticipated supplementary rates (Non-Directorate \$159,000). This has also been factored in the 2024-25 Forecast and is offset by a transfer to reserves.

The favourable variances above are partly offset by lower operating grants (\$245,000) and user fees (\$111,000) primarily in Community Care due to a reduction in service demand and resourcing.

B2. Operating Expenditure

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

Expenditure from operating activities for 1 July 2024 to 31 March 2025



Operating expenditure for the quarter ended 31 March 2025 is favourable by \$3.6 million against budget. This is due to large favourable variances in Materials and services and Employee costs partly offset by two fixed asset accounting entries (Prior year capital expenditure unable to be capitalised and Asset write offs). The fixed asset accounting entries do not impact Council's cash position and are discussed in more detail in Notes 24 and 25 of this report.

- **Materials and services (\$4.80 million favourable)** – The major items contributing to this favourable variance are:

- City Futures (\$3.79 million) due mainly to lower than anticipated parks, roads and drains maintenance costs (\$2.64 million), recycling and waste contract costs (\$571,000).
- Exhibitions and events, animal pound contract and delays in various grant funded projects (Community Strengthening \$431,000).
- Professional services, legal fees and software maintenance (Digital Technology \$285,000, Asset Management \$151,000, and Corporate Development \$221,000).

Overall, an unfavourable variance of \$561,000 has been reflected in the 2024-25 Forecast mainly due to the Family Day Care expanded program (\$1.01 million) which is matched by higher income.

- **Employee costs (\$5.66 million)**

Directorate	2024-25 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	Potential Underspend/ (overspend) 2024-25 \$
CEO SERVICES	440,545	-	-	440,545
CITY FUTURES	791,637	83,992	88,276	619,369
COMMUNITY STRENGTHENING	4,021,894	2,279,978	762,814	979,102
CORPORATE DEVELOPMENT	371,071	-	-	371,071
NON DIRECTORATE	33,913	-	-	33,913
Total Council	5,659,060	2,363,970	851,090	2,444,001

As depicted in the above table, this favourable variance is made up of:

- \$2.36 million in grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (mostly in Community Strengthening).
- \$851,000 represents favourable salary variances that are wholly offset by lower income in Community Care (\$763,000) and Statutory Planning (\$88,000).
- The remaining \$2.44 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 across the following areas:
 - Community Strengthening (\$979,000) – Family Day Care (\$289,000), Library Services (\$214,000), Maternal and Child Health (\$189,000), Community Amenity (\$96,000), Animal Management (\$75,000), Children's Support Services (\$75,000), Immunisation (\$74,000), Civic Facilities (\$74,000) and Youth and Family Support (\$71,000). These favourable variances are partly offset by higher salaries in Community Precinct Operations (\$166,000) and Drum Theatre (\$158,000).
 - City Futures (\$619,000) - Parks Services (\$230,000), Statutory Planning (\$129,000), Economic Development (\$119,000), and Strategic Transport Planning (\$101,000).
 - CEO Services (\$440,000) – Digital Technology (\$263,000), Asset Management (\$112,000), and Community Development (\$110,000).
 - Corporate Development (\$371,000) - Procurement (\$392,000).

A favourable variance of \$1.28 million has been reflected in the 2024-25 Forecast (refer page 4 of this report for further information).

C. Balance Sheet

Council's net assets are valued at \$2.94 billion as at 31 March 2025.

C1. Current assets

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

Cash and cash equivalents (\$32.22 million) – Represent the net amount held by Council in cash or term deposits with a term of less than 90 days.

Term deposits invested for greater than 90 days are classified as financial assets in the Balance Sheet. Council's total cash and investment funds therefore represent \$221.23 million (cash and cash equivalents of \$32.22 million plus financial assets of \$189.02 million).

\$163.97 million of cash and investment funds are 'restricted' for various purposes. These are detailed in the notes to the cash flows that follow in **section D** and a graphical presentation in **Appendix 2**.

Council's unrestricted cash and investment balance at 31 March 2025 is \$57.26 million. Around \$26 million of these funds are required for carried forward operational projects and capital works from 2023-24. The remaining unrestricted cash and investment balance is due mainly to the delay in capital works spend at this point in the financial year.

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 (\$189.02 million) – Increase in financial assets from 30 June 2024 is due to the make-up of Council's cash and investments holdings at 31 March 2025 with more investments placed with a term of over 90 days to maximise the interest return on investments.

Trade and other receivables (\$67.54 million) – This balance includes:

- Rate debtors \$47.59 million
- Infringement debtors of \$10.81 million (net of provision for doubtful debts).
- General and other debtors \$9.14 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 (\$1.34 million) – This balance includes:

- Accrued income \$694,000 – income earned but cash not yet received as at 31 March 2025.
- Prepayments \$82,000 - expenses prepaid at 31 March 2025.
- 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.

C2. Non-current assets

Property, infrastructure, plant and equipment (\$2.65 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 (\$721,000) – 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 (\$5.96 million) – This balance includes trade creditors arising from operations and capital works.

Trust funds and deposits (\$5.17 million) – Trust funds and deposits includes other refundable monies in respect of:

- Other deposits (\$2.06 million). Includes current portions of asset protection bonds, hall hire deposits, contractor deposits and drain work deposits.
- Fire services property levy funds collected by Council on behalf of the State Government, but not yet paid on to the State Revenue Office (\$1.55 million). These monies are remitted to the State Revenue Office in accordance with legislative timeframes (28 days after each quarterly rate instalment date).
- Landscape deposits (\$778,000).
- Road deposits (\$406,000).
- Open space contributions (\$380,000).

Unearned income (\$58.62 million) – Represents income not yet earned based on specific performance obligations that were not complete at 31 March 2025 in respect of:

- Developer Contribution Plan liabilities (DCP) – (\$44.31 million).
- Operating grants (\$9.98 million).
- Capital grants (\$3.93 million).
- Other (\$400,000).

Provisions (\$20.37 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 - \$7.78 million.
 - Rostered days off (RDO) - \$620,000.
- Landfill provision - \$229,000 - provision for the restoration and aftercare management of the former Spring Valley landfill site (closed). The former closed landfill is owned by the Council and is used as recreational open space. Council's share is 19.88% of the total future estimated costs.

Interest-bearing liabilities (\$6.1 million) – Represents the repayment of long-term borrowings expected during 2024-25.

Lease liabilities (\$220,000) - 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 (\$1.25 million) – Represents the provisions estimated to be paid beyond the 2024-25 financial year and comprises of long service leave entitlements for employees (\$377,000) 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 (\$2.77 million) – Represents deposits that are payable beyond the 2024-25 financial year and comprises asset protection bonds of \$2.36 million, landscape deposits of \$324,000 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 (\$528,000) – 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

D. Cash Flow Statement

Cash and cash equivalents total \$32.21 million as at 31 March 2025, an increase of \$17.42 million since 31 December 2024. Term deposits invested with a term of greater than 90 days are not included in cash and cash equivalents as they are required to be classified as 'Financial Assets'.

Cash and cash equivalents and financial assets together total \$221.23 million. \$163.97 million of this balance is restricted for various purposes (see table below).

	31-Mar-2025 \$'000	
Cash and investments	221,233	
<i>Less restricted cash:</i>		
Employee provisions	(20,523)	
Trust funds and deposits	(7,940)	
Development Contribution Plans (DCP) unearned income	(44,313)	
Statutory and other reserves	(91,196)	
Total restricted cash	(163,972)	74%
Unrestricted cash	57,261	26%

The higher level of unrestricted cash at 31 March 2025 is mainly due to the delay in capital expenditure. At the end of the third quarter, 35% of the 2024-25 Mid-Year Budget for capital expenditure has been incurred.

D1. Cash flows from operating activities – net inflow of \$66.66 million.

The major inflows are rates (\$144.09 million), grants (\$41.12 million), trust funds and deposits taken (\$30.24 million), statutory fees and fines (\$6.43 million) and user fees (\$5.23 million).

The major outflows are materials and services (\$77.22 million), employee costs (\$73.60 million) and trust funds and deposits repaid (\$29.62 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 \$55.84 million, including:

- \$40.79 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.
- \$15.34 million of net cash outflows for term deposits with a maturity of greater than three months.
- \$288,000 proceeds on asset sales mainly relating to the fleet replacement program.

D3. Cash flows from financing activities – outflow of \$185,000.

Council has repaid \$2.86 million of existing borrowings and \$491,000 of lease liabilities. Additionally, Council has incurred \$1.96 million in finance costs on its borrowings. These outflows have been offset by the receipt of \$5.12 million proceeds from new borrowings.

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

Type	31-Mar-25	Notes
Reserve funds	\$'000	
Council funded Development Contribution Plans (DCP) reserve	14,119	Reserved for specific expenditure in accordance with the published DCP.
Open space – planning, development and improvements	6,127	Reserved for enhancing the City's open space by planning, development and improvements.
Open space – acquisitions	4,989	To fund acquisitions of new open space land.
Major projects reserve	46,346	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	4,045	Reserved for specific maintenance expenditure relating to this area.
Spring Valley landfill rehabilitation	4,044	Rehabilitation of the Spring Valley landfill site.
Re-vegetation reserves	181	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	2,629	To fund development in the Dandenong Activity Centre.
General reserve (Community Services)	4,122	Funds set aside for the aged care reforms and community services.
Future maintenance reserve	3,890	Contribution funds for future works to address level crossing removal authority defects.
Total reserve funds	91,196	
Employee provisions	\$'000	
Long service leave	12,122	Funds to meet long service leave commitments.
Annual leave and other	8,401	Funds set aside to meet annual leave and rostered days off (RDO) commitments.
Employee provisions	20,523	

Trust funds and deposits	\$'000	
Fire services property levy (FSPL) collected and due	1,553	Payable to State Revenue Office – legislative requirement.
Open space contributions	380	Pending completion of works.
Landscape deposits	1,102	Pending completion of works.
Road deposits	406	Pending completion of works.
Other trust funds and deposits	4,499	Refundable upon finalisation of programs.
Total trust funds and deposits	7,940	

Other restricted funds	\$'000	
DCP unearned income	44,313	Pending completion of works by developers.
Other restricted funds	44,313	

Total restricted cash	163,972
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E. Statement of Capital Works

Total capital expenditure as at 31 March 2025 was \$34.23 million. A further \$27.8 million was committed as at the end of March. The following **CIP Expenditure Report** contains the expenditure status of each of the approved capital projects.

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

Property

- **3207 Building Renewal Aquatic/Leisure Dandenong Stadium (\$650,000 favourable) –** Completing the concept and design phase. Court flooring sub structure to be upgraded when the court resurfacing occurs. Scope confirmed with South East Leisure for internal painting and floor renewal for male changeroom. Developing procurement brief for upgrade of subfloor design at the Dandenong Stadium.

Infrastructure

- **3992 DCP Perry Road Widening (\$400,000 favourable) –** Stage 2 works are 85% complete and the final wearing course is programmed. Lighting works are at pre-commencement stage. Landscape works commenced.
- **3355 Footpath Renewal Program (\$341,000 unfavourable) -** Due to insufficient budget to mitigate hazards arising from customer requests or road management plan inspections, which Council is legally compelled to act upon. A permanent unfavourable variance of \$700,000 has been factored into the full year forecast. This will be offset by operational expenditure savings in Roads and Drains.

APPENDIX 1 - CIP Expenditure Report

	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	COMMIT	ANNUAL MID YEAR BUDGET	FULL YEAR FORECAST	ANNUAL ORIGINAL BUDGET
	\$	\$	\$	\$	\$	\$	\$
PROPERTY							
Buildings							
1631. 2434-22/23 Art Gallery PEP Bldg	175,891	247,061	71,170	2,768,040	562,061	562,061	-
1869. 2587-23/24 D'ong Community Hub	85,419	86,226	807	1,422,547	1,551,226	1,551,226	-
1943. Air Fryer Crowe Pavilion	-	15,000	15,000	23,739	15,000	22,739	-
3004. Bldg Renewal Aq/Leis D'ong Oasis	-	30,000	30,000	48,271	180,000	180,000	110,000
3041. Dandenong Civic Ctr Rectification	92,908	92,640	(268)	-	600,000	600,000	600,000
3093. Dandenong Nth Senior Citizen	3,758	5,000	1,242	5,500	65,000	65,000	65,000
3207. Bldg Renewal Aq/Leis D'ong Stadium	159,244	809,390	650,146	60,477	1,140,000	1,140,000	490,000
3224. Ross Res Athletics Pav. Amenities	10,421	20,000	9,579	38,920	50,000	50,000	50,000
3267. Lois Twohig Gerry Sweet Pavilion	4,000	4,000	-	1,000	30,000	30,000	30,000
3271. Bldg Renewal Aq/Leis Gloria Pyke	3,030	3,000	(30)	6,080	32,000	32,000	32,000
3303. NP Comm Ctr Building 2	15,385	16,000	615	32,897	50,000	50,000	50,000
3324. Bldg Renewal Aq/Leis Springers	14,609	15,000	391	5,000	158,000	158,000	158,000
3455. Burden Park Masterplan Implem.	17,941	18,000	59	9,490	65,000	65,000	65,000
3479. Darren Reserve Kindergarten	-	-	-	4,545	90,000	90,000	90,000
3483. Dandenong Sth Kinder HVAC	26,593	27,000	407	-	40,000	40,000	40,000
3548. Keysb Sth Community Hub	11,612,069	11,612,123	54	6,548,440	21,212,975	21,212,975	19,736,000
3717. Springvale Reserve	-	-	-	-	852,511	852,511	-
3793. 1583-19/20 Dandenong Market Square	4,125	13,005	8,880	12,791	38,005	38,005	-
3820. Bldg Renewal Aq/Leis NPAC	-	-	-	-	85,000	85,000	85,000
3876. Bldg Renewal Fixt/Fitt Bathroom	251,728	248,524	(3,204)	12,658	354,000	354,000	160,000
3878. Bldg Renewal Lift	48,053	49,000	948	113,322	148,300	148,300	148,300
3879. 2457-23/24 Bldg Renewal Minor Wrks	16,097	16,000	(97)	17,193	19,000	19,000	-
3880. 2458-23/24 Bldg Renewal Roof	-	-	-	68,894	-	-	-
3883. Bldg Renewal Fixt/Fitt Kitch & Mech	365,927	366,000	73	109,004	406,000	406,000	200,000
3902. 1928-20/21 Ross Reserve Pavilion	-	-	-	826	-	-	-
3904. Bldg Renewal Theatre	10,120	10,108	(12)	18,169	53,000	53,000	53,000
3906. 2583-23/24 Dandenong Gallery of Art	208,100	208,218	118	122,353	5,209,297	5,209,297	-
3946. Bldg Renewal Aquat/Leis	192,589	192,740	151	21,305	210,740	210,740	-
3955. Chandler MCH/Kinder Windows	-	-	-	4,545	90,000	90,000	90,000
3974. D'ong Wellbeing Centre	664,019	854,504	190,485	150,548	10,278,646	10,278,646	35,000,000
4001. Dandenong Market Bazaar Bird Net	-	-	-	-	185,000	185,000	185,000
4003. Springvale Res Masterplan Implem.	-	-	-	-	90,000	90,000	90,000
4067. 2570-23/24 Lyndale Sec Coll Kitchen	331,122	334,000	2,878	87,875	594,877	594,877	-
4069. 2585-23/24 Pep Redevelopment	59,285	85,620	26,335	428,448	1,254,465	1,254,465	-
4104. Security Program	-	-	-	-	220,000	220,000	220,000
4105. 2311-22/23 Police Padck Water Main	3,065	48,000	44,935	120,373	144,100	144,100	-
4106. 2330-22/23 D'ong Civic Hot Water	-	30,000	30,000	-	93,280	93,280	-
4126. Dandenong Day Nursery Cafe Blinds	-	-	-	-	35,000	35,000	35,000
4132. 1009-18/19 Heritage Hill (Laurel)	600	600	-	8,500	60,000	60,000	-
4142. 1944-20/21 Dandy Mkt Carpk Bollards	1,683	5,683	4,000	-	12,000	12,000	-
4144. 1925-20/21 Dandy CvcCtrlLib Ccpt Des	-	6,700	6,700	2,500	6,700	6,700	-
4148. 1688-19/20 Noble Park - Mbl Lib Srv	-	17,356	17,356	1	17,356	17,356	-
4184. Dandenong Market - Lift	435	-	(435)	1,091	175,000	175,000	-
4185. Dandenong Market - Fire Services	25,088	109,100	84,012	26,384	743,003	743,003	-
4200. Cladding Rectification Program	10,260	-	(10,260)	17,840	-	-	-
4202. Gas Transition Program	17,763	18,000	237	-	145,000	145,000	145,000
4203. Lois Twohig Curator Shed Storage	153,638	153,212	(426)	11,629	176,422	176,422	176,422
4219. Bldg Renewal Fixt/Fitt Paddy O'Don	43,813	44,000	187	176,407	250,000	250,000	250,000
4220. Bldg Renewal Fixt/Fitt General	107,580	108,204	623	40,400	257,000	257,000	257,000
4221. Ian Tatterson Masterplan Implem.	2,100	2,100	-	378	30,000	30,000	30,000
4222. NPAC Pump & Pipework	-	-	-	-	5,000	5,000	5,000
4238. Bldg Renewal Fixt/Fitt Fifth Ave	-	-	-	89,200	200,000	200,000	200,000
4243. Frank Street Open Spaces	-	-	-	900	-	-	-
Leasehold Improvements							
3941. 1767-19/20 Police Padck Grandstand	-	108,415	108,415	-	433,660	433,660	-
Land							
4201. 9A Blissington Street, Springvale	1,010,518	1,008,134	(2,384)	13,548	1,008,134	1,008,134	-
Total property	15,748,977	17,037,661	1,288,685	12,652,026	49,721,758	49,729,497	58,845,722

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL MID YEAR BUDGET \$	FULL YEAR FORECAST \$	ANNUAL ORIGINAL BUDGET \$
PLANT AND EQUIPMENT							
Plant, machinery and equipment							
1188. HACC Minor works	-	50,000	50,000	-	50,000	50,000	-
1445. Fleet Renewal Program	1,274,561	1,275,270	710	1,784,716	4,017,000	4,017,000	2,980,000
1447. 2252-22/23 Fleet New Program	73,091	-	(73,091)	-	-	-	-
Library books							
3104. Library Strategy Books & Resources	608,046	607,831	(216)	178,504	1,100,000	1,100,000	1,100,000
Computers and telecommunications							
3147. Parking Machines	100,027	100,545	519	-	600,000	600,000	600,000
3740. Drum Theatre Improvements	8,709	6,000	(2,709)	2,715	10,000	10,000	10,000
3957. Audio Visual Renewal Program	-	-	-	-	59,000	59,000	59,000
4007. 1713-19/20 Merit CRM Replacement	-	-	-	-	88,050	88,050	-
4052. LRCI3 Optical Fibre Various	-	10,028	10,028	-	10,028	10,028	-
4104. Security Program	-	-	-	-	40,000	40,000	-
4153. 1346-19/20 Hemmings Pk-Radio/Wi-Fi	10,383	10,434	51	2,102	10,434	10,434	-
4154. 2358-22/23 Var Locations Pple Count	-	31,088	31,088	-	31,088	31,088	-
4162. CCTV Renewal Program	5,993	6,000	7	-	1,447,000	1,262,730	2,097,000
4223. Dandenong Library Book Sorter	-	-	-	-	250,000	250,000	250,000
4224. Dandenong Civic Ctr UPS Server	-	-	-	-	149,575	299,575	149,575
4251. LRCI 4 CCTV / Optic Fibre	-	-	-	-	-	184,270	-
Fixtures, fittings and furniture							
3314. Furniture Renewal Program	20,200	43,200	23,000	20,200	138,000	138,000	115,000
3959. Emergency Relief Centre Equipment	-	-	-	-	60,000	60,000	60,000
4151. Public Art Renewal Program	8,170	8,000	(170)	-	50,000	50,000	50,000
Total plant and equipment	2,109,180	2,148,396	39,216	1,988,237	8,110,175	8,260,175	7,470,575
INFRASTRUCTURE							
Parks, open space and streetscapes							
3442. 2574-23/24 NPR Noble Park Revital'n	7,030	51,500	44,470	3,695	297,864	295,606	-
3581. Dandenong Memorial Cenotaph & POF	5,990	6,000	10	5,530	90,000	90,000	90,000
3849. 2201-22/23 Fred Wachter Playground	14,236	15,000	764	-	73,788	73,788	-
3931. 2440-23/24 Guardrail Program	56,000	56,000	0	24,519	80,000	80,000	-
3932. Passive Open Space Renewal Program	46,644	44,723	(1,921)	15,693	65,000	65,000	65,000
3973. Signage Renewal Program	32,050	32,000	(50)	-	90,000	90,000	90,000
4012. Alex Wilkie Wetlands	-	50,000	50,000	11,275	370,000	370,000	320,000
4027. 1920-20/21 NPR Ian St Street Scape	3,331	43,331	40,000	6,026	3,331	3,331	-
4032. 1138-18/19 Hemmings St Precinct	-	-	-	-	130,043	130,043	-
4062. 2561-22/23 NPR Muderra Artwork	29,329	120,000	90,671	2,600	169,228	169,228	-
4066. George Andrews Field 2 Lighting	99,568	100,000	432	200,837	400,000	390,000	400,000
4124. Thomas Carroll West Oval Lighting	5,849	6,000	151	235,935	350,900	341,080	350,900
4134. 2465-23/24 Lighting Renewal Prg	581	-	(581)	-	-	581	-
4163. 2469-23/24 Ligh Renew Prog-Op Space	396,124	395,550	(574)	0	410,550	410,550	-
4164. 2318-22/23 Dandy CBD-LED Upgrade	409,640	409,204	(436)	-	409,204	409,640	-
4167. 1869-20/21 Ian Tatt Lsr Prk LEDStg1	169,509	129,689	(39,820)	-	129,689	169,509	-
4175. 2576-23/24 Springvale Revit ActPLAN	-	200,000	200,000	-	250,000	250,000	-
4191. Railway Parade Shopping Centre	-	-	-	-	99,833	99,833	-
4199. Lois Twohig Oval 1 Lighting	7,906	8,000	95	229,747	353,000	353,000	353,000
4207. Noble Park Reserve Carpark & Picnic	5,400	5,400	-	-	60,000	60,000	60,000
4208. Warner Reserve Masterplan Implem.	10,428	8,100	(2,328)	-	80,000	80,000	80,000
4209. Dandenong Stadium Carpark Lighting	-	-	-	-	10,000	10,000	10,000
4210. Gerard Reserve Furn. & Landscape	2,000	2,000	-	-	5,000	5,000	5,000
4211. Heyington Cres Furn. & Landscape	19,102	20,000	898	897	20,000	20,000	20,000
4212. Gatley Crt Res Furn. & Landscape	2,000	2,000	-	-	5,000	5,000	5,000
4213. View Road Furn & Landscape	4,354	4,000	(354)	-	5,000	5,000	5,000
4214. Thornton Reserve Open Space	56,425	58,000	1,575	33,503	100,000	100,000	100,000
4215. Railway Parade Pocket Park	73,787	74,000	213	6,856	80,000	80,000	80,000
4216. Greenglade Res Furn. & Landscape	-	-	-	78,343	80,000	80,000	80,000
4217. Dandenong CBD Road & Ped. Lighting	-	-	-	115,993	150,000	150,000	150,000
4218. Lois Twohig Oval 1 Soccer Fencing	149,007	150,000	993	6,690	150,000	150,000	150,000
4234. Rosswood Tennis Lighting	6,283	6,000	(283)	183,607	400,000	390,000	400,000
4235. Greaves Res Oval 4 Lighting	96,813	97,000	187	295,623	584,200	574,200	584,200
4237. Barry Powell Oval 1 Fencing	121,470	122,000	530	-	142,000	142,000	142,000
4243. Frank Street Open Spaces	37,000	37,000	-	-	58,852	58,852	-

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL MID YEAR BUDGET \$	FULL YEAR FORECAST \$	ANNUAL ORIGINAL BUDGET \$
INFRASTRUCTURE							
Recreational, leisure and community facilities							
1679. Parkfield Reserve Master Plan	140,886	140,000	(886)	643,336	950,195	950,195	950,195
1859. Rowley Allan Res Masterplan Implem.	-	-	-	-	30,000	30,000	30,000
3029. Playground Improvements	23,098	20,000	(3,098)	-	20,000	23,098	20,000
3033. Edinburgh Res. Playground	3,200	3,200	-	-	5,000	5,000	5,000
3209. ARP Sporting Facilities	99,450	99,183	(267)	-	135,000	135,000	135,000
3631. Dandenong Park Masterplan Implem	5,550	4,500	(1,050)	270	50,000	50,000	50,000
3925. ARP Fencing Program	135,374	135,000	(374)	51,100	200,000	200,000	200,000
4031. 1499-19/20 Ross Reserve SoccerPitch	683	-	(683)	-	-	683	-
4120. 2475-23/24 Ross Reserve Ath Track	180,066	181,360	1,294	28,186	321,360	321,360	-
4125. Greaves Reserve Masterplan	21,800	30,000	8,200	-	40,000	40,000	40,000
4135. 2433-22/23 Arkwright Drive Wetlands	60,984	61,000	16	-	178,006	178,006	-
4157. 2209-22/23 Springvale Rsv - Playgrd	-	46,993	46,993	4,479	46,993	46,993	-
4161. 2203-22/23 Fred. Wachtr. Rsv-RecDes	8,367	8,360	(7)	25,307	58,360	58,360	-
4195. Barry Powell Masterplan Implem.	245,274	245,663	389	359,755	708,673	708,673	90,000
4205. Pencil Park Hid Grv - Playgrd	73,138	75,000	1,862	-	80,000	80,000	80,000
4206. ARP Goal Post Program	73,936	75,000	1,064	-	80,000	80,000	80,000
4221. Ian Tatterson Masterplan Implem.	7,850	10,000	2,150	53,900	80,000	80,000	80,000
4229. ISDP Fotheringham Res Oval Drainage	17,550	17,550	-	210,624	250,000	250,000	250,000
4230. ISDP Ian Tatterson Oval 1 Drainage	337,272	338,000	728	36,627	400,000	400,000	400,000
4231. ISDP Coomoorra Res. East Drainage	9,000	9,000	-	137,477	100,000	100,000	100,000
4232. ISDP Dandenong Park Irrigation	30,669	31,613	944	-	40,000	40,000	40,000
4233. Greaves Res Fit Playgrd Rec'n Zone	46,047	47,000	953	210,635	300,000	300,000	300,000
4240. Alex Nelson Ground Scoreboard	91,149	85,000	(6,149)	5,436	85,000	85,000	85,000
Roads							
3231. Road Reconstruction Program	2,734,591	2,735,233	642	2,299,231	8,527,105	8,527,105	6,446,941
3404. Black Spot - Brady Rd, Dandenong	37,250	37,350	100	805,032	1,168,902	1,168,902	-
3418. 2582-23/24 LATM New Program	19,135	19,135	(0)	46,990	40,213	40,213	-
3752. 2445-23/24 Roads to Recovery Prg	1,911,483	1,912,000	517	931,945	2,001,424	2,001,424	-
3753. Road Resurfacing Program	3,024,774	3,024,346	(428)	1,335,154	4,940,716	4,940,716	4,940,716
3754. Road Rehabilitation Program	-	-	-	1,459,544	1,425,548	1,425,548	1,425,548
3992. DCP Perry Rd Widening Green-Pacific	2,576,466	2,976,950	400,485	1,554,957	6,745,880	6,745,880	4,987,410
4059. Outlook Drive Blackspot	6,700	-	(6,700)	6,324	-	6,700	-
4060. Railway Parade Blackspot	306,339	304,459	(1,880)	57,565	410,945	410,945	-
4061. 2559-22/23 Browns Rd Blackspot	37,875	68,367	30,492	6,106	68,367	68,367	-
4064. 2563-22/23 NPR Laneway Activation	2,258	-	(2,258)	173	-	2,258	-
4187. Black Spot Prog.- Hammond Rd Logis	1,450	71,354	69,904	-	86,354	86,354	-
4188. Black Spot Prog.-Athol Rd/Springval	191,494	211,904	20,410	2,500	311,904	311,904	-
4189. Black Spot Prog.-View Rd, S/Vale	15,637	107,000	91,363	172,539	247,584	247,584	-
4190. Black Spot - Woodlee St, Dandenong	83,371	85,000	1,629	91,565	174,423	174,423	-
4225. Dandenong Market Road Safety	28,349	26,000	(2,349)	75,177	175,000	175,000	175,000
Bridges							
4034. 2243-22/23 LRCI3 Hammond Rd Bridge	-	-	-	-	66,575	66,575	-
Footpath and cycleways							
1747. Barry Powell Masterplan Implem.	-	-	-	-	100,000	100,000	100,000
3174. 2581-23/24 Active Transport ATIPP	247,912	247,913	1	1,794	247,913	247,913	-
3355. Footpath Renewal Program	1,098,638	757,217	(341,421)	242,333	757,217	1,457,217	757,217
4239. Langhorne Place Decking	48,040	45,000	(3,040)	90,000	200,000	200,000	200,000
4250. Fowler Road Level X Removal Proj	6,250	-	(6,250)	7,450	-	100,000	-
Off street car parks							
4003. Springvale Res Masterplan Implem.	3,670	3,670	-	34,100	50,000	50,000	50,000
4033. 1914-20/21 LRCI3 The Crescent	-	-	-	-	19,616	19,616	-
4049. 2288-22/23 LRCI3 Robert Booth-Bess	-	-	-	-	14,243	14,243	-
4186. D'nong Market - CarPark Rectificat	15,970	53,250	37,280	15,100	225,000	225,000	-

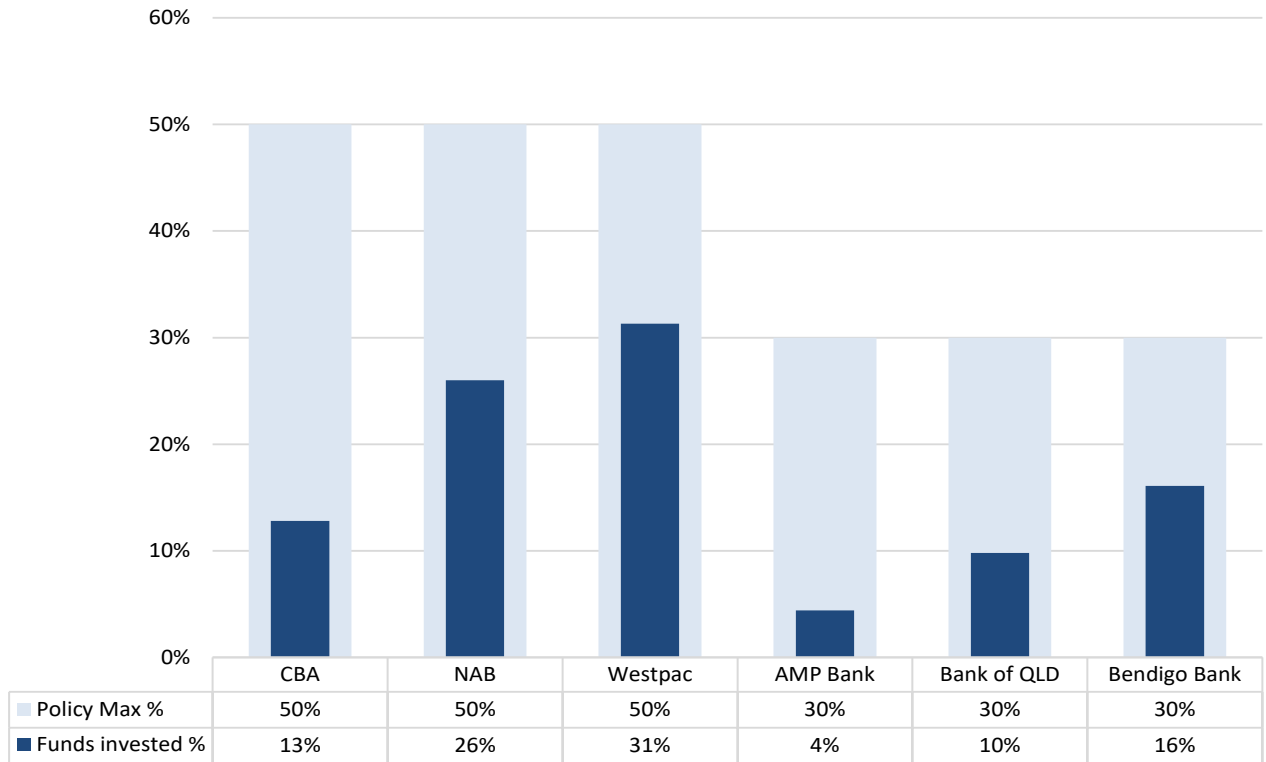
	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL MID YEAR BUDGET \$	FULL YEAR FORECAST \$	ANNUAL ORIGINAL BUDGET \$
INFRASTRUCTURE							
Drainage							
3939. 2438-22/23 Drainage Reactive Prg	6,364	-	(6,364)	-	-	-	-
4010. 2230-22/23 LRCI2 Callander Rd	19,402	80,000	60,598	-	299,791	299,791	-
4156. 1798-20/21 Victoria Avenue New GPT	19,635	218,515	198,880	361,747	488,627	488,627	-
4226. Drainage Renewal Works Program	165,434	166,000	566	212,172	1,000,000	1,000,000	1,000,000
4227. Drainage Reactive Works Program	281,167	281,627	460	104,077	600,000	600,000	600,000
Total infrastructure	16,368,853	17,348,210	979,357	13,138,076	40,254,416	41,065,914	27,158,127
GRAND TOTAL	34,227,010	36,534,268	2,307,258	27,778,339	98,086,349	99,055,586	93,474,424

CIP Glossary

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

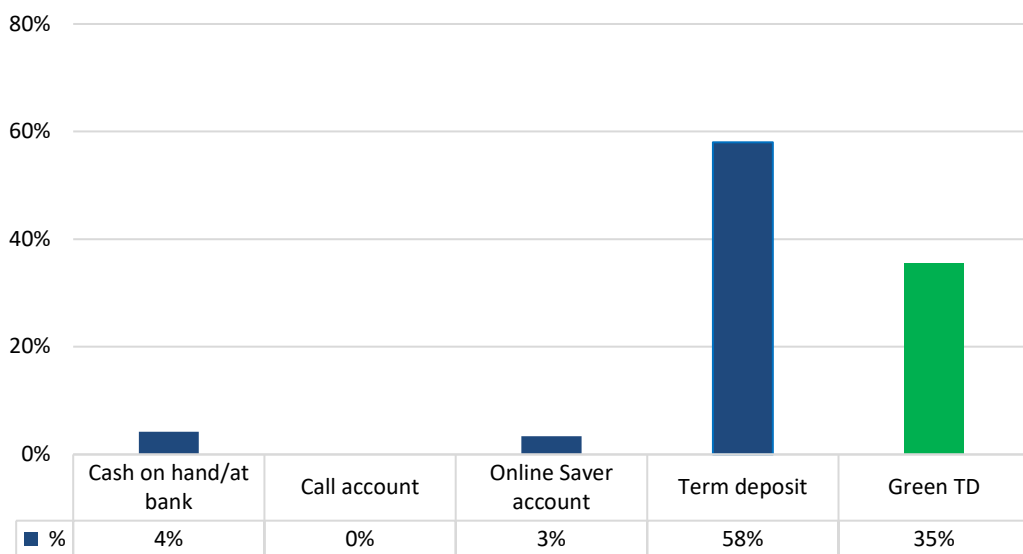
APPENDIX 2 – Investment Analysis

Individual Institution (ADI) limits



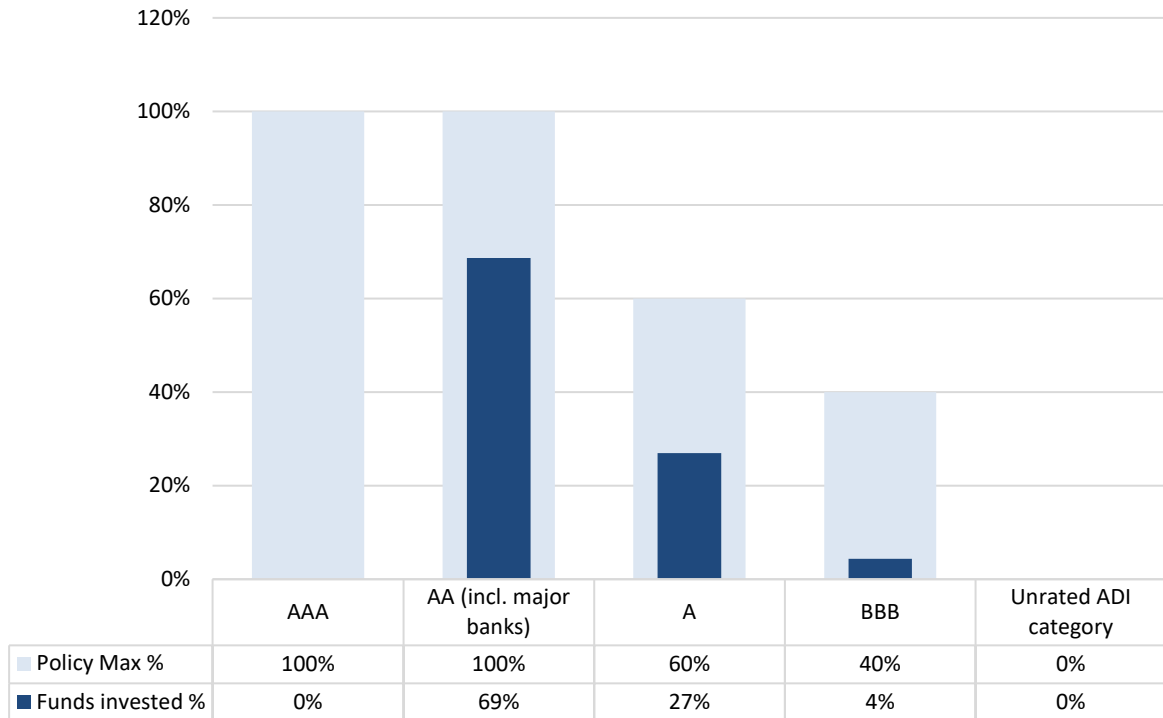
Policy limit – Council’s Investment Policy limits funds invested in AAA category Authorised Deposit Institutions (ADI) to a maximum of 60%, 50% with AA category or major bank, 40% with A category ADIs, 30% with BBB category ADIs and 0% in unrated ADIs.

Portfolio Products

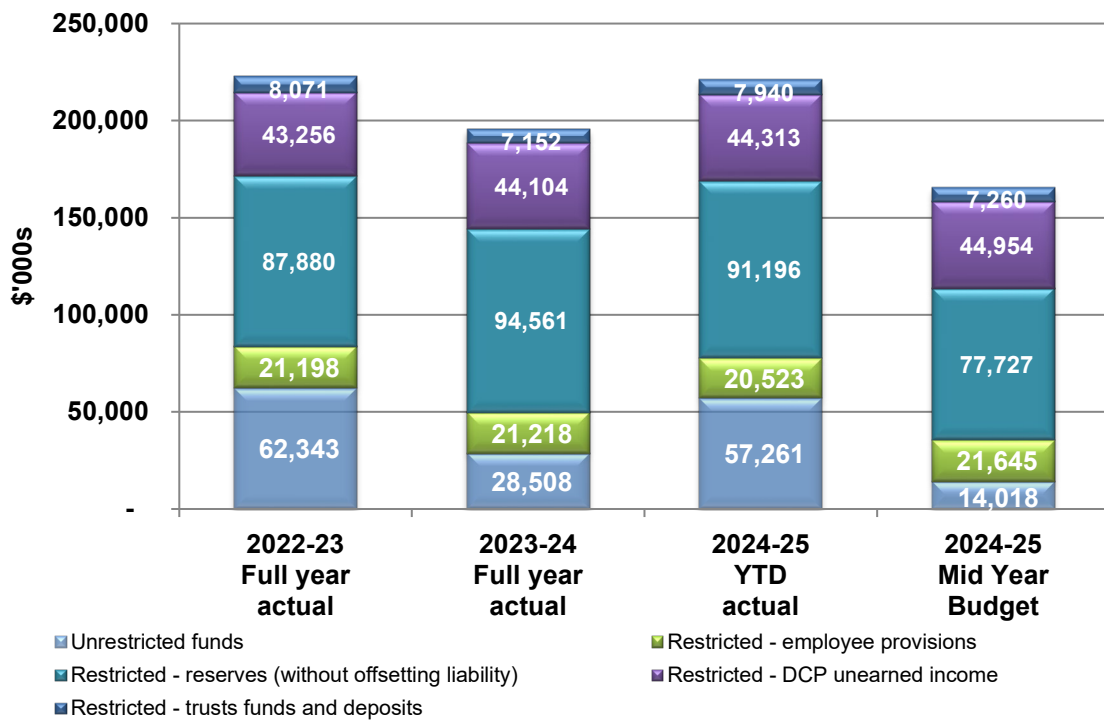


Note re Green deposits: 35% (or \$77.3 million) was invested at 31 March 2025. These investments are certified against Climate Bonds Initiative – Climate Bonds Standard, the same certification as green bonds. Investments held with Bendigo Bank fall under this category as this institution does not invest in fossil fuels.

Investment portfolio by credit rating

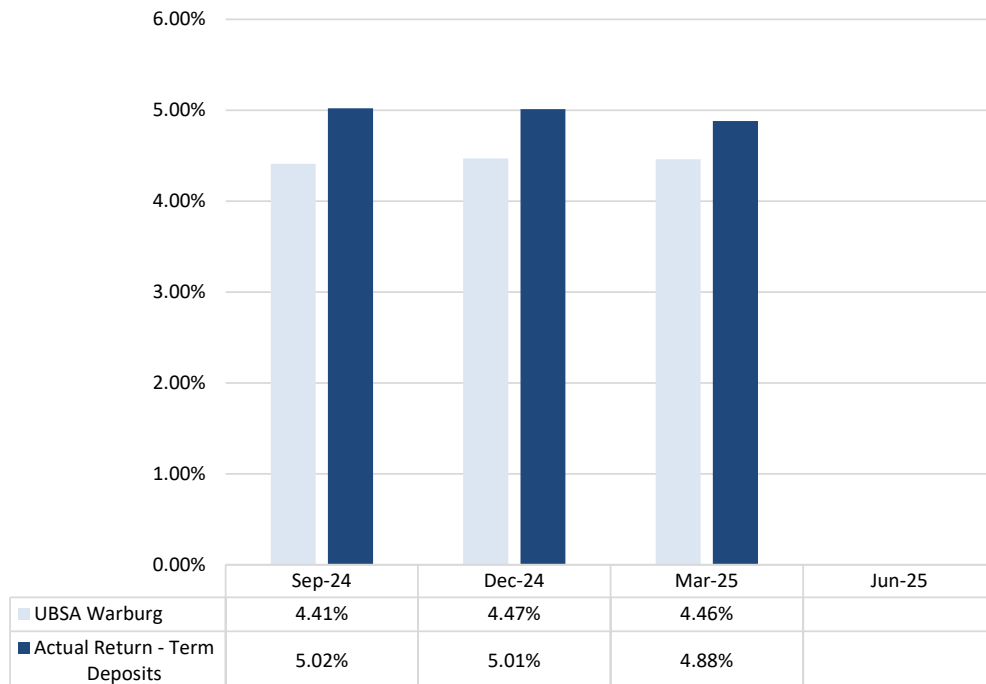


Restricted and unrestricted cash balances

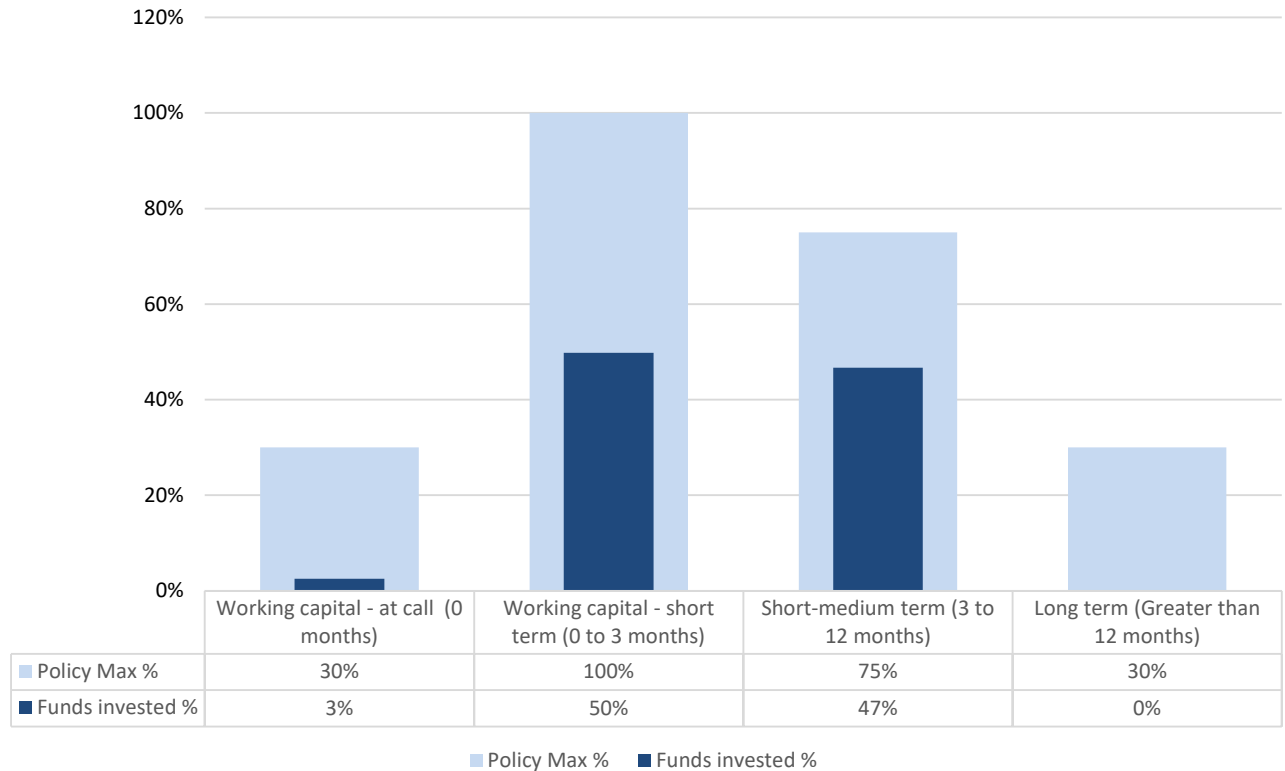


Note – the unrestricted cash balance at 31 March 2025 does not reconcile to the Statement of Cash Flows for the purposes of the above graph as the term deposits over 90 days classified as ‘financial assets’ have been included as cash here.

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 MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income							
Chief Executive Office	106	64	42	84	126	42	20
Corporate Development	2,335	2,273	62	2,762	2,824	62	1,962
City Futures	31,497	31,136	361	40,924	40,742	(182)	40,890
Community Strengthening	28,245	28,267	(22)	37,871	38,918	1,047	35,219
Non-Directorate ^(a)	135,231	134,758	473	179,576	181,304	1,728	176,514
Capital Works Program	3,140	3,166	(26)	19,947	20,047	100	14,301
Total income	200,554	199,664	890	281,164	283,961	2,797	268,906
Expenses							
Chief Executive Office	8,916	9,826	910	13,733	13,503	230	13,305
Corporate Development	14,420	15,114	694	20,222	20,652	(430)	19,234
City Futures	60,315	64,923	4,608	97,716	96,159	1,557	92,110
Community Strengthening	48,608	53,188	4,580	75,141	75,818	(677)	67,950
Non-Directorate ^(a)	36,491	29,288	(7,203)	53,363	53,402	(39)	41,495
Capital Works Program	-	-	-	-	-	-	-
Total expenses	168,750	172,339	3,589	260,175	259,534	641	234,094
Net surplus (deficit)	31,804	27,325	4,479	20,989	24,427	3,438	34,812

Footnote:

(a) Non-Directorate includes non-attributable items such as rates income, developer's contributions, interest income, non-monetary assets, finance costs and depreciation. The unfavourable variance in Non-Directorate at 31 March 2025 is due mainly to:

- 'Asset write offs' of \$4.21 million which represent asset renewal and replacement as part of capital work projects and renewal programs. Refer to Note 25 of this report for further details.
- 'Prior year capital expenditure unable to be capitalised (non-cash)' of \$2.99 million which represents works in progress (prior year capital expenditure) that is not able to be capitalised to the asset register because it is not capital in nature, does not meet the capitalisation threshold or relates to non-Council owned assets. Refer to Note 24 of this report for further details.

These are both fixed asset accounting entries that do not impact on Council's cash position.

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 MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Grants - operating		36	-	36	20	56	36	20
Contributions - monetary		68	64	4	64	68	4	-
Other income		2	-	2	-	2	2	-
Total income		106	64	42	84	126	42	20
Expenses								
Employee costs	1	4,322	4,763	441	6,596	6,361	235	6,446
Materials and services	2	4,092	4,473	381	6,357	6,348	9	6,241
Other expenses	3	502	590	88	780	794	(14)	618
Total expenses		8,916	9,826	910	13,733	13,503	230	13,305
Net surplus (deficit)		(8,810)	(9,762)	952	(13,649)	(13,377)	272	(13,285)

BUSINESS UNITS

		YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Digital Technology	1	-	-	1	-	1	1	-
Strategic Growth & Advocacy		105	64	41	84	125	41	20
Total income		106	64	42	84	126	42	20
Expenses								
CEO		622	582	(40)	768	822	(54)	710
Digital Technology		5,427	5,939	512	8,472	8,315	157	8,558
Strategic Growth & Advocacy		2,867	3,305	438	4,493	4,366	127	4,037
Total expenses		8,916	9,826	910	13,733	13,503	230	13,305
Net surplus (deficit)		(8,810)	(9,762)	952	(13,649)	(13,377)	272	(13,285)

Chief Executive Office

Expenditure

Note 1 Employee costs (\$441,000 favourable) – Due mainly to the delay in recruitment of vacant positions (Digital Technology \$263,000, Asset Management \$112,000, and Community Development \$109,000)

This favourable variance is partly offset by higher than anticipated salary costs due to backfill of position on sick leave (CEO \$46,000).

A net favourable variance of \$235,000 has been reflected in the 2024-25 Forecast.

Note 2 Materials and services (\$381,000 favourable) – Due to mainly invoices not yet paid as there is a dispute with supplier (Technical Services \$245,000) combined with lower than anticipated software maintenance and professional services to date (Asset Management \$151,000 and Business Systems \$40,000).

This favourable variance is partly offset by higher than anticipated professional services relating to Asset Management System review and asset purchases of office audio visual (AV) equipment (Digital Technology Executive \$97,000).

Overall, this favourable variance is expected to balance by year end.

Note 3 Other expenses (\$88,000 favourable) – Due mainly to lower than expected operating lease rentals to date (Digital Technology \$63,000) which are expected to balance over the year, and lower than expected grant funded contributions (Empowering Communities \$23,000).

Overall, this variance is not expected to be permanent with an unfavourable adjustment of \$14,000 included in the 2024-25 Forecast.

CORPORATE DEVELOPMENT DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Statutory fees and fines		107	80	27	100	112	12	100
User fees		20	6	14	9	20	11	9
Asset sales		903	900	3	900	900	-	-
Other income		1,305	1,287	18	1,753	1,792	39	1,853
Total income		2,335	2,273	62	2,762	2,824	62	1,962
Expenses								
Employee costs	4	9,213	9,583	370	13,124	13,195	(71)	12,759
Materials and services	5	4,619	4,840	221	6,202	6,557	(355)	5,599
Other expenses	6	588	691	103	896	900	(4)	876
Total expenses		14,420	15,114	694	20,222	20,652	(430)	19,234
Net surplus (deficit)		(12,085)	(12,841)	756	(17,460)	(17,828)	(368)	(17,272)

BUSINESS UNITS

		YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Comm's & Customer Experience		1	-	1	-	1	1	-
Governance, Legal & Risk		2,152	2,143	9	2,568	2,608	40	1,768
Financial Services		182	130	52	194	215	21	194
Total income		2,335	2,273	62	2,762	2,824	62	1,962
Expenses								
Corporate Development Exec		638	446	(192)	898	793	105	825
Comm's & Customer Experience		3,081	3,189	108	4,509	4,458	51	4,464
Governance, Legal & Risk		5,000	5,284	284	6,488	6,859	(371)	6,135
Financial Services		3,142	3,535	393	4,764	4,746	18	4,643
People and Change		2,559	2,660	101	3,563	3,796	(233)	3,167
Total expenses		14,420	15,114	694	20,222	20,652	(430)	19,234
Net surplus (deficit)		(12,085)	(12,841)	756	(17,460)	(17,828)	(368)	(17,272)

Corporate Development Directorate

Expenditure

Note 4 Employee costs (\$370,000 favourable) – Due to delay in recruitment of vacant positions and lower than anticipated corporate training costs to date (Procurement \$392,000, Risk Management \$92,000, Call and Service Centres \$87,000, Property Revenue \$49,000 and Occupational Health and Safety \$51,000).

This favourable variance is partly offset by higher agency staff costs (Financial Services \$44,000 and Communications and Customer Experience Executive \$54,000) and a staff departure (Corporate Development Executive \$157,000).

A net unfavourable variance of \$71,000 has been reflected in the 2024-25 Forecast.

Note 5 Materials and services (\$221,000 favourable) – Due to lower than anticipated costs for professional services, legal fees and software maintenance to date (Members of Council \$83,000, Property Management Administration \$64,000, People and Change Executive \$54,000, Occupational Health and Safety \$36,000, and Communications and Customer Experience Executive \$50,000).

This favourable variance is partially offset by higher insurance claims to date (Risk Management \$45,000) and specialist advice (consultants, professional services and legal) (Corporate Development Executive \$37,000).

Overall, an unfavourable adjustment of \$355,000 has been reflected in the 2024-25 Forecast mainly due to estimated insurance claim costs.

Note 6 Other expenses (\$103,000 favourable) – Due to lower than anticipated costs for internal audit, councillor allowances and other expenses (Governance \$64,000 and Members of Council \$25,000). This variance is not expected to be permanent.

CITY FUTURES DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Rates and charges		20,427	20,429	(2)	27,248	27,248	-	27,248
Statutory fees and fines	7	1,799	2,104	(305)	2,829	2,415	(414)	2,949
User fees		4,640	4,650	(10)	5,935	5,571	(364)	5,980
Grants - operating	8	306	203	103	372	456	84	432
Grants - capital		-	-	-	-	-	-	-
Contributions - monetary	9	2,526	2,155	371	2,155	2,409	254	2,000
Asset sales	10	374	434	(60)	623	623	-	993
Other income	11	1,425	1,161	264	1,762	2,020	258	1,288
Total income		31,497	31,136	361	40,924	40,742	(182)	40,890
Expenses								
Employee costs	12	22,597	23,389	792	32,421	31,851	570	32,501
Materials and services	13	37,530	41,316	3,786	64,848	63,985	863	59,161
Bad and doubtful debts		4	10	6	16	16	-	16
Carrying amount of assets sold		9	-	(9)	160	50	110	160
Other expenses		175	208	33	271	257	14	272
Total expenses		60,315	64,923	4,608	97,716	96,159	1,557	92,110
Net surplus (deficit)		(28,818)	(33,787)	4,969	(56,792)	(55,417)	1,375	(51,220)

CITY FUTURES DIRECTORATE

BUSINESS UNITS

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income							
City Futures Exec.	-	-	-	-	-	-	-
Business Development & Investment	27	46	(19)	234	196	(38)	394
Chief Engineering & Major Projects	33	18	15	25	34	9	36
Infrastructure Services	21,748	21,525	223	28,954	29,217	263	29,130
Building & Compliance Services	2,502	2,819	(317)	3,382	2,654	(728)	2,836
Statutory Planning	3,522	3,240	282	3,692	3,925	233	3,809
Strategic & Environmental Planning	5	19	(14)	26	26	-	26
Transport & Civil Development	3,660	3,469	191	4,611	4,690	79	4,659
Total income	31,497	31,136	361	40,924	40,742	(182)	40,890
Expenses							
City Futures Exec.	387	359	(28)	493	525	(32)	493
Business Development & Investment	2,428	2,673	245	3,878	3,839	39	3,476
Chief Engineering & Major Projects	9,845	9,869	24	16,828	16,878	(50)	13,929
Infrastructure Services	36,260	40,191	3,931	60,266	58,736	1,530	58,699
Building & Compliance Services	3,896	3,654	(242)	5,002	5,146	(144)	4,488
Statutory Planning	2,012	2,282	270	3,195	2,984	211	3,375
Strategic & Environmental Planning	2,215	2,447	232	3,175	3,098	77	2,741
Transport & Civil Development	3,272	3,448	176	4,879	4,953	(74)	4,909
Total expenses	60,315	64,923	4,608	97,716	96,159	1,557	92,110
Net surplus (deficit)	(28,818)	(33,787)	4,969	(56,792)	(55,417)	1,375	(51,220)

Income

Note 7 Statutory fees and fines (\$305,000 unfavourable) - Due to lower than anticipated fee and fine income to date (Statutory Planning \$122,000, Health \$90,000, Building \$53,000, and Planning Compliance \$47,000). The unfavourable variance in Statutory Planning is more than offset by employee cost savings to date.

This variance is expected to be permanent with an unfavourable variance of \$414,000 reflected in the 2024-25 Forecast.

Note 8 Grants - operating (\$103,000 favourable) – Due to unbudgeted grant funding received for the Cladding Rectification Program and E-Waste education (Building \$84,000 and Waste Management \$19,000).

These grants will be offset by associated expenditure and have been reflected in the 2024-25 Forecast.

Note 9 Contributions – monetary (\$371,000 favourable) – Better than anticipated income from public open space contributions. The nature of these receipts makes timing difficult to predict. These funds are transferred to reserves.

Note 10 Asset sales (\$60,000 unfavourable) – Caused by a delay in replacing vehicles due to team resourcing issues (Fleet Management).

Note 11 Other income (\$264,000 favourable) – Due to higher than anticipated casual hire and other income (Parks Services \$137,000) combined with recovery income from the Container Deposit Scheme (Waste Management \$50,000) and Spring Valley Landfill (\$31,000).

Overall, a permanent favourable variance of \$258,000 has been reflected in the 2024-25 Forecast due to the Parks income and a Storm Event recovery of 2023-24 costs.

Expenditure

Note 12 Employee costs (\$792,000 favourable) – Due mainly to delays in recruitment (Parks Services \$230,000, Statutory Planning \$217,000, Economic Development \$119,000, Strategic Transport Planning \$101,000, Strategic Design and Sustainable Planning \$97,000, Building Maintenance \$89,000, Roads and Drains \$78,000, and Waste Management \$76,000).

This favourable variance is partially offset by higher than anticipated salaries and temporary agency costs to date (Building \$171,000, Place Making and Revitalisation \$96,000 and Civil Development and Design \$42,000).

A favourable variance of \$570,000 has been reflected in the 2024-25 Forecast.

Note 13 Materials and services (\$3.79 million favourable) - Favourable variance due to lower than anticipated costs to date in numerous areas:

- Parks maintenance and contract costs, including tree planting and cyclical pruning (Parks Services \$1.75 million).
- Maintenance of roads, drains and bridges combined with drainage network cleaning (Roads and Drains \$892,000).
- Lower than anticipated garden waste, recycling and tipping costs to date (Waste Management \$571,000).
- Graffiti removal, stained footpath and sweeping activity (Cleansing \$201,000).
- Multiple accounts including consultants, subscriptions, promotions, newsletters, events, Christmas decorations, placemaking contract and Springvale Revitalisation action plan (Economic Development Unit \$159,000).
- Proactive fleet maintenance, consumables, electrical and fuel costs partly offset by higher reactive fleet maintenance and tyres (Fleet \$103,000).
- Consultants (Strategic Design and Sustainability Planning \$102,000).

Overall, a favourable variance of \$863,000 has been reflected in the 2024-25 Forecast. It is noted that no forecast adjustments have been recognised in Waste Management as any savings will be transferred to reserves at the end of the financial year.

COMMUNITY STRENGTHENING DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Statutory fees and fines	14	6,785	6,579	206	8,744	8,840	96	7,924
User fees	15	2,549	2,664	(115)	3,833	3,547	(286)	3,823
Grants - operating	16	17,278	17,661	(383)	23,517	24,568	1,051	21,695
Other income	17	1,633	1,363	270	1,777	1,963	186	1,777
Total income		28,245	28,267	(22)	37,871	38,918	1,047	35,219
Expenses								
Employee costs	18	32,510	36,532	4,022	52,071	51,528	543	46,731
Materials and services	19	13,339	13,770	431	18,301	19,515	(1,214)	16,854
Bad and doubtful debts		724	727	3	1,860	1,860	-	2,010
Other expenses	20	2,035	2,159	124	2,909	2,915	(6)	2,355
Total expenses		48,608	53,188	4,580	75,141	75,818	(677)	67,950
Net surplus (deficit)		(20,363)	(24,921)	4,558	(37,270)	(36,900)	370	(32,731)

BUSINESS UNITS

		YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Community Wellbeing		11,537	10,637	900	14,987	15,802	815	13,138
Community Care		6,070	7,588	(1,518)	9,786	9,691	(95)	9,786
Creative & Engaged City		2,579	2,456	123	2,769	2,910	141	2,786
Safe, Active & Connected								
Communities		441	410	31	551	540	(11)	551
Community Amenity		7,618	7,176	442	9,778	9,975	197	8,958
Total income		28,245	28,267	(22)	37,871	38,918	1,047	35,219
Expenses								
Community Strengthening Exec.		401	442	41	654	656	(2)	654
Community Wellbeing		14,973	17,931	2,958	26,131	26,340	(209)	20,058
Community Care		9,471	10,215	744	14,318	14,088	230	14,042
Creative & Engaged City		9,963	10,137	174	13,744	14,143	(399)	13,610
Safe, Active & Connected								
Communities		7,334	7,491	157	9,845	10,028	(183)	9,465
Community Amenity		6,351	6,797	446	10,211	10,329	(118)	9,911
Special Projects		115	175	60	238	234	4	210
Total expenses		48,608	53,188	4,580	75,141	75,818	(677)	67,950
Net surplus (deficit)		(20,363)	(24,921)	4,558	(37,270)	(36,900)	370	(32,731)

Community Strengthening Directorate

Income

Note 14 Statutory fees and fines (\$206,000 favourable) - Due to better than anticipated income from parking infringements and statutory recoveries to date (Parking Management \$220,000). A permanent favourable variance of \$96,000 has been included in the 2024-25 Forecast.

Note 15 Users fees (\$115,000 unfavourable) - Due to lower than anticipated fee income due to reduced service provision or demand (Home and Community Care \$138,000, Drum Theatre \$43,000, HACC Home Maintenance \$60,000, and Food Services \$20,000).

These unfavourable variances are partially offset by earlier than anticipated animal registration fees (Animal Management \$134,000).

A permanent unfavourable variance of \$286,000 has been reflected in 2024-2025 Forecast due mainly to lower Community Care fee income which is matched by lower program expenditure.

Note 16 Grants - operating (\$383,000 unfavourable) – comprising:

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

- Home and Community Care \$812,000
- HACC Home Maintenance \$317,000
- Planned Activity Group \$102,000

Delay in receipt of anticipated grant funding:

- Healthy Children and Young People \$72,000

Lower grant funding due to cessation of program:

- Market Street Occasional Care Centre Operational \$242,000 (now handed over to Springvale Services for Children). This lower income is matched by lower operational expenditure and has been reflected in the 2024-25 Forecast.

These unfavourable variances are partly offset by:

Additional/unbudgeted or earlier than anticipated:

- Family Day Care \$764,000 (partly offset by higher educator payments)
- Maternal Child and Health \$170,000
- Essential Enrolment (Children's Support Services) \$108,000
- Child First \$85,000
- School Crossing \$83,000

Note 17 Other income (\$270,000 favourable) - Due to higher than anticipated income from rent, venue hire and recoveries (Civic Facilities \$104,000, Festivals and Events \$35,000, Emergency Management \$35,000, Children's Support Services \$26,000, Library and Information Services \$19,000, Senior Citizen Facilities \$15,000 and General Law Enforcement \$14,000, and Jan Wilson Community Centre \$11,000).

These are partially offset by lower than anticipated venue hires and box office income for the Drum Theatre (\$15,000).

A favourable variance of \$186,000 has been reflected in the 2024-25 Forecast.

Expenses

Note 18 Employee costs (\$4.02 million favourable)

Community Strengthening	2024-25 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	2024-25 Potential underspend/ (overspend) \$
COMMUNITY AMENITY	256,766	0	0	256,766
CREATIVE & ENGAGED CITY	(41,798)	0	0	(41,798)
COMMUNITY CARE	759,385	0	762,814	(3,428)
COMMUNITY STRENGTHENING EXEC.	(51,740)	0	0	(51,740)
COMMUNITY WELLBEING	3,165,863	2,279,978	0	885,886
SAFE, ACTIVE & CONNECTED COMMUN.	(75,307)	0	0	(75,307)
SPECIAL PROJECTS	8,725	0	0	8,725
Grand Total	4,021,894	2,279,978	762,814	979,102

The \$4.02 million favourable variance comprises:

- \$2.28 million (57%) for grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (Sleep and Settling Initiative \$520,000, Child First \$448,000, Children's Support Services \$323,000, Pre-School Field Officer \$307,000, Playgroups Initiative \$190,000, Drug Strategy \$179,000, and Health Children and Young People \$57,000).
- \$763,000 of the favourable variance in Community Care is offset by lower fee income and grant funding due to lower than anticipated achievement of targets and service levels. 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 \$979,000 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:
 - Family Day Care (\$289,000)
 - Library and Information Services (\$214,000)
 - Maternal and Child Health (\$189,000)
 - Community Amenity Administration (\$96,000)
 - Animal Management (\$75,000)
 - Children Support Services (\$75,000)
 - Immunisation (\$74,000)
 - Civic Facilities (\$74,000)

-
- Youth and Family Support (\$71,000)
 - Youth Leadership (\$63,000)

These favourable variances are partly offset by higher than anticipated salaries in Community Precinct Operations (\$166,000) and casual salaries at The Drum Theatre (\$158,000).

Overall, a net favourable variance of \$543,000 has been reflected in the 2024-25 Forecast.

Note 19 Materials and services (\$431,000 favourable) – Due to lower than anticipated expenditure across a range of areas due to a combination of factors including:

- Exhibitions, events, special projects and promotions (Festivals and Events \$176,000 and Cultural Development \$88,000).
- Council efforts to minimise animal pound contract price escalations (Animal Management \$228,000).
- Maintenance and repairs (Leisure Centres \$88,000).
- Grant funded project costs (Market Street Occasional Operational \$244,000 and Drug Strategy \$124,000).
- Costs budgeted in Materials and Services but partly incurred in Employee Costs (Aged Care Reform \$75,000).
- Library resources digital subscriptions and asset purchases (Library and Information Services \$64,000).
- CCTV maintenance and repairs (Public Safety and Security \$67,000).
- Consultants (Special Projects \$50,000).

The favourable variances above are partly offset by higher than anticipated payments to educators (Family Day Care \$766,000) relating to an expanded service which is wholly offset by higher grant income.

Overall, an unfavourable variance of \$1.21 million has been reflected in the 2024-25 Forecast due to:

- Family Day Care educator payments of \$1.01 million (offset by higher income).
- Drum Theatre utilities (\$68,000)
- South East Leisure (\$51,000) recruitment of Director position.
- Emergency Management relief and operational costs (\$43,000).

Note 20 Other expenses (\$124,000 favourable) – Due to delay in mobile CCTV trailers contribution to the Victoria Police (Public Safety \$160,000).

The favourable variance is partially offset by higher anticipated expenses (Sports Planning \$30,000 and Maternal and Child Health \$8,000).

Overall, this favourable variance is expected to balance by year end.

NON-DIRECTORATE

OPERATING RESULT

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Rates and charges	21	113,972	113,814	158	150,483	150,647	164	148,928
Statutory fees and fines	22	64	-	64	-	64	64	-
Grants - operating		13,397	13,397	-	13,928	13,928	-	13,069
Contributions - non-monetary		-	-	-	7,500	7,500	-	7,500
Other income	23	7,798	7,547	251	7,665	9,165	1,500	7,017
Total income		135,231	134,758	473	179,576	181,304	1,728	176,514
Expenses								
Employee costs		63	97	34	886	886	-	1,209
Materials and services		407	393	(14)	504	543	(39)	504
Prior year capital expenditure	24	2,987	-	(2,987)	-	-	-	-
Depreciation		26,155	26,154	(1)	47,530	47,530	-	34,886
Amortisation - right of use assets		448	448	-	598	598	-	598
Borrowing costs		1,967	1,942	(25)	2,628	2,628	-	3,184
Asset write offs	25	4,213	-	(4,213)	-	-	-	-
Other expenses		251	254	3	1,162	1,162	-	1,059
Total expenses		36,491	29,288	(7,203)	53,363	53,402	(39)	41,495
Net surplus (deficit)		98,740	105,470	(6,730)	126,213	127,902	1,689	135,019

BUSINESS UNITS

		YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL MID YEAR BUDGET \$'000	FULL YEAR FORECAST \$'000	MYB to FORECAST VARIANCE \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income								
Corporate Accounting		135,231	134,758	473	179,576	181,304	1,728	176,514
Total income		135,231	134,758	473	179,576	181,304	1,728	176,514
Expenses								
Corporate Accounting		36,491	29,288	(7,203)	53,363	53,402	(39)	41,495
Total expenses		36,491	29,288	(7,203)	53,363	53,402	(39)	41,495
Net surplus (deficit)		98,740	105,470	(6,730)	126,213	127,902	1,689	135,019

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

Non-Directorate

Income

Note 21 Rates and charges (\$158,000 favourable) - Due to higher than anticipated supplementary rates income (Corporate Accounting \$158,000). This favourable variance has been reflected in the 2024-25 Forecast and is offset by a transfer to the Major Projects Reserve.

Note 22 Statutory fees and fines (\$64,000 favourable) - Due to fine income from Victorian Electoral Commission penalties relating to the last Council election (Corporate Accounting \$64,000). This has been reflected in the 2024-25 Forecast.

Note 23 Other income (\$251,000 favourable) – Due mainly to better than anticipated interest returns on investments due to sustained high interest rates combined with greater cash and investment funds as a result of capital expenditure delays (Corporate Accounting \$ 251,000). A favourable adjustment of \$1.5 million has been included in the 2024-25 Forecast.

Expenditure

Note 24 Prior year capital expenditure unable to be capitalised (non-cash) (\$2.99 million unfavourable) – Due to prior year capital expenditure included in works-in-progress being non-capital in nature, not meeting capitalisation thresholds or relating to Council owned assets (Corporate Accounting \$2.99 million). This is due to:

- \$988,000 of capital works that were under the capitalisation threshold for the relevant asset class (predominantly Buildings, Parks, Open Space and Streetscapes, Recreational, Leisure and Community Facilities and Roads Surface).
- \$769,000 due to the engineering assessment of the PEP building on Halpin Way in Dandenong that has determined that the building is not suitable for public use and may not withstand a significant earthquake. As a result of this evaluation, Council has decided to demolish the PEP building, which has led to a write-off of prior year capital expenditure.
- \$300,000 for the footpath renewal program which primarily relates to the repair and maintenance of the footpath, and these expenses typically fall below the capitalisation threshold.
- \$246,000 for repairs and maintenance (predominantly road patching works which is not considered to be capital in nature) occurring in the road renewal programs. This item is being closely monitored.
- \$150,000 for non-Council assets (such as driveways, crossings and Southeast Water asset works).

Note 25 Asset write offs (\$4.21 million 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 \$4.21 million). Year to date result mainly relates to:

- Replacement of assets as part of Council's capital renewal programs for infrastructure and building assets (\$3.2 million).
- Two vehicle bridges have been written off:
 - The ownership of a bridge on Jones/Bennet Street has been transferred to VicTrack (\$792,000).
 - A bridge at Chapel Road (Tyers Lane) has been removed and replaced with a stormwater pipe (\$222,000).

CAPITAL WORKS PROGRAM

OPERATING RESULT

	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	ANNUAL MID YEAR BUDGET	FULL YEAR FORECAST	MYB to FORECAST VARIANCE	ANNUAL ORIGINAL BUDGET	ORIG to MYB VARIANCE
Notes	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income								
Grants - capital	3,106	3,141	(35)	12,799	12,899	100	8,625	4,174
Contributions - monetary	34	25	9	7,148	7,148	-	5,676	1,472
Total income	3,140	3,166	(26)	19,947	20,047	100	14,301	5,646
Expenses								
Employee costs	-	-	-	-	-	-	-	-
Materials and services	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-
Total expenses	-	-	-	-	-	-	-	-
Net surplus (deficit)	3,140	3,166	(26)	19,947	20,047	100	14,301	5,646

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 March 2025
City Futures					
Spring Valley Open Space Master Plan (former landfill site)	-	30,000	30,000	60,000	Background research completed, community engagement commenced.
Cyber Risk High Security Access Upgrade	37,554	47,500	9,946	95,000	Low security access readers (103) replaced with new high security readers across 10 council buildings. Comprehensive Integrity System Security audit completed by Inner Range including system health check and recommendations. Discussed with Digital Technology team. Database cleanup completed (4,670 users reduced to 2,879). Ordered and received high security access cards & fobs (500), in readiness for roll out to all users. Provided new reader specifications to IT in readiness for new CGD Printer Replacement and Tender.
Urban Forest Strategy Implementation - Landscape Improvements (seven parks per annum)	3,000	60,000	57,000	80,000	Expenditure anticipated in Quarter 4 to coincide with tree planting season.
Noble Park Revitalisation program	-	9,000	9,000	18,000	Project finalised. All grant funded projects have occurred. Acquittal to be submitted April 2025.
Springvale Revitalisation Action Plan (implementation of actions)	45,657	50,000	4,343	100,000	Concept design for Multicultural Place finalised, community consultation underway. Consultant for Buckingham Avenue parklets appointed and location decided, moving to concept design stage.
Sub-total	86,211	196,500	110,289	353,000	

Operating initiative project	2024-25 YTD Actuals \$	2024-25 YTD Budget \$	YTD Var. (Unfav) / Fav \$	2024-25 Original Budget \$	Project update 31 March
Community Strengthening					
Heritage Hill Interpretation Development	-	7,500	7,500	15,000	This project has now recommenced post the completion of the Cultural Venues review which will be incorporated in the project brief. We will investigate and explore a suitable consultant. It is expected the project will commence this financial year.
Contribution to Noble Park Country Fire Authority for Automated External Defibrillator (AED) Cabinet	346	2,000	1,654	2,000	Project completed December 2024.
Sub-total	346	9,500	9,154	17,000	
Total	86,557	206,000	119,443	370,000	

Notes:

The reporting on operating initiatives excludes the following:

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

