



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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and Reshaping
Greater Dandenong
Progress

Message from the CEO



2024–25 has been a year of meaningful progress and proud achievements for Greater Dandenong City Council. Together, we've advanced key projects, strengthened our commitment to delivering high-quality services, and laid a strong foundation for the future of our city.

In November 2024, we welcomed a newly elected Council, with seven returning Councillors and four new representatives. We were also delighted to see Cr Jim Memeti elected as Mayor for the sixth time—a testament to his enduring leadership and dedication to our community.

As a newly formed Council, one of our first priorities was to shape the strategic direction for the coming years. Through our most extensive community consultation ever, we ensured that the voices of our residents guided our planning. On 23 June 2025, Council endorsed a suite of guiding documents including the Council Plan 2025–29, Long Term Financial Plan 2026–35, Asset Plan 2025–35, Annual Plan 2025–26, Budget 2025–26, and Revenue and Rating Plan 2025–29.

This report reflects the final year of our Council Plan 2021–25 and celebrates the projects and initiatives that have brought us closer to our shared goals.

New Community Spaces

A standout milestone this year was the commencement of construction on the new Dandenong Wellbeing Centre—our largest infrastructure project to date. Replacing Dandenong Oasis, this once-in-a-generation investment embodies our vision of “more people, more active, more often” and will be a cornerstone of community health and wellbeing.

We also reached 99% completion of the Keysborough Community Hub, with practical completion in July and a soft opening planned for August. This vibrant new space will foster community connection and bring our valued services to life.

Community Satisfaction

We are proud to report that our community satisfaction score rose to 75% in 2025, outperforming all other councils in the Metropolis Research Community Satisfaction Survey. This result reflects the dedication of our Councillors and staff to delivering services that truly matter to our residents. We remain committed to building on this success in 2026.

Awards and Recognition

This year, our city was honoured with several prestigious awards:

- The HOME24 exhibition, celebrating themes of migration, belonging, and creativity, won the 2024 Victorian Multicultural Award for Excellence in the Arts and was shortlisted for the Public Galleries Association of Victoria Awards.
- Springvale Snow Fest received an Honourable Mention in the 2025 National Local Government Awards, continuing to attract tens of thousands of visitors annually.
- The EventConnect Project, which streamlined event application processes, won the LGPRO 2025 Customer Experience Award.
- South East Leisure, our leisure facility operator, earned three major accolades at the 2025 Aquatic and Recreation Victoria Awards.

By the Numbers

In 2024–25, Council invested \$29 million in new infrastructure, engaged over 69,000 people through festivals and events, welcomed more than 820,000 visitors to our libraries, and reduced Council emissions by an impressive 82%.

Looking Ahead

While we continue to face challenges—whether in managing growth, balancing budgets, or responding to evolving community needs—we remain optimistic and focused. Our achievements this year show what's possible when we work together with purpose and passion.

Thank you to our Councillors, staff, and community members for your unwavering support and contributions. Together, we are making Greater Dandenong a place we're proud to call home.

CEO, Jacqui Weatherill

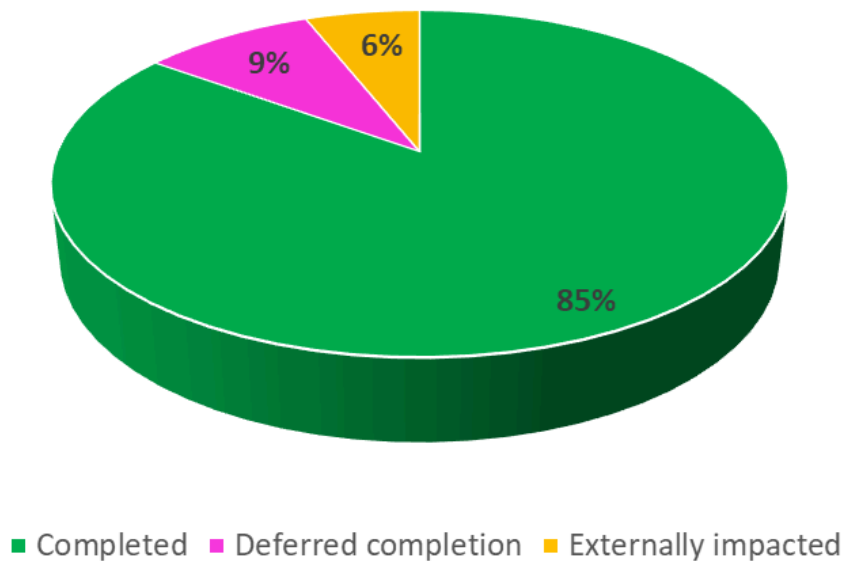


Tour of the Keysborough Community Hub with the local Member for Mordialloc, Tim Richardson; Mayor, Councillor Jim Memeti; Victorian Minister for Children, Lizzie Blandthorn; CEO Jacqui Weatherill; and Councillor Isabella Do.

Performance Summary

Council Plan Progress

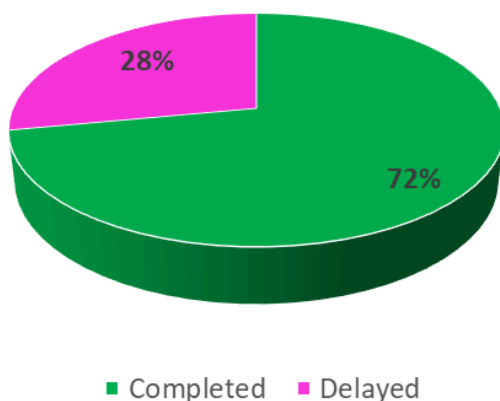
The Annual Plan 2024-25 outlines Council's key activities to deliver on the Council Plan 2021-25. At the end of 2024-25, 85 per cent of the actions are completed and a small number have been deferred. Six per cent of actions continue to be affected by external factors such as government reforms and planning decisions.



Reshaping Greater Dandenong

Council is progressing well against the actions outlined in the CEO's 100 Day Report – Reshaping Greater Dandenong however a number of actions have been delayed due to vacancies.

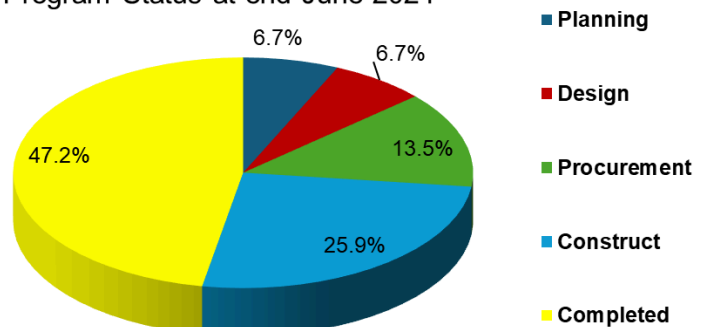
Reshaping Greater Dandenong Progress



Capital Works Program

87 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 June 2024



Highlights



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

- The contract for the Dandenong Wellbeing Centre was awarded, Council's single largest investment in health, wellbeing, inclusion and water safety.
- More than 7,000 volunteer hours were contributed this year, representing an estimated value to the community of \$350,000.
- 15,428 hours of youth and family services was provided to 226 vulnerable families with 450 children.
- 61 community projects were supported through grant funding.
- A new online portal was launched to assist Community Care clients and their families to access services.
- Council agreed to deliver the Commonwealth Home Support Program for eligible residents over 65 until 30 June 2027.
- Seven one-off events and seven multi-week programs were offered to the community as part of the Make Your Move Physical Activity Strategy.



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

- Over 87,000 people engaged in creative programs across more than 300 events.
- 10 major festivals were delivered engaging 69,374 people.
- 821,273 people visited Dandenong and Springvale Libraries and 42,028 people participated in library activities.
- Construction of the Keysborough Community Hub is 99% complete with practical completion expected in early July.
- The HOME24 exhibition won the 2024 Victorian Multicultural Award for Excellence in the Arts and was shortlisted for the Public Galleries Association Victoria Awards.
- Council's first LGBTIQ+ Advisory Committee was established
- 1,059 children in CGD participated in the BIG Summer Read, collectively reading 8,931 books which was the highest number in the state.

Highlights



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

- 23 rough sleepers were supported into long term housing outcomes through the Dandenong Zero Project
- Four transitional housing units were completed in Market Street, Dandenong, managed by Wayss, to support women and children affected by homelessness and family violence.
- Over \$4m in road safety funding was received through the Federal Blackspot Program.
- \$1,647,000 was secured through advocacy for path works following the completion of the Progress Street Level Crossing Removal.
- 75 transport infrastructure projects were delivered and/or advocated for.
- The Noble Park Revitalisation program delivered a number of projects including the flower decoration art installation, Frank Street open space shade and signage, and the Our Street NPK Place Activation Grant Scheme.



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

- 2,389 trees were planted in public spaces.
- Council has reduced its operational emissions by 82% and continues to transition away from gas as a fuel source.
- Electric vehicle footpath sweepers have been trialled and several small plant items have been purchased to support operations. Two electric trucks have also been ordered to assist the Parks and Waste teams.
- 3,000 people attended the 2025 Sustainability Festival.
- The Adopt-a-Park program involved 220 children plant 3,900 native and Indigenous plants across six local reserves.
- 46.46% of kerbside collection waste was diverted from landfill.
- 2.72 hectares were revegetated and more than 22,000 Indigenous plants installed.

Highlights



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

- 13 free workshops were delivered to 223 people running local businesses.
- 50 industry and network events were held by SEBN covering topics such as manufacturing, global environment, and workplace health and safety.
- 150 students and industry representatives attended the annual Lunch with the Winners event held in partnership with SELLEN.
- 286 jobseekers, ten local employers and two educational organisations participated in the 'Learn from a Local Employer' initiative.
- The GameChange Dandenong Career and Support Expo was the biggest yet with 300% more attendees than 2023–24.
- 2,913 young people were involved in leadership and personal development opportunities.

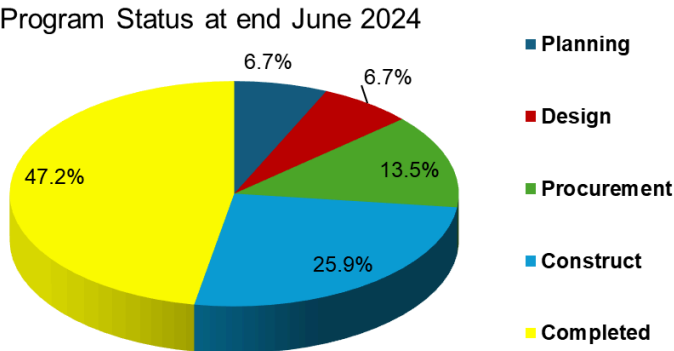


Strategic Objective 6: A Council that demonstrates leadership and a commitment to investing in the community

- Council achieved the highest overall satisfaction score of all Council's participating in the Metropolis Research Community Satisfaction Survey 2025.
- Council continued to hold transparent and accountable Council meetings with only 2.1% of resolutions made in meetings closed to the public.
- Registered users of Council's digital portal increased from 2023–24 by 1,855 people to 4,071.
- The largest community consultation process for the development of Council's strategic documents was conducted in 2024 with over 3,300 participants.
- Council adopted its Council Plan 2025–29, Long Term Financial Plan 2026–35, Asset Plan 2025–35, Budget 2025–26, and Revenue and Rating Plan 2025–26 on 23 June 2025.
- Council received over 70 emergency relief and support requests, a record number this year.

Capital Works Summary

Project Updates

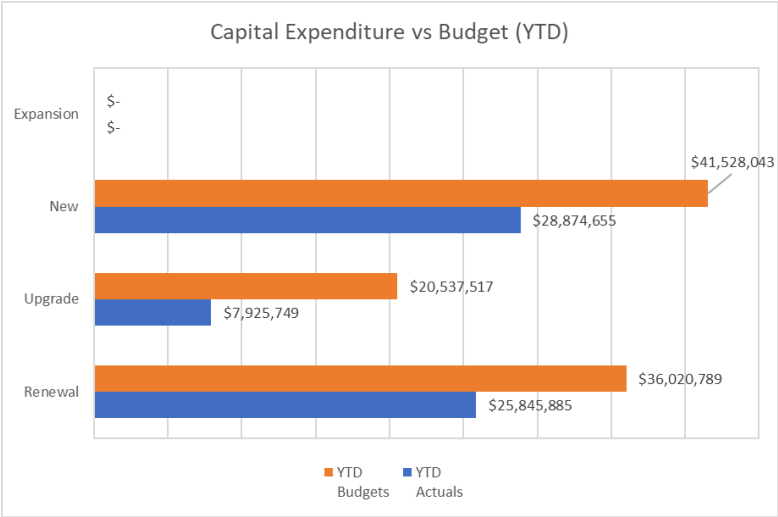


- Construction on the Keysborough Community Hub is now 99% complete. Practical completion is expected early July 2025. Users are expected to move in mid-July with a soft opening scheduled for early August 2025.
- Construction is about to commence on the Dandenong Wellbeing Centre with the first sod being turned on Saturday 5 July.



Keysborough Community Hub

Expenditure



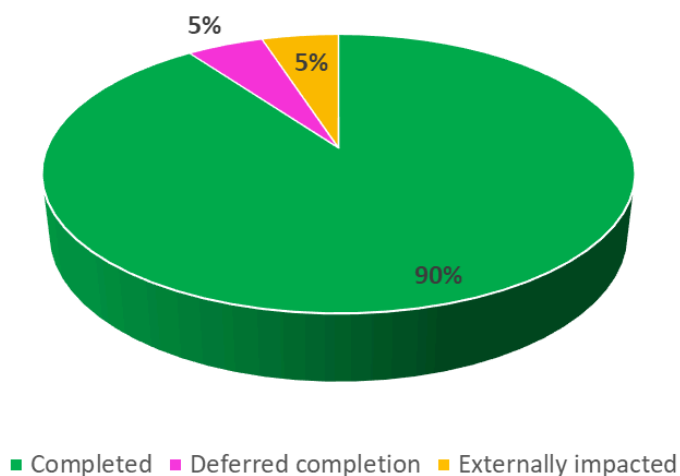
The lower-than-budgeted spend for major projects such as Dandenong Wellbeing Centre and the Dandenong New Art building reflects timing differences in the delivery of these projects, with the Dandenong Wellbeing Centre experiencing a delayed commencement and the Dandenong New Art project pending the demolition of the adjoining Precinct Energy Plant Building. Both projects are expected to progress significantly in the new financial year.

While full-year capital expenditure is below budget, more than \$15 million in commitments were in place as at 30 June for works already underway or scheduled indicating strong momentum heading into the next reporting period.





Part A:

Annual Plan and Reshaping Greater Dandenong Progress




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






Performance Measure	Result
The number of actions commenced or completed in the Make Your Move Greater Dandenong Physical Activity Strategy 2020–30	9 out of 10 actions that commenced were completed
Number of community projects funded to support health and wellbeing	61
Implementation of the Community Safety Plan	The Community Safety Strategic Framework was endorsed by Council in September. A draft 4-year Community Safety Action Plan is underway
Number of volunteering opportunities offered	16
Number of youth and family support contact hours provided	15,428
% of children fully vaccinated according to their age, through to 5 years old, according to the National Immunisation Register	12–15 months – 90.3% 24–27 months – 86.3% 60–63 months – 90.3%





Action	Comment	Progress
Deliver programs, activities, and events within the Make Your Move Physical Activity Strategy (MYMPA)	Delivered the Make Your Move implementation plan providing a variety of free programs, activities, and events designed to encourage physical activity within our community. This included 7 one-off events and 7 multi-week programs for the community.	
Continue to implement the VicHealth Local Government Partnership health promotion modules by collaborating with key internal and external stakeholders	<p>Attended 9 VicHealth Leading Healthy Communities funding meetings, 3 Food Systems in Southeast Network meetings, and 4 VicHealth Local Government Partnership Children's Advisory Group sessions.</p> <p>Facilitated 9 Parent-Child Mother Goose sessions in collaboration with St Anthony's Primary School and Playgroup, with participation from 12 registered families.</p>	
Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers	<p>More than 7,000 volunteer hours have been contributed, representing an estimated value of \$350,000 to the City of Greater Dandenong and the wider community.</p> <p>Other activities that have enhanced the volunteer program include the inclusion of advisory boards, working committees and panels into volunteer events, an update to the Volunteer Handbook and delivery of educational workshops and support meetings.</p>	
Implement Council's decision on its future in aged care and disability services following the 2024 review	Council has agreed to a two-year extension to deliver the Commonwealth Home Support Program for eligible residents over 65 until 30 June 2027, and will continue as a contracted provider of the Victorian State Government's Home and Community Care Program for Younger People.	

Action	Comment	Progress
Actively collaborate with the Orange Door and Southern Area Family Partnership to support vulnerable families to address/ prevent family violence	<p>A total of 15,428 hours of service to 226 vulnerable families with 450 children were supported in Greater Dandenong, meeting all targets set by the Department of Families, Fairness and Housing.</p> <p>Family Services participated in weekly referral meetings with Orange Door, ongoing Southern Alliance sessions, and attended a total of 98 working group and family violence partnership meetings.</p>	
Implement the Youth and Family Services Strategy year four and five action plans	<p>Year 4 and 5 actions of the Youth and Family Strategy have been successfully delivered.</p>	
Implement Year Four of the Children's Plan	<p>Year 4 of the Children's Plan was successfully implemented focusing on inclusion, participation, and wellbeing of children and families through targeted actions supporting culturally diverse and vulnerable communities.</p>	
Provide information and support to local residents with a disability and their families to successfully find the necessary supports to assist them to actively participate in community life including employment opportunities, how to access the NDIS and support for carers	<p>Referrals to the Home and Community Care Program for Younger People (HACC-PYP) have increased following targeted promotion and community outreach, improving access to essential services and NDIS support for individuals.</p> <p>Promotion and information sharing via social media, Greater Dandenong news, libraries, and neighbourhood houses has increased access to community activities and services for people with disabilities.</p> <p>Carers have been supported through the Carers Walk program, promoting wellbeing, information and connection.</p>	

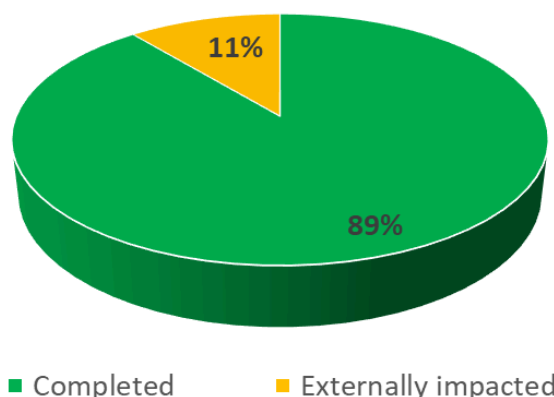
Action	Comment	Progress
Support the mental and physical health of young people through the co-design of health promotion campaigns including positive body image, this girl can, youth mental health and transitions programs and service referrals to vulnerable young people.	<p>Youth and Family Services delivered a range of projects and initiatives aimed at supporting the mental and physical health of young people resulting in 4,011 contacts and a social media reach of 11,711.</p>	
Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm	<p>Key data on gambling machine density, losses, and trends in online and sports gambling were compiled and shared with stakeholders. A detailed summary of gambling patterns in Victoria was distributed to guide strategic planning, and efforts were made to enhance public messaging in collaboration with other councils. Policy options for strategies to address sports betting among club participants were developed and are currently being implemented. The year concluded with the release of an updated report on gambling issues in Greater Dandenong and discussions with the Victorian Gambling and Casino Control Commission to explore joint public education initiatives.</p>	
Promote gender equity and support and implement initiatives to address and prevent family violence within the municipality	<p>Council promoted gender equity and prevention of family violence through community events, public awareness initiatives and collaboration with regional agencies. The 2024 Greater Dandenong Walk Against Family Violence attracted over 600 participants, raising awareness across the region. Council collaborated with Women's Health in the South-East (WHISE), providing data and support for advocacy and program development, and explored further partnership opportunities. Resources such as brochures and updated website content were drafted, and social media content is being developed and translated into community languages.</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.	Facilitated in-person workshops and social media campaigns on drugs, alcohol, vaping, and nitrous oxide, reaching a total of 6,334 contacts.	
Educate and promote alcohol regulations at community based events within the city and work with Victoria Police on enforcement	Local Law officers and Victoria Police have effectively partnered on several operations to address public alcohol-related concerns through education and enforcement actions.	
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	Through the Dandenong Zero Project, several individuals experiencing rough sleeping homelessness have been placed into secure long-term housing. The construction of four transitional housing units at 10 Market Street, Dandenong, is now complete, with management by Wayss to support women and children affected by homelessness and family violence. Council has formed an internal housing working group, mapped potential housing sites, and engaged with Federal MPs to explore funding opportunities. A Housing Advocacy Campaign was endorsed, culminating in an Advocacy Action Plan for 2025-26, which outlines legislative and local priorities and allocates resources to advance social and affordable housing initiatives.	




Action	Comment	Progress
Complete the Keysborough South Community Hub Strategy and develop an Action Plan	An interim plan has been developed to guide the strategic direction for Keysborough Community hub direction after extensive community consultation. The interim plan was endorsed in February 2025 while the development of an action plan, including a review of the Community Hub Framework is currently underway.	
Implement the Springvale Community Hub Action Plan	<p>Key achievements of the action plan include expanded local partnerships, increased youth and school engagement, and enhanced access to lifelong learning through library and creative initiatives.</p> <p>Volunteer contributions and community feedback have contributed to successful health, wellbeing and sustainability programs, while cultural celebrations have strengthened community connectedness and pride.</p>	
Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy and the 'Poverty is everyone's business' advocacy campaign	Council advanced its Anti-Poverty Strategy and the "Poverty is everyone's business" campaign through strong collaboration with the Anti-Poverty Consortium. The year saw coordinated emergency relief efforts including food vouchers, pop-up support events, and three 'Farms to Families' food distributions. Over 300 residents were supported at the 'Bring Your Bills Day' in Springvale, delivered in partnership with South East Community Links. Advocacy was strengthened with meetings held with local MPs and federal representatives, and public advocacy tools such as email templates and flyers were distributed. The Consortium secured a \$12,000 Game Change Grant to deliver a co-designed Skill Building Workshop Series, and a working group was appointed to develop a survey capturing lived experiences of housing hardship.	




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, Prevention United 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 draft Council Plan 2025–29 (including Municipal Public Health and Wellbeing Plan). Council became a member of the Victorian Municipal Mental Health and Wellbeing Promotion Network. Council also took part in SEPHU's Symposium regarding health equity and power of place, partnerships and evaluation, as well as the Catchment Plan Advisory Committee.	
Create safer spaces and improve actual and perceived levels of community safety within the municipality	<p>Council endorsed the Community Safety Framework in September 2025, outlining initiatives and a clear direction for the community safety, including the development of a Community Safety Plan. Community engagement for the plan including a popup sessions and a new Community Safety Survey has been completed.</p> <p>The CCTV Renewal Project has commenced which will included include software and hardware updates to Council's CCTV network to support the installation of new cameras.</p> <p>Council continues to work with Launch Housing as part of the Dandenong Zero Project to address homelessness.</p>	
Develop the Domestic Animal Management Plan 2025–29	The draft DAMP has been completed and is now undergoing community consultation.	
Update Council's Local Law to ensure adequate management of community safety and public amenity issues	Council has worked with Victoria Police on a number of special operations and has received formal commendation for our efforts. These joint operations have been invaluable to reduce anti-social behaviour in Activity Centres.	




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



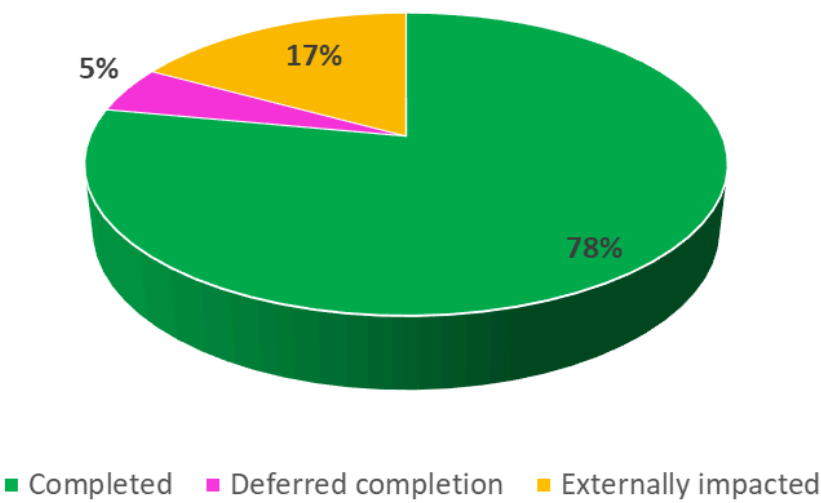
Performance Measure	Result
Implementation of the Arts, Culture and Heritage Strategy	Council's creative programs engaged over 87,000 people across more than 300 events which were hosted to deliver on the priorities of the Arts, Cultural and Heritage Strategy
Number of arts and heritage exhibitions delivered	12
Completion of the Dandenong New Art Gallery and progression of the PEP redevelopment for creative use	The PEP building is being demolished due to structural issues which render it unsafe for public use. Construction of the Dandenong New Art Gallery will commence once the demolition is complete.
Delivery of the Reconciliation Action Plan	A new Reconciliation Action Plan is currently in development.
Number of festivals, events and programs celebrating the diversity of cultures	10 major festivals were delivered engaging a total of 69,374 people. Support was also provided on event applications for 348 events within the municipality
Implementation of the Library Strategy	Dandenong and Springvale Libraries recorded 821,273 visits, 651 items were borrowed from the Menzies Avenue Little Library and 2,720 sessions took place, involving 42,028 participants in library activities.

Action	Comment	Progress
<p>Deliver a range of major festivals, events and programs across the City which celebrate the diversity of cultures within our community including New Years Eve, Snow Fest and Keysborough Big Picnic</p>	<p>Delivered Council's major events program, including Springvale Snow Fest, Children's Festival, Little Day Out, Deckchair Movies, Carols, New Year's Eve Fireworks, Australia Day Awards and Fun Run, and Keysborough's Big Picnic, with 69,374 participants engaged.</p> <p>The Festivals and Events Team also supported the planning and delivery of 256 community and 92 Council events throughout the year.</p>	
<p>Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community.</p>	<p>Council established its first LGBTQIA+ Advisory Committee, informed by community engagement and formalised through a Terms of Reference. Following endorsement, a Pride Action Plan Working Group was formed. Work is underway to develop Council's first LGBTQIA+ Action Plan, with input from both internal and external stakeholders. Council also supported awareness-raising events including Midsumma Pride March, Trans Day of Awareness, and an internal IDAHOBIT morning tea. The South East Anti-Racism Support Network transitioned to a community-led model, now coordinated by four local organisations. Council supported the network's capacity building and is working with neighbouring councils to ensure sustainable support beyond current State funding.</p>	
<p>Support and advocate for the rights of people seeking asylum and refugees as part of the 'Back Your Neighbour' campaign</p>	<p>The Mayoral and Councillor Taskforce Supporting People Seeking Asylum's Back Your Neighbour campaign has grown in support with new Councils and community partners joining in the advocacy to the Federal Government for fair and compassionate policies for people seeking asylum. Council has been proactively leading strategic, direct lobbying with a cross-section of stakeholders during the Federal election campaign, collaborating with the refugee sector and peak bodies, raising awareness via public events and growing the membership of the Taskforce.</p>	



Action	Comment	Progress
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.	Council's Wominjeka Project won the National Local Government Award (Indigenous Category), celebrating Indigenous inclusion. The New Directions Program received both the 2024 LGPro Indigenous Award and the Maggolee Award for its Balit Booboop Narrkwarren initiative. The Muderra Way Project marked the first Bunurong-led renaming initiative, officially renaming Link Road in Noble Park. Council secured a NAIDOC Week grant to deliver three community-led cultural projects. Over 15,000 people attended the Dandenong Market NAIDOC and BLAK Market event. Council endorsed redevelopment of its Third Innovate RAP, with a new governance structure including an Internal Steering Committee and RAP Reference Group.	
Develop a municipal wide Community Infrastructure and Service Plan aligned with Council's Strategy Framework	The Asset Plan is complete and was endorsed by Council on 23rd June 2025.	
Complete construction of the Keysborough South Community Hub	Construction on site is now 99% complete. 12,000 plants are being installed, the asphalt and line marking for the car park is complete and furniture is being unpacked and installed. Building surveyor and DD consultant inspections are complete and minor defect rectification works are underway. Practical completion is expected early July 2025. Users are expected to move in mid-July with a soft opening scheduled for early August 2025.	


Action	Comment	Progress
Implement the Arts, Culture and Heritage Strategy 2022-26	<p>Creative programs reached over 87,000 people this year, supporting 9,700 creatives and arts organisations. The Drum held 291 events, Walker Street Gallery held 5 exhibitions, and public art grew with new commissions, digital screens, and more accessible infrastructure.</p> <p>The HOME24 exhibition was shortlisted for the Public Galleries Association Victoria Awards and won the 2024 Victorian Multicultural Award for Excellence in the Arts, while the 9 by 5 exhibition surpassed sales targets, boosting artists' incomes.</p> <p>Partnerships with ACMI, RMIT University, and local businesses strengthened creative sustainability while Heritage hill engaged communities through exhibitions, tours, and school programs.</p>	
Undertake the Heritage Overlay Planning Scheme Amendment	Council has undertaken the majority of the Heritage Overlay Planning Scheme Amendment, and has recently completed the public exhibition process. The amendment has not been able to be completed this financial year due to the long wait for DTP to authorise the amendment.	
Implement the Greater Dandenong Libraries Strategy 2022-26	The Keysborough Community Hub is planned to open in August 2025 as part of the strategy. Dandenong and Springvale Libraries recorded 821,273 visits, 651 items were borrowed from the Menzies Avenue Little Library and 2,720 sessions took place, involving 42,028 participants in library activities.	

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






Performance Measure	Result
Increase in availability of affordable housing stock	The construction of four transitional housing units at 10 Market Street, Dandenong, is now complete, with management by Wayss to support women and children affected by homelessness and family violence
Number of rough sleepers supported into long term housing outcomes	23 – The total number of rough sleepers supported into long term housing outcomes since the Dandenong Zero Project's inception in June 2022 has been 34
Completion of the Springvale Boulevard project	Stage 1 is complete with Stage 2 subject to future funding availability.
Number of transport infrastructure projects delivered and/or advocated for	75

Action	Comment	Progress
Support the Dandenong Market in the delivery of its annual food events program	Council is promoting Market Tours via various communication channels. New content and a channel strategy will determine further opportunities to support and promote the Market's food events program. Council's Business Permit Support Service has assisted with approvals for food vendors. The Dandenong Market has held a number of food events during the year including Street Feast and World Fare.	
Undertake the five year review of the Dog Off Leash Strategy	Council officers have now completed a draft of the five-year review of the Dog Off Leash Strategy. The review will be presented to a Council meeting in the first half of 2025-26.	
Commence development of a revised Housing Strategy	The development of a revised Housing Strategy has commenced and will continue into the next year taking into consideration findings from the scoping paper research and investigations and responding to State Government housing policy and statewide changes to planning controls to facilitate future housing.	
Progress the Environmentally Sustainable Design 2.0 Planning Scheme Amendment in partnership with CASBE	In March 2025 Council officers confirmed with DTP that the Environmentally Sustainable Design 2.0 Planning Scheme Amendment remains under active consideration by the Minister. The progression of this action remains stalled until a Ministerial decision is made.	

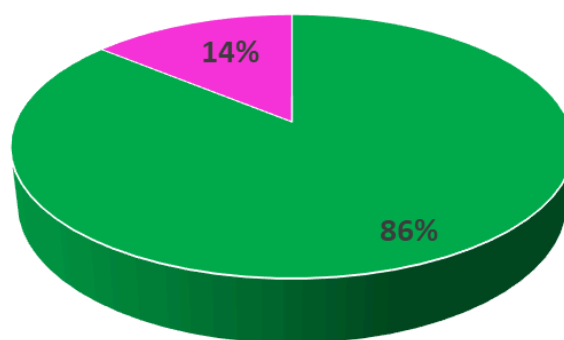
Action	Comment	Progress
Support the DTP to complete the Sandown Racecourse Planning Scheme Amendment	Council has supported DTP in the progression of the Sandown Racecourse Planning Scheme Amendment to an Advisory Committee Hearing. The Minister has received the committee report and released it publicly in early 2025; however, as of the end of June 2025 the Minister has not made a decision on progressing the Planning Scheme Amendment.	
Prepare a Dandenong Market Precinct Masterplan to facilitate Council led and private sector developments and activate public spaces and places.	The Precinct analysis stage is complete. Targeted stakeholder engagement is underway to inform the preliminary objectives and vision. The proposed Dandenong Market Precinct Plan is expected to be finalised and presented to Council for adoption by mid 2026.	
Commence the Neighbourhood Character Study review	State Government amendments to the Victorian Planning Provisions that came into effect in early March 2025 have impacted the effectiveness of a Neighbourhood Character Study being considered in the assessment of planning permit applications. Council officers are waiting further direction from the Department of Planning and Transport to ascertain the future progression and relevance of the Neighbourhood Character Study review or if an updated study is likely to provide direction in the assessment of future planning permit applications.	
Activate and promote safe and accessible public spaces for young people and families	Youth and Family Services led activities throughout the city, including libraries, community hubs, the Castle, the skate park, and major parks. Highlights included the Youth Stage, Snow Fest, volleyball tournaments, Dandy Has Talent, and school holiday programs, with a total of 8,987 contacts.	

Action	Comment	Progress
Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement	<p>Council has advocated for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement as opportunities arise. This includes through the advocacy work coordinated by the Eastern Transport Coalition.</p> <p>Council officers also met with DTP to discuss the Webster St level crossing removal project impacts on the transport network which includes the impacts and opportunities for the bus network around the Dandenong Activity Centre. Further discussions will be required with other DTP departments.</p>	
Advocate for, plan and deliver improved active transport networks and initiatives	<p>Council has advocated for major path improvements as opportunities arise. The State Government announced funding for Council of \$1.6 million to deliver a footpath along the south side of Fowler Rd as part of the Progress Street level crossing removal.</p> <p>Advocacy for major trail improvements, including the Djerring trail extension, were part of Eastern Transport Coalition advocacy, and featured in Council's Federal Election Advocacy Priorities.</p>	
Roll-out a high priority local road program within Dandenong South, including the Dandenong South Industrial Area Extension Structure Plan's Transport Network	<p>Works in kind agreements on key roads including Taylors Road and Glasscocks Road have been reached.</p> <p>Developer construction of Taylors Road and Bayliss Road is underway and complete.</p> <p>Perry Road Stage 2 is complete and Stage 3 has been tendered for construction in 2025-26.</p>	

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	<p>A feasibility report on the infrastructure needed to implement 30 hours of PrePrep has been completed and kindergartens have been remeasured to confirm licensing capacity.</p> <p>Children Services worked with the Department of Education to assess infrastructure needs for Early Years Services to guide the development of a Kindergarten and Services Plan for Greater Dandenong.</p>	
In collaboration with local school education programs, advocate for, and deliver, transport safety improvements and initiatives to improve road safety awareness and to mitigate road safety risks	<p>A Road Safety around Schools Forum was delivered in August and bespoke plans for the first tranche of schools has been developed.</p>	
Continue to deliver various road pedestrian safety projects funded by Federal and State Governments	<p>Road Safety infrastructure projects have been delivered, including significant works on Railway Parade, Perry Road, Brady Road and Woodlee Street.</p> <p>Over \$4m in road safety funding has received through the Federal Blackspot Program.</p> <p>\$1,647,000 was secured through advocacy for the delivery of a path on Fowler Road following completion of the Progress Street Level Crossing Removal.</p>	
Implement the Springvale Revitalisation Action Plan to improve the physical and social environment to enhance the quality of life for residents, workers and visitors	<p>The Multicultural Place Upgrade design package is complete. The concept design for Buckingham Avenue Parklet is complete. Traffic Management/Works Plan for rationalising and improving Balmoral Laneway will be delivered in FY 2025–26.</p>	





Action	Comment	Progress
Develop and implement the Noble Park Revitalisation program to enhance the quality of life for residents, workers and visitors	<ul style="list-style-type: none"> -Our Street NPK Place Activation Grant Scheme was launched, 7 recipients awarded, and activations delivered. -Frank Street Open Space Shade was installed; Seating and Bug interpretive signage was artistically designed, fabricated and delivered. -The Flower Decoration Art Installation was created and delivered to Douglas Street. -Muderra Way Pillar Mural: This is delayed, awaiting MTM site access approval. Delivery is scheduled for October. -NPK Art Labs: This project is in the construction phase and is expected to be delivered in Q1 2025-26. Community activation to commence immediately. 	
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 redevelopment of Sites 11 to 15 of the Revitalising Central Dandenong Initiative. The Development Plan (DP) was approved by DTP in Nov 2024. Capital alliance is expected to commence stage 1 works 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 our activity centres. A research piece on Revitalising Central Dandenong has been undertaken to look at economic trends and recommendations to unlock developments in centre.	

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






■ Completed ■ Deferred completion

Performance Measure	Result
% of kerbside collection waste diverted from landfill	46.46%
Number of trees planted in public spaces	2,389
Development and implementation of the Biodiversity Action Plan	Targeted revegetation focused on habitat enhancement with intensive weed control across 83.78 hectares, revegetation of 2.72 hectares and more than 22,000 indigenous plants installed.
Implementation of the Urban Forest Strategy	Implementation continues with a free tree program conducted for residents in the green wedge which saw a significant number of plants being collected by residents for planting on their properties.
Installed Council Solar Panel Capacity	600kW
Compliance with Council's Sustainable Buildings Policy	This policy has been discontinued.
Progress of Council operations to net zero emissions (%)	82% – Council has significantly reduced its operational emissions and continues to transition away from gas as a fuel source.
% of tree canopy coverage	14.1%

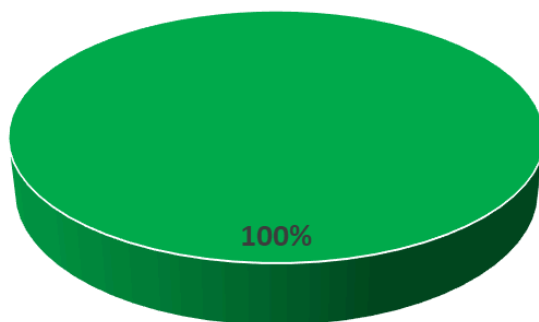
Action	Comment	Progress
Finalise review and update the Waste and Litter Strategy	A new Waste and Litter Strategy is underway.	
Investigate advanced waste opportunities for Council as an alternative to landfill	As a result of the SEMAWP procurement process, Council has entered into a Waste Supply Agreement 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. Council's Executive Director City Futures currently sits on the board for this project, and the Manager Infrastructure Services is a member of the Project Oversight Group.	
Implement the Urban Forest Strategy and Green Wedge Management Plan	Actions to implement the strategies and objectives of the Urban Forest Strategy 2021–28 and Green Wedge Management Plans are complete.	
Implement the Biodiversity Action Plan 2021–26	Targeted revegetation focused on habitat enhancement across priority corridors, with intensive weed control across 83.78 hectares, revegetation of 2.72 hectares and more than 22,000 indigenous plants installed through a blend of grant funded projects, community events, and school-based initiatives. Dandenong and Yarraman Creek corridors were a key focus for grant funded projects, while design documentation was completed for the proposed upgrade of Alex Wilkie Nature Reserve. Community engagement continued through ongoing programs including, One Tree Per Child, which reached 275 Grade 3 students and distributed over 1,000 trees, and the Adopt-a-Park program, which involved 220 children planting 3,900 native and indigenous plants across six local reserves. The Green Wedge Plant give-away also enabled 24 landholders to revegetate private land, with 3,600 native and indigenous plants and trees distributed.	

Action	Comment	Progress
Complete Council's plan for new and improved playgrounds	The revised Playground Plan is underway and is being informed by data analysis, asset planning and current best practice approaches to playground strategies, however due to capacity and priority challenges, the plan has not been able to be finalised at this time. The revised Playground Plan will be completed in 2025–26 and inform the capital works program for future playground projects.	
Implement the Open Space Strategy	The Concept Plans completed in 2024–25 have resulted in a range of open space reserve improvements and playground upgrades that fulfil Council's objective of improving the quality and amenity of our reserves. Community and stakeholder consultation and engagement with school children has been an important input into each project's design. The draft master plan for Lois Twohig Reserve has been prepared for community consultation in July 2025. Concept plans for park infrastructure and playground upgrades to guide future staged implementation have been prepared for the Dandenong Park playground expansion, Tatterson Park Recreation Precinct, Warner Reserve Southern Recreation Precinct, 49 View Road and the Tirhatuan Park Sensory Trail. The stage 1 construction works for the Greaves Reserve's informal recreation precinct has been completed and the construction of the new playground at Barry Powell Reserve is in its final stages of development.	
Implement year seven of the Greening Our City: Urban Tree Strategy 2018–28	Key actions focused on enhancing canopy coverage, improving urban tree health, and strengthening operational systems. A total of 2,389 new trees were planted across priority locations, complementing the development of the 2025 Street Tree Planting Program. Maintenance of more than 3,500 young trees remained a priority, supported by consistent watering, mulching, and health checks to ensure successful establishment. Council received 3,133 customer requests relating to trees, completed 39,554 tree inspections, with the majority of those inspections delivered through a proactive program. Pruning works were undertaken on over 24,000 trees, with a strong emphasis on proactive maintenance. Investment in the Forestree Work Management System continued, further enhancing data capture and operational efficiency, to enable long-term strategic planning.	

Action	Comment	Progress
Implement the Electric Vehicle Transition Plan	All EV chargers at the Operations Centre and Thomas Street car park have been successfully commissioned and are fully operational. Procurement and trials of electric vehicles continues across various service areas. EV footpath sweepers were trialled for the Cleansing team, and several small plant items have been procured to support day-to-day operations. Two EV trucks have been ordered for the Parks and Works teams, with a third under consideration for the Cleansing team. Hybrid vehicles have been purchased to replace ageing ICE passenger vehicles, and hybrid utility vehicles are currently being trialled to assess operational suitability. A review of the current EV Transition Plan is underway to align future actions with updated operational needs, funding opportunities, and technology developments. Progress will continue to be monitored and reported going forward into 2025-26.	
Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond	Council officers have delivered a variety of successful educational and engagement activities this year, including the Sustainability Festival, Plastic Free July, Op Shop Trail and the delivery of a climate change flyer. Council's Small and Medium Grants application process continues to be supported and promoted through networks and Our Bright Green Future e-newsletter.	
Implement the Climate Emergency Strategy, Sustainability Strategy, climate emergency declaration, and updated Plastics Policy	Significant progress towards net zero has been made with Council's commitment to decommissioning Dandenong Oasis, the ongoing replacement of fleet vehicles to electric and delivery of educational programs to staff and the community. Given the progress made in recent years and availability of new technologies Council officers are reviewing and developing a revised transition plan to guide Council's approach to achieving net zero.	
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	Support and education on climate change impacts, including extreme heat, storms, and cold weather, are now part of the annual plan for older residents and those with disability, developed in consultation with Emergency Management and key stakeholders.	
Advocate to the EPA to improve the quality of Greater Dandenong's waterways	Council continued to advocate to the EPA and Melbourne Water to improve air and water quality.	





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








■ Completed

Performance Measure	Result
Number of business networking activities and key events offered to the manufacturing sector	6
Number of leadership and personal development opportunities for young people	2,913 contacts
Number of Women in Business activities and key events offered	5
Number of events held which provide opportunities for business and education providers to support the community	3
Number of library activities and partnerships that support the community to participate in work, entrepreneurship, education, training, social and civic life	1,080 sessions with 8,457 adults and young adults participating
Number of engagement opportunities to enhance learning, reading and literacy, digital and technology skills at all life stages	2,720 sessions with 42,028 participants

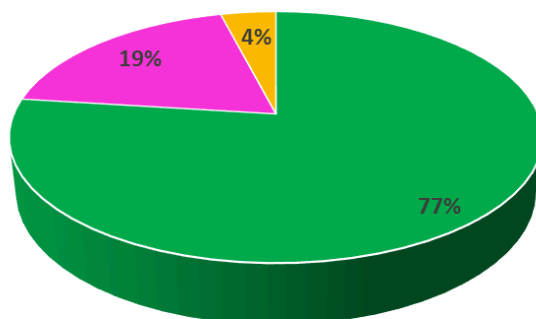
Action	Comment	Progress
Develop a new Economic and Place Strategy	The new Economy and Place Strategy is progressing to plan and a consultant has been engaged. A comprehensive Engagement Plan has been finalised and the project is on schedule for a draft strategy to be finalised late 2025 and for the new strategy to be considered for adoption by Council in early 2026.	
Successfully deliver an annual Business Education Program targeted to local entrepreneurs or established businesses	13 free in-person workshops in partnership with partners were delivered, engaging 223 participants. Highlights included the Low-Cost Marketing Tools Innovation Workshop with Melbourne Innovation Centre, Starting a Business sessions, the Food Business Information Session with the Public Health Team, and two Business Plan Accelerator and Introduction to Starting a Business workshops. These sessions offered access to free, ongoing coaching through the Self-Employment Assistance Program, with several participants successfully connected for tailored support. The workshops also fostered networking and direct engagement with the Business Permit Team.	
Manage, support and deliver activities that strengthen the capability and capacity of jobseekers in our community facing multiple barriers to employment.	The GameChange team delivered a series of programs and events including the highly successful Career and Support Expo, the pop-up Employment Hub, Learn from a Local Employer Series as well as their regular Jobseeker Reference Group. The Grant for the program ended on 30 June.	
Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment	Youth and Family Services delivered a range of projects and initiatives aimed at supporting youth leadership, work readiness and positive profiling resulting in 2,133 contacts and a social media reach of 2,655.	

Action	Comment	Progress
Maintain support, collaboration and board participation of the South East Manufacturers Alliance (SEMMA)	SEMMA support, collaboration and board participation has been maintained. SEMMA has advocated on a number of key issues for its manufacturing member base throughout the year. In May 2025 SEMMA released its Australian Manufacturing Blueprint 2025 and Beyond focusing on 5 pillars of growth to invigorate industry – Economic, Energy, Expand, Educate and Evolve.	
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 has delivered approximately 50 industry networks and events that covered a range of topics around manufacturing, the global environment, staffing challenges, workplace health and safety and work/life balance. These activities have contributed to the capability building of CGD's local businesses.	
Deliver key events that showcase women in business including International Women's Day and facilitate a Women in Business Network, that is inclusive to all women in business in CGD	<p>The Women in Business Network facilitated various sessions this year including the International Women's Day event in March. Two 'Showcasing Women in Business' events and three smaller facilitated network events were held as well as the very popular Christmas networking event.</p> <p>Two new steering committee members were welcomed from our local region, both women based in the City of Greater Dandenong (CGD), who bring fresh insight and enthusiasm to the network.</p>	
Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation	The Business Plan has been reviewed.	

Action	Comment	Progress
Guide the 'collective impact' phase of CR #2: GameChange towards a community-led jobs and skills system, strengthening pathways to economic participation (SPEP)	This year the GameChange team delivered a series of programs and event including the highly successful Career and Support Expo. The Grant for this program ended on 30 June.	
Facilitate Playgroup Training Vocational Pathways for local community members	A total of 109 community playgroup leaders participated in 7 online training sessions and attended 2 Playgroup Network meetings. Eighteen leaders successfully completed the training program and 3 new local Community Playgroups have been established.	
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	SEBN's 19th Annual Lunch with the Winners event, in partnership with SELLEN, was held on 3 September 2024. 150 students and industry representatives attended the event with speakers from RoboGals, Casey Tech, and AW Bell. The team participated in SELLEN's Try a Trade and Career Expo which was a great success.	
Support the Market Street Child Care Centre with a sustainable business model to expand market share and community expectation	Market Street Community Childcare, in partnership with Springvale Service for Children, is providing funded three and four-year-old kindergarten and childcare services. The centre is now at licensed capacity three out of five days. Engagement with the Family Law Courts, local schools, and Chisholm TAFE was carried out to improve access to childcare services, supported by Federal Government funding.	

Action	Comment	Progress
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	Council continued to support local businesses in addressing climate change risks and advancing toward a net zero economy. Information was shared on relevant State and Federal Government policies and programs, promoting these through the Talking Business and SEBN newsletters. The ongoing partnership with ASPIRE played a key role in encouraging waste reduction, supported by the development of a new ASPIRE landing page and enhanced business waste information on the Council website. The business newsletter was used to spotlight key sustainability campaigns, including Business Clean Up Day and Plastic Free July, further engaging the business community in environmental action.	
Participate in the GSEM Jobs and Skills Summit	Council participated in the Jobs and Skills summit in 2024 and continues to collaborate with GSEM on a range of issues of regional significance to the south east.	



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












■ Completed ■ Deferred completion ■ Externally impacted


Performance Measure	Result
Completion of Asset Plans in accordance with LGA requirements	100% – The 10 Year Asset Plan was endorsed by Council on 23 June 2025
Completion of Council's Capital Works Program	77%
Satisfaction with community consultation (Community Satisfaction Survey)	77/100
Underlying financial result remains in surplus	This result will be finalised in Council's Annual Report 2024-25
% of decisions made in Council meetings closed to the public	2.10% – 5 resolutions were made in meetings closed to the public
Increase in number of registered users accessing the Council digital portal	4,071 an increase of 1,855 users since 2023-24.

Action	Comment	Progress
Improve access to, from, and within major Activity Centres, including the management of parking, harnessing modern and smart technologies to build on existing capacity	<p>Tenders closed for improved parking technology to improve the customer experience. This is due for roll out in 2025.</p> <p>Advocacy for improved accessibility outcomes through Webster Street Level Crossing Removal Project are underway.</p>	
Conduct a comprehensive review of the 10-year Activity Centre Capital Improvement Program including evaluation of ongoing projects	The Placemaking role in 10yrs capital projects planning for Activity Centres is complete. This information will now be used for the municipal wide capital improvements planning process.	
Implement Council's infrastructure renewals program	A large amount of work has been done on Council's roads, footpaths and drains with most annual renewal programs now completed. Some outstanding work has been carried over to the next financial year due to delays by external parties or other unforeseen circumstances.	
Review the existing Road Management Plan and develop the new Road Management Plan 2025	<p>A review of Council's Road Management Plan has been undertaken and a draft new Road Management Plan prepared.</p> <p>A Councillor briefing is scheduled for August, with exhibition and adoption due by 31 October 2025.</p>	
Encourage the voice of children and young people through the facilitation of the Children's and Youth Forums and Advisory groups to inform planning and policy development	<p>The Children's Advisory Group continued with a total of 37 students engaged from 14 primary schools.</p> <p>Children Services held the 9th annual Children's Forum, which was attended by 74 students from local primary schools.</p>	

Action	Comment	Progress
Develop a Customer Experience Strategy, and update the Customer Service Charter	To support the development of the Customer Experience (CX) Strategy, a consultant was engaged to conduct three sample Customer Journey Mapping exercises. These focused on Hard Waste Collection, Parking Management (Infringement Review and Processing), and Councillor Requests. Internal stakeholder workshops provided valuable insights into customer pain points and opportunities for service improvement. These findings, alongside data from the CSBA Customer Experience Benchmarking and the Customer Centricity Audit, form a strong foundation for the CX Strategy. Additionally, feedback from a community-wide online survey has helped identify resident priorities and expectations. Collectively, these initiatives have enhanced organisational understanding of the customer experience and will inform the development of a more responsive and customer-centric service approach.	
Facilitate better community engagement across a diverse community to promote more accessible engagement	A deliberate effort has been made to uplift how Council engages with its diverse stakeholders, including shifting focus to quality rather than quantity of engagements. A key priority for 2025-26 will be to enhance the strategic approach to communications, undertake more effective forward planning and more proactive (and less reactive) communications. Significant work on capability uplift has also begun.	
Improve Council's customer service and communications to our linguistically diverse community by making more effective use of translation and interpreter services	Council has prioritised inclusive communication with linguistically diverse communities. The ongoing promotion of the Telephone Interpreter Service (TIS) and targeted recruitment practices have supported this goal. As digital engagement becomes increasingly central to customer service, there is a clear opportunity to explore technology-driven solutions.	

Action	Comment	Progress
Provide timely and accurate information and tell stories reflecting the best of our community and local economy	There has been a huge focus to support proactive communications and telling stories that connect community and Council. Wonderful stories have been told in new ways, connecting the community and Council. 'Closing the loop' – going back to community to communicate outcomes, particularly for engagement projects have been a high priority.	
Implement the recommendations of the IT Service Review	A market scan is currently being undertaken to identify potential replacements for our ERP system. This forms part of a broader review of all systems, with the objective of developing a strategic roadmap for the next 3–4 years.	
Enhance Council's major projects communications, so they are timely, accurate and promote community trust; and explain project benefits effectively.	Successful coverage/celebrations of key milestones of the Keysborough Community Hub project, the contract signing and start of works on the Dandenong Wellbeing Centre and the demolition of the PEP have been achieved. Social media content is rolling out at regular intervals and issues are being effectively managed.	
Complete Council's capital works program as outlined in the Annual Budget and Long Term Financial Plan	<p>As of the end of June, the total spend is \$75.3m comprising \$59.9m actuals (works already complete) and \$15.4m committed (contracts awarded and works underway).</p> <p>Current works completed and underway equate to 77% of the revised mid-year budget of \$98M.</p>	

Action	Comment	Progress
Develop an investment attraction program that facilitates appropriate investment attraction matched to the region's competitive strengths across identified target and growth industry sectors	Economic profile collateral was updated for 2025 and distributed to potential investors at a range of business-focused events including the Real Estate and Developers' Forum 2025. Case management support continues, supporting a range of major investments/developments. New opportunities for proactive investment attraction are being explored, aligned to regional strengths and the Economy and Place Strategy is under development.	
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. Approx 280 staff attended these sessions.	
Continue the rollout of wearable technology to prevent musculoskeletal injuries in high risk work areas	Preventure has been an effective program in identifying specific manual handling risks and giving leaders and staff opportunities to target improvements to work processes and equipment. It also continues to greatly assist in avoiding injury through data capture and also assist some 'return to work' staff to perform tasks in confidence while wearing the sensors.	
Implement Leadership Development programs for People Leaders incorporating innovation and change management	A series of leadership programs has been designed and delivered for both senior leaders (managers) and people leaders (coordinators and team leaders).	
Develop the new Council Plan 2025–29 in accordance with the Local Government Act 2020	The Council Plan 2025–29 was adopted by Council in accordance with the Local Government Act 2020 on Monday 23 June along with the Annual Plan 2025–26. These documents were developed after an extensive community consultation program in 2024 and a final consultation process on the draft documents from 14 May until 11 June.	

Action	Comment	Progress
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)	Work is currently underway to prepare the reporting for December 2025, as well as to develop the new GEAP, which is due in May 2026.	
Implement the recommendations of the recent Child Safe Standards Audit Review	<p>Following Council approval, a Child Safety Compliance Officer role was resourced. Progress has been made on the following:</p> <ul style="list-style-type: none"> • Movement from 14% to 32% of completed recommendations, an 18% increase over the 6 month period; • 27% improvement in recommendations that have progressed towards completion; • 50% improvement in recommendations that are underway (in progress); • Reduction from recommendations that are delayed from 23% to 5%; and • 50% reduction of recommendations that have not been started from 18% to 9%. 	
Meet budget revenue targets for all commercial properties	Rental revenue for the financial year exceeded budget due to the leasing of vacant properties.	
Develop a structured framework to streamline the preparation of Council's Strategies	A new Integrated Planning Framework was presented to Councillors in May and is being implemented across the organisation. Further work will be undertaken in 2025-26 on the review of strategies, development of templates and completion of guidance documents to assist with the implementation.	
Review Council's Long Term Financial Plan in line with the Local Government Act 2020	Council's Long Term Financial Plan was adopted by Council at its meeting on 23 June 2025.	

Action	Comment	Progress
With the community, strengthen engagement, build capacity and accessibility to Council's grants programs	<p>Key achievements of the Community Funding and Grants program include:</p> <ul style="list-style-type: none"> • Delivery of the small grants program and 2 rounds of the medium grants program. • Recruitment of new grants panel members. • Draft grants impact report prepared. • Strengthened partnership with Neighbourhood Houses and Community Centres. • More engagement with key stakeholders, including Interfaith Network, Greater Dandenong Volunteer Resource Service and Large Grants funded organisations. • Administrative support was provided for the establishment of the Greater Dandenong ANZAC Day Funding 2025 and the Our Street NPK Grant Scheme 2024. • Funding administered for the "50 Years Vietnamese Refugee Resettlement – 50 Years Freedom" Festival. 	
Implement the recommendations of the Procurement Review	<p>Procurement is on track in updating systems and adding functionality as part of the Procurement review. This is being updated with technology updates and compliance and contract management protocols. The current policy is in draft to be reviewed with a new contract suite that is reflected with policy terms and conditions. Further training programs for staff along with forward planning meetings are being scheduled.</p>	
Facilitate and chair at least four Municipal Emergency Management Planning Committee (MEMPC) meetings with relevant members and Emergency Service Agencies	<p>In collaboration with agency partners, the Municipal Emergency Management Planning Committee (MEMPC) is updating the Greater Dandenong Municipal Storm and Flood Sub Plan and is taking steps to address risks associated with High-Risk Waste Sites in the region.</p> <p>Another working group has been established by the Committee to examine and enhance the emergency preparedness of Supported Residential Services (SRSs) and Caravan Parks.</p>	
Review, implement and monitor progress on mitigation and response (including relief and recovery) risk strategies and actions	<p>During 2025 Council received a record number of requests, totaling over 70, to coordinate emergency relief and recovery support for local businesses and residents.</p>	

Reshaping Greater Dandenong








Completed






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.	The Dandenong Wellbeing Centre contract was awarded earlier this year, and the construction has commenced on site from June 2025. Councillors are considering options for the Dandenong Community Hub and a decision may be made at the end of 2025.	
1.2 Explore new revenue streams/optmise existing revenue streams to implement a Revenue Optimisation Plan.	An issues and options report was completed and presented at a Councillor Briefing Session in 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.	Work is underway to rationalise assets, with the approach outlined in the Long-Term Asset Plan. Council has endorsed the sale process for one of the assets, and this process is already underway.	
1.5 Develop a Model of Service Review/Improvement.	The Service Review Framework has been developed; however, its endorsement has been delayed due to the delay of service plan approvals. The service review process is now expected to commence at the end of Q1 in the 2025–26 financial year.	




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	Throughout the year, significant progress was made in understanding and enhancing the customer experience. A comprehensive review of current practices identified opportunities to streamline service delivery, improve data capture, and strengthen First Contact Resolution. The introduction of improved wrap-up codes and exploration of AI technologies have laid the groundwork for a more responsive and customer-focused approach. These insights can be consolidated into a Customer Experience Action Plan once the CX strategy is finalised.	
2.2 Implement a Customer Experience Action Plan: <ul style="list-style-type: none"> digital technology KPI's – feedback system 	This project is linked to the review of the customer experience.	
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.	
3.2 Create and roll out an updated employee value proposition	Work is underway but has been delayed due to resource constraints in the People and Change department. The work is expected to be completed in the first Q1 of 2025-26.	
3.3 Develop and implement a People Plan for the organisation	This work has been postponed due to resource constraints within the People and Change department. This project is scheduled for commencement in 2025-26.	






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	An organisational structure review was undertaken and a review and realignment is currently underway. The new Workforce Plan will be developed in 2025–26.	
3.5 Refresh the Workplace Culture Development Strategy	This work has been postponed due to resource constraints within the People and Change department and is expected to commence in 2025–26.	
3.6 Create a Workplace Diversity Strategy	This work has been postponed due to resource constraints within the People and Change department and is expected to commence in 2025–26.	




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	<p>Council continuously considers the use of translation services and when it would be effective to deliver materials in LOTE. We are actively investigating several products that use AI and auto language translation to support people from NESBs. This will be an ongoing piece of work, especially as LLMs develop and improve in accuracy.</p> <p>A lack of channels through which to communicate and reach NESB/CALD communities continues to be a challenge. We will continue to consider how to ask our 3rd party influences and connectors to share our materials, without overwhelming them.</p>	
4.3 Explore options for the community newsletter in line with enhanced community engagement/communication	The current position has been reviewed and is expected to be considered again in 2025–26, particularly around distribution. The risk of discontinuation and current financial expense associated with reducing long lead times for distribution to get key events into relevant editions will be key considerations, along with the costs of reducing these lead times. Well over 40% of residents surveyed in the Community Satisfaction Survey 2025 chose Council News in print as their preferred method of communication from Council. While the Council News is expensive to produce and consumes significant human resources each month, we need to consider this against the strong community preference for the product before considering changes.	

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	The portal has been soft launched, representing a key milestone in the digital transformation strategy. This initial deployment will undergo close monitoring over the coming months to evaluate system performance, collect user feedback, and refine functionality. These insights will inform readiness for a broader public release across the municipality.	
5.5 Investigate new models for a Councillor intranet	Any system requirements for a new model for the Councillor intranet are being considered as part of the broader ERP project.	

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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.	Council is currently undertaking a market scan to identify potential replacements for our business systems. This forms part of a broader review of all systems, with the objective of developing a strategic roadmap for the next 3–4 years. In parallel, portal utilisation is being assessed to support future integration efforts and the implementation of a single view of the customer	
STRATEGY AND FUTURE PLANNING		
6.1 Review Council's performance measures	Council's performance measures were reviewed and amended as part of the development of the Council Plan 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.	
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 was presented to Councillors in May and is being implemented across the organisation. Further work will be undertaken in 2025–26 on the review of strategies, development of templates and completion of guidance documents to assist with the implementation.	