

Agenda

Council Meeting

Monday 10 November 2025, 7:00 pm

Dandenong Civic Centre, 225 Lonsdale Street,
Dandenong, Victoria 3175

greaterdandenong.vic.gov.au



Council Meeting Details

At the time of printing this Agenda, the Council Meeting to be held on Monday 10 November 2025, will be open to the public to attend in person but will be subject to venue seating capacity. This will be a hybrid meeting consisting of Councillors attending in person and remotely.

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

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

Your Councillors

[Mayor Jim Memeti](#)

[Cr Bob Milkovic](#)

[Deputy Mayor Sophaneth \(Sophie\) Tan](#)

[Cr Sean O'Reilly](#)

[Cr Phillip Danh](#)

[Cr Loi Truong](#)

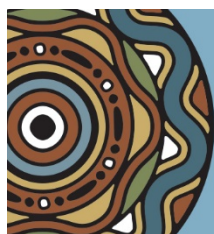
[Cr Isabella Do](#)

[Cr Melinda Yim](#)

[Cr Lana Formoso](#)

[Cr Rhonda Garad](#)

[Cr Alice Phuong Le](#)



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

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



(03) 8571 1000



council@cgd.vic.gov.au



greaterdandenong.vic.gov.au



TTY: 133 677

Speak and listen: 1300 555 727

Online: relayservice.gov.au



TIS: 13 14 50



Acknowledging
Bunurong Country

Follow us:





COUNCIL OBLIGATIONS AND AGENDA REPORTS

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

Community Vision 2040 (Community Vision | Greater Dandenong Council)

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

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

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

The Council Plan 2025-29 (Council Plan 2025-29 | Greater Dandenong Council)

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

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

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

The Overarching Governance Principles of the Local Government Act 2020

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

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

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

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

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



The Gender Equality Act 2020

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

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

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

Victorian Charter of Human Rights and Responsibilities

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

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

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



Consideration of Climate Change and Sustainability

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

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

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

Related Council Policies, Strategies or Frameworks

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



TABLE OF CONTENTS

1	MEETING OPENING	8
1.1	OPENING OF MEETING BY CHAIR	8
1.2	ATTENDANCE	8
1.3	ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS OF LAND	9
1.4	OFFERING OF PRAYER, REFLECTION OR AFFIRMATION	9
1.5	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	10
1.6	DISCLOSURES OF INTEREST	10
1.7	ADOPTION OF THE AUDIT AND RISK COMMITTEE MEETING MINUTES	11
2	OFFICERS REPORTS - PART 1	12
2.1	PETITIONS AND JOINT LETTERS	12
2.1.1	Petitions and Joint Letters	12
3	PUBLIC QUESTION TIME	14
4	OFFICERS REPORTS - PART 2	16
4.1	POLICY AND STRATEGY	16
4.1.1	Councillor Conflict of Interest Policy	16
4.1.2	Draft Our Bright Green Future Strategy	31
4.1.3	Q1 Quarterly Performance Report July - September 2025	102
4.2	OTHER	186
4.2.1	Central Dandenong Summer Activation Program	186
4.2.2	Mayoral and Councillor Taskforce Supporting People Seeking Asylum LGNSW annual conference	189
4.2.3	Report on Matters Discussed at Councillor Briefing Sessions and Pre-Council Meetings	192
4.2.4	List of Registered Correspondence to Mayor and Councillors	196
5	NOTICES OF MOTION	199
5.1	NOTICE OF MOTION NO. 14 - ADVOCATING FOR EQUITABLE IMMUNISATION ACCESS AND REINSTATEMENT OF PRIME IMMUNISATION PROGRAM	199
6	REPORTS FROM COUNCILLORS/DELEGATED MEMBERS AND COUNCILLORS' QUESTIONS	200



7	URGENT BUSINESS	201
8	CLOSE OF BUSINESS	202



1 MEETING OPENING

1.1 OPENING OF MEETING BY CHAIR

1.2 ATTENDANCE

Apology Cr Melinda Yim



1.3 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS OF LAND

Those who wish to stand for the acknowledgement to country are welcome to do so.

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

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

1.4 OFFERING OF PRAYER, REFLECTION OR AFFIRMATION

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



1.5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Meeting of Council held 27 October 2025.

Recommendation

That the Minutes of the Meeting of Council held 27 October 2025 be confirmed.

1.6 DISCLOSURES OF INTEREST

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

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

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

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



1.7 ADOPTION OF THE AUDIT AND RISK COMMITTEE MEETING MINUTES

The Audit and Risk Committee held a meeting on 12 September 2025 and Minutes of this meeting, as summarised in the following table, are presented to Council for adoption.

Item	Topic
1.	The Audit and Risk Committee reviewed actions arising from previous meetings.
2.	The Audit and Risk Committee reviewed, discussed and noted the following reports with Council officers: • Chief Executive Officer's Report • Risk Management Update • Enterprise Resource Planning (ERP) Update • LGPRF 2024-25 End of Financial Year Summary • End of Year Performance Report 2024-25 • Policy Review Update • Audit & Risk Committee Self-Assessment • Councillor Gift Policy and Conflict of Interest Policy • Annual Freedom of Information Report 2024-2025 • Annual Report on Reimbursement of Councillor Expenses • Review of CEO and Councillor Purchasing Card Transactions 1 July 2024 - 30 June 2025 • Council's Gift and Travel Registers • Procurement Exemptions • Artificial Intelligence (AI) Policy • Committee Chair Appointment 2025-2026 • Audit and Risk Committee – Biannual Activity Report • Review of Nominated Officers List - s132 Local Government Act 2020
3.	The Audit and Risk Committee reviewed, discussed and noted the following reports with Council officers and the external auditor: • South East Leisure Pty Ltd (SEL) Annual Financial Statements 2024-25 • Dandenong Market Pty Ltd (DMPL) Annual Financial Statements 2024-25 • Draft Consolidated Annual Financial Statements and Council Performance Statement 2024-25
4.	The Audit and Risk Committee reviewed, discussed and noted the following reports with Council officers and the internal auditor: • HLB Mann Judd Internal Audit Status Report September 2025 • Council Status of Internal Audit Actions • HLB Mann Judd - Contract Extension • Strategic Internal Audit Plan 2024-2027 (2025-2026 FOCUS) • GDCC - Review of Privacy and Data Governance • GDCC - Review of Risk Management (final) • GDCC - South East Leisure Pty Ltd (SEL) - Review of Child Safe Standards – Final • GDCC - Internal Audit Scopes • Integrity Body Reports

Officer Recommendation

That the unconfirmed minutes of the Audit and Risk Committee meeting held on 12 September 2025 be adopted.



2 OFFICERS REPORTS - PART 1

2.1 PETITIONS AND JOINT LETTERS

2.1.1 Petitions and Joint Letters

Responsible Officer: Manager Governance, Legal & Risk
Attachments: 1. Petitions & Joint Letters [2.1.1.1 - 1 page]

Officer Recommendation

That this report and its attachment be received and noted.

Executive Summary

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

Petitions and Joint Letters Tabled

4. Council received one new petition and no joint letters prior to the Council Meeting of 10 November 2025.

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

Date Received	Petition Text (Prayer)	No. of Petitioners	Status	Responsible Officer Response
1/09/2025	Petition · Call to save 43 Dandenong Oasis pool trees - Dandenong, Australia · Change.org Last week August 25, 2025 -Greater Dandenong councillors were informed that as part of the construction of the new Dandenong Wellbeing centre they are going to cut down 43 mature trees on this site. This is the first time council officers have mentioned that trees would be cut down as part of the project and none of this information has been shared publicly, despite the site of the new Dandenong Wellbeing Centre being originally chosen to protect trees on site. In particular, there has been no public disclosure as to which trees will be cut down and why. PETITION That Council delay the destruction of the 43 mature trees on the Dandenong Wellbeing Centre Project site until there has been full disclosure about the location and health of the trees, why they now need to be removed and there has been community consultation on their removal.	110 on paper copy received + 107 as at 16/09/25 176 as at 23/10/25	Completed	Responsible Officer: Executive Director City Futures Outcome letter sent 23/10/2025 to the head petitioners.
5/11/2025	Ongoing Illegal Activities and Safety Concerns near Rawdon Hill Drive Local residents have raised concerns about ongoing unauthorised and unsafe activities near Rawdon Hill Drive, East Link Trail, and Rawdon Hill Reserve over the past several weeks. These concerns fall under the remit of a number of authorities including Greater Dandenong City Council.	20 Proponents	In progress	Responsible officer: Executive Director City Futures



3 PUBLIC QUESTION TIME

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

QUESTIONS FROM THE GALLERY

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

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

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



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



4 OFFICERS REPORTS - PART 2

4.1 POLICY AND STRATEGY

4.1.1 Councillor Conflict of Interest Policy

Responsible Officer:	Manager Governance, Legal & Risk Executive Manager Strategy Growth & Advocacy
Attachments:	1. Councillor Conflict of Interest Policy CM 251013 [4.1.1.1 - 12 pages]

Officer Recommendation

That Council APPROVES the Councillor Conflict of Interest Policy (attached).

Executive Summary

1. Recognising and disclosing conflicts of interest are vital to ensure transparency and accountability in Local Government.
2. Sections 127-136 of the *Local Government Act 2020 (the Act)* addresses conflicts of interest. The Local Government Inspectorate considers it industry best practice for Councils to adopt a Conflict of Interest Policy.
3. The Conflict of Interest Policy has been developed to assist Councillors to identify and manage actual or perceived conflicts of interests and follow the processes Council has in place to meet the legislative reporting requirements under *the Act* and Council's Governance Rules.
4. The policy provides clear objectives for Councillors to demonstrate ethical behaviour, good governance, transparency and supports compliance under *the Act* and relevant Regulations.
5. The Policy was endorsed by the Audit and Risk Committee on 12 September 2025

Background

6. *The Act* promotes transparency in Council operations, including decision-making processes and sets out the requirements for disclosing and reporting conflicts of interest, ensuring that Council fulfils its obligations to its stakeholders fairly, ethically and in the best interest of the community.
7. It is a personal judgement and decision of each Councillor to assess their own circumstances and determine if a conflict of interest exists and to disclose a potential and perceived conflict of interest.
8. The Local Government Inspectorate deems it best practice for all Victorian Council's to implement a Conflict of Interest Policy.



Key Issues and Discussion

9. The Councillor Conflict of Interest Policy provides a framework for identifying, managing and disclosing potential and perceived conflicts of interest ensuring that Councillors private interests do not compromise their public duties.
10. This Policy has been developed to assist Councillors to declare and manage potential and perceived conflicts appropriately and in accordance with the Act and Council's Governance Rules.
11. This policy supports the Councillor Gift Policy adopted at the Council meeting held 28 July 2025 as well as the overarching Model Councillor Code of Conduct.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

12. This item does not have an impact on existing human resources.

Financial/Asset Resource Implications (consider Service Statements, Budget, Long Term Financial Strategy and Asset Plan)

Operating Budget Implications

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

Asset Implications

14. This item does not affect any existing assets.

Legal/Risk Implications

15. The Local Government Inspectorate strongly recommends the adoption of a Councillor Conflict of Interest Policy.
16. Non-compliance with the attached policies may be considered a breach of the *Local Government Act 2020* and Model Councillor Code of Conduct.

Environmental Implications

17. There are no environmental implications relevant to this report.

Gender Impact Assessment

18. A gender impact assessment is not required.

Community Consultation

19. There was no requirement for community consultation.



Links to Community Vision, Council Plan, Strategy, Notice of Motion

20. This report is consistent with the following principles in the Community Vision 2040:

- Not Applicable

21. This report is consistent with the following strategic objectives from the Council Plan 2025-29:

- A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community.

Legislative and Policy Obligations

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

- The Overarching Governance Principles of the *Local Government Act* 2020.
- Related Council Policies, Strategies or Frameworks.

Councillor - Conflict of Interest Policy September 2025

Document Control

Date Created: [September 2025](#)

Objective ID:

Date of Endorsement: [TBA](#)

Version No: 1

Policy Superseded by this Policy: [Not Applicable](#)

Responsible Department: [Governance Legal and Risk](#)

Responsible Directorate: [Corporate Development](#)

Policy Type: [Discretionary](#)

Next Review: [March 2029](#)

Document Compliance

Council acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*. The *Charter of Human Rights and Responsibilities Act 2006* is designed to protect the fundamental rights and freedoms of citizens. The Charter gives legal protection to 20 fundamental human rights under four key values that include freedom, respect, equality and dignity.

Greater Dandenong City Council Policies comply with the Victorian Charter of Human Rights and Responsibilities, the *Gender Equality Act 2020*, the *Climate Change Act 2017*, the Child Safe Standards contained in the *Child Wellbeing and Safety Act 2005*, (Amended) the *Privacy and Data Protection Act 2014* and the Overarching Governance Principles specified in 9(2) of the *Local Government Act 2020*.

Acknowledgment of Country

Greater Dandenong City Council acknowledges the Traditional Custodians of this land, the Bunurong People and pays respect to their Elders past and present. We recognise and respect their continuing connections to climate, Culture, Country and waters.

TABLE OF CONTENTS

1.	POLICY OBJECTIVE (OR PURPOSE)	4
2.	BACKGROUND	4
3.	SCOPE	5
4.	DEFINITIONS	5
5.	POLICY	5
5.1	Conflict of Interest Categories	6
5.2	Disclosing Conflicts of Interest.....	7
5.3	Managing Conflicts of Interest.....	7
5.4	Policy not Exhaustive	8
5.5	Recording and Retention of Conflicts of Interest	8
5.6	Privacy Considerations	8
6.	RESPONSIBILITIES	8
7.	REPORTING, MONITORING AND REVIEW	9
8.	BREACH OF THIS POLICY	10
9.	REFERENCES AND RELATED DOCUMENTS	10

1. POLICY OBJECTIVE (OR PURPOSE)

Note: Unless otherwise stated, this policy also applies to Members of Delegated Committees.

The purpose of this Policy is to provide information and guidance to all Councillors regarding identifying and managing potential and perceived conflicts of interest in accordance with their obligations under sections 126 – 131 of the Local Government Act 2020 (the Act).

This Policy:

- outlines the categories of conflict of interest covered in the Act and how these can be identified;
- sets out Council's procedures for declaring and managing conflicts of interest;
- promotes understanding of and compliance with the conflict-of-interest provisions in the Act;
- promotes Council's commitment to maintaining high standards of good governance and minimising public perceptions of impartiality and bias; and
- outlines Council's record-keeping requirements in respect of any declared conflicts of interest.

2. BACKGROUND

The *Act* outlines provisions for managing conflicts of interest for Councillors. It distinguishes between general and material conflicts of interest, with penalties for non-compliance. The Act emphasizes transparency and accountability in decision-making processes to maintain public trust.

Section 126	provides definitions for key terms related to conflicts of interest, such as "material conflict of interest".
Section 127	deals with general conflicts of interest.
Section 128	specifies when a conflict of interest is considered "material".
Section 129	exempts certain situations from the conflict-of-interest provisions.
Section 130	addresses the disclosure of conflicts of interest by councillors and other relevant persons, requiring them to declare any conflicts in a timely manner.
Section 131	deals with the disclosure of conflicts of interest at meetings other than the one where the conflict arises.

3. SCOPE

This Policy applies to all Greater Dandenong City Council, Councillors and Members of Delegated Committees.

4. DEFINITIONS

Councillor is an elected member of the Greater Dandenong City Council and a relevant person to whom the conflict-of-interest provisions in the *Local Government Act 2020* apply.

Delegated Committee is a delegated committee established by Council under section 63 of the *Local Government Act 2020*, a Joint Delegated Committee established by two or more Councils under section 64 of the *Local Government Act 2020* or a Committee, other than a Community Asset Committee, exercising any power of a Council under the *Local Government Act 2020* or any other Act delegated to the Committee under the *Local Government Act 2020* or any other Act.

Relevant Person A person to whom the conflict-of-interest provisions in the *Local Government Act 2020* apply. A Councillor is considered a Relevant Person.

Public Duty means the responsibility and obligations that a Councillor has to members of the public in their official role.

Private Interest means any direct or indirect interest (financial or otherwise) that a Councillor could receive that is not directly related to their public duty but may influence or be perceived to influence their decisions or actions in their official capacity.

5. POLICY

Councillors hold positions of public trust. They must perform their public duties impartially, without bias and in the best interest of the public.

Council acknowledges that conflicts of interest will arise for Councillors and that they cannot always be avoided. They must, however, be identified and appropriately disclosed to ensure that Council maintains high standards of transparency, accountability and public trust.

5.1 Conflict of Interest Categories

General Conflict of Interest

A Councillor has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the Councillor's private interests could result in them acting in a manner that is contrary to their public duty.

Material Conflict of Interest

A Councillor has a material conflict of interest in a matter where an 'affected person' would gain a benefit or suffer a loss depending on the outcome of the matter. The benefit may arise or the loss may be incurred directly or indirectly and in a pecuniary or non-pecuniary form.

An affected person for the purpose of a material conflict of interest includes:

- a Councillor;
- a Family member of the Councillor;
- a body corporate, including incorporated associates, of which the Councillor or their spouse or domestic partner is a director or a member of the governing body;
- an employer of the Councillor unless the employer is a public body;
- a business partner of the Councillor;
- a person for whom the Councillor is a consultant, contractor or agent;
- a beneficiary under a trust or an object of a discretionary trust of which the Councillor is a trustee; and
- a person from whom the Councillor has received a disclosable gift (as defined in the Act – currently a gift or cumulative gifts with a total value equal to or exceeding \$500).

Exemptions

A conflict of interest will not arise in the following circumstances:

- the interest is so remote or insignificant it could not be reasonably regarded as capable of influencing the actions or decisions of a Councillor;
- the interest is held in common with a substantial portion of residents, ratepayers or electors in the Municipality and does not exceed the interest held by them;
- the Councillor has no knowledge of the interest;
- the interest only arises because the Councillor is the representative of Council on a not-for-profit organisation that has an interest in the matter and the Councillor receives no personal advantage from the not-for-profit organisation;
- the interest only arises because a family member of the Councillor is a member, but not an officeholder, of a not-for-profit organisation;
- the interest only arises because the Councillor is a member of the not-for-profit organisation that has expressed an opinion or advocated for an outcome in regard to the matter;
- the interest arises in relation to a matter or in a circumstance that is prescribed to be exempt by regulations made under the Act.

5.2 Disclosing Conflicts of Interest

Where a Councillor has a conflict of interest in respect to any matter they must:

- declare the conflict of interest as soon as practicable after a conflict of interest is identified and prior to any action or decision being made that could be influenced by the conflict;
- complete a Conflict-of-Interest form available either electronically on the Councillor Intranet (MACCS) or a hard copy requested from the Governance, Legal and Risk Department;
- ensure they comply with the procedures set out in Council's Governance Rules in respect of disclosing a general or material conflict of interest; and
- comply with this policy, the relevant provisions set out in *the Act*, and the standards set out in the Model Councillor Code of Conduct.

Chapter 3 of Council's Governance Rules sets out the procedures for the disclosure of a conflict of interest by a Councillor under s130 of the Act. Those procedures govern circumstances where:

- a Councillor has a conflict of interest in a matter being considered at a Council Meeting or Delegated Committee Meeting at which they are present or intend to be present.
- a Councillor has conflict of interest in a matter being considered by a meeting held under the auspices of Council at which they are present.

5.3 Managing Conflicts of Interest

If a Councillor suspect that themselves or another Councillor may have a potential or perceived conflict of interest, it is important that it is managed in accordance with this policy to ensure that Council's decision-making processes are not compromised.

A Councillor who suspects they have a potential or perceived conflict of interest should:

- disclose the conflict of interest in accordance with the Governance Rules;
- discuss the implications of the conflict of interest with the Governance, Legal and Risk department and seek additional legal advice if required; and
- in consultation with the Governance Legal and Risk Department prepare and implement a management plan that will outline how the conflict of interest will be managed.

Appendix 1 of this policy provides a table of real or perceived conflicts of interest, contrasted with interests which will not be in breach of the *Act* as guidance for Councillors in identifying and managing their own conflicts of interest.

5.4 Policy not Exhaustive

Appendix 1 of this Policy does not provide an exhaustive set of circumstances in which conflicts of interest might arise.

Councillors are required to use their own judgement on 'case by case' basis. If further advice or guidance is needed, a Councillor should contact the Governance Legal and Risk Department or seek their own legal advice.

5.5 Recording and Retention of Conflicts of Interest

Where a Councillor has disclosed a conflict of interest that interest must be recorded in the Conflicts of Interest Register maintained by the Governance Legal and Risk Department and made available for public inspection upon request, in accordance with Council's Public Transparency Policy.

All disclosures statements must be retained in accordance with the *Public Records Act 1973 (Vic)* for a period of 7 years from the time of the disclosure.

5.6 Privacy Considerations

While the Conflict-of-Interest Register is available for public inspection, sensitive or personal information maybe redacted or withheld to protect individual's privacy in accordance with the *Privacy and Data Protection Act 2014*.

6. RESPONSIBILITIES

It is a personal judgement and decision to disclose a conflict of interest and Councillors must identify their own conflicts of interest and exclude themselves from the decisions-making process.

Councillors	are responsible for ensuring they: • understand their statutory obligations and disclose all conflicts of interest in accordance with the Governance Rules and this policy as soon as practicable after a conflict of interest is identified. Such disclosures must be submitted to the CEO through the Governance Legal and Risk Department by completing a Conflict-of-Interest form. • declare all disclosable gifts on their biannual Personal Interest Returns.
Chief Executive Officer	is responsible for reporting any breaches of this policy to the appropriate authority and support any subsequent investigation.

**Governance
Legal and Risk**

are responsible for the administration of Councillor related conflicts of interest on behalf of the CEO, including:

- maintaining a Conflict of Interest register;
- notifying the CEO of every conflict of interest disclosure made by a Councillor
- ensure the conflict of interest register is made available in accordance with Council's Public Transparency Policy
- issuing regular reminders to Councillors of their obligations to disclose conflicts of interest.
- regular review of this policy for legislative compliance and current operational practices

7. REPORTING, MONITORING AND REVIEW

Reporting	A copy of the Councillor Conflict of Interest register will be submitted to the Audit and Risk Committee every 6 months for noting. Breaches of non-disclosure will be reported to the Local Government Inspectoral by the Chief Executive Officer.
Monitoring	The Conflict-of-Interest Register will be monitored by the Governance Legal and Risk Department for any systemic lack of reporting. The Councillor Gift Register will be monitored by the Governance Legal and Risk Department for any disclosable gifts and advised Councillors where receipt of cumulative gifts over a 5 year period reach the \$500 disclosure threshold.
Review	This policy will be reviewed every 4 years within 4 months of a general election or where required by legislative changes.
Stakeholder Engagement	Chief Executive Officer, Manager Governance Legal and Risk, Audit Committee, Councillors.

8. BREACH OF THIS POLICY

Where a Councillor fails to disclose any conflict of Interest, material or general an application may be made to the Councillor Conduct Panel alleging serious misconduct.

Convictions of serious misconduct are subject to fines of up to 120 penalty units (approximately \$22,000) and/or disqualification from office.

A Councillor Conduct Panel (CCP) hearing process is provided for under Division 7 of Part 6 the Local Government Act 2020 (LG Act) in which a CCP is formed by the Principal Councillor Conduct Registrar (PCCR) to hear an allegation of serious misconduct by a councillor

9. REFERENCES AND RELATED DOCUMENTS

Legislation

[Charter of Human Rights and Responsibilities Act 2006](#)
[Gender Equality Act 2020](#)
[Climate Change Act 2017](#)
[Child Wellbeing and Safety Act 2005 \(Amended\)](#)
[Crimes Act 1958](#)
[Freedom of Information Act 1982](#)
[Local Government Act 2020](#)
[Local Government \(Governance & Integrity\) Regulations 2020](#)
[Privacy and Data Protection Act 2014](#)
[Public Records Act 1973](#)
[Public Interest Disclosures Act 2012](#)

Related Council and Other Policies, Procedures, Strategies, Protocols, Guidelines

- Councillor Gift Policy
- Fraud Corruption Prevention and Control Policy and Procedures
- Legislative Compliance Policy
- Public Transparency Policy
- Public Interest Disclosure Policy and Procedures
- Records Management Policy
- Privacy and Personal Information Policy
- Governance Rules
- Model Councillor Code of Conduct

Other Related Council Documents

- Conflict of Interest Register
- [In the Public Interest - Local Government Victoria Conflict of Interest Guidelines](#)

Administrative Updates

It is recognised that from time to time, circumstance may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, the change to an existing policy or document referred to in this policy and minor updates to legislation and the like which does not have a material impact. All changes or updates which materially alter this policy must be by resolution of Council.

Date	Update

Appendix 1

The following examples provide some guidance on real or perceived conflicts of interest, contrasted with interests which will not be in breach of the Act. However, conflicts of interest should be judged by the specific circumstances on a case-by-case basis.

Potential conflicts of interest	Interests that are not in breach
An Officer assists in the preparation of a Council Report regarding a decision on a planning permit for their daughter's property.	A Governance Manager must engage a mediator for a Councillor Code of Conduct complaint and his former employer is a mediator.
A Councillor is a part owner of a development company which submits a planning application to Council.	A Councillor is a member (and not a board member) of a local surf lifesaving club. The Councillor took part in a planning decision in relation to the club's property. Her interests do not exceed others as a substantial proportion of the local community are members of surf lifesaving clubs.
An Officer makes a decision on a proposal to vary parking signs in the street where they live.	A Delegated Committee member works in gambling research for a university and voted on Council's strategic plan, which includes an objective to reduce harm associated with gambling.
A Contract Manager is issuing a purchase order under a panel contract where his wife's business is a panel member.	A Councillor's brother is a member (but not an office holder) of a community hockey club and the Councillor is involved in the consideration of an application for funding made by the club.
A Delegated Committee member takes part in a decision about a liquor licensing permit for a business next door to their property.	An Officer is deciding on a Local Law permit being sought by a couple whose café she frequents at lunchtime.
A Planning Officer's extremely close friend (note – the friendship must be akin to a familial relationship to give rise to a conflict of interest) is an applicant for a planning permit for which she is writing the Officer Report to Council.	A Planning Officer's friend is an applicant for a planning permit for a planning permit for which she is writing the Officer Report to Council.



4.1.2 Draft Our Bright Green Future Strategy

Responsible Officer:	Executive Director City Futures
Attachments:	1. Draft Our Bright Green Future Strategy 2025-35 [4.1.2.1 - 47 pages] 2. Our Bright Green Future Action Plan 2025-35 [4.1.2.2 - 15 pages]

Officer Recommendation

That Council:

1. **NOTES** the significant number of existing sustainability related strategies and associated action plans currently adopted by Council;
2. **NOTES** that officers have consolidated these strategies and aligned them with the Council Plan 2025-29's Integrated Planning Framework to develop the *Our Bright Green Future Strategy and Action Plan*;
3. **PROVIDES IN PRINCIPLE SUPPORT** for the *Our Bright Green Future Strategy and Action Plan*; and
4. **PROVIDES APPROVAL** to undertake a community engagement process on the *Our Bright Green Future Strategy and Action Plan*.

Executive Summary

1. Council has a long history of commitment to climate action through sustainability and environmental stewardship. This was reflected in 2020 when Council declared a climate and ecological emergency, and through its adoption of various sustainability related strategies.
2. The Council Plan 2025-29 establishes a new Integrated Planning Framework (IPF) to guide the development of Council's 'priority strategies' to ensure their alignment with both strategic and operational priorities.
3. To align with the IPF, the draft *Our Bright Green Future Strategy* (the Strategy) and *Action Plan* has been developed by consolidating Council's eight (8) sustainability-related strategies and seven (7) action plans into one strategy document. The draft Strategy reduces duplication, sets one strategic direction, builds on Council's existing commitments to act on the climate and ecological emergency and ensures our actions are clear, measurable and relevant.
4. The purpose of the draft Strategy is to develop a coordinated and focused strategy that builds upon Council's commitment, lead our community's sustainability action and foster environmental stewardship. It provides the direction needed to deliver Council's vision of a green city committed to a sustainable future through practical action, Council leadership, and community collaboration.
5. The draft Strategy and Action Plan has been organised into nine (9) themes. Each theme has an objective and clear, measurable and relevant actions to set out the steps Council will take to cut emissions, adapt to the climate emergency and deliver better community health outcomes. It builds on Council's existing commitments to act on the climate and ecological emergency.



6. To align with the IPF, the draft Action Plan has been informed by a review of the existing sustainability related action plans. The review identified five hundred and forty-four (544) separate actions within these seven (7) strategies.
7. The Action Plan presents a direction that is clear, measurable and relevant by consolidating the current five hundred and forty-four (544) separate actions to seventy-four (74) actions by removing or reviewing duplications, standard business as usual activities, ambiguous actions, and no longer relevant actions.
8. Officers are seeking Council's in principle support for the draft Strategy and Action Plan, and approval to undertake a community engagement process.

Background

9. Climate change is no longer a distant issue, it is shaping our lives, our health, our finances and the places we call home. In the City of Greater Dandenong, we are seeing these impacts worsen every year through increasing demands on our natural resources, more frequent extreme weather events, and rising cost of living placing pressure on our community's ability to adapt.
10. In 2020 Council declared a climate and ecological emergency and has been laying the foundations for long-term sustainability action. The climate and ecological crises bring an urgent need to strengthen our journey of sustainability and climate action.
11. The Council Plan 2025-29 places a strong emphasis on the importance of climate change and sustainability, with one of its strategic objectives being '*A green city committed to a sustainable future*'.
12. In addition, the Climate Action Act 2017 requires Council to consider climate change in all its decision making.
13. Since 2019, Council has achieved over an eighty (80) percent reduction in its emissions. This has partially been achieved through the Victoria Energy Collaboration (VECO) Power Purchase Agreement. Contributing actions include installing 600kW of Solar PV panels, replacing over 20 fleet vehicles to low emission alternatives and electrifying end of life small gas assets to support the transition away from fossil fuels.
14. The Council Plan 2025-29 has established a new Integrated Planning Framework (IPF) to guide the development of Council's key documents.
15. To align with the IPF, Council officers have consolidated the eight (8) existing and draft sustainability related strategies and seven (7) action plans across Council into one 'Priority Strategy' and Action Plan. This draft strategy is called *Our Bright Green Future* (the Strategy). As per the IPF, the purpose of the Strategy and associated Action Plan is to create a coordinated and focused document that reduces duplication, sets one direction, and ensures our actions are clear, measurable and relevant.



16. The eight (8) sustainability related strategies and seven (7) action plans that have been consolidated into the draft Strategy are:
- Climate Emergency Strategy 2020-30.
 - Greater Dandenong Sustainability Strategy 2016-30.
 - Greater Dandenong's Biodiversity Action Plan 2023-25.
 - Urban Forest Strategy 2021-28 (overarching document for the two greening strategies, which consists of the following strategies).
 - Greening our City Urban Tree Strategy 2021-28.
 - Greening our Neighbourhoods 2021-28.
 - Draft Waste and Litter Strategy 2021-26.
 - Draft Climate Change Community Engagement and Mobilisation Plan (CEMP) 2024-2029.
17. The Strategy has been organised into nine (9) themes, as outlined below. Each theme has an objective and clear, measurable and relevant actions.
- Advocacy
 - Circular Economy and Waste
 - Transport and Active Travel
 - Biodiversity
 - Trees and Greening
 - Water and Waterways
 - Energy and Net Zero Transition
 - Sustainable Design, Assets and Infrastructure
 - Sustainability across Greater Dandenong.
18. Currently, the strategies' action plans contain five hundred and forty-four (544) separate actions. Many of these actions across the action plans are duplicated, ambiguous, no longer relevant or standard business as usual activities which do not belong in strategic action plans. Despite the ongoing work and progress towards these, the volume of actions has presented challenges in monitoring and reporting.
19. To align with the IPF and address the need to ensure the actions are clear, measurable and relevant, Council officers conducted a critical review of all five hundred and forty-four (544) actions.
20. This review included multiple workshops with relevant departments and a gap analysis to identify the key priorities and actions out of the existing actions. The workshops assessed each action to determine whether it was Specific, Measurable, Achievable, Relevant and Time-bound (SMART), completed, business as usual, duplicated and its current relevance.
21. As a result, the actions have been reduced to seventy-four (74) by merging similar actions and removing duplicated, irrelevant, and business as usual actions. While business as usual actions have been removed, their function will remain as per department operational work plans.
22. The draft Action Plan seeks to ensure Council can achieve its strategic objective of being 'a green city committed to a sustainable future', aligns with the IPF and meet its Climate Action Act obligations.
-



23. The draft Action Plan is clear, measurable and relevant and will move Council towards more adaptive, sustainable operations and decision making in the face of climate change and sustainability related challenges.
24. Officers are seeking in principle support for the Strategy and Action Plan and for approval to undertake a community engagement process. Following that process, it is intended to present the Strategy and Action Plan to Council for adoption.

Key Issues and Discussion

25. As discussed in the Background section, the draft Strategy and Action Plan align with the Council Plan 2025-2029 and the IPF.
26. While the number of strategies and actions have been consolidated, Council's action will not be reduced. Rather it is intended that the draft Strategy and Action Plan will be the driver for Council to further its climate action, building on the work already undertaken in a coordinated and focused manner.
27. The Strategy commits to sustainability initiatives that lead innovation, deliver direct benefits to the community, including our business sector, and strengthen Council's and the community's resilience to the climate emergency.
28. There are four key considerations that have informed the development of the draft Strategy and Action Plan which are discussed further below.
 - Consolidation of existing strategies and actions and preparation of a new Action Plan
 - Revised Net Zero target of 2035 (subject to funding)
 - Financial Implications - Additional budget required to deliver the draft action plan
 - Communications and Engagement

Consolidation of existing strategies and actions and preparation of a new Action Plan

29. Consolidating the strategies and action plans will enable Council to bring together the key messages from all eight (8) strategies into one shared vision and targeted approach.
30. The Strategy establishes a strategic framework to deliver an integrated approach to climate, sustainability and the environment. Over the last ten years as technologies have evolved and policies changed, Council has established a better understanding of what can be quantified and what is accessible. This growth has identified that several of the original objectives or actions of existing strategies are simply not quantifiable in a meaningful way.
31. There are many overlapping, duplicated and business as usual actions within the existing Action Plans. As a result, this made many of the actions redundant or no longer relevant for Council. This has led to challenges reporting meaningful results and progress, despite the significant achievements Council has made to date.
32. By supporting the Strategy and Action Plan, Council is further cementing their commitment to action on climate change and presenting a coordinated and focused approach to sustainability.

Net Zero Target

33. As set out in the Climate Emergency Strategy 2020-2030, Council initially sought to be a net zero emissions Council by 2025. Council has achieved over an eighty (80) percent reduction in its emissions since 2019. This has ensured that Greater Dandenong is one of the leading performing Council's in terms of emissions reductions (see Table 1 below).



34. When the 2025 net zero target was established Council had only broad understanding of the required works and associated cost involved. Additionally challenges and limitations during COVID-19 pandemic prevented Council from achieving net zero by 2025. Since then, extensive research and planning have clarified future capital project needs, enabling more informed net zero planning. Officers are recommending an updated target of 2035 (subject to appropriate funding being made available) to account for the significant financial resources required to remove remaining emissions.
35. To achieve net zero target, based on current estimates Council officers estimate an additional \$17 Million in capital investment would be required.
36. While it is acknowledged that a considerable financial investment is required, the importance of meeting the challenge of climate change in a timely manner is becoming more important with the continually worsening climate conditions across the planet.
37. It is also important to note continuing the 'status quo' with gas infrastructure will likely see utility costs skyrocket in coming years. As such, taking action sooner rather than later will see long-term financial savings for Council.
38. To ensure we can continue our transition to net zero and fund the required works, multiple funding sources such as grants, other external sources and Council budget will need to be pursued.
39. The draft Strategy and Action Plan continue Council's efforts to reduce emissions and targeting shifts in the approach(es) taken that deliver good value for money.
40. In terms of other Councils, no metropolitan Melbourne Council has achieved net zero without relying heavily on offset payments. Below is a list of Councils showing stronger progress toward net zero, based on available data.

Table 1: Comparison list of better performing Councils in progressing towards net zero

Council	Remining emissions
Greater Dandenong	3,978t-CO ₂ e
Maribyrnong	3,181t-CO ₂ e (net zero through offsets)
Melbourne	12,162t-CO ₂ e (net zero through offsets)
Yarra	7,072t-CO ₂ e (net zero through offsets)
Kingston	5,000t-CO ₂ e
Knox	8,163t-CO ₂ e
Merri-bek	69% reduction on 2011-12 figures
Hobsons Bay	2,106t-CO ₂ e
Stonnington	4,847t-CO ₂ e

41. While some Councils claim to be achieving net zero, as Table 1 above demonstrates it is often due to purchasing offsets. Officers recommend that Council needs to seek to reduce emissions as the primary action, to mitigate its direct contribution to climate change, rather than purchase offsets.



Financial Implications - Additional budget required to deliver the draft action plan

42. A key principle of the Action Plan is to be relevant. Being relevant means, it is an option available to Council with current technology, knowledge and data. Furthermore, the actions have been developed to deliver direct and indirect benefits relevant to our community.
43. Being relevant also means the actions can be achieved with existing budget where possible. The vast majority of actions from the Action Plan can be accommodated within existing budgets and staff resourcing as outlined in the Operating Budget Implications section of this report.
44. However, one key principle of this Strategy is to transition to net zero emissions. As discussed above, long-term financial planning and additional funding will be required to ensure Council can transition to net zero.
45. To deliver the Action Plan, excluding the net zero actions and the Active Transport Priority Program (see below), the financial resourcing needed over the ten (10) year period is approximately \$1,100,000. This equates to an average of \$110,000 per year.
46. The Active Transport Priority Program action included in the Action Plan has a cost associated with it of \$650,000 per year over 10 years. Its implementation may be subject to available funding through grants or other means.
47. As stated above, the draft Action Plan has been developed to not only ensure Council can meet its climate change obligations and expectations, but also that it is financially responsible, with only a very small number of actions requiring a significant investment.

Community Engagement

48. This project supports and reinforces the extensive community consultation already undertaken to inform the existing sustainability related strategies and the Council Plan 2025-29. We know our community care about climate change and want Council to lead action. While the existing strategies have been consolidated, Council's action will not be reduced. Rather, the Strategy builds on this progress and the expectations from the community by developing a transformative plan of action for the future.
49. A Communication and Engagement Plan has been developed to inform and guide the process of engaging with the community on the draft Strategy and Action Plan.
50. The level of influence will be based on IAP2 Public Participation Spectrum 'inform'.
51. As per the IAP2 Framework, the Inform approach is used to *"enhance knowledge, understanding, support and transparency. It provides the community with information on something that has been decided and is to be implemented"*.
52. Officers are seeking in principle support for the draft Strategy and Action Plan and for approval to undertake a community engagement process.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

53. Each action in the Action Plan has identified the level of resourcing required. Based on the staff resourcing identified in the Action Plan, an additional 1 EFT is expected to be required across Council department teams.
54. The draft Strategy and Action Plan will be implemented by staff from a wide variety of departments. Across Council, sustainability is core consideration and commitment by all staff. Each action has an assigned department and expected delivery date.



Financial/Asset Resource Implications (consider Service Statements, Budget, Long Term Financial Strategy and Asset Plan)

Operating Budget Implications

55. Each action has identified the relevant additional resourcing required.
56. Based on the financial resourcing needed for each action over the next ten years to 2035 the estimated cost to deliver the Strategy, including capital and operational actions is approximately \$24,600,000.
57. Included in this estimated cost is approximately \$17,000,000 to fund the transition of council assets and facilities to net zero emissions, including removal of gas assets.
58. A further \$6,500,000 is needed to fund the Active Transport Priority Program.
59. The remaining actions will require \$1,100,000 to be delivered over the next ten years (to 2035).
60. Delivery of the draft Action Plan is subject to Council support in future annual budgets and the Long-Term Financial Plan, as well as the ability to obtain grant funding and other external funding sources.

Asset Implications

61. Supporting *Our Green Bright Future Strategy and Action Plan* does not directly affect any existing assets at this stage.
62. Delivery of the Action Plan will have implications for existing assets. However, these are subject to future Capital Improvement Projects (CIP) and annual budget bids being supported as part of the budget process.

Legal/Risk Implications

63. In 2025, the Australian Government released the National Adaptation Plan (the Plan) based on the findings of the National Climate Risk Assessment. The Plan provides a framework and clear guidance for adaptation, responsibilities, and priorities to build resilience to climate impacts. Council's approach aligns, and in some instances, exceeds the measures in this Plan by supporting targeted, evidence-based, and collaborative adaptation actions in communities. This is evident in our commitment to be Net Zero by 2035, as outlined in the Action Plan.
64. The Victorian Government has legislated a net zero target by 2045 under its Climate Action Act 2017. The draft Strategy outlines how Council will work towards transitioning to net zero emissions by 2035. As Council is seeking stronger targets, there are no known legal risks.
65. The draft Strategy builds upon Council's existing commitments and enables Council to focus on adaptation measures and sustainable decision making in greater detail. This approach meets its legal obligations to consider climate change in its decision making and aligns with the IPF.
66. Since adopting its first Sustainability Strategy in 2016, Council officers have been working to establish baseline data and refine objectives to better understand what can be measured and what information is accessible.
67. This process revealed risks within the original objectives and action plans, including overlapping, duplicated, and business-as-usual actions that diverted attention from initiatives with measurable outcomes and the potential to drive meaningful change.
68. This has impacted the ability to report meaningful results and progress despite the significant action and achievements Council has made to date.
69. The review of the existing sustainability related actions has led to the development of a new action plan that is clear, measurable and relevant. Clear, as the actions are easy to understand, and targeted in their direction. Measurable, as the actions can be monitored and reported on with meaningful and quantifiable information. Relevant, as the actions provide direct and indirect benefits relevant to our community and can be delivered by Council with funding and resources.



70. The draft Strategy and Action Plan address the challenges posed above and will lead to improved monitoring, more efficient action and better reporting.

Environmental Implications

71. Since 2020 Council has committed to emergency action on the climate and ecological crisis. This draft Strategy further cements Council's role as a leader in sustainability. It ensures we prioritise strengthening community resilience to deliver health benefits of adapting to the impacts of climate change.
72. Transition to net zero emissions remains a key target of the draft Strategy and the Action Plan. Council is exploring opportunities to proactively remove emissions from Council's operations rather than purchasing offsets. We understand that removing emissions has greater impact than offsetting.
73. Council will continue to work closely with State and Federal Governments, industry and community to support and empower the transition away from fossil fuels and to reduce emissions. This action is supported by the draft Strategy.

Gender Impact Assessment

74. *Our Bright Green Future* demonstrates commitment to sustainability initiatives and delivers direct benefits to all members of our community regardless of gender, age and abilities.
75. The commitments within the draft Action Plan prioritise building the capacity of our most vulnerable community members, in turn ensuring equitable access to mitigation and adaption measures for all.
76. Engagement, educational programs and materials associated with the community engagement will be delivered and presented in a clear, gender inclusive language that is accessible to all.

Community Engagement

Purpose	To inform the community about the draft of <i>Our Bright Green Future Strategy and Action Plan</i> .
Engagement period	4-week period starting mid-November
Level of Influence:	Inform
Engagement Activities:	Chosen engagement methods: - Posters - Social media posts - Website content - Our Bright Green Future E-newsletter
Communication reach and engagement numbers:	Not applicable at this stage. This will be reported back to Council at a future Council meeting for consideration.
Summary of feedback:	Not applicable at this stage. This will be reported back to Council at a future Council meeting for consideration.



Links to Community Vision, Council Plan, Strategy, Notice of Motion

77. This report is consistent with the following principles in the Community Vision 2040:

- Sustainable environment.
- Mind, body and spirit.

78. This report is consistent with the following strategic objectives from the Council Plan 2025-29:

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

Legislative and Policy Obligations

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

The Overarching Governance Principles of the *Local Government Act 2020*.

The *Gender Equality Act 2020*.

Victorian Charter of Human Rights and Responsibilities 2006.

Climate Change and Sustainability.

Related Council Policies, Strategies or Frameworks.



Version control:

Version	Date	Author	Description	Status
1.0	30/09/2025	Sustainability Planning	Draft Strategy	Complete

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.

Contents

Acknowledgement of Country	3
Mayors Message.....	5
Introduction	6
Integrated Planning Framework	7
Climate Change in Greater Dandenong.....	11
Community Snapshot	13
Challenges.....	14
Opportunities.....	15
What has Council done?	16
Progressing Sustainability	17
Relevant Legislation	18
Roles and Responsibilities	19
Themes.....	23
Advocacy	24
Circular Economy and Waste	26
Transport and Active Travel	28
Biodiversity	29
Trees and Greening	31
Water and Waterways.....	33
Energy and Transition to Zero Emissions	35
Sustainable Design, Assets and Infrastructure	37
Sustainability across Greater Dandenong	39
Monitoring and Reporting	40
Glossary	41
References.....	44

Mayors Message

TBA

Introduction

Climate change is no longer a distant issue, it is shaping our lives, our health, our finances, and the places we call home. In the City of Greater Dandenong, we are seeing these impacts worsen every year through increasing demands on our natural resources, more frequent extreme weather events, and rising cost of living placing pressure on our community's ability to adapt.

Council has a long history of commitment to climate action through sustainability and environmental stewardship. Council declared a climate and ecological emergency in 2020 and have been laying the foundations for long-term sustainability action. The climate and ecological crises bring an urgent need to strengthen our journey of sustainability and climate action.

Our Bright Green Future (the Strategy) builds on that progress and expectations from the community by developing a transformative plan for the future.

The Council Plan 2025-29 sets a new Integrated Planning Framework to guide the development of Council's key documents. To align with this Framework, Council has consolidated our previous sustainability related strategies into one. This approach reduces duplication, sets one direction, and ensures our actions are clear, measurable, and relevant. By focusing our efforts, we can deliver stronger outcomes for both the community and the environment.

Our Bright Green Future vision is for the City of Greater Dandenong to be:

A green city committed to a sustainable future.

The purpose of *Our Bright Green Future* is to build upon Council's commitment, lead our community's sustainability action and foster environmental stewardship. It provides the direction needed to bring this vision to life through practical action, Council leadership, and community collaboration.

This Strategy is both a roadmap and an invitation. A roadmap because it sets out the measurable steps we will take to cut emissions, adapt to the climate emergency, deliver better community health and wellbeing outcomes, and protect our natural assets. An invitation because it calls on everyone in our community to care for the environment, and to be part of the solution. Together, we can shape a bright, green, sustainable future.

Integrated Planning Framework

Council's Integrated Planning Framework (IPF) outlines Council's planning in the long, medium, and short term. The *Local Government Act 2020 (LG Act)* requires all Councils to adopt an integrated approach to planning, monitoring, and performance reporting to achieve the best outcomes for the community and consistency in planning. The Act also requires Councils to consider climate change in its decision making.

The IPF (Figure 1) guides the creation of strategies and plans, ensuring their alignment with both strategic and operational priorities.

Our Bright Green Future (the Strategy) is a 'Priority Strategy' for Council. This means it provides strategic guidance on a critical focus area for Council that will enable it to achieve its long-term vision and objectives and service commitments. A Priority Strategy includes an Action Plan that aligns with Council's Long Term Financial Plan and 10-year Asset Plan. The Strategy links directly to the Community Vision that:

- *Our community is healthy, vibrant, innovative, and creative; and*
- *Our city is committed to environmental sustainability.*

The Strategy responds to the strategic objectives of the Council Plan 2025-29, and adopts one objective as its vision:

- *a green city committed to a sustainable future.*

It addresses the key health and wellbeing aspirations of our community by:

- *increasing community resilience and the health co-benefits of adapting to the impacts of climate change.*

Through the Greater Dandenong People's Panel, we heard that our community want:

- *A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community.*

The Strategy addresses this by committing to sustainability initiatives that lead innovation, deliver direct benefits to community, including our business sector, and strengthen Council's and the community's resilience to the climate emergency.

Greater Dandenong Our Bright Green Future Strategy

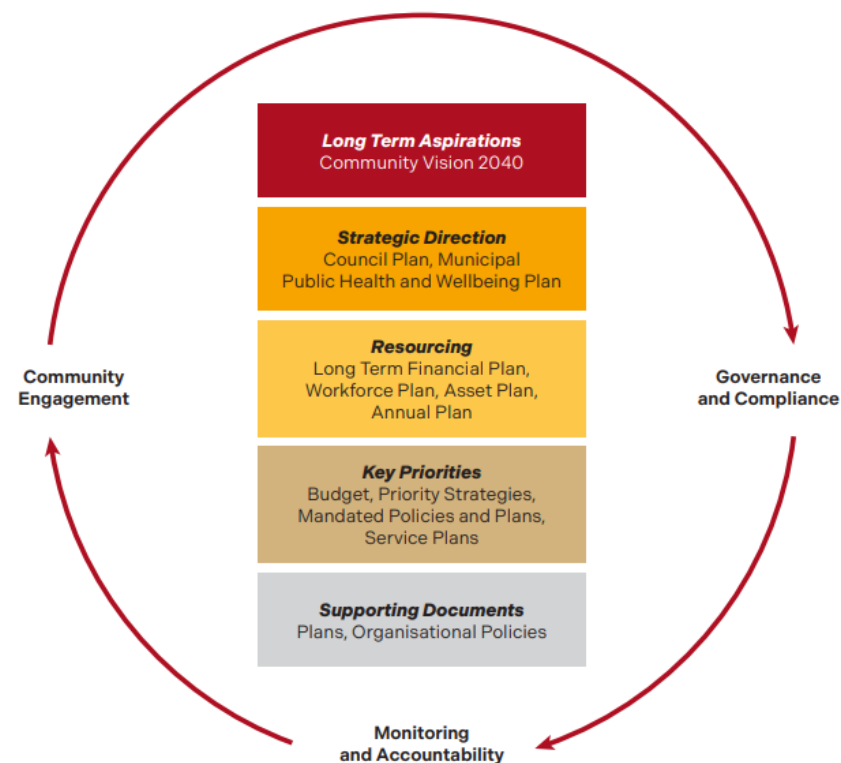


Figure 1: Integrated Planning Framework

Consolidating Council’s Sustainability Response

Since Council declared a climate and ecological emergency in 2020, a lot has happened. With the adoption of a new Council Plan, Council has reaffirmed its commitment to being a green city with a sustainable future. This means we must consider the environment and climate change in every decision we make to deliver a sustainable future for our community and our natural environment.

To align with the new Integrated Planning Framework, Council has consolidated its previous seven sustainability-related strategies into one (see figure 2). This approach delivers a consistent direction for Council’s commitment, and enables it to better lead our community’s response, to overall environmental sustainability. The Action Plan reduces duplication and ensures our actions are clear, measurable, and relevant.



Figure 2: Existing sustainability related strategies consolidated to inform Our Bright Green Future

PREVIOUS STRATEGY	DESCRIPTION
Sustainability Strategy 2016-30	Provide the strategic framework to achieve our vision of being one of the most sustainable cities in Australia, by informing decisions and helping to shape the plans and activities undertaken across the municipality and region.
Climate Emergency Strategy 2020-30	To guide the City of Greater Dandenong to become a resilient, net zero carbon emission city with an active community prepared for the challenges of changing climate.
Biodiversity Action Plan 2023-25	To provide guidance on how to care for nature and how Council will manage, protect and improve biodiversity in the municipality. It is also a call to action for every resident to play their role locally.
Urban Forest Strategy 2021-28	To provide a holistic approach to delivering a healthy, green and resilient urban forest. It is an overarching document to link Greening our City and Greening our Neighbourhoods. Both strategies guide Council's approach to achieving 15 percent canopy cover by 2028. As this document is overarching, it has not been counted in the 'seven strategies'
Greening Our City – Urban Tree Strategy 2018-28	Considers the status, issues and opportunities for Council managed trees. It sets a strategic planting plan to ensure trees are planted in locations of greatest need and following a set of best practice technical and management guidelines.
Greening Our Neighbourhoods Strategy 2021-28	Considers trees on privately-owned land, and the role the City of Greater Dandenong community plays in protecting and enhancing canopy cover. It describes the immense social, economic and environmental benefits greening our neighbourhoods can bring.
Draft Waste and Litter Strategy 2021-26	This draft strategy has not been adopted by Council. The draft strategy guides Council's approach to sustainable waste management. It seeks to reduce the amount of waste sent to landfill, increase community awareness and uptake of resource recovery and waste minimisation, and create clean and litter-free public places.
Draft Climate Change Community Engagement and Mobilisation Plan 2024-29 (CEMP)	This draft plan has not been adopted by Council. A draft framework, guiding Council's efforts to enhance community engagement and mobilise effective action on climate change. It aimed to increase awareness, engage and support, and empower and encourage community members to take action.

Table 2: Summary of previous sustainability related strategies subject to consolidation.

Table 2 outlines the purpose of these strategies. With the guidance of these previous strategies, Council has:

- Switched our electricity to renewable energies.
- Delivered greater environmental protection and enhancement.
- Greatly improved our energy and resource efficiency.
- Improved the look and feel of our streets.
- Increased canopy cover across the municipality.
- Committed to delivering programs and campaigns to inform, educate and empower our community.

Over the last ten years, since the adoption of Council's first Sustainability Strategy, Council has expanded its understanding and implementation of sustainability approaches and reporting. In this time, there have been significant advances in technology and changes to policy for Local Government. Council has been establishing baseline data and refining objectives to develop a deeper understanding of what can be quantified and what data is accessible. We have identified challenges with the previous objectives and action plans, including many overlapping, duplicated and business as usual actions. These were taking attention away from objectives and actions that could be quantified and lead to meaningful change. This has led to challenges reporting meaningful results and progress, despite the significant sustainability progress and achievements Council has made to date.

This Strategy represents a consolidated and strengthened version of Council's existing commitments. Combining the previous strategies supports Council to undertake targeted work and report on key actions that progress Council towards its targets.

Climate Change in Greater Dandenong

Climate change and sustainability action are closely linked but have distinct differences.

Climate change refers to the long-term changes in weather patterns caused mainly by human activities like burning fossil fuels. Sustainability is about making choices that protect the environment, build our community's resilience, and ensure resources are available for future generations.

Climate change is a global problem felt locally. Sustainability is action we can all take in our communities, like saving energy, reducing waste, and caring for nature, which all contribute to a greener and fairer future. Sustainability action also helps us respond to and reduce the expected impacts of climate change.

Responding to the climate crisis is necessary to ensure the health and wellbeing of our community, and the economic prosperity of Greater Dandenong. As seen in Figure 3 and 4 below, the effects of climate change are already being felt.

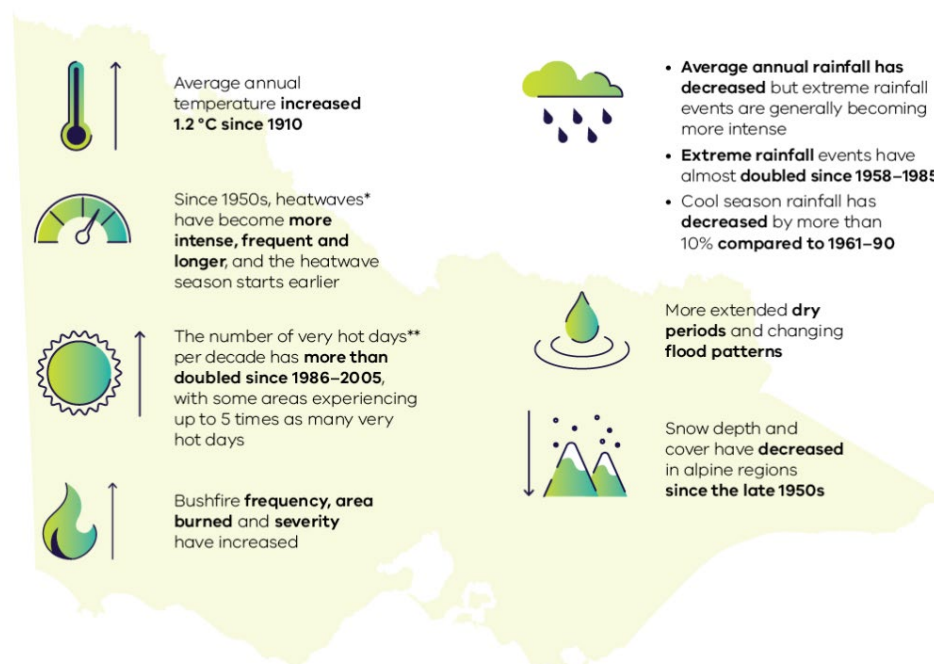


Figure 3: CLIMATE CHANGE IN VICTORIA (TO BE GRAPHICALLY DESIGNED)

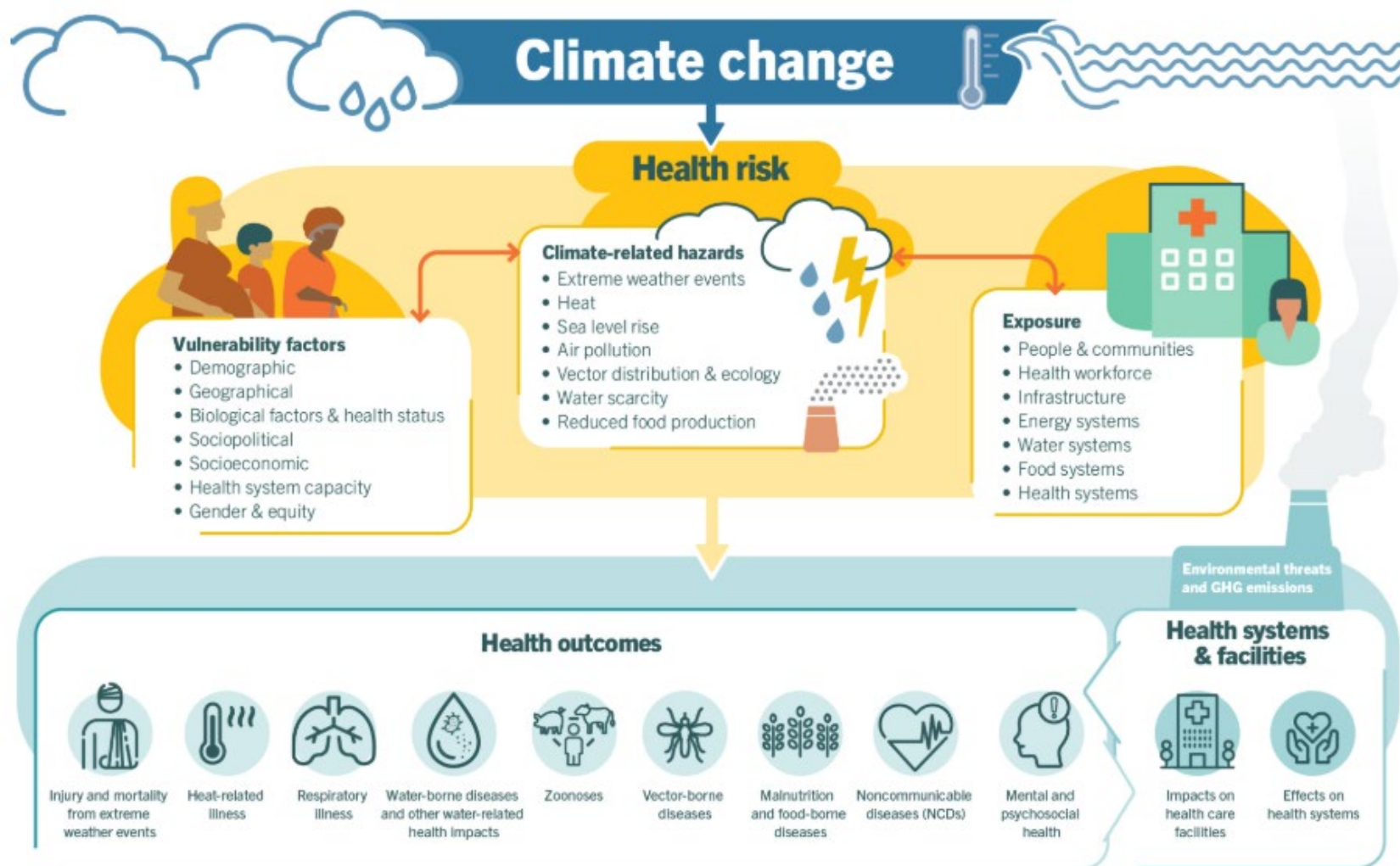
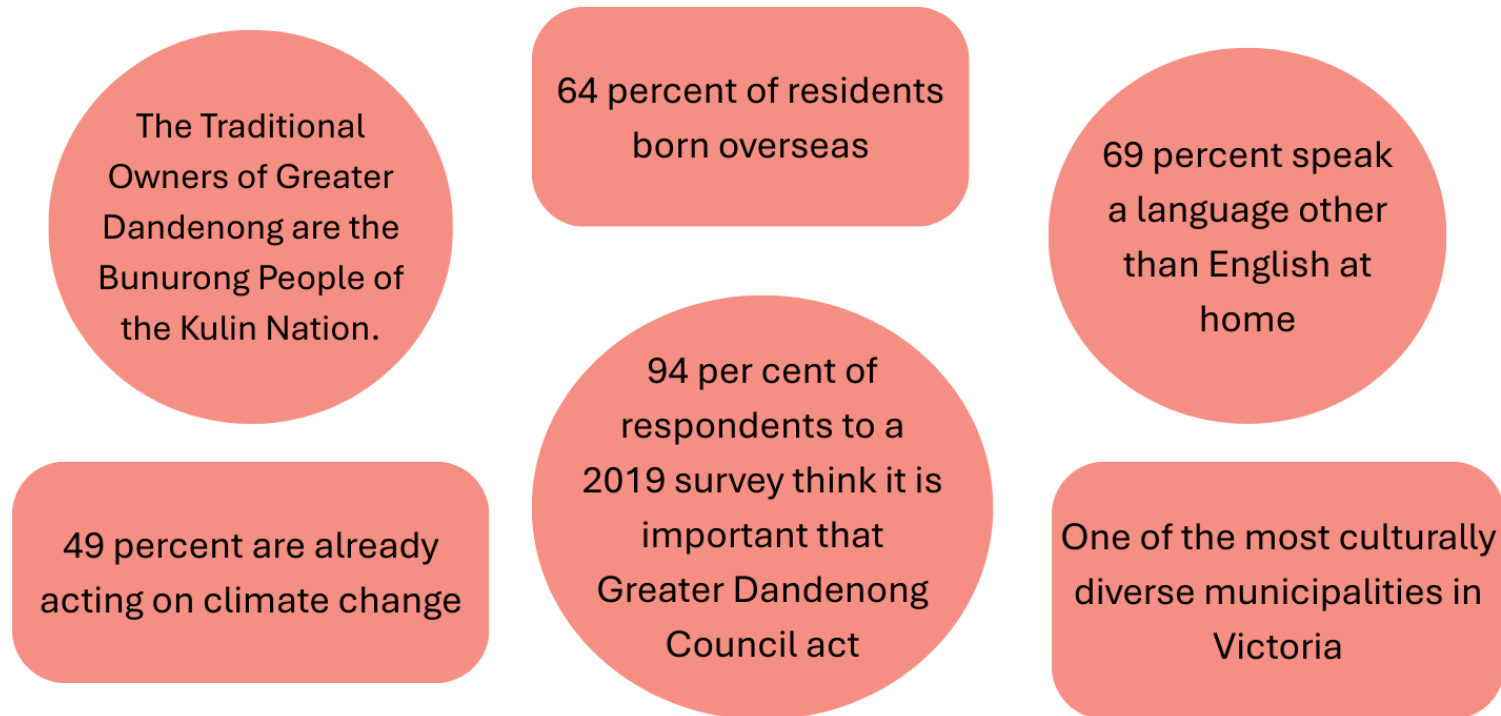


Figure 4: CLIMATE CHANGE HEALTH IMPACTS (TO BE GRAPHICALLY DESIGNED)

Community Snapshot



Challenges

Working towards a sustainable future is not without challenges, especially during uncertain times.

- Our community are at a greater disadvantage to the long-lasting effects of a changing climate. As the most socio-economically disadvantaged municipality in Victoria, our community are struggling to mitigate and adapt to climate change.
- We know that climate change has a disproportionate impact on vulnerable people, with increasingly hotter weather, lack of cool spaces, poor housing and more extreme weather events having drastic impacts on human health, financial stability and social cohesion.
- Many in our community living with disabilities or health conditions are at a greater risk of illness, serious injury or death during extreme weather events.
- The climate crisis is strongly connected to the cost-of-living crisis felt by our communityⁱ. Our community are feeling the pressure of the cost-of-living crisis, which is a consistent concern for young people and Victoriansⁱⁱ. For many, this means the pressure of paying bills and putting food on the table limits the capacity to act on long-term environmental issues like climate changeⁱⁱⁱ.
- The cost of goods and services is also placing pressure on our business community, this limits their ability to invest in sustainable infrastructure or to innovate and adapt.
- Council is experiencing impact to important assets like roads, trees, water, stormwater drains, and community facilities from extreme weather, rising temperatures and insufficient resource supply. In some instances, this has led to service disruptions, increased cost and pressure on existing assets.
- Increased frequency of extreme weather events and emergencies are also putting greater strain on Council services. This extends from our Community Care team providing in home care and support for our elderly, young families, and unwell residents, to our libraries and aquatic centres providing cool spaces during heat waves.
- Businesses are expected to experience increased risk from flooding and heatwaves causing damage to infrastructure and equipment, supply chain disruptions and higher insurance premiums.
- Rising energy costs are impacting operational budgets, especially for small and medium enterprises (SMEs), making it harder for businesses to invest in sustainable upgrades or transition to low emissions operating models and renewable energy sources.
- Evolving regulatory frameworks and uncertainty in global markets and trade, including supply chain disruptions and inflation act as a disincentive and make it harder for businesses to plan long-term investments in sustainability and climate resilience.
- Resource scarcity is impacting businesses through supply chain disruptions and higher costs.
- Recent changes to planning laws are limiting Council's ability to require higher quality of environmentally sustainable design in new developments.
- Transitioning from fossil fuels presents ongoing financial and technological challenges.
- Grant and funding support from State and Federal Governments are needed to support our transition to net zero and strengthen our action.
- Shifting behaviours within our community is a long-term commitment. It takes time to build new habits and pass on knowledge. This requires patience, consistent communication, and community trust.
- While Council is continuing efforts to grow and support our urban forest, the canopy benefits delivered by trees to cool our neighbourhoods is often not realised for ten (10) or more years. Every tree and shrub we plant today, is an investment in our future.

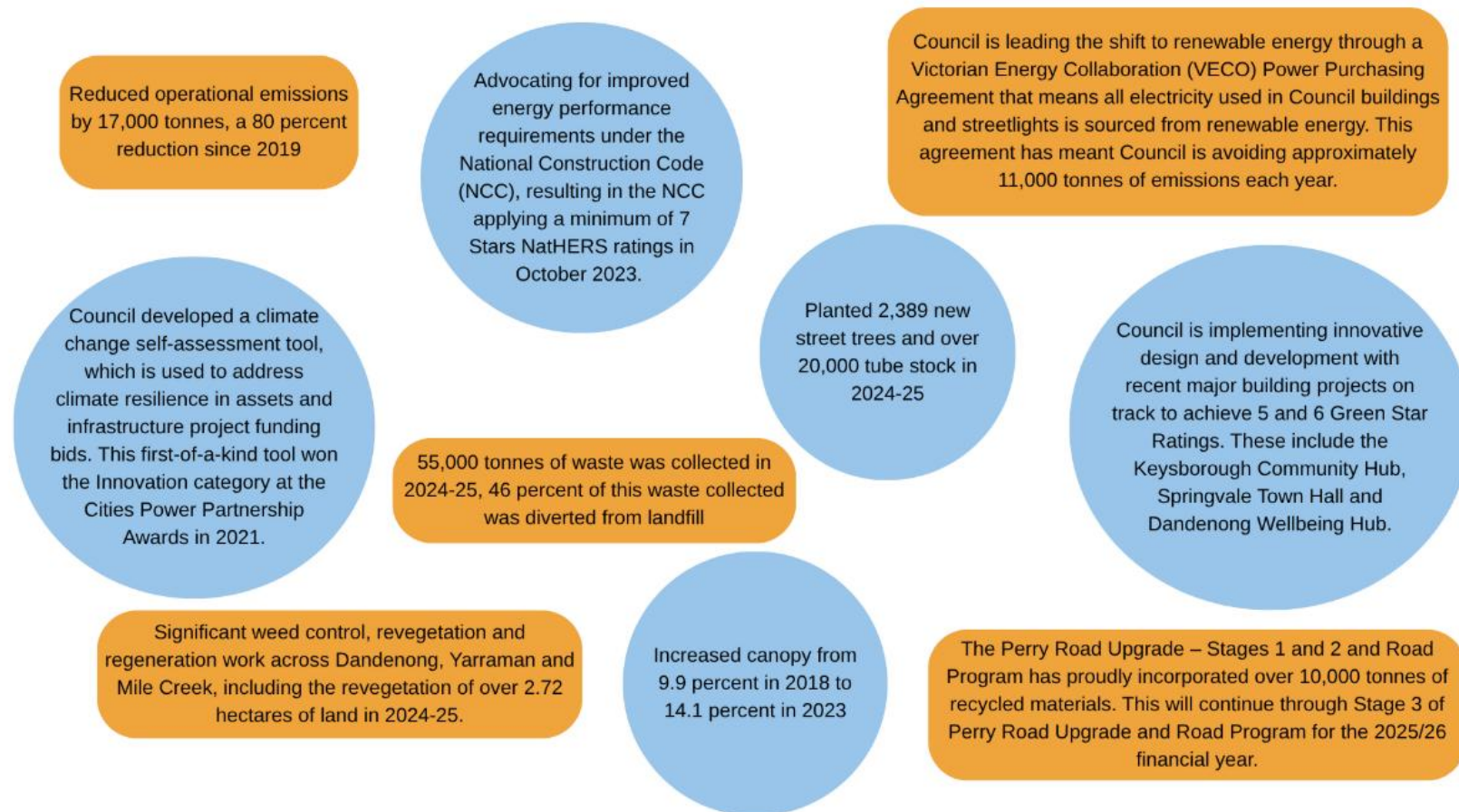
Opportunities

Despite the challenges, implementing sustainability initiatives presents exciting and meaningful opportunities for the people of Greater Dandenong. By taking strong and targeted sustainability action, we can enjoy benefits that go beyond just environmental protection. For example:

- Improving the community's ability to adapt to the effects of climate change leads to better health and wellbeing outcomes.
- Our diversity brings a wealth of knowledge, lived experience and care and connection to the environment.
- Council can harness the strengths of our local community by reducing barriers for our community to participate, such as language and access. Ensuring equitable access can enhance our community's capacity to prepare for, respond to, or recover from the impacts of extreme weather events.
- Action by residents on climate change contributes to the wider community through social cohesion and economic benefits and helps address the health and wellbeing priorities of Council.
- Direct local action by Council and the community delivers cleaner, more pleasant spaces, improved physical and mental health, and reduced isolation and loneliness.
- Being involved in sustainability action empowers people, giving them a platform to influence their future actively which can assist in combating climate anxiety. It also offers valuable skills and experiences, fostering a sense of purpose and responsibility.
- Incorporating sustainability measures into infrastructure decision making processes to increase resilience will reduce the direct impacts and financial costs, as well as the indirect costs of disruption, including disruptions to community services.
- Increased use of low carbon forms of transport will reduce carbon emissions, congestion on the road and air pollution. This can lead to cleaner air and better health, especially for children and the elderly^{iv}.
- Greening and incorporating water into our neighbourhood can increase carbon storage levels, provide cooling benefits, improve biodiversity, increase the community's resilience to extreme heat events and help people live healthier.
- Supporting local businesses to adopt sustainable practices will help support local jobs and maintain a thriving, resilient local economy.
- Supporting local businesses, particularly our industrial sector to prepare for and innovate new sustainable technologies and approaches can significantly contribute to reducing the overall carbon footprint of the municipality.
- Greater Dandenong is a leader in manufacturing, and home to one of the State's Significant Industrial Precincts, the Dandenong South Industrial Area. The sector is the region's largest employer and has a \$30.5 billion estimated output^v. This gives Greater Dandenong a unique opportunity to lead in renewable technology, low-carbon manufacturing, and sustainable practices that have lasting benefits to our local economy, as well as Victoria and Australia.
- Council is working to increase canopy cover. Shaded streets provide cooler and safer streets for walking and cycling to improve physical fitness and mental wellbeing^{vi}.
- Reducing waste will help reduce pollution entering our environment, reduce greenhouse gas emissions and help ensure efficient use of our natural resources.
- Shifting to a more circular economy will help us view waste as a resource, leading to opportunities in resource recovery, reduction of embodied carbon and less waste going to landfill.

What has Council done?

Some key highlights include:



Progressing Sustainability

With the effects of climate change already being felt by our community and environment, the focus must be on how we respond. This is where *sustainability* comes in. Sustainability defines the practical steps we can all take at home, in our community, and as a Council.

The encouraging news is that many proven sustainable solutions are already available, with ongoing research continuing to improve best practices. Investing in sustainable solutions like solar panels and electric hot water and air conditioning systems can deliver greater long-term financial benefits than keeping the inefficient, high-pollution systems running^{vii}. Council remains committed to acting now by implementing these solutions, while also embracing innovation through new builds such as the Keysborough Community Hub and the inclusion of electric trucks into our operational fleet. Council's focus is on taking meaningful action today using what we know works and is committed to embracing new technologies and approaches that can strengthen our long-term response. The Strategy guides this by setting out a clear, measurable and relevant approach.

For our community, taking action may look different. The initial investment for sustainable infrastructure is still a challenge for many in the community. That's why Council is committed to leading and supporting our community in making changes, no matter how small to live more sustainably. Choosing to do more with less, draft-proof your home, bin it right, or encouraging wildlife back into your garden are all valuable ways to progress towards a bright green future.

Taking an integrated approach to mitigation and adaption

Implementing sustainability initiatives is often a direct response to the risks posed by climate change. Responses to climate change are broadly defined as either:

- Mitigation – Reducing greenhouse gas (GHG) emissions that cause climate change; or,
- Adaptation – Responding to and preparing for the risks of climate change.

There is often overlap between what may be considered as a climate change mitigation or adaptation action. For example, increasing insulation in a building to reduce energy usage and associated carbon emissions (a mitigation action) will also help increase the thermal comfort for the building's occupants, increasing their resilience to climate change impacts of higher temperatures and heatwave events on their health (an adaptation outcome). Rather than developing separate adaptation and mitigation strategies, the development of this Strategy has taken a best practice approach. By considering adaptation and mitigation in an integrated way we maximise efficiencies and minimise risks.

Council has been working hard to implement sustainability across all themes described in the Strategy. Each of the themes in this Strategy outline how Council will continue to build upon the work that has been achieved and to implement our adaptation pathway. Working together with our community, we can help lead the way toward a cleaner, more efficient, and greener future.

Relevant Legislation

The Federal and Victorian Governments' legislation that help shape local government sustainability response include:

- Corporations Act 2001
- Sustainability Victoria Act 2005
- Climate Action Act 2017
- Climate Change Adaption Plan 2017
- Local Government Act of Victoria 2020
- Planning and Environment Act 1987
- Emergency Management Act 2013
- Public Health and Wellbeing Act 2008
- Australian Environment Protection and Biodiversity Conservation Act 1999
- Flora and Fauna Guarantee Act 1988
- Wildlife Act 1975
- Corporations Act 2001
- Catchment and Land Protection Act 1994
- Fisheries Act 1995
- Environment Protection Act 2017
- Circular Economy (Waste Reduction and Recycling) Act 2021

The Council policies implemented to address sustainability and are supported by this strategy include:

- Community Vision 2040
- Council Plan and Wellbeing Plan 2025-29
- Emergency Management Plan
- Long Term Financial Plan
- Procurement Policy
- Single Use Plastic Policy
- Asset Management Plan 2025-35

Roles and Responsibilities

This diagram highlights some key stakeholders and what their 'piece' entails. When compared to the Federal and State governments, local Councils have relatively limited levers of control and resources. However, we all have a role to play in responding to and actioning sustainability initiatives. By taking a leadership role and mobilising our community, we can collectively make a significant difference.

Global Commitments

Climate change is a global problem, requiring global action to lead a more sustainable future through international collaboration and agreement. In 2015, the Paris Agreement was adopted and aimed to strengthen the global response to the threat of climate change by keeping the global temperature rise to below 2°C and pursue efforts to limit the rise to 1.5°C. The latest Intergovernmental Panel on Climate Change found based on recent projections it is likely warming will exceed 1.5° C, making it harder to limit warming below 2° C. The policy measures to meet mitigation reductions set by these agreements are implemented at the national or regional level.

Federal Government

The Commonwealth Government has set a 2050 Net Zero target and is responsible for setting the national policy and agenda for sustainable action. This extends to leading national environmental protection, building standards and climate change mitigation and adaptation responses. In 2025, the Australian Government released the National Adaptation Plan (the Plan) based on the findings of the National Climate Risk Assessment. The Plan provides a framework and clear guidance for adaptation, responsibilities, and priorities to build resilience to climate impacts. Council's approach aligns, and in some instances, exceeds the measures in this Plan by supporting targeted, evidence-based, and collaborative adaptation actions in communities. This is evident in our commitment to be Net Zero by 2035, as outlined in the Action Plan

State Government

The Victorian State Government is responsible for managing Victoria's environmental, social and economic sustainability. State policy has influenced Council's action and recent changes to legislation have been made to reduce emissions generated by the community. These changes include:

- Victoria's Gas Road Map.
- Bans on single use plastic.
- Recycling Victoria Policy and 10-year action plan to build circular economy
- Victoria's Housing Statement: The Decade Ahead 2024-34
- Statewide Housing Targets

Council's role

Local governments are widely recognised for leading sustainability action around the world. With local governments' strong connections to their communities and their local knowledge, they play a critical role in helping their communities reduce carbon emissions, adapt to climate change and protect and enhance the local environment. This includes ensuring local initiatives are responsive to local needs and priorities. The Council Plan 2025-29 demonstrates Council has many roles in achieving its objectives. **Table 3** demonstrates Council's role in different capacities to achieve its vision of being a green city committed to a sustainable future.

Council can drive and lead action, but real change requires everyone. From residents, businesses, schools, community groups and government partners, we can all work collaboratively towards our common sustainability objectives. Every action, no matter how small, helps build momentum. The Our Bright Green Future Action Plan has been developed to support Council's action.

Council's role	Meaning
Inform	Increase awareness of sustainability among Councillors, Council staff, and community members. To engage and encourage the community, including businesses to take meaningful action towards a sustainable future. This is achieved through the annual Sustainability Festival, various engagement and educational programs, and Council's e-newsletter Our Bright Green Future.
Empower	Council plays a leading role in supporting the community to implement sustainability initiatives. By demonstrating leadership, raising awareness, and taking visible action, Council helps create the conditions for meaningful local action. Council is committed to empowering everyone to contribute to reducing emissions, while ensuring equitable access to available resources. This means providing all community members, regardless of their background, income, ability, or location with the support and opportunities needed to prepare for, adapt to, and recover from the impacts of climate change, with a strong focus on supporting those most vulnerable.
Intervene	While Council's ability to intervene on private land is somewhat limited, it can however influence local planning decisions for private developments and activities on Council land. This includes implementing environmentally sustainable design requirements in the planning scheme and a local law for tree protection. Council has direct control over its operations and processes. It can intervene by upgrading facilities to fully electric, or renewable sources, embedding sustainability considerations into Council processes including procurement and design, and implementing innovative best practice technologies and methods that reduce and avoid emissions. Council can also implement its Single Use Plastic Policy to minimise plastic use at events and activities held on Council owned or managed land. Council applies best practice standards to its own operations and design outcomes for our built environment and advocates for stronger policies for private developments. This is evident through the sustainable buildings Council has built as described in this Strategy.
Partner	Council has strong partnerships with a variety of external agencies, community groups and government departments. These partnerships support short- and long-term mitigation and adaptation measures. For instance, Council partners with Melbourne Water and South East Water to deliver better managed waterways and infrastructure to handle increased floods and stormwater runoff. Council supports and partners with businesses, community groups, sporting clubs, and individuals to deliver sustainability related projects, including through the Community Grants program. Council will continue to partner with State and Federal Government where possible to deliver infrastructure upgrades and environmental programs that enhance our sustainability action and climate resilience.
Advocate	Council has a key role to play in advocating for its community. As a local government, Councils hold strong connections and knowledge to the local area and community. This enables Council to advocate to State and Federal Government, as well as external agencies for greater action on sustainability and environmental initiatives. This includes advocating for stronger environmental commitments, greater support for businesses and residents to become more sustainable, grants for funding, improved environmentally sustainable design measures in the planning and building regulations, and greater action on climate change to improve the health and wellbeing of all.
Monitor	Council will continue to monitor its progress on all actions and its progress to net zero. This includes our impact on the environment and our operational emissions. Council will also monitor legislation, technology advancements and industry best practice to ensure we mitigate our impact and are prepared for the lasting impacts of a changing climate.

Table 3: The roles of Council

Community's Role

Greater Dandenong is shaped by deep cultural heritage, resilience, and a growing commitment to sustainability action. As Australia's most culturally diverse municipality, our community bring a wealth of knowledge, lived experience, and care for the environment. We know our community cares about sustainability.

Climate change is consistently one of the top issues highlighted by our community. The 2024-25 Community Satisfaction Survey highlighted there is a very strong level of concern about climate change. Our community have told us they want cleaner air, safer homes, more trees and green space, and strong leadership from Council to empower and mobilise action¹.

This is why it's important that Council empowers every person, family and business to take steps to reduce their carbon footprint and prepare for threats of climate change like extreme heat, storms, and floods. Even if our individual actions seem small, when combined, they have the power to create lasting change. Council's role is to help make this easier by planning for the future, supporting community-led action, and making it possible for people to live and work more sustainably.

Real change happens when people take action in their own lives. Whether it's sealing cracks and gaps in doors to save energy at home, planting trees or shrubs in the garden, walking, riding or using public transport, or joining community programs, everyone has something to contribute. Together, we are building a more sustainable, climate-resilient and healthy city for current and future generations.

Here are some great examples of the things the community has been doing to work towards and demonstrate commitment to being a green city.

- In 2023 CERES partnered with Council to deliver a Student Leadership Summit for local schools which empowers students to lead their school in making meaningful change to reduce their impact on the environment.
- Gardens for Wildlife continues to engage residents to plant native and indigenous plants in their gardens to attract wildlife including birds and pollinators.
- In 2025 the Greater Dandenong Environment Group revegetated nature strips in Dandenong North to enhance the ecological diversity of the area and encourage pollinators back to the neighbourhood.
- Dandenong Market partnered with Council to implement a Borrow-a-bag initiative aimed at reducing plastic waste.
- Dandenong Cricket Club at Shepley Oval recently took part in the Cricket4Climate initiative and had solar panels installed at the club rooms at Shepley Oval to reduce their emissions and electricity bills.
- Noble Park Junior Football Club are reducing their plastic waste by switching to cans at the canteen and raising money for the club through the Container Deposit Scheme.
- University of Melbourne partnered with Council to deliver a long-term planting program installing Woody Meadows in Greater Dandenong. These meadows form part of a network across Australia of diverse plantings to promote flowering and dense canopies to exclude weeds and encourage biodiversity.

- Partnership with local indigenous nurseries, Melbourne Water, Federation University, Maroondah City Council, Knox City Council and Greater Dandenong City Council to create three (3) Climate Future Plots in Greater Dandenong. A climate future plot is a diverse planting of shrubs and trees from hotter and drier climate regions to help inform our future planting programs.
- Partnership with Bunurong Land Council, Kingston City Council and Greater Dandenong City Council to protect and enhance Coomoora Reserve through Bush to Bay: Linking Landscapes on Bunurong Country.
- Rethink Recycling secured 'Climate Change Action' funding via Council's Medium Grants Program to deliver climate change education sessions for local schools and young people with disabilities.
- UGLY Vodka were awarded the 2025 Dandenong Chamber of Commerce Innovation, Environmental & Sustainability Award and Business Excellence Award. UGLY Vodka transforms food waste into premium spirits, showcasing innovation in circular economy practices and sustainability.
- Rethink Recycling were awarded the 2025 Greater Dandenong Australia Day Sustainability Award. Rethink Recycling promote responsible recycling, sustainability education, and advancing the circular economy in the local community.

Themes

The Strategy has been organised into nine themes, represented in Table 1. Each theme has an objective and clear, measurable, and relevant actions.

THEME	OBJECTIVES
Advocacy	A City that advocates for a sustainable future.
Circular Economy and Waste	A Circular City: Reducing our waste and redefining our resources
Transport and Active Travel	A City well connected through active and low carbon transport.
Biodiversity	A City that cares for and connects with nature.
Trees and Greening	A healthy, green, and resilient City
Water and Waterways	A City with well-managed water, clean and healthy waterways.
Energy and Transition to Zero Emissions	A net zero, efficient City that prioritises low carbon and renewable energy.
Sustainable Design, Assets, and Infrastructure	A City that leads by example through a resilient built environment and assets that are planned for the future.
Sustainability across Greater Dandenong	A Council and Community committed to a bright green future

Table 1: Themes and Objectives

Advocacy

Objective: A City that advocates for a sustainable future.

Some key highlights include:
Council's first ever Heatwave Preparedness forum ran in 2023. The forum engaged with multiple local government, community and state government organisations on heat vulnerability and response planning for the community for future heatwaves.
Council has completed a Climate Risk Assessment to help define key risks and build resilience for council assets operations and services. The assessment was developed by reviewing climate data, determining council asset exposure, reviewing current risk register and engaging with stakeholders from across Council.
Council has completed Asset Vulnerability Assessments for a number of building assets including open spaces to the impacts of climate change, leading to a list of recommended actions to be incorporated to increase the resilience of these assets.

Advocacy is a vital pillar of Council's sustainability work. While Council can influence sustainability outcomes, it cannot tackle them alone. Many of the environmental challenges we face, like climate change, biodiversity loss, and access to renewable energy, require change at all levels.

We must work alongside and influence state and federal governments, regional planning bodies, infrastructure agencies, private industry and our local community to deliver the scale of change needed. Advocacy enables Council to champion the needs and priorities of Greater Dandenong within these broader systems. It ensures our community's voice is heard when decisions are being made that affect our environment, liveability and long-term resilience. Through advocacy, we can secure stronger policy settings, improved access to funding, and greater alignment between local priorities and regional and national action.

This is especially important in a fast-growing, diverse city like Greater Dandenong, where many sustainability issues are complex and interlinked. The way we manage our natural assets, design our neighbourhoods, plan our infrastructure, and power our homes and businesses all has an impact on environmental outcomes. For example, achieving cleaner air, cooler streets and healthier waterways requires coordinated action across land use planning, transport, energy, waste and urban design. These are areas where strong advocacy to State and Federal Governments, as well as external agencies such as Melbourne Water can influence direction and unlock opportunities.

Council has a responsibility to advocate on behalf of its community to ensure equitable outcomes for those most at risk, including our culturally and linguistically diverse communities. Advocacy enables Council to push for sustainability leadership and accountability that reflect our objectives, like reducing emissions, protecting green spaces, and supporting a circular economy. In doing so, we not only advocate on behalf of our residents, but we also advocate with them, strengthening partnerships and collective efforts across the municipality.

Council's advocacy efforts are grounded in evidence, collaboration, and a long-term vision. This Strategy aligns with Council's Advocacy Priorities and aims to present a clear case for why sustainability matters to our environment, health, economy and society. Council will advocate for investment in infrastructure and stronger policy that supports our community's mitigation and adaptation initiatives.

As local government, Council is uniquely placed to observe how the effects of climate change impact our community, our environment and our economy. Council recognises the impacts of changing climate including things such as extreme weather, poor air quality, heat stress, and waste firsthand. Council also witnesses the

benefits of nature in our neighbourhoods, and the enthusiasm of our community to create positive change. Advocacy bridges the gap between these local insights and the decisions being made. Advocacy is how Council ensures Greater Dandenong is best placed to achieve lasting, large-scale sustainable outcomes tailored for our community.

Circular Economy and Waste

Objective: A Circular City: Reducing our waste and redefining our resources

Some key highlights include:
2023 Finalist – Tidy Towns and Cities Sustainability Award for the “Keep it Clean” Community Education and Engagement Campaign: This campaign focused on raising awareness and promoting community action to tackle dumped rubbish in the municipality.
Over 110 tonnes of items were dropped off for reuse or recycling in 2024-25. Since its inception in 2017, over 950 tonnes of waste have been collected for recycling, re-use or safe disposal.
1,722kg of textiles were collected at one drop-off day in 2025, many of these items will be rehomed to communities that need them most. This is enough to save 34,249kWh of electricity, enough to power 1,903 homes for 1 day.
68 Community Education Sessions held in 2024-25. Held at venues like Noble Park Community House, Dandenong Market, and Chisholm Institute. These sessions covered a range of topics such as recycling right at home, understanding circular economy, and waste education.
52 School Program Sessions in 2024-25 that focused on topics like waste minimisation, recycle right at school and at home, and setting up recycling and composting programs at schools.

Council recognises the role we play in efficient waste management to support our growing community and to protect our environment. Waste recovery and recycling is a key part of sustainable waste management that provides environmental and economic benefits for our community and responds to issues like climate change. The State and Federal Government has set ambitious targets to reduce waste going to landfill, redefine the way we use our resources, and progress towards a circular economy. There are two guiding principles that lay the foundation of waste policy in Australia. These are:

- Circular Economy
- Waste Hierarchy

Council has adopted these principles to ensure our waste management practices align with National Waste Policy, State Government Recycling Victoria Policy, and other state and federal policies, strategies, plans and legislations to improve resource recovery.

Waste hierarchy

The waste hierarchy states that waste should be managed in order of preference: avoid and reduce, reuse, recycle, recover, treat and dispose of as a last resort. Figure 5 shows the waste management hierarchy.

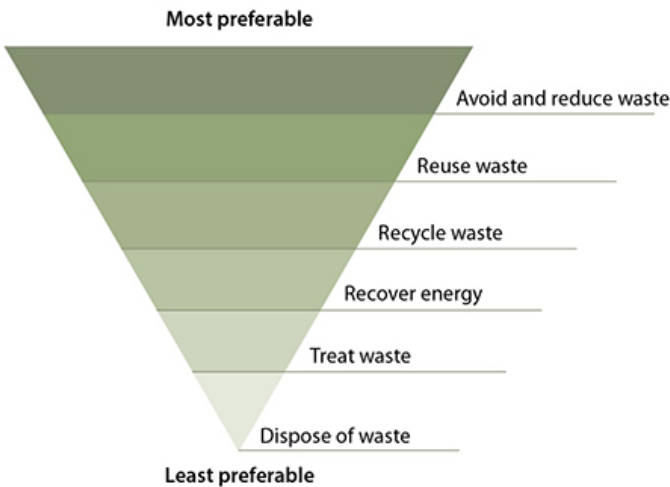


Figure 5 Waste Management Hierarchy (TO BE GRAPHICALLY DESIGNED)

Circular Economy

A circular economy is one where resources are valued, used efficiently and only discarded when their component materials have no further use. This principle embeds the avoid, reduce and reuse methods of the waste hierarchy. A circular economy changes the way we manage waste, by valuing resources instead of the current model of 'take—make—throw'. A circular economy removes waste and pollution, keeps materials in use as long as possible, and returns materials to the economy through efficient recycling processes (Figure 6).

Council aims to deliver a circular city with low waste by embedding the principles above into everyday operations and ensuring efficient use of resources.

Council is conscious of the environmental, economic, and social impacts of waste and resource recovery systems and seeks to identify best practice waste management solutions for our community. This extends to strengthened community waste education programs, investigating alternative solutions to waste management and identifying ways to reduce dumped rubbish.

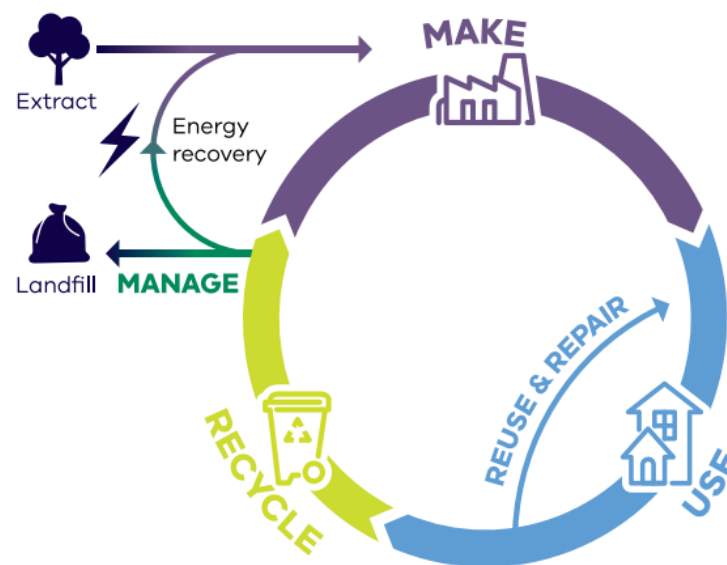


Figure 6 Circular Economy for Victoria (TO BE GRAPHICALLY DESIGNED)

Transport and Active Travel

Objective: A City well connected through active and low carbon transport.

Some key highlights include:
Council has a plan to reduce the number of internal combustion engine vehicles in its fleet. Already, Council has introduced two electric vans to its fleet, along with 21 electric passenger vehicles.
Did you know there are 26 public charging stations in Greater Dandenong? Council is working with private partners to increase the availability of vehicle chargers.
In 2021 11.2 percent of residents caught public transport to work, this is higher than the Victorian average of 9.1 percent

Transport is at the heart of how we live, work, and connect in Greater Dandenong. It shapes our access to opportunity, our health, our environment, and the character of our neighbourhoods. As our city continues to grow and evolve, the way we move around must also change. This Strategy provides direction towards a transport system that prioritises active movement, clean energy, and sustainable choices.

Many residents, particularly young people, older adults, and newly arrived migrants do not have access to a private vehicle. For these groups, walking, cycling, and public transport are not just lifestyle choices; they are essential means of accessing education, employment, healthcare, connection, and community life. Yet, much like metropolitan Melbourne, Greater Dandenong has been shaped by car dependency. Vehicles using petrol and diesel fuel generate significantly more carbon emissions per person as opposed to using active forms of transport (e.g. walking or cycling), public transport, or electric vehicles powered by renewable energy^{viii}.

A smart, well-connected city goes beyond the day-to-day movements of residents. As a hub of logistics, the State Significant Dandenong South Industrial Precinct relies on heavy trucks to transport goods across Victoria. Innovations in logistics are key to use more sustainable modes of transport to move goods efficiently and reduce carbon emissions. Increased use of low carbon forms of transport will reduce carbon emissions and provide a range of other benefits, such as reducing congestion on the road, and reduced pollution. This leads to improved local air quality and improved health and well-being of the local community^{ix}.

Recognising these challenges, Council is committed to transforming the way transport works in our city. The actions embed sustainability into the transport hierarchy and prioritises active and low carbon modes of movement to deliver a well-connected city. These changes help us become resilient to a changing climate. To achieve this objective, we are investing in active transport infrastructure to deliver safe and accessible footpaths and bike lanes, further encouraging active and sustainable travel. Council will lead the way by encouraging staff to adopt more sustainable travel behaviours through its Green Travel Plan and showcase success stories and practical examples to inspire more staff and the community.

Council is delivering our Fleet Transition Plan to replace petrol and diesel fleet vehicles with electric and hybrid alternatives. Electrification and emission reduction form a key consideration in our procurement processes. This not only reduces our operational emissions but ensures Council is demonstrating its commitment to innovation and climate leadership. To contribute to the broader community's transition to active and sustainable modes of transport, Council has developed policies to support the expansion of the network of public electric vehicle (EV) charging stations across the municipality. As EVs become more affordable and widespread, access to convenient charging infrastructure will be essential. By investing now, we are helping to future-proof our city and support residents who want to make the switch.

Biodiversity

Objective: A City that cares for and connects with nature

Some key highlights include:
Council is supporting community action through plant giveaways. In 2024-25, Council gave away over 13,000 indigenous plants to residents including over 3,600 native and indigenous plants and trees to Green Wedge residents.
2024 saw the return of the inland Sugar Glider to restored sections of Dandenong Creek – a first for the municipality.
98 environmental engagement events held with a total attendance of 3000+ (2024-25)

Greater Dandenong was once home to large grassy woodlands, forests near rivers and flood areas, wetlands with native grasses, and healthy waterways with many different plants and animals. But after more than 150 years of farming, land clearing, building cities and towns, and the impacts of a changing climate, less than five (5) percent of the original native plants are still found in Greater Dandenong.

Biodiversity has fundamental value to humans as we are dependent on it for our cultural, economic and environmental well-being. This includes both its intrinsic value (i.e. species are worth protecting regardless of their value to humans) along with the range of benefits that it produces, including:

- Supply of ecosystem services – water, nutrients, clean air, climate change mitigation, pollination
- Life Resources – food, medicine, energy, raw materials and Indigenous cultural practices
- Improved mental and physical health and wellbeing
- Landscape distinctiveness and culture heritage
- Direct economic benefits from biodiversity resources and added value through local economic activity and tourism
- Educational, recreational and amenity resources.

Council cares for over 600 hectares of indigenous plants, wildlife habitat areas and wetland systems. Many of these natural areas create connections across the municipality for wildlife habitat and refuges. The natural environment in Greater Dandenong is under serious pressure. As our city grows, we are seeing more buildings, roads and factories. This is leading to natural habitats being broken up into small, separate patches. These small areas are like islands and are often too small to fully support wildlife over the long term.

As the weather changes due to climate change, hotter days and less predictable rain mean it’s even more important that animals can move around and gain access to the specific habitats corridors they have evolved with to survive. If we don’t carefully plan where these safe green corridors are, and take care of them, we will lose more species and natural areas.

One of the biggest opportunities to protect and grow our natural environment is the Green Wedge. The Green Wedge is an area of about 600 hectares inside the municipality characterised by large remnant River Red Gums and grassy plains. It is home to important natural features and holds cultural meaning for Traditional Owners and local communities. This area was mostly kept for rural and farming use, however, has space for large-scale environmental action.

Council strives to be a city that cares for and connects with nature by developing its data and engaging with the community directly. Council is working to update its GIS (Geographic Information System) biodiversity maps to provide a more detailed understanding of our natural systems. Furthermore, Council is developing a consistent method for monitoring biodiversity that can be used by Council and the community. This will ensure Council can continue to monitor biodiversity, building on the work already done, improve existing wildlife corridors and establish new connections.

Trees and Greening

Objective: A healthy, green and resilient City.

Some key highlights include:
3,500 young trees maintained annually (watering, mulching, health checks).
24,000 trees (2024-25) valued at \$182 million, storing 16,000 tonnes of carbon, and removing 11 tonnes of air pollution annually
CGD – trees remove 11 tonnes of air pollution worth \$68,000 (2018)

Our city is changing. Summers are getting hotter, extreme heat days are becoming more frequent, and some of our neighbourhoods are already feeling the effects. It is clear climate change will worsen heatwave events, increasingly affecting the health and wellbeing of our community. Trees and green spaces are no longer just a “nice to have”, they are essential infrastructure for a healthy and liveable city.

Urban Heat

Low canopy cover means more hard surfaces like concrete and asphalt are exposed to the sun, absorbing and radiating heat throughout the day and night. This is known as the urban heat island effect. There is strong evidence demonstrating that this artificial heat build-up is impacting human health and compromising the quality of the environment that people live in^x. It also means fewer birds, fewer pollinators, fewer shade-giving trees, and less access to cool and inviting green spaces where people can walk, play, rest or connect with nature.

In a 2024 study, Greater Dandenong was ranked as the seventh (7th) hottest municipality in metropolitan Melbourne^{xi}. The study used a Heat Vulnerability Index to demonstrate how heat exposure, sensitivity to heat and capacity to adapt leads to communities being more vulnerable to heat. Our older residents, young children, people with disabilities, and those living alone are especially vulnerable to heat-related illness. Communities that suffer from heat stress are more likely to experience:

- social isolation due to increased barriers to exercise or movement
- heat related illnesses, particularly for the elderly or those living with chronic health conditions
- impacts to medications and food storage if kept in warm environments
- financial struggles due to a higher reliance on air conditioning (often due to poorly designed housing including lack of air circulation, poor insulation or a lack of environmentally sustainable design principles implemented).

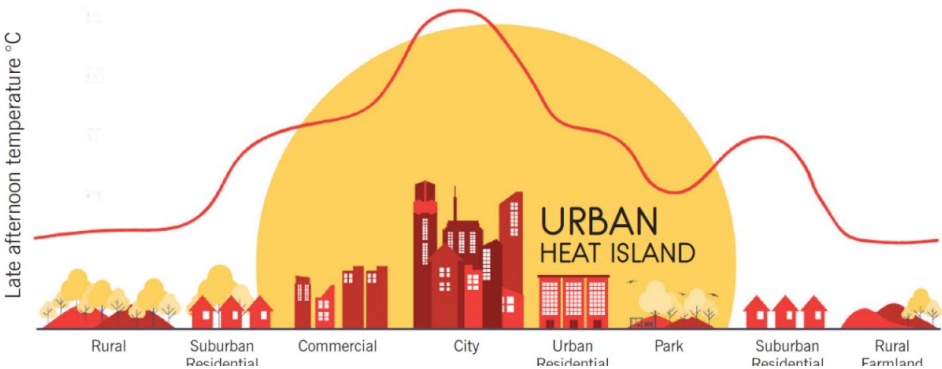


Figure 7 Urban Heat Island

If not managed, the increased daytime temperatures and reduced ability of land and homes to cool during the evening contribute to respiratory difficulty, heat exhaustion, heat stroke and heat-related mortality.

Working towards a greener city

Council has been working hard to increase our tree canopy. We are proud to report that Greater Dandenong had a canopy coverage of 14.1 percent in 2023. This is a significant achievement since our first measurement of 9.9 percent in 2016.

Council is committed to increasing canopy cover to fifteen (15) percent by 2028 and will continue leading the way on land it manages through annual planting programs, open space masterplans, and ensuring we select the right species for the right places.

With seventy-three (73) percent of land privately owned, success depends on the whole community. We all share a responsibility to cool and green our environment and reduce urban heat island impacts by planting ground covers, shrubs and trees. Council will work with residents, schools, businesses, and developers through events, education, and planting days to make greening part of everyday life. Together, we can grow an urban forest that cools our suburbs, supports our health and wellbeing, provides wildlife habitat, and creates a healthier, more resilient city for all.

Water and Waterways

Objective: A City with well-managed water, clean and healthy waterways

Some key highlights include:
Council participates in the Living Links Partnership, which recognises the benefits of a healthy ecosystem doesn't stop at our boundary. By partnering with other land managers, the partnership ensures an interconnected network of natural spaces and recreational assets.
Two 20,000 litre rainwater tanks were installed at Ross Reserve and Thomas Carrol Reserve. These rainwater tanks will be used for irrigation and to capture stormwater which will then be used to maintain the reserves.
The installation of a Gross Pollutant Trap (GPT) at Olinda Reserve is making a significant impact—intercepting large volumes of pollutants that would otherwise flow into our precious waterways. This proactive measure is a vital step in preserving local ecosystems and improving water quality for future generations.
Council hosts an annual Discover Dandenong Creek Festival annually which is focused on engaging residents to learn about the Dandenong Creek Catchment, its conservation, how to reduce our impacts on this and surrounding waterways and practical steps the community can take

Water is one of our most valuable natural resources, it is essential to our community, environment, and way of life. As Greater Dandenong grows and our climate changes, we must manage water more efficiently.

Victoria is already experiencing warmer days, less rainfall^{xii} and more intense storm events. This makes water scarcer and presents challenges for stormwater, irrigation, and maintaining green spaces. In built-up areas, hard surfaces limit natural absorption, increasing runoff, pollution, and flood risk. Reliable water is also critical for maintaining tree canopy and open space planting.

Council's approach is guided by sustainability and integrated water management. This ensures water is managed in a way that supports current and future needs and protects our waterways from pollutants and waste.

Stormwater

Stormwater is rainwater that runs off roads, driveways, and roofs. Without proper management, it can cause flooding, erosion, and pollution. Council recognises that as infrastructure reaches its end of life it struggles to cope with the more frequent and intense storms caused by climate change. This can lead to increased flood risks across our suburbs. Integrating water into all designs ensures its proper management is integral to all open space designs, developments and processes.

Council partners with Melbourne Water to identify flood-prone areas and ageing infrastructure, undertaking upgrades and maintenance. Council also goes beyond traditional drainage by using nature-based solutions such as wetlands, swales, and green spaces to slow and filter stormwater. These solutions are efficient, cost-effective, improve biodiversity, and make neighbourhoods more attractive.

Council is committed to valuing every drop of water and ensuring its efficient management to protect water as an asset and protect our waterways.

Community and Climate Resilience

Using water efficiently is everyone's responsibility. Small actions, like watering during cooler times of the day, using rainwater tanks, avoiding chemical runoff, and

choosing drought-tolerant plants, can make a big difference. Council supports local action by educating residents and businesses on drainage, flood prevention, and pollution reduction. With less rainfall and more extreme weather already occurring, Council is focused on adapting infrastructure, using stormwater as a resource, protecting local waterways like Mile Creek and Dandenong Creek, and preparing for future climate shocks.

Adaptation measures range from tree planting to reduce urban heat and stormwater runoff, to major upgrades of stormwater systems to prevent flooding, manage pollution and climate proof assets. Using water at its highest value means protecting drinking water, increasing reuse, and capturing rainwater for gardens or flushing toilets. This is especially critical as temperatures rise, and rainfall patterns change.

Council is committed to smart, fair, and sustainable water management. Through partnerships and community action, we're building a resilient, water-sensitive city that supports both people and nature.

Energy and Transition to Zero Emissions

Objective: A net zero, efficient City that prioritises low carbon and renewable energy.

Some key highlights include:
600kw of solar panels (over 1900 panels) across Council's assets
The HVAC system at 39 Clow Street is on track to be fully electric, significantly reducing the building's emissions.
Replaced old gas hot water system with new electric heat pumps at the Springvale Community Centre, Springvale Senior Citizens and George Andrews (Whittle Pavilion)

Energy is something we all use every day. We use it for lighting and cooling our homes, charging our phones, cooking meals, and travelling to work or school. However, the way we use energy is changing, and it must change for a healthier, more efficient, and more secure future.

Council is committed to being part of the solution. This means moving away from fossil fuels and shifting to cleaner, renewable energy sources such as solar, wind, and battery storage. These technologies are already available and working well. Council has installed 600kW of rooftop solar on its facilities, replaced gas appliances in our buildings for more efficient, electric alternatives and replaced over twenty (20) fleet vehicles with electric vehicles.

While Council is committed to transitioning to more efficient, low carbon energy sources, the challenge is to ensure everyone in our community can access and benefit from these changes as well.

What is net zero and why does it matter?

'Net zero emissions' is when the amount of emissions released balances with the amount of emissions removed from the atmosphere. For Council this means actively removing as many greenhouse gas emissions as possible. It is a key step in slowing down climate change and protecting our health, environment and future generations.

Council has reduced its emissions by 80 percent without the use of carbon offset credits. This significant achievement has been through Council's ongoing commitment to action on the climate and ecological emergency. Council remains committed to achieving net zero and is seeking new opportunities to proactively remove emissions, rather than offset where possible.

Building upon our work to date, Council commits to reaching net zero emissions from Council operations by 2035, and supporting the whole City – all households, businesses, industries and community organisations – to reach net zero by 2040. This target has been informed by our ongoing efforts to reduce emissions, and the significant challenges faced during that time.

As we get closer to our target, reducing emissions becomes more challenging. This is due to limited technologies available for more complex emissions or limited financial resources available to support the transition away from fossil fuels. Regardless of these challenges, Council is consistently seeking ways to reduce and remove our emissions at all stages of Council's operations. This target reflects Council's role as both a leader and a partner in building a more efficient and climate-resilient city.

How will we get there?

Transitioning to a net zero future takes more than technology. It requires strong partnerships, smart planning and inclusive leadership. Council cannot do this alone. Council will work closely with Federal and State Governments, industry and the local community to share knowledge, attract funding and make the transition away from fossil fuels affordable and achievable for everyone.

In addition, Council is investigating the uptake of real-time energy monitoring across all Council facilities. These systems will provide greater visibility over energy use and allow for ongoing optimisation, helping to drive further savings and emissions reductions.

This Strategy is a roadmap for how we will do that together. It sets out the role Council will play, how we'll support our community, and the changes needed across our City.

Sustainable Design, Assets and Infrastructure

Objective: A City that leads by example through a resilient built environment that is planned for the future.

Some key highlights include:
A high-efficiency air-cooled propane (R290) heat pump provides centralised heating and cooling to the new Keysborough Community Hub. This pioneering system is believed to be among the first of its kind in Australia.
Active consideration of sustainable design throughout design and delivery of new Council facilities.
Decommissioning planned for Dandenong Oasis to tackle one of Council's biggest emitters
Partner with CASBE to advocate to State Government for higher quality environmentally sustainable design requirements in the planning scheme

Infrastructure is the basic facilities our community needs to live in our modern society. It includes physical assets which provide our transport, water, energy and communications needs, as well as assets that support our social needs, such as parks, community buildings and recreational facilities. Whilst these assets have high costs, they are vital to our community's needs.

Considering Climate change across Council

A key role for Local Government is to plan for, prepare, and adapt to the impact of climate change. This ensures Council can understand the risks associated with climate change and its effect on the assets and services. It is imperative to understand how the risks can be avoided, or reduced, allowing Council to continue providing critical services to the community.

Climate risk is the potential for negative impacts of climate change on our community, environment and economy. The higher the expected impact and likelihood of it occurring, the greater the risk. It is therefore important to target the highest risks to reduce their impact on the community. By doing so it will help keep the community safe and allow the infrastructure to function with little disruption.

Climate change already has a direct and indirect impact on council's assets, infrastructure and the ability to deliver its services.

DIRECT	INDIRECT
• Damage to buildings and critical infrastructure such as roads, paths, drains and signs and lighting due to heatwaves or extreme weather. • Damage to sporting grounds due to drought or flooding. • Loss of street trees and damage to parks, gardens and playgrounds due to heatwaves, storms, flooding. • Safety of staff working outdoors during heatwaves. • Staff unable to travel from their homes to work to do their job due to road closures or damage to council facilities or their homes. • Facilities unable to operate due to power outages.	• Increased maintenance cost due to frequent failures from extreme weather • Reduced ability to deliver services • Disrupting staff operations during extreme weather events • Increased demand for community support services during and after extreme weather events • Threat to long term financial liability and insurability due to associated risks

Council's role is to demonstrate leadership by embedding sustainability and climate resilience into assets and infrastructure delivery and management practices. This means, Council needs to make important decisions about how and where it invests in critical infrastructure. Early and ongoing consideration of sustainability measures and climate resilience across the full lifecycle of buildings, open space and civil infrastructure assets will future proof assets and infrastructure to maximise the environmental, social and economic benefits.

Sustainable Design

Incorporating sustainability measures into our infrastructure and asset planning and considering the lifecycle of materials will prepare our infrastructure for climate change impacts.

Some examples of sustainable design can include:

- Passive solar design – using window orientation, shading, thermal mass and natural ventilation to regulate indoor temperatures.
- Insulation and glazing – keeping heat in during winter and out during summer.
- Water-sensitive design – reducing water use and managing stormwater through landscaping, rain gardens and water-efficient fixtures.
- Low-emissions materials – using recycled, non-toxic or low-carbon materials during construction.
- Full electric developments – Ensuring all future infrastructure projects are designed to be low emissions from the outset.
- Efficient appliances and systems – reducing ongoing energy and water demand.

Where do we go from here?

Enforcing strong sustainability standards in project planning means Council will use less energy, have less operational emissions, and protect residents, especially vulnerable groups, from the health impacts and costs of a changing climate.

Council will invest in critical infrastructure to avoid significant future costs and impacts, while working with other public infrastructure owners and operators to improve the resilience of their assets.

It is important that climate resilience extends beyond just the resilience of council assets and services but also includes community resilience. By ensuring council assets are resilient to climate change, this will support business continuity for residents, businesses and other members of the community.

Sustainability across Greater Dandenong

Objective: A Council and Community committed to a sustainable future

Some key highlights include:
Partnership with Kingston Council, Bunurong Land Council and Greater Dandenong Council to protect and enhance Coomoora Reserve through Bush to Bay: Linking Landscapes on Bunurong Country
Embedding climate risk into Council operations, consideration for capital works projects, procurement, open space design, assets, infrastructure and maintenance contracts
Dandenong Market partnered with Council to implement a Borrow-a-bag initiative aimed at reducing plastic waste.
Partnership with Melbourne Water, Federation University, Maroondah Council, Knox Council, Greater Dandenong and local indigenous nurseries to create five (5) Climate Future Plots (three in Greater Dandenong)

Sustainability is a driving principle of this Strategy.

Local governments like Greater Dandenong City Council play a critical role in advancing sustainability by leading initiatives that address climate change, protect our environment, and embed sustainable practices across our operations and decision making. Council is a vital part of the solution, driving practical action that helps our city do more with less and build a resilient, thriving future.

Council has a unique and powerful role to play in addressing sustainability challenges and opportunities through leadership, strategic planning, procurement and partnership with our community. This Strategy sets a clear direction for coordinated action across all areas of Council operations, policies, and influence. It provides a shared framework to guide how we respond to the changing climate, through both reducing our impact (mitigation) and preparing for future change (adaptation). Council has laid the foundations for long-term sustainability action by embedding sustainability objectives into its core operations, risk assessments, procurement policies and decision-making.

The Strategy recognises that effective action starts with Council's own leadership. Council has developed an Action Plan that is clear, measurable and relevant. It will move Council towards more adaptive, sustainable operations and decision making in the face of climate change.

Building staff and community capacity is central to this work. That's why Council will continue to develop staff skills, knowledge and responsiveness to sustainability matters. We know our staff are committed to responding to climate change and are seeking opportunities to lead change and be more adaptable. However, Council cannot do it alone, Council recognises the need to mobilise our community to prepare for a changing climate.

The Strategy aims to empower our community to take local sustainability action that delivers better health and wellbeing outcomes and increased resilience to the threats of climate change. This extends to working regionally with neighbouring councils, government partners, local industry and grassroots community groups. These partnerships will identify opportunities to mitigate our environmental impact, adopt infrastructure adaptation measures, and unlock funding mechanisms to overcome barriers.

There is not one single solution to implementing sustainability. It is a way of thinking, working, and living. The actions for this theme support sustainability across all sectors of Greater Dandenong, with Council and the community committing to a sustainable future.

Monitoring and Reporting

An Action Plan has been prepared that aligns with the objectives of the *Greater Dandenong Council Plan 2025-29*. The actions are clear, measurable and relevant. Implementation of the Action Plan is critical to Council's commitment and ability to lead our community's sustainability action and to foster environmental stewardship. To understand Council's ability to influence change the Strategy has outlined the role of Council, community and other stakeholders. The Action Plan identifies the objectives and actions for each theme, it includes a commencement date, baseline and measure, and an intended completion date where appropriate. Delivery of the Action Plan is subject to the annual budget and long-term financial plan.

Progress on the actions in the Action Plan will be reported on annually in a manner that outlines the key achievements of the past 12 months. This document will be made available on Council's website. The Action Plan will be incorporated into Council's annual reporting process to assist with the timely implementation of the plan.

As the Strategy is a Priority Strategy under the Integrated Planning Framework, the objectives and actions of the Action Plan will be reviewed every four (4) years. This review will evaluate the effectiveness and relevance of the Plan's objectives and actions and ensure they align with the Council Plan.

A full review of *Our Bright Green Future* will commence in 2035.

Glossary

Term	Definition
Adaptation	The process of adjusting to actual or expected climate impacts to reduce harm or exploit beneficial opportunities.
Biodiversity	The variety of all life-forms, plants, animals, fungi, protists (including algae) and bacteria, their encoded genes, and the ecosystems of which they form part.
Built Environment	Human-made surroundings that provide the setting for human activity, such as buildings, parks, and transportation systems.
Canopy cover	The measure of the area of tree canopy when viewed from above and is recorded as a percentage of total land area.
Canopy tree	Defined as any tree above 3m.
Capacity	The maximum amount that something can contain or produce; in sustainability, often refers to the ability to manage or respond to environmental issues.
Capacity building	The process of developing and strengthening skills, abilities, and resources to adapt and respond to challenges.
Carbon	A chemical element (C) that is the basis of all known life and a key component in fossil fuels.
Carbon dioxide	A colourless, odorless gas (CO ₂) produced by burning carbon and organic compounds and by respiration, contributing to the greenhouse effect.
Carbon emissions	The release of carbon, particularly carbon dioxide, into the atmosphere from human activities such as burning fossil fuels.
Circular Economy	An economic system aimed at eliminating waste and the continual use of resources through reuse, repair, remanufacturing, and recycling.
Climate and ecological emergency	Recognition that climate change is causing significant damage to the economy, society and the environment, and that action is required urgently to avoid potentially irreversible environmental damage resulting from it.
Climate change	The long-term change in the Earth's weather patterns as a result of global warming, resulting in fluctuating temperatures and more frequent extreme weather events
Cost-of-living	The amount of money needed to cover basic expenses such as housing, food, taxes, and healthcare.
Dandenong Wellbeing Centre	The Dandenong Wellbeing Centre will replace the ageing Dandenong Oasis and aligns with Council's vision of getting "more people, more active, more often. It will be a space for people to connect, socialise and take care of their health year-round and offer fun, culturally safe programs, health therapies, rehabilitation and much more.
Ecological diversity	The variety of ecosystems in a given place, including the diversity within and between ecosystems.
Environmentally Sustainable Design (ESD)	A design approach that reduces negative impacts on the environment through efficient and sustainable building practices.
Fossil fuels	Fuels such as coal, oil, and gas, formed from the remains of living organisms over millions of years. The main contributor towards climate change.
Gardens for Wildlife	Gardens for Wildlife is a free program supporting residents, businesses, schools and community groups to attract and support wildlife with indigenous plants and wildlife gardening practices.
Global warming	The long-term heating of Earth's climate system due to human activities, primarily fossil fuel burning.
Grants	Funds provided by a government, organization, or institution for a specific purpose, often without repayment.
Green Star	An Australian sustainability rating system for buildings and communities managed by the Green Building Council of Australia.

Greenhouse gas emissions (GHG)	Gases such as carbon dioxide and methane that trap heat in the atmosphere and contribute to global warming.
Heat pumps	Devices that transfer heat from one place to another for heating or cooling purposes, often using electricity efficiently.
Heat wave	Defined as three or more days of high maximum and minimum temperatures that are unusual for that location (Bureau of Meteorology, 2020).
Integrated water management	A collaborative approach to planning that brings together all elements of the water cycle including sewage management, water supply, stormwater management and water treatment, considering environmental, economic and social benefits. It is the integration of the water cycle into urban planning and design by recognising all water streams in the urban environment as a potential resource e.g. rainwater, stormwater, grey water and blackwater.
IoT-enabled energy monitoring	Refers to the use of internet-connected devices, sensors, and software to track, analyse, and optimize energy consumption in real-time. This technology allows users to gain insights into their energy usage patterns, identify areas of waste, and implement strategies for greater efficiency and cost savings.
Keysborough Community Hub	The Keysborough Community Hub, previously informally known at the Keysborough South Community Hub, provides a wide range of quality services, programs and flexible meeting spaces for our community.
Mitigation	Efforts to reduce or prevent the emission of greenhouse gases; limiting the magnitude of future climate change.
Net Zero Carbon Emissions	Achieving a balance between the amount of carbon emitted and the amount removed from the atmosphere.
Our Bright Green Future	The branding used by Council for all sustainability programs, events, newsletter and initiatives.
Paris Agreement	A global accord within the United Nations Framework Convention on Climate Change aimed at limiting global warming.
Power Purchase Agreement	To achieve its target of zero net carbon emissions, Greater Dandenong Council has worked together with 46 other councils combined purchasing power to purchase its electricity needs from 100% renewable resources at a reduced cost. Further information about Greater Dandenong's Renewable Power Purchasing Agreements can be found at the Victorian Energy Collaboration (VECO) website .
Resilience	The ability of a system, community, or individual to withstand and recover from adverse situations like climate impacts.
Scope 1, 2 and 3 emissions	Categories of greenhouse gas emissions: direct emissions (Scope 1), indirect from energy (Scope 2), and other indirect emissions (Scope 3). • Scope 1 emissions for Council include fleet vehicles and gas usage in our community facilities. • Scope 2 emissions for Council include emissions from sources of electricity in our buildings and streetlights. Council sources all its electricity from renewable energy sources as part of the VECO Power Purchase Agreement. • Scope 3 emissions for Council include emissions from landfill and procured goods and services.
Stormwater	Rainwater that flows over surfaces such as roads and roofs, often collected in drainage systems.
Sustainability	Actions and decisions that are capable of being maintained at a steady level without exhausting natural resources or causing significant ecological damage
tCO2e	Tonne of carbon dioxide equivalent; a standard unit for measuring carbon footprints across different greenhouse gases.
Urban heat island	When urban areas are warmer than surrounding rural areas due to heat retention in hard surfaces. These occur due to the increased hard surfaces that absorb and radiate heat, limited vegetation to shade and cool, heat production from machines and activities and air pollution creating local greenhouse effects. The analysis has demonstrated Greater Dandenong is already experiencing these effects with the most

	serious effects being experienced in major activity centres such as Dandenong, Springvale or Noble Park. The most cost effective and efficient mitigation tool is an increase in tree canopy cover
VECO	Victorian Energy Collaboration; a collective of local governments in Victoria purchasing renewable energy together.

References

April, A. N., Donna, D. A. A., Maulana, M. M., & Ruslan, R. (2024). Synergizing Advocacy and Communication: A Strategic Model for Sustainable Development in Non-Governmental Organizations. *Journal of Social and Policy Issues*, 119-124.

Australian Bureau of Statistics (2021), *Index of Relative Socio-economic Disadvantage (IRSd)* – Greater Dandenong. ArcGIS Online. https://experience.arcgis.com/experience/32dcbb18c1d24f4aa89caf680413c741/page/IRSd#data_s=id%3AdataSource_12-187d549b75f-layer-11%3A251 (accessed July 10, 2025).

Australian Government (2021), *'State of the Environment'*. Canberra. Available from: [Biodiversity | Australia state of the environment 2021](#)

Bennett, E (2025), *'Climate Crisis escalates cost-of-living pressure'*, The Australia Institute, Canberra. Available from: [Climate crisis escalates cost-of-living pressures - The Australia Institute](#)

Coutts AM, Tapper NJ, Beringer J, Loughnan M, Demuzere M (2012) Watering our cities: the capacity for Water Sensitive Urban Design to support urban cooling and improve human thermal comfort in the Australian context. *Progress in Physical Geography* 37(1) 2-28

DECCA (2024), *'Greater Melbourne Climate Projections 2024'*, Victoria State Government, Melbourne. Accessible at: [Victorian Climate Science Report Collateral - Regional Reports - Greater Melbourne](#)

DECCA (2024), *'Victoria's changing climate'*, Victorian Government, Melbourne. Available from: [Victoria's changing climate](#)

DELWP (2019), *'Biodiversity Factsheet'*, Victorian Government. Available from: [Biodiversity-fact sheet V3](#)

Disability Information Resources (2015), *Report on the Great East Japan Earthquake and Support for People with Disabilities*; JSRPD, Tokyo. Available from: [The Great East Japan Earthquake and Persons with Disabilities Affected by the Earthquake - Why Is the Mortality Rate so High? –](#)

Falcone, P. M., Errichiello, G., & Giganti, P. (2025). Catalysts of Circular Change: Role Played by Institutions and Lobbyists in Promoting Sustainable Development. In *Circular Economy and Environmental Resilience: Solutions for a Sustainable Tomorrow, Volume 1* (pp. 219-237). Cham: Springer Nature Switzerland.

IPCC, (2023), *'Summary for Policymakers. In: Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change'*; [Core Writing Team, H. Lee and J. Romero (eds.)]. IPCC, Geneva, Switzerland, pp. 1-34, doi: 10.59327/IPCC/AR6-9789291691647.001

Latham, B (2024), *'Melbourne's hot divide: the link between disadvantage and urban heat'*, VCOSS, Melbourne. Available from: [Melbourne's hot divide: the link between disadvantage and urban heat | VCOSS](#)

Mission Australia (2023), *Youth Survey*. Accessed on 8/11/2025. Available from: <https://www.missionaustralia.com.au/publications/youth-survey>

Norton, B., Bosomworth K, Coutts A, Williams N, Livesley S, Trundle A, Harris R, McEvoy D (2013). Planning for a Cooler Future: Green Infrastructure to Reduce Urban Heat, Victorian Centre for Climate Change Adaptation Research.

Orygen (2023), *Climate of Distress*, Accessed on 8/11/2025. Available from: <https://www.orygen.org.au/Orygen-Institute/Policy-Areas/Social-and-environmental-factors/Climate-of-distress-policy-paper>

Pandita, R., Polyakovb, M., Tapsuwanc, S., & Morand, T. (2013), The effect of street trees on property value in Perth, Western Australia. *Landscape and Urban Planning*. Volume 110, February 2013, Pages 134–142.

Piracha, A., & Chaudhary, M. T. (2022). Urban Air Pollution, Urban Heat Island and Human Health: A Review of the Literature. *Sustainability*, 14(15), 9234. <https://doi.org/10.3390/su1415923>

Save the Children International (2021), '*Climate Crisis – Children face life with far more heatwaves, floods, droughts and wildfires than grandparents*'. Accessed on 15/07/25. Available from: [CLIMATE CRISIS – Children face life with far more heatwaves, floods, droughts and wildfires than grandparents | Save the Children International](#)

Siddik, M., Islam, M., Zaman, A. K. M. M., & Hasan, M. (2021). Current status and correlation of fossil fuels consumption and greenhouse gas emissions. *Int. J. Energy Environ. Econ*, 28, 103-119.

Sustainability Victoria (2022), *The Victorian Healthy Homes Program*, Victorian Government, Melbourne. Accessed on July 8th, 2025 ([The Victorian Healthy Homes Program – Research findings](#))

Team, H. Lee and J. Romero (eds.)). IPCC, Geneva, Switzerland, pp. 1-34, doi: 10.59327/IPCC/AR6-9789291691647.001

Thrower, J (2025), '*Cost-of-Living and the Climate Crisis: How climate change inaction drove up the cost-of-living*', The Australia Institute, Canberra. Available from: [P1773-Cost-of-living-and-the-climate-crisis-Web.pdf](#)

Tyrväinen, L., Pauleit, S., Seeland, K., & De Vries, S. (2005). Benefits and uses of urban forests and trees. *Urban forests and trees: A reference book*, 81-114.

UNICEF (2021), '*The climate crisis is a child rights crisis*', New York. Accessed from: [UNICEF-climate-crisis-child-rights-crisis.pdf](#)

UNPD (2022), *Aiming Higher: Elevating Meaningful Youth Engagement for Climate Action*', New York. Available from: [UNDP-Elevating-Meaningful-Youth-Engagement-for-Climate-Action-2.pdf](#)

VCOSS (2024), *A strong community sector for a safe climate*', Melbourne. Available from: [VCOSS_Climate24_orgs.pdf](#)

Victorian Government (2025), *People with a disability in Victoria*', Department of Families, Fairness and Housing. Accessed on 15/07/25. Available from: [People with a disability in Victoria - DFFH Service Providers](#)

Victorian Government (2025), 'Victorian Energy Upgrades – Homes'. Accessed on 1/08/2025. Available from: [Victorian Energy Upgrades for homes](#)

Williamson, B (2022), *Caring for Country means tackling the climate crisis with Indigenous leadership: 3 things the new government must do*, The Conversation. Available from: [Caring for Country means tackling the climate crisis with Indigenous leadership: 3 things the new government must do](#)

Wismans, J, Grahn, M & Denbratt, I (2016), 'Low-Carbon Transport – Health and Climate Benefits', Chalmers University of Technology, Sweden. Available from: [Microsoft Word - FinalUNCRDpaper2015_160302](#)

ⁱThrower, J (2025), ‘Cost-of-Living and the Climate Crisis: How climate change inaction drove up the cost-of-living’, The Australia Institute, Canberra. Available from: [P1773-Cost-of-living-and-the-climate-crisis-Web.pdf](#)

ⁱⁱ Sustainability Victoria (2022), *The Victorian Healthy Homes Program*, Victorian Government, Melbourne. Accessed on July 8th, 2025 ([The Victorian Healthy Homes Program – Research findings](#))

ⁱⁱⁱ Ibid

^{iv} IPCC, 2023: *Summary for Policymakers. In: Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* [Core Writing Team, H. Lee and J. Romero (eds.)]. IPCC, Geneva, Switzerland, pp. 1-34, doi: 10.59327/IPCC/AR6-9789291691647.001

^v REMPLAN, Greater Dandenong, [Greater Dandenong Economy, Jobs, and Business Insights | Summary | REMPLAN](#)

^{vi} Ibid

^{vii} Victorian Government (2025), ‘Victorian Energy Upgrades – Homes’. Accessed on 1/08/2025. Available from: [Victorian Energy Upgrades for homes](#)

^{viii} Wismans, J, Grahn, M & Denbratt, I (2016), ‘Low-Carbon Transport – Health and Climate Benefits’, Chalmers University of Technology, Sweden. Available from: [Microsoft Word - FinalUNCRDpaper2015_160302](#)

^{ix} Ibid

^x Piracha, A., & Chaudhary, M. T. (2022). Urban Air Pollution, Urban Heat Island and Human Health: A Review of the Literature. *Sustainability*, 14(15), 9234. <https://doi.org/10.3390/su1415923>

^{xi} Latham, B (2024), ‘Melbourne’s hot divide: the link between disadvantage and urban heat’, VCOSS, Melbourne. Available from: [Melbourne’s hot divide: the link between disadvantage and urban heat | VCOSS](#)

^{xii} DECCA (2024), ‘Greater Melbourne Climate Projections 2024’, Victoria State Government, Melbourne. Accessible at: [Victorian Climate Science Report Collateral - Regional Reports - Greater Melbourne](#)

 (03) 8571 1000  council@cgd.vic.gov.au  greaterdandenong.vic.gov.au	 Acknowledging Bunurong Country Follow us:     
 TTY: 133 677 Speak and listen: 1300 555 727 Online: relayservice.gov.au	 TIS:13 14 50



THEME 1**ADVOCACY****OBJECTIVE***A City that advocates for a sustainable future.*

#	ACTION	RESPONSIBILITY	MEASURE	COMMENCEMENT YEAR
1	Advocate for increased investment in climate resilient infrastructure that reduces the impact of climate change on the community.	Climate and Open Space Planning Community Advocacy	Advocacy measures undertaken	ONGOING
2	Advocate to relevant stakeholders to protect and enhance biodiversity, including developing new wildlife corridor links.	Parks	Advocacy measures undertaken	ONGOING
3	Advocate to Melbourne Water to improve waterway health and data bases, including revised flood modelling and supporting resources and tools.	Transport and Civil Development Strategic Planning	Advocacy measures undertaken	ONGOING
4	Advocate for improved consideration of Greater Dandenong stormwater priorities within regional asset and infrastructure plans.	Transport and Civil Development	Advocacy measures undertaken	ONGOING
5	Advocate to state and federal governments, landowners, developers and other key stakeholders to improve the understanding of the benefits of trees, and facilitate the enhancement of canopy coverage and greening at a local and regional level.	Strategic Planning Parks	Advocacy measures undertaken	ONGOING
6	Advocate to state and federal government, and other relevant stakeholders for increased investment in batteries and other renewable energy sources for both public infrastructure and private properties.	Climate and Open Space Planning	Advocacy measures undertaken	ONGOING
7	Continue to advocate for the earliest possible closure of the Lyndhurst landfill site.	Strategic Planning Climate and Open Space Planning	Advocacy measures undertaken	ONGOING
8	Advocate to state and federal governments and other relevant stakeholders for increased programs, education and activities to promote a circular economy by reducing waste and improving opportunities for reuse.	Climate and Open Space Planning Waste & Cleansing	Advocacy measures undertaken	ONGOING

THEME 1 ADVOCACY**OBJECTIVE** *A City that advocates for a sustainable future.*

#	ACTION	RESPONSIBILITY	MEASURE	DELIVERY YEAR
9	Advocate to state and federal governments, and relevant stakeholders to improve green travel options, including public transport, cycling, walking and uptake of electric vehicles.	Transport and Civil Development	Advocacy measures undertaken	ONGOING
10	Advocate with key stakeholders and government on importance of maintaining an appropriate level of regional air quality.	Planning Compliance Climate and Open Space Planning	Advocacy measures undertaken	ONGOING
11	Advocate to and support the business sector and wider community regarding the importance of reducing emissions through electrification, energy efficiency upgrades and other methods.	Climate and Open Space Planning Business Development and Investment	Advocacy measures undertaken	ONGOING
12	Actively seek external funding to strengthen Council's environmental programs.	Climate and Open Space Planning	Advocacy measures undertaken including grant applications as relevant.	ONGOING
13	Advocate to partners to identify opportunities to enhance urban ecology and integrated water management outcomes to mitigate the impact of the urban heat island effect.	Climate and Open Space Planning Transport and Civil Development Parks	Opportunities identified and advocacy measures undertaken	ONGOING
14	Advocate alongside CASBE to State Government for the implementation of the Elevating Environmentally Sustainable Design Targets Planning Scheme Amendment.	Climate and Open Space Planning	Advocacy measures undertaken	ONGOING

THEME 2 CIRCULAR ECONOMY AND WASTE

OBJECTIVE *A Circular City: Reducing our waste and redefining our resources*



#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	Identify and implement opportunities to improve community waste education programs and initiatives to reduce waste going to landfill, and more resources recovered and recycled.	Climate and Open Space Planning Waste and Cleansing	28,790 tonnes of waste sent to landfill - 2023/24	Reduction of waste going to landfill by 10% by 2030	2025/26	2029/30
2	Investigate and support industry partnerships to develop alternative resource recovery solutions beyond kerbside system to improve diversion of "other" household waste materials from landfill.	Climate and Open Space Planning Business Development and Investment Waste and Cleansing		Investigation of opportunities by 2029	2027/28	2028/29
3	Increase resource recovery across Council facilities and operations by applying best practice waste management processes, and trialling new technologies.	Climate and Open Space Planning Waste and Cleansing	28,790 tonnes of waste sent to landfill - 2023/24 1,348 tonnes of recycling - 2023/24	Reduction in waste going to landfill by 10% and increase recycling tonnages by 2030	2025/26	2029/30
4	Identify and implement opportunities to reduce litter and dumped rubbish across the municipality.	Climate and Open Space Planning Waste and Cleansing	600 tonnes of dumped rubbish collected - 2023/24	Reduction in dumped rubbish by 20% by 2035	2025/26	2034/35
5	Align Council waste services with Recycling Victoria Policy by working with Victorian government to implement key actions mandated under circular economy policy and action plan- Recycling Victoria: a new economy.	Climate and Open Space Planning Waste and Cleansing		Roll out and implementation of kerbside glass bin by 2027. Increase in containers being deposited at CDS facilities by 10% by 2030 and an overall decrease in glass and CDS materials in commingled recycling by 2030.	2025/26	2029/30

THEME 2 CIRCULAR ECONOMY AND WASTE**OBJECTIVE** *A Circular City: Reducing our waste and redefining our resources*

#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
6	Support alternatives to landfill, through participation in the South East Melbourne Advanced Waste Processing project.	Climate and Open Space Planning Waste and Cleansing	28,790 tonnes of waste sent to landfill - 2023/24	Implement SEMAWP contract by 2028	ONGOING	
7	Review the provision of waste services and the scope of service to: Residential properties, Commercial properties, Schools and children's services, Sporting clubs.	Climate and Open Space Planning Waste and Cleansing		Review complete by 2030	ONGOING	

THEME 3 TRANSPORT AND ACTIVE TRAVEL**OBJECTIVE** *A City well connected through active and low carbon transport.*

#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	Support and promote Council's Green Travel Plan, including success stories, that result in increased use of low emission transport by Council staff and the community.	Transport & Civil Development Climate & Open Space Planning	11% of staff use green travel options - (Staff Travel Survey 2023)	Green Travel Plan updated and increase of staff using green options to 20% by 2030.	ONGOING	
2	Implement the Active Transport Infrastructure Priority Program improving pedestrian and cycling infrastructure.	Transport & Civil Development		Generate benchmark for active transport (based on Physical Activity Participation Survey) and set 2030 target.	2025/26	2034/35
3	Continue to implement the Fleet Transition Plan to increase Council's use of low emissions vehicles and drive accelerated uptake.	Works and Fleet Transport & Civil Development Climate & Open Space Planning	11 electric passenger vehicles, 1 electric van, 15 hybrid passenger vehicles (Fleet - 2025)	Transition Council's passenger vehicle fleet to low emissions vehicles by 2030.	ONGOING	
4	Work with partners to increase the number of public electric vehicle charging stations across municipality.	Transport & Civil Development	28 public charging stations (PlugShare -2025)	Increase number of public electric vehicle charging stations in municipality to 50 by 2030.	ONGOING	

THEME 4 BIODIVERSITY**OBJECTIVE** *A City that cares for and connects with nature.*

#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	Continue Council's participation in regional alliances to facilitate increased consideration and protection of local biodiversity, connection of green space and pest animal control.	Parks		Active participation in regional alliances	ONGOING	
2	Increase community awareness, education and involvement in ecological improvements within the Greater Dandenong Green Wedge.	Parks Strategic Planning	Annual Green Wedge newsletter	Increased targeted communications to Green Wedge Residents	ONGOING	
3	Engage and strengthen the community's awareness on the ecological value of the parks, plants and wildlife in Greater Dandenong through programs such as Gardens for Wildlife.	Parks	Pilot Gardens for Wildlife Program	Continue to deliver environmental education programs and establish the Gardens for Wildlife program.	2025/26	2034/35
4	Develop a monitoring and evaluation framework to measure biodiversity within Greater Dandenong.	Parks		Implementation of framework by 2028	2026/27	2034/35
5	Investigate opportunities to improve existing wildlife corridor links and establish new ones where appropriate.	Parks		Investigation of opportunities complete by 2029	2027/28	2034/35
6	Review and update GIS map data for existing biodiversity values across all land tenures.	Parks		GIS map data updated by 2028	2026/27	2034/35

THEME 5 TREES AND GREENING

OBJECTIVE *A healthy, green and resilient City*



#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	Increase canopy coverage across the municipality to 15% by 2028.	Climate & Open Space Planning Parks	14.1% canopy coverage across municipality (Canopy Coverage Audit - 2023)	Canopy coverage increased to 15% by 2028	ONGOING	
2	Further develop opportunities for engagement and education to increase the community's awareness of the benefits of greener and cooler environments.	Parks Climate & Open Space Planning	Delivery of current Environmental Education Programs	Develop and implement an environmental engagement schedule	ONGOING	
3	Regularly source tree canopy and urban heat island data for Greater Dandenong, and actively work to increase canopy cover to reduce impacts of the urban heat island effect and inform strategic street planting plans for the municipality.	Climate & Open Space Planning Parks		Prepare an urban heat island map to inform the street tree planting plan by 2028.	2026/27	2027/28
4	Continue to deliver and review Environmental Education programs such as community planting days and the Adopt-A-Park program, to build and improve community awareness of the importance of our natural environment. This includes supporting local community groups to undertake their own activities.	Parks	Delivery of Environmental Education Programs (8 programs)	Continue to deliver environmental education programs and support local community groups to undertake their own activities.	ONGOING	
5	Undertake an audit of the Native Vegetation Precinct Plan to determine status of identified trees.	Strategic Planning		Audit complete by 2027	2026/27	2027/28
6	Implement the 15 year tree planting program.	Parks		Tree planting program complete	ONGOING	

THEME 6 WATER AND WATERWAYS**OBJECTIVE** *A City with well-managed water, clean and healthy waterways.*

#	ACTION	RESPONSIBILITY	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	Collaborate with Melbourne Water to identify and investigate flood mitigation opportunities, including reviewing drainage capacity and nature-based solutions.	Transport & Civil Development	Flood mitigation opportunities identified	2025/26	
2	Review and develop drainage capital works programs based on risk, priority and cost-benefit analysis with a focus on flood mitigation and integrated water management.	Transport & Civil Development	Update Drainage Capital Works Programs following review of updated Melbourne Water flood mapping by 2027.	2025/26	2027/28
3	Continue to collaborate with key stakeholders through participation in the Dandenong Integrated Water Management Forum.	Transport & Civil Development Climate & Open Space Planning	Ongoing participation in forum	ONGOING	
4	Strengthen the community's awareness on best practice for the responsible use of water.	Climate & Open Space Planning	Run multiple community education awareness raising per annum	ONGOING	
5	Incorporate water sensitive urban design (WSUD) initiatives and use passive storm water irrigation in new tree planting areas where possible. Establish irrigation water requirements and water budgets for urban trees and landscapes.	Transport & Civil Development Parks	Implement WSUD and passive storm water irrigation initiatives by 2032	ONGOING	

THEME 7**ENERGY AND TRANSITION TO NET ZERO****OBJECTIVE**

A net zero, efficient City that prioritises low carbon and renewable energy.



#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	In collaboration with key partners, continue to support programs that facilitate the uptake of energy efficiency, renewable energy and financial support for upgrades for residential properties (including low-income households) and the industrial and commercial sectors.	Climate & Open Space Planning Business Development and Investment		Increasing promotion of renewable energy upgrades and available financial supports	ONGOING	
2	Facilitate and help support efforts of local community service organisations to seek opportunities through state and federal government funding to pilot renewable energy networks aimed at supporting continuity of services during power blackouts, particularly in emergency situations.	Climate & Open Space Planning Community Advocacy Community Partnerships and Volunteers		Identify and promote infrastructure and grant opportunities	2027/28	2034/35
3	Investigate opportunities for community renewable energy, and distributed energy projects, including neighbourhood batteries.	Climate & Open Space Planning		Opportunities identified by 2030	2028/29	2030/31
4	Investigate mechanisms such as Virtual Power Networks, Energy Performance Contracts and upgrades through the Victorian Energy Upgrade scheme to reduce Council's energy use and greenhouse gas emissions.	Climate & Open Space Planning Procurement		Opportunities identified by 2030	2028/29	2034/35
5	Net zero emissions for Council operations.	Climate & Open Space Planning	3,978tCO ₂ emitted by Council facilities (Carbonetix/ 3E Group - 2023)	Council's operations result in net zero emissions by 2035	ONGOING	2034/35
6	Net zero emissions for the municipality.	Climate & Open Space Planning		Community emissions net zero by 2040	ONGOING	2044/45
7	Phase out the use of natural gas across Council facilities.	Climate & Open Space Planning Building Projects	42,103GJ gas used across Council facilities (2023)	Gas usage phased out of all Council facilities by 2035	ONGOING	

THEME 7 ENERGY AND TRANSITION TO NET ZERO

OBJECTIVE *A net zero, efficient City that prioritises low carbon and renewable energy.*



#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
8	Support the facilitation of 100% renewable energy Power Purchasing Agreements for local businesses.	Climate & Open Space Planning		Investigate additional opportunities to facilitate Power Purchasing Agreements.	2027/28	2034/35
9	Investigate and improve the monitoring of energy consumption and associated greenhouse gas emissions across all Council facilities, including through uptake of real-time (IOT-based) monitoring capabilities.	Climate & Open Space Planning Business Development and Investment		Improved monitoring processes implemented by 2030	ONGOING	

THEME 8 SUSTAINABLE DESIGN, ASSETS AND INFRASTRUCTURE

OBJECTIVE *A City that leads by example through a resilient built environment and assets that are planned for the future.*



#	ACTION	RESPONSIBILITY	BASELINE	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	Review and update Council's Civil Engineering Standards and associated standard design drawings to ensure consideration of climate change impacts.	Transport & Civil Development Climate & Open Space Planning		Updated standards and design drawings implemented by 2028	2026/27	2028/29
2	Reduce Council's energy usage and costs through an increased focus on optimising Council's buildings, fixtures and appliances, and control systems to the most energy efficient available.	Climate & Open Space Planning Building Projects		Undertake energy efficiency upgrades as identified.	ONGOING	
3	Continue to utilise renewable energy Power Purchasing Agreements (PPAs) to reduce greenhouse gas emissions from Council's streetlights and buildings.	Climate & Open Space Planning Procurement		PPA contract maintained	ONGOING	
4	Continue to ensure all new council buildings and other infrastructure utilise renewable electricity as their only energy source.	Climate & Open Space Planning	All new buildings and other infrastructure use renewable electricity.	All new buildings and other infrastructure continue to use renewable electricity.	ONGOING	
5	Embed climate resilience into Council's asset management strategies and plans as they are reviewed and updated in accordance with most up to date standards in relation to climate risk and adaptation.	Asset Management Climate & Open Space Planning		Consideration of climate resilience embedded into relevant strategies and plans as they are reviewed and updated	ONGOING	
6	Develop a program to undertake revised climate change vulnerability assessments of Council's key assets, infrastructure and service delivery to increase understanding of physical, financial and workforce impacts and develop a budgeted implementation plan including priorities for future asset plans and capital expenditure program.	Climate & Open Space Planning Asset Management		Develop a program to undertake revised climate change vulnerability assessments by 2028	ONGOING	

THEME 9 SUSTAINABILITY ACROSS GREATER DANDENONG

OBJECTIVE *A Council and Community committed to a bright green future.*



#	ACTION	RESPONSIBILITY	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
1	Develop partnerships with Traditional Custodians, including the Bunurong Land Council, to include Traditional values, wisdom and ecological knowledge in environment, sustainability and climate planning and management in significant Council projects and programs.	Climate & Open Space Planning	Traditional custodians values, wisdom and knowledge embedded in relevant projects and programs by 2030.	ONGOING	
2	Enable opportunities for consultation and engagement on sustainability and climate change with the Aboriginal and Torres Strait Islander organisations to increase Council's awareness of their needs and priorities.	Climate & Open Space Planning	Increased staff knowledge of Aboriginal and Torres Strait Islander organisations needs and priorities.	ONGOING	
3	Develop partnerships with community organisations to focus on leadership and capacity building of community members.	Climate & Open Space Planning	Strong and positive relationships with community organisations.	ONGOING	
4	Establish a single internal working group for oversight of Our Bright Green Future Strategy implementation.	Climate & Open Space Planning	Working group established by 2026	2025/26	2026/27
5	Review and embed the climate change risks relevant to all themes within this strategy as part of the review and update of Councils Risk Register. This includes assigning identified risks to responsible risk owners.	Climate & Open Space Planning Governance, Legal and Risk	Updated climate change risks embedded into Council's corporate risk register by 2027	ONGOING	
6	Continue to assess and strengthen council's adaptive capacity to respond to the climate emergency and improve environmental outcomes by increasing staff capacity and increased resilience.	Climate & Open Space Planning Organisational Development	Implement program of staff training activities	2027/28	2034/35
7	Work collaboratively with local government partners and key stakeholders to identify regional infrastructure adaptation projects and consider potential funding mechanisms to help address financial barriers.	Climate & Open Space Planning	Ongoing identification of environmental, sustainability and climate change related regional projects and supporting funding mechanisms	2026/27	2034/35

THEME 9 SUSTAINABILITY ACROSS GREATER DANDENONG**OBJECTIVE** *A Council and Community committed to a bright green future.*

#	ACTION	RESPONSIBILITY	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
8	Implement the sustainability objectives of Council's procurement policy, and incorporate sustainability criteria into procurement evaluation processes.	Procurement Climate & Open Space Planning	Procurement Policy updated by 2027 to strengthen sustainability objectives.	ONGOING	
9	Continue to provide funding through Council's Community Grants Program (Climate Action Stream) to support community projects that contribute to healthier, more sustainable and climate resilient ways of living.	Community Partnerships and Volunteers Climate & Open Space Planning	Funding continuing to be provided to the Climate Action Stream of the Community Grants Program	ONGOING	
10	Review and strengthen council's climate change hazard preparedness and emergency management response planning of more frequent and extreme weather events and increase involvement of the community in these planning processes.	Emergency Management Climate & Open Space Planning	Review complete by 2028	ONGOING	
11	Council to facilitate collaboration between local schools and external stakeholders. This includes establishing an annual "Climate Change Mayoral Roundtable for School Principals" and delivery of the CERES Student Environmental Leadership summit.	Climate & Open Space Planning Youth and Family Services	Programs implemented by 2027	2026/27	2034/35
12	Continue to recognise and promote the achievement of the community through initiatives such as the annual Australia Day Awards (Sustainability category) and use of Council's publications and social media.	Climate & Open Space Planning Communications and Customer Experience	Australia Day Award in Sustainability category continuing to be awarded	ONGOING	
13	Council to increase its understanding of the unique needs of different members of the community, and to facilitate strategic partnerships, including with the multicultural community, young people, Aboriginal and Torres Strait Islander people, people with a disability, and the business sector.	Climate & Open Space Planning	Increased engagement with all members of the community	ONGOING	
14	Engage young people on Council programs and activities relating to climate change and sustainability	Climate & Open Space Planning Youth and Family Services	Engagement with young people in sustainability and environmental projects	ONGOING	

THEME 9 SUSTAINABILITY ACROSS GREATER DANDENONG**OBJECTIVE** *A Council and Community committed to a bright green future.*

#	ACTION	RESPONSIBILITY	MEASURE	COMMENCEMENT YEAR	DELIVERY YEAR
15	Facilitate opportunities for young people to engage in projects that support the environment and sustainability, including addressing the impacts of climate change.	Youth and Family Services Climate & Open Space Planning	Engagement with young people in sustainability and environmental projects	2027/28	2034/35
16	Collaborate with key partners to ensure information regarding sustainability and climate change is translated into community languages, to improve accessibility.	Climate & Open Space Planning Parks Communications and Customer Experience	Information translated into relevant languages by 2028	2026/27	2027/28
17	In partnership with the South East Business Network (SEBN) and South East Melbourne Manufacturers Alliance (SEMMA), proactively identify and implement measures within existing forums to enhance local business awareness and preparedness for the impacts of climate change.	Climate & Open Space Planning Business Development and Investment	Promote engagement and awareness on climate change impacts.	2026/27	2034/35



4.1.3 Q1 Quarterly Performance Report July - September 2025

Responsible Officer:	Executive Director Strategy & Corporate Services
Attachments:	1. Quarterly Report Template 2025-26 Q1 [4.1.3.1 - 80 pages]

Officer Recommendation

That Council NOTES the Q1 2025-26 Quarterly Performance Report (per Attachment 1), which outlines Council's progress against the performance targets outlined in the Council Plan 2025-29 for the period 1 July to 30 September 2025 and the Financial Report for the period 1 July to 30 September 2025.

Executive Summary

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

Background

2. Council formally adopted the Council Plan 2025-29, Annual Plan 2025-26 and Budget 2025-26 on Monday 23 June 2025.
3. The Council Plan 2025-29 outlines the vision and objectives of the Council. This document guides service delivery, innovation and good governance, and provides the foundation for Council's Integrated Planning Framework. The Council Plan also guides the budget, service delivery priorities and the continuous improvement of our services.
4. The Council Plan 2025-29, Annual Plan 2025-26, and Budget 2025-26 are made available to residents through the Customer Service Centres, libraries and on Council's website at www.greaterdandenong.vic.gov.au

Key Issues and Discussion

5. The Quarterly Performance Report provides a summary of key highlights for the quarter against the Council Plan, Budget, and the capital works program.
6. Progress against performance targets is outlined in the following components of the attachment to this report:
 - a) Part A – Annual Plan progress details the achievements for the Council Plan strategic objectives from the Council Plan 2025-29 for the period 1 July to 30 September 2025.
 - b) Part B – The Financial Report is designed to inform Councillors of the results of operations for the period 1 July – 30 September 2025. The budget information contained in the report is the budget approved by Council on 23 June 2025.



7. The financial report incorporates a set of Financial Statements and a Directorate Analysis of financial performance by Business Unit. The following are contained in the attachment:
- a) Income Statement
 - b) Balance Sheet
 - c) Cash Flow Statement
 - d) Capital Expenditure Statement
 - e) Management Accounting Result
 - f) Capital Expenditure Report
 - g) Investment Report
 - h) Directorate Analysis

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

8. This item does not have an impact on existing human resources.

Financial/Asset Resource Implications (consider Service Statements, Budget, Long Term Financial Strategy and Asset Plan)

Operating Budget Implications

9. For the year ended 30 September 2025, Council achieved a surplus operating result of \$5.83 million which is \$3 million better than year-to-date budget. The main factors contributing to this result comprise favourable variances in:
- a) **Operating income (\$513,000 favourable)** – Mainly due to higher income in:
 - Statutory fees and fines, mainly from parking infringement recoveries (\$415,000).
 - Other income from interest returns on investments, rental/venue hire income (\$140,000).
 - Monetary contributions for Mayoral Task Force and Road Resurfacing Program (\$117,000).
 - User fees, primarily parking ticket machine fee income (\$104,000).
 - Partly offset by lower grant income for Family Day Care which is wholly offset by lower educator costs (\$285,000).
 - b) **Operating expenditure (\$2.53 million favourable)** – As a result of lower expenditure in Employee costs (\$1.45 million) and Materials and services (\$1.14 million), partly offset by two non-budgeted, non-cash fixed asset accounting adjustments (Asset write offs (\$116,000) and Prior year capital expenditure unable to be capitalised (\$54,000)).
10. Refer Sections B1 and B2 of the Financial report for more detailed commentary on the key variances.



Capital Implications

11. Capital expenditure for the year ended 30 September 2025 totalled \$7 million, which is \$4.5 million below the year-to-date budget.

Lower capital expenditure occurred in the following programs:

- Road Resurfacing Programs (\$1.26 million)
- Dandenong Community Hub (\$303,000)

12. Detailed variance explanations are included in the body of this report.

13. As at 30 September, there were \$71 million in commitments (open purchase orders), reflecting ongoing and planned capital works.

Asset Implications

14. This item does not affect any existing assets.

Legal/Risk Implications

15. There are no legal / risk implications relevant to this report.

Environmental Implications

16. There are no environmental implications relevant to this report.

Gender Impact Assessment

17. A gender impact assessment is not required.

Community Consultation

18. There was no requirement for community consultation.

Links to Community Vision, Council Plan, Strategy, Notice of Motion

19. This report is consistent with the following principles in the Community Vision 2040:

- Safe and peaceful community.
- Education, training, entrepreneurship and employment opportunities.
- Embrace diversity and multiculturalism.
- Sustainable environment.
- Mind, body and spirit.
- Art and culture.

20. This report is consistent with the following strategic objectives from the Council Plan 2025-29:

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



Legislative and Policy Obligations

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

The Overarching Governance Principles of the *Local Government Act 2020*.

The *Gender Equality Act 2020*.

Victorian Charter of Human Rights and Responsibilities 2006.

Climate Change and Sustainability.

Related Council Policies, Strategies or Frameworks.



Quarterly Performance Report

Q1 July – September 2025

- 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.

Table of Contents

Message from the CEO..... 4

Performance Summary 5

 Council Plan Progress..... 5

Highlights 6

Capital Works Summary 9

Part A: Annual Plan Progress 12

 Strategic Objective 1:..... 13

 Strategic Objective 2:..... 21

 Strategic Objective 3:..... 27

 Strategic Objective 4:..... 30

 Strategic Objective 5:..... 34

 Strategic Objective 6:..... 37

Part B: Financial Report 40

Message from the CEO



I am pleased to present the first quarterly report for the 2025-26 financial year which reflects our progress against the new Council Plan 2025-29.

We are embarking on many new initiatives this year which include buildings and infrastructure, communication and technology, and increased advocacy efforts to support those most vulnerable in our community.

We are also committed to enhancing our customer experience and investing in people and technology to improve the way we do things.

Investment in community spaces

In September we celebrated the official opening of the new Keysborough Community Hub with over 3,000 people attending. The Hub offers a wide range of services and programs, including library, maternal and child health, early years education, landscaped outdoor play areas and flexible rooms for gatherings. We look forward to offering childcare and kindergarten services in 2026.

We also saw the start of our largest community infrastructure project with work officially commencing on the new Dandenong Wellbeing Centre. This exciting project will have a significant impact on our community's health and wellbeing including sport and recreation activities and opportunities to connect and socialise.

Our continued investment in community spaces and activities saw Council recently named as the Winner of the Best Main Street Place Activation – Council Led (Over \$100K) award at the 2025 Mainstreet Australia Awards for the 'Our Street Noble Park' project. This project was a great example of collaboration with local businesses, artists, Bunurong Land Council and cultural groups.

Celebrating our community

Springvale Snow Fest continued to attract enormous crowds with 20,000 attendees. 98.81% of attendees reported an enjoyable experience in the post-event survey.

Noble Park Family Fun Day attracted a crowd of 4,000 people who took part in activities that focused on exploring different cultures, reflecting the theme of 'Around the World'.

The next three months we have many activities and events planned and I look forward to sharing our progress in early 2026.

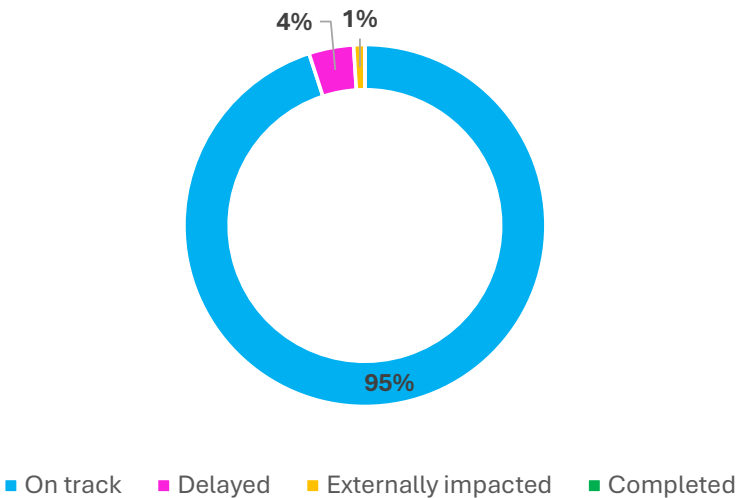
If you have any feedback or suggestions to enhance our community reporting, please do not hesitate to contact me at council@cgd.vic.gov.au or 03 8571 1000.

CEO, Jacqui Weatherill

Performance Summary

Council Plan Progress

The Annual Plan 2025-26 outlines Council's key activities to deliver on the Council Plan 2025-29. At the end of Q1, 95 per cent of the actions are completed and a small number have been delayed. Only one action (1%) is currently affected by external factors such as government reforms.



Highlights

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

- Council's community connector program provided support to over 50 families and individuals who are newly arrived refugees in the City of Greater Dandenong.
- Initial expansion of the Fee For Service Vaccination program has been successful with 158 vaccines provided to families in community.
- As part of Homelessness Week the Southeast Homelessness and Housing Alliance was formally launched on 31 July. This alliance is a partnership with Cardinia, Casey and Greater Dandenong Councils and a number of sector agencies.
- On Wednesday 6 August Youth and Family Services and 22 young leaders hosted the 'Your Voice, Your Future' Youth Summit.
- Council hosted a 'Poverty is Everyone's Business' stall designed to assist Council in its advocacy efforts with members of parliament.



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

- The Children's Festival calendar in September was filled with activities focused on the theme 'Around the World' which celebrated the cultural diversity and global traditions of the community.
- Noble Park Family Fun Day was held on 21 September at Ross Reserve with themed children's workshops, a dance workshop space interactive reptile display and a variety of stalls.
- The introduction of the Little Library outside Noble Park Station is underway.
- Council's third Innovate Reconciliation Action Plan is underway and a number of consultations were held with Bunurong Land Council and the RAP reference group.
- Visitation to Council's cultural and community hubs was 198,458



Highlights

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

- The Keysborough Community Hub officially opened on Saturday 6 September with over 3,000 attendees
- The development of a new Housing Strategy has commenced.
- A number of advocacy activities were undertaken to key strategic transport network upgrades including the Fix Dandy Buses campaign and the RACV 'My Melbourne Road' campaign.
- New path infrastructure remains a priority and a new path under the Webster Street rail line has been completed.
- A master plan has been drafted for Lois Twohig Reserve based on community feedback and the needs and opportunities identified for the reserve.



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

- National Tree Day events were held in July at Tirhatuan Park and Somerfield Reserve.
- Nature Plan and Adopt-a-Park programs were held along with the One Tree Per Child program held in September.
- Four electric vehicles and two hybrid passenger vehicles were purchased as part of Council's Electric Vehicle Transition Plan
- Planning has commenced for the implementation of a glass bin for residents which is required to be implemented by 1 July 2027.
- Council's 'Bin it or Take it Home with you! Community Engagement and Awareness Campaign' was shortlisted as a finalist In the Keep Australia Beautiful Victoria 2025 Tidy Towns and Cities Sustainability Awards



Highlights

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

- Business permit enquiries remain steady with 173 enquiries so far this year.
- The initial development phase of the Dandenong Employment Hub has commenced which will provide opportunities to collaborate with various service providers as well as community organisations to assist with employment pathways.
- Skill building initiatives were delivered by the Youth and Family Services team to enhance employment opportunities for young people 34 activities attracted 762 participants.
- Council has partnered with Workforce Australia to plan and develop the 2026 Career and Support Expo.
- Key investment activities were undertaken including progressing large scale commercial developments and supporting a business case for a transport innovation precinct.



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

- Works officially commenced in July on the new Dandenong Wellbeing Centre which represents a once in a generation investment in the community's health and wellbeing.
- 10 engagement activities were conducted regarding parks, reserves, community hubs, economic development and Council's Domestic Animal Management Plan
- Council has finalised its AI Policy which focuses on the ethical, responsible and human-centric use of artificial intelligence.
- Awareness of child safety and strengthening initiatives across all Council operations continues to be a focus with many staff undertaking training since July.
- Council's capital works program is progressing as planned.



Capital Works Summary

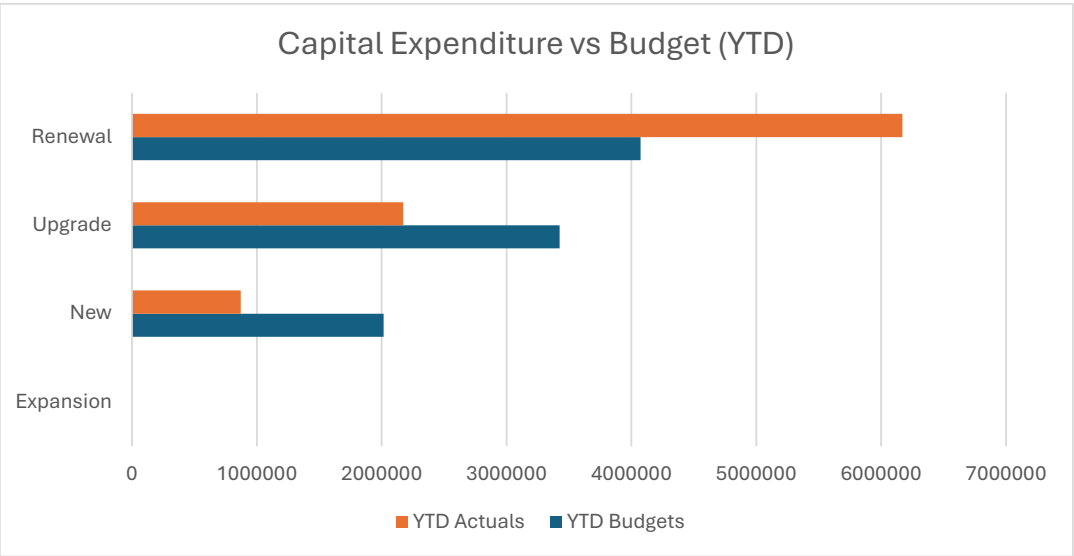
Project Updates Summary

Keysborough Community Hub – Total Budget \$29.5 million

- This project is now complete. The opening event was held on Saturday 6 September 2025 with 3,000+ people enjoying stage performances, roving entertainment, outdoor activities, community stalls and food trucks.
- Since opening 400 new library members have joined and over 7,000 items have been borrowed. A number of programs have been delivered already including the Family Fun School Holiday program, free Calisthenics sessions, Tea and Tech (Seniors Festival), Libraries After Dark Henna workshop, and Baby Bounce and Toddler Time.
- The Department of Education assessment for the childcare and kinder spaces is scheduled for October.



Expenditure



While year-to-date capital expenditure to 30 September 2025 is below budget, \$71 million in commitments are in place for works already underway or scheduled, indicating strong momentum heading into the next quarter.

Dandenong Wellbeing Centre Updates



Overall Project Health	
The DWC project is deemed to be HEALTHY.	
The overall project health is determined by assessing metrics such as: Budget, Program, Quality, Risk, Resources, OHS and Environmental.	
Key Achievements to Date	
✓ Main Works bulk excavation, inground service installation and concreting underway ✓ Stage 1 Carpark underway ✓ Demolition of redundant Hockey Pavilion ✓ Temporary Hockey Facility complete	
Short Term Lookahead	
❖ Complete installation of all inground Services ❖ Concrete works to ground floor Hydrostatic Testing various pools	

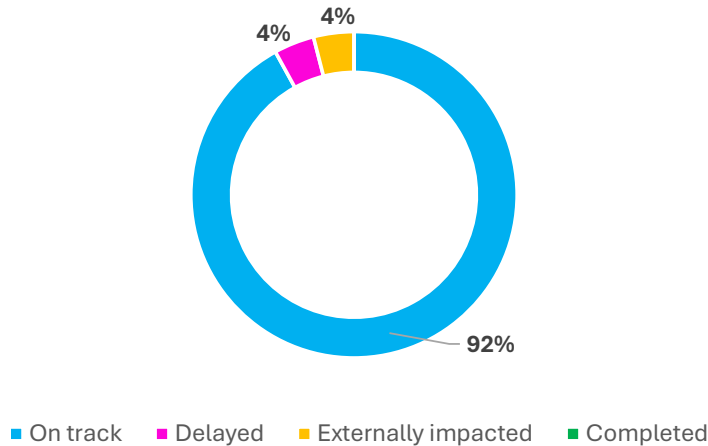




Part A:

Annual Plan Progress

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



Priority	Action	Progress	Status
Build the capacity of the community to lead safe, active and healthy lifestyles through all stages of life	Continue to implement and review the Make Your Move Strategy informed by community engagement activities, data and statistics	The 2025 Make Your Move (MYM) Participation survey was delivered from Monday 3 February to Sunday 30 March 2025. This survey is completed every 5-6 years with the purpose of the survey to understand how our community are being physically active and what the barriers are to participation. Results are currently being analysed and the findings will be used to inform future programs and activations within the MYM implantation plan for this year.	On track
	Develop and implement an updated Positive Ageing Strategy to ensure older people are supported, valued and remain active members of the community	This action will commence in early 2026.	Delayed
	Commence development of a new integrated Children, Youth and Families Strategy	Phase 1 of the new integrated Children, Youth and Families Strategy is underway, with a consultant appointed via tender to conduct the literature review, data collection, and analysis to inform the Strategy.	On track

Priority	Action	Progress	Status
	Develop and implement a Community Safety Plan	Council Officers have completed a comprehensive evaluation of data gathered through the Community Safety Survey, alongside insights from the Crime Statistics Agency, the Australian Bureau of Statistics, and recent Council Plan engagement activities. These findings are now informing the strategic development of the Community Safety Plan, ensuring it is evidence-based, community-informed, and aligned with broader Council priorities.	
	Review and navigate Council's role in Aged and Disability Services in response to the National Aged Care Reforms	This action is yet to start due to a delay in advice from the Commonwealth Government in relation to the Aged Care Act coming into effect on 1 November 2025	
Foster greater collaboration and partnerships with local agencies to address key health and wellbeing needs in the community	Implement an outcomes measurement framework to improve the outcomes and impact of the Community Grants Program	- The outcomes framework has been implemented and associated reporting collected for the first time from Large Grant Year 1 Progress Reports. - A trial of the 'Smartygrants Analytics' tool has been undertaken to streamline future impact reporting processes. - The 2023-24 Impact Report draft is complete.	
	Pro-actively build and maintain partnerships with existing and potential local stakeholders and networks to improve community wellbeing	Council continued to collaborate with the Department of Health, Monash Health, Prevention United the South East Public Health Unit (SEPHU), enliven, Women's Health in the South East (WHISE), and other health stakeholders within the local prevention system to improve the strategic planning of local health and wellbeing priorities. Council contributed to the co-design of SEPHU's practice exchange regional networks, actively participated in the Multicultural Community Engagement Network and provided local information for Monash Health's strategic planning, contributed to the Vic Health stakeholder survey and reviewed WHISE's Good Health Down South Strategy.	

Priority	Action	Progress	Status
Deliver and support initiatives that raise community awareness of gambling, harmful alcohol, tobacco/vaping and other drugs use	Implement the Alcohol Harm Prevention and Management Framework and Action Plan	The development of the Alcohol Harm Prevention and Management Framework and Action Plan has progressed. The Action Plan has been revised to include drug-related harm, acknowledging the interconnected nature of substance-related issues within the community. Desktop research into drug-related harm is nearing completion, providing a strong evidence base to inform targeted actions. The internal Alcohol Harm Minimisation Working Group was established in July to provide guidance and expertise in developing the Action Plan. Engagement with key Advisory Committees, has been undertaken to ensure the plan reflects diverse community perspectives and lived experiences. Drafting of the Action Plan is ongoing, with a focus on integrating research findings, stakeholder feedback, and alignment with Council's broader community safety objectives.	
Strengthen our commitment to the equitable participation and inclusion of people with a disability and their carers within our community	Develop and implement Council's new Disability Action Plan	A draft engagement plan is under development with a tentative plan to commence consultation at the end of October / early November.	
Create and maintain safe, inclusive and well-designed public spaces and streetscapes that	Renew and upgrade streetscapes and open space areas as part of Council's annual Capital Works Program	There are 19 renewal projects to be delivered in the current financial year, all have commenced and are at various stages of implementation. Of the 19 Projects, four have been completed to date.	

Priority	Action	Progress	Status
encourage community participation and expression	Implement the Road Safety Infrastructure Upgrade Program	Progress is underway on the design of several Federal Blackspot Grant Projects (Clow Street, McCrae Street) Victorian Safer Travel in Local Streets Grant Projects (Bryants Road, McCrae Street, Chapel Road) and the Victorian Government IP43 Grant Project (Cleeland Street). Applications have been submitted for projects under the Blackspot Program (Federal), Safer Local Roads and Infrastructure Program (federal) and Safe Local Roads and Streets (Victorian).	
	Implement the Springvale Pedestrian Wayfinding S1	A site analysis and key findings and recommendations are now complete. Design and delivery is planned for early 2026.	
	Seek State and Federal Government Grant funding for Road Safety and Active Transport Infrastructure (such as Blackspot funding)	Applications have been submitted for projects under the Blackspot Program (Federal), Safer Local Roads and Infrastructure Program (federal) and Safe Local Roads and Streets (Victorian). Funding has been secured through the Safe Local Roads and Streets Program (McCrae Street, Bryants Road) and Council is awaiting an outcome of a previous submission (Chapel Road). An MoU variation with Level Crossing Removal Projects has been executed to deliver approximately an additional \$2 million in funding to Council for new paths and to cover the loss of asset life caused by project.	
	Maintain an effective Closed Circuit Television (CCTV) network to deter crime and anti-social behaviour and promote access to public spaces	Council Officers worked with Fortis contractors to renew Council's CCTV back-end (hardware and software). This first phase is nearing completion. Detailed mapping is currently underway of the CCTV system which will provide guidance for the second phase (replacement of CCTV). Council Officers are also participating in a new South East CCTV Community of Practice - which will promote best practice and lessons learnt amongst neighbouring councils.	

Priority	Action	Progress	Status
	Plan and deliver an annual forum on Crime Prevention and Safety	Two community safety forums are planned for March and April 2026. As a partnership between Community Safety and Youth Services, the Youth Crime Forum will bring together key stakeholders from government, law enforcement, youth services, and community organisations to explore the complex issue of youth crime in Greater Dandenong and neighbouring LGAs. With youth crime continuing to be a significant concern across our communities, the forum aims to build a shared understanding of local trends, evidence-based interventions, and opportunities for meaningful collaboration. Council Officers have also commenced initial planning with Victoria Police for a broader community forum which will focus on addressing the most pressing safety concerns within the community and will feature a panel of policing experts who will present essential crime statistics and outline specific operations aimed at addressing crime and enhancing public safety.	
	Review and amend Council's Local Laws to improve relevance and effectiveness to manage community safety and public amenity issues	This project has commenced with a focus on cross-Council collaboration and internal planning.	
	Develop and implement the Domestic Animal Management Plan 2025-29	Community consultation is complete and was a big success. Officers are currently reviewing the feedback.	
	Improve the strategic direction of Council's community facilities and hubs	A new Community Facilities Access and Use Policy has been developed, incorporating information from the community. This policy provides a strategic direction for Community Facilities, including fair and transparent access to facilities. This policy is due to be presented to Council by the end of 2025 and will include public consultation.	

Priority	Action	Progress	Status
Connect and support the community through education and promotion, working with local partners to address and prevent family violence	Promote local services and support the implementation of initiatives to address gender equity and prevent family violence within the municipality	Steps have been taken to secure guest speakers and make arrangements for the November Greater Dandenong Walk against Family Violence - a major event bringing together many members of the community, raising awareness of family violence, and generating public support for efforts to prevent such crimes. Collaboration with Women's Health in the South East, the premier organisation for the prevention of violence against women continues, with Council participating in two regional planning events and the provision of assistance in the development of a template to enable the organisation to document the progress of regional violence prevention initiatives. Within Council, measures have been taken to facilitate the preparation of gender impact assessments to better enable new and revised policies and programs to be developed.	
Improve access to core services for those experiencing disadvantage and vulnerability in the community to support improved social, physical and mental wellbeing	Evaluate and expand the Fee for Service Vaccination Program to increase access to vaccines unavailable through the National Immunisation Program	Initial expansion of the Fee for Service Vaccination Program has been successful with 158 vaccines provided to families in our community.	
	Review and evaluate the Maternal and Child Health Key Ages and Stages group visits that support increased engagement for late-stage visits	Maternal and Child Health clients are offered 2 year and 3 ½ year Group Key Age and stages instead of one on one consultations. These are proving popular with five sessions being offered across the municipality each month, with one of these sessions occurring on a Saturday. On average between 8-12 children are attending each session.	

Priority	Action	Progress	Status
	Continue to implement the Fair Access Policy	The Victorian Government Fair Access Policy has been incorporated into the Sporting Grounds and Pavilion Allocation Policy 2023. This informs Council's decisions around fair and equitable access to sport and recreational facilities, with sporting clubs being assessed against objectives and outcomes of the Fair Access Policy when applying for seasonal ground allocations	
	Continue to deliver the Community Connector Program to provide targeted support and connections to local services particularly for those from migrant and refugee backgrounds	The Community Connector program successfully provided support to over 50 families and individuals who are newly arrived refugees in the City of Greater Dandenong. Support for these vulnerable members of the community included personal advocacy and connection to a range of government services, authorities, medical institutions, material resources and charitable organisations. Some notable areas of support enabled community members to access material aid, community care, Kindergarten, MCH programs, immunisations, health services, swimming lessons and support to afford utility and household bills. This personal client centred advocacy, using multiple languages in order to understand the needs of newly arrived refugees, is unique in that it supports people out of crisis to a position where they have the capacity for self-empowerment.	

Priority	Action	Progress	Status
Advocate for an increase in services for those experiencing poverty, and homelessness	Undertake advocacy to advance strategies to reduce poverty and improve social equity in Greater Dandenong	Council continues to implement the Anti-Poverty Strategy through advocacy, partnerships, and community engagement. Key activities included: • The Anti-Poverty Steering Committee met with MP Anne-Marie Hermans. • A survey was developed targeting people experiencing or at risk of homelessness with outcomes that will inform future advocacy and service planning. • At the Keysborough Community Hub opening, Council hosted a “Poverty is Everyone’s Business” stall, engaging MP Tim Richardson and encouraging community members to contact local MPs. A formal meeting with MP Richardson has since been secured. • Council partnered with the Salvation Army and Springvale Learning and Activity Centre (SLAC) to apply for a Community Food Relief Program - Local Grants [DFFH]. Four co-designed workshops were developed using the \$12,000 Game Change Grant.	

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



Priority	Action	Progress	Status
Deliver and attract high-quality events, programs and initiatives that position the city as an arts and cultural destination	Develop more strategic partnership and sponsorship opportunities for Council's annual events program	Key annual events including Springvale Snow Fest (20,000 attendees), Noble Park Family Fun Day (4,000), and the first week of Deckchair Movies (409) were delivered. These events were supported by strategic partnerships with multiple Council departments and over 30 community and corporate organisations, including major sponsors such as Optus, Bendigo Bank, and Hyatt Place Melbourne Caribbean Park. These collaborations have strengthened event delivery and visibility. The team will continue to grow strategic partnerships and sponsorships to enhance future events.	●
	Build the capacity of the community to deliver high quality community events	Council provided support on event applications for 52 community events and 15 council events across the municipality.	●

Priority	Action	Progress	Status
Advocate for and assist People Seeking Asylum and Refugees living in the community	Support and advocate for the rights of People Seeking Asylum and Refugees as part of the 'Back Your Neighbour' campaign	Between 2-3 September 2025, representatives of the Mayoral and Councillor Taskforce Supporting People Seeking Asylum Taskforce—including Taskforce Chair Mayor Cr Jim Memeti, Executive Council Mayors Cr Thuy Dang and Cr Helen Davidson, refugee advocates, and council officers—held 13 meetings in Canberra with Federal Members of Parliament. These meetings focused on the Back Your Neighbour campaign priorities. Discussions promoted fairness and support for people seeking asylum, particularly by raising awareness about visa uncertainty and improving access to essential services. Additionally, Mayor Memeti and Taskforce Executive Cr Hadi Saab attended seven meetings in Sydney, including one with Capital Cities Lord Mayors and others with Mayor and Councillor representatives from six Greater Sydney councils. These meetings aimed to strengthen the national coalition of Taskforce councils and advance advocacy for inclusive communities and refugee protection.	

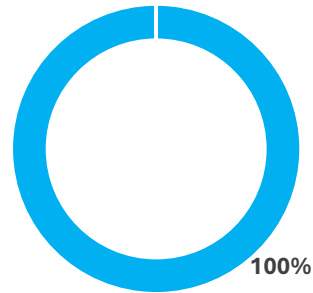
Priority	Action	Progress	Status
Advance the process of Reconciliation and support First Nations people to enable self-determination	Develop the new Reconciliation Action Plan and commence implementation	Council has progressed the development of its Third Innovate Reconciliation Action Plan (RAP), undertaking a number of consultations with Bunurong Land Council, the RAP reference group and internal steering committee. Priorities identified by the land council included: - Bunurong cultural values being embedded into infrastructure designs - Staff training - Development of a Cultural Values Design Framework - Prototype Bunurong Forest Garden with Bunurong Rangers and conservation staff - Support Caring for Country Fund. Priorities identified by the Reference group included: - Cultural safety and awareness - Truth telling - Community engagement. A first draft of the RAP has been completed, which identifies if deliverables will require new funding or can be delivered within existing funding. This draft will be submitted to Reconciliation Australia for feedback.	

Priority	Action	Progress	Status
	Work with Bunurong Land Council and the wider local Aboriginal community to advance Reconciliation	Council partnered with Bunurong Land Council, Dandenong Market and our wider local Aboriginal community in the delivery of a special NAIDOC week event. The day was well attended and included, a special BLAK Market, which showcased several local Aboriginal businesses and creatives. The event also included traditional dance and interactive workshops. The event was a great success and was led by community for community - in true self determination. Council has continued connecting deeply with the Bunurong Land Council via bimonthly consultations and with the wider local Aboriginal community via the RAP Reference Group. Council has been engaging and consulting with community in relation to several projects, including the living neighbourhood Home 25 Exhibition, Keysborough Community Hub Open Day, community planting days, the Heritage Hill Interpretation Strategy and Dandenong Market Masterplan.	

Priority	Action	Progress	Status
Promote arts, culture and heritage to enrich and support the City's growth and development	Develop and implement a new strategic plan to guide Arts, Culture and Heritage in the City of Greater Dandenong	- HOME 25 - Invisible Cities was delivered, a precinct-wide exhibition across Walker Street Gallery, Drum Theatre, Heritage Hill, Dandenong Market, Library, and public spaces. The project featured 16 artists, major commissions, curatorial tours, community events, and new partnerships with RMIT Future Play Lab, Dandenong Market, and Liquid Architecture. - Conservation works on Pillars of Freedom, new public art projects at Keysborough Community Hub and First Nations Commissions at Railway Parade Shops were completed. - Drum Theatre hosted programs including Encore shows, workshops, and Our Beat. - NAIDOC Week's Blak Market was supported. - Popular creative workshops and residence programs were delivered. - As part of the Children's Festival, two workshops engaged families in creative play.	
	Review and implement the strategic and operational plan for the Dandenong New Art redevelopment	The Project Control Group (PCG) reconvened to progress the redevelopment of Dandenong New Art (DNA). Starting from identifying key project elements and plans requiring review, ensuring the project remains aligned with community needs, contemporary museum standards, and Council priorities. The PCG is developing a forward plan for refining the strategic and operational plan ahead of the gallery's redevelopment and staged implementation.	
	Review the Library Strategy 2022-26 and develop an updated strategic plan to guide library services	Reflection on previous years achievements have been drafted for design. A new strategy expression of interest has been developed for a consultant to commence in November	

Priority	Action	Progress	Status
	Undertake a planning scheme amendment to update/correct the existing sites contained within the Heritage Overlay	Council has undertaken the majority of the Heritage Overlay Planning Scheme Amendment and completed the public exhibition process in the first half of 2025. The exhibition process resulted in one submission; Council officers are engaging with the submitter before progressing the planning scheme amendment process.	
Improve access and use of Council's arts, cultural and community facilities to support improved community connection, participation and lifelong learning	Develop and implement the Community Hubs Framework to guide the planning, delivery and activation of the Springvale and Keysborough Community Hubs	The first stage of this project has commenced with the which includes a review of all current information on Community Hubs and benchmarking with other Councils.	
	Continue to maximise the use and performance of Council's community facilities	Significant improvements are being made to enable greater access and use of Council's community facilities, including website and marketing information, as well as enabling online enquiries and bookings for facilities.	
	Continue aligning the Community Grants Program with Council Plan priorities and evolving community needs	- A Change Management Register has been implemented to structure and log program updates. - The Annual Grants Satisfaction Survey is currently collecting data on community experiences and needs. - Staff delivered grant program presentations and outreach activities at community forums (e.g. SE Maori and Pasifika Workers Network and 'The Collective' youth leadership development initiative).	

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



■ On track ■ Delayed ■ Not due to start ■ Completed

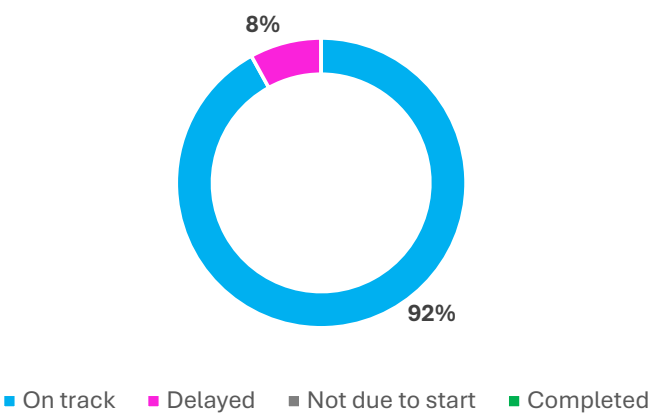
Priority	Action	Progress	Status
Provide quality community facilities and amenity improvements that meet the current and future needs of our city	Develop and implement the facility management and operating model for Dandenong Wellbeing Centre	Initial discussions with the facility operator around an operating model for Dandenong Wellbeing Centre (DWC), including provisional operating budgets have begun. Ongoing discussions will continue throughout the financial year, leading up to submission of finalised management structures and budgets for approval.	●
	Explore partnerships to maximise the sustained performance and efficiency of Council's animal pound service	Currently in stage 2 discussions with multiple councils with regards to a joint pound collaboration.	●
	Renew and upgrade community facilities as part of Council's annual Capital Works Program	The delivery of Council's capital works program to renew community facilities is progressing as planned.	●
Increase quality, affordable and social housing options with short-term and long-term options to improve supply and provide support to	Develop a new Housing Strategy	The development of a revised Housing Strategy has commenced and will continue into this 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.	●

27

Priority	Action	Progress	Status
those on low incomes	Undertake advocacy to develop an innovative and sustainable housing initiative on Council-owned land	Investigations are continuing re suitable Council sites that would be appropriate for social and affordable housing options. A couple of Council-owned sites are under review as part of a collaborative project between MAV and Council. Targeted advocacy will be able to be undertaken once confirmed and planning considerations or other requirements specific to the site/s are known.	
Improve liveability and civic pride through placemaking initiatives that attract and retain businesses, residents and visitors	Undertake placemaking initiatives across activity centres to enhance place experience and improve sense of pride and belonging	Central Dandenong activation program planning is underway. Stakeholder engagement is complete. Activation onsite will commence in November 2025.	
Plan for and support an accessible and active transport network which optimises connectivity and accelerates growth	Provide strategic transport advice to major development projects and infrastructure projects	Approximately 120 planning application referrals were responded to.	
	Administer heavy vehicle permitting processes in a proactive manner to enable uptake and realisation of advances in commercial vehicle capabilities	100% of National Heavy Vehicle Regulator Requests were responded to within the statutory timeframe. Over 95% provided within two business days.	
	Advocate for key strategic transport network upgrades to accelerate growth	- Ongoing participation in the GSEM Transport working group. - Contribution to RACV "My Melbourne Road" advocacy campaign. - Contribution to the Eastern Transport Coalition's Advocacy Package. - Support provided to the City of Kingston and the Fix Dandy Buses Campaign for specific projects benefiting Greater Dandenong.	
	Manage and implement renewal programs to ensure renewal projects meet modern capacity and functionality standards	Path renewal is progressing as per the footpath renewal capital program. Complex renewal programs are in early stages to address path renewal near Dandenong Markets.	

Priority	Action	Progress	Status
	Implement the Active Transport Infrastructure Program	The focus at this time is advocacy for new path infrastructure. The Djerring Trail remains Councils highest Active Transport Infrastructure advocacy item and has been included in Councils advocacy packages. Recent execution of the agreement with Level Crossing Removal Projects has seen significant funding provided for Council to deliver paths on Fowler Road and South Gippsland Highway. A new path under the rail line at Webster Street has recently been completed.	

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



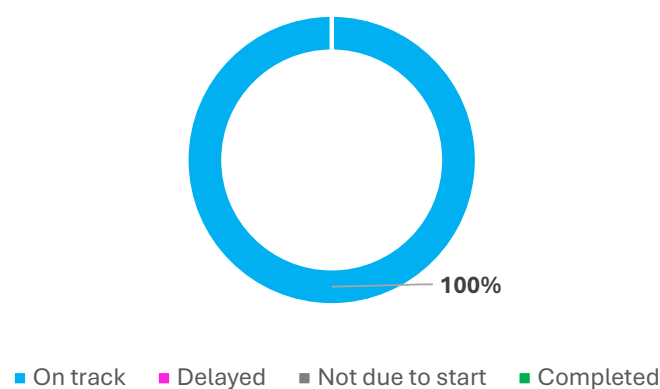
Priority	Action	Progress	Status
Enhance our tree canopy cover and urban forests and promote participation in protecting biodiversity values	Undertake a bi-annual canopy coverage audit and develop a strategic public tree planting program	The canopy coverage mapping audit has been undertaken for 2025, and the results are currently being reviewed.	●
	Implement the Greening Our City: Urban Tree Strategy	Implementation of the Urban Tree Strategy progressed well this quarter, with ongoing reactive tree pruning requests completed and delivery of the cyclic pruning program on track. The 2025 street tree planting program was finalised, with 1095 new trees planted across priority streets and reserves. Planning commenced for the 2026 planting program, including a review of proposed planting lists to ensure species diversity, climate resilience, and alignment with the city's canopy cover targets.	●
	Deliver the Geo Tree Scan Project to quantify tree canopy cover for the municipality and monitor tree removals	Project scope is been reviewed and the impletion will commence next quarter.	●

Priority	Action	Progress	Status
	Implement the Biodiversity Action Plan bushland maintenance and education programs	Implementation of the Biodiversity Action Plan progressed well, supported by ongoing bushland management programs focused on weed control and the delivery of National Tree Day events at Tirhatuan Park and Somerfield Reserve, enhancing biodiversity and canopy cover across key sites. Nature Play and Adopt-a-Park programs continued to engage schools and kinders in hands-on environmental learning, while the One Tree Per Child program was delivered in September, with plans for a second offering in Q4.	
Manage stormwater and protect waterways alongside partners to improve water quality and reduce threats to public and environmental health	Implement the new Gross Pollutant Trap Centre Kirkham Road	The design for a Gross Pollutant Trap near Centre Kirkham Road has been completed. A review of priority water quality improvement projects (including the Centre Kirkham Road Gross Pollutant Trap) will be undertaken following release of updated flood modelling data undertaken in partnership with Melbourne Water. This is anticipated in late 2025 or early 2026. Following this review, the highest priority water quality improvement projects will be scoped to align with future grant or Council budget opportunities.	
Increase the quantity and quality of diverse and accessible open spaces across the city	Develop a new Playground Strategy and implement the Open Space Strategy via CIP funding	The Playground Strategy is being reframed as a Playspace and Active Recreation Guide. Significant progress has been made with the completion of the assessment of the current stock of playgrounds, development of the existing walkability of the municipality's playgrounds and identifying gaps in line with the Open Space Strategy. The next phase is the development of walkability maps for Active Recreation and identifying gaps through to development of the hierarchy similar to the Playground analysis. This body of work has helped inform the proposed 5 year open space capital works program.	

Priority	Action	Progress	Status
	Deliver passive and recreational open spaces through Council's annual Capital Works Program	There are 18 passive and open space projects to be delivered in the current financial year, all have commenced and are at various stages of implementation. Of the 18 Projects, 7 have been completed to date.	
Transition to a resilient, net zero carbon emission city prepared for the social, environmental and health impacts of climate change	Implement the Electric Vehicle (EV) Transition Plan	Four EV and two hybrid passenger vehicles were purchased. One EV truck and one EV passenger vehicle are currently on order for delivery in Q2.	
	Prepare an updated Fleet Decarbonisation Analysis	Specialist consultant, Evenergi, are currently completing the 2025 Fleet Decarbonisation Plan.	
	Implement the Gas and Fleet Transition Plans and implement sustainability strategies	Opportunities to replace and upgrade operational assets to electric or low emission alternatives continue to be investigated and actioned where possible. Work is underway to replace the HVAC system at 39 Clow Street, and a grant has been submitted to replace the HVAC system at Dandenong Civic Centre. Further work is underway to better understand the cost-benefits of transitioning to net zero emissions.	
Support local business and industry to enhance resilience to climate change and accelerate transition to a net zero economy	Advocate for and support the business sector in reducing emissions through electrification, energy efficient upgrades, circular economy and other methods	Opportunities have been identified for open grant funding through the State and Commonwealth Government which are shared with the relevant business units and promoted through a newsletter to support the business sector.	
Provide, promote and advocate for a range of transport options for residents and business, to reduce carbon emissions and	Advocate in partnership with regional bodies for public transport improvements and reform (Dandenong Station upgrade/bus service review etc)	Activities included: - Ongoing participation in the GSEM Transport working group. - Contribution to the Eastern Transport Coalitions Advocacy Package. - Support provided to City of Kingston and the Fix Dandy Buses Campaign for specific projects benefiting Greater Dandenong.	

Priority	Action	Progress	Status
build resilience to the impacts of climate change	Advocate for key strategic transport network upgrades to improve transport options (Djerring Trail etc)	Activities included: - Ongoing participation in the GSEM Transport working group. - Contribution to the RACV "My Melbourne Road" advocacy campaign. - Contribution to the Eastern Transport Coalitions Advocacy Package.	

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

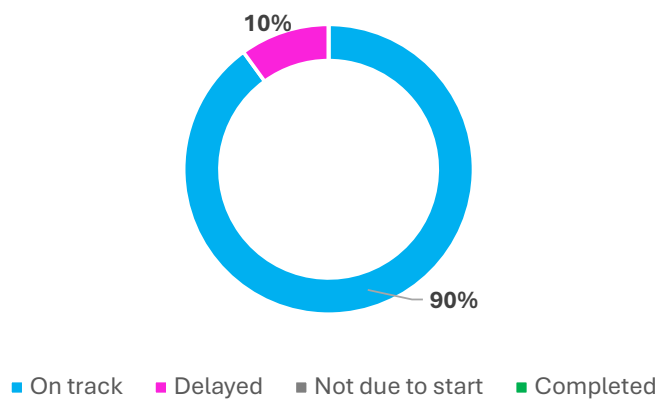


Priority	Action	Progress	Status
Attract investment to ensure the sustainability, viability and growth of Greater Dandenong and its major activity centres to provide employment, housing and liveability outcomes	Develop and implement investment initiatives highlighting the unique strengths of activity centres and industrial precincts to attract investors and support economic growth	Key investment attraction activities included working with developers and investors to secure a large-scale residential development site in central Dandenong, progressing large scale commercial developments, supporting a business case for a transport innovation precinct, and monitoring commercial, industrial and residential markets to identify trends and new strategic opportunities. A review of our investment attraction approach will be undertaken in Q2, to inform and shape an investment attraction framework by early-2026.	●
	Deliver the Business Permit Support Service, advocate to reduce regulatory barriers and address challenges identified through the Business Engagement Program that impede business growth	Business permit enquiries remain steady with 173 enquiries, resulting in an average of 57.7 enquiries per month this financial year.	●

Priority	Action	Progress	Status
Partner with the manufacturing sector within the city to secure the economy and maintain future employment opportunities	Partner with local manufacturers and industry organisations through the Business Engagement Program to strengthen the economy and enhance future employment opportunities	Council engaged with 10 manufacturing businesses via site visits and business check-ins and have partnered with Workforce Australia to plan and develop the 2026 Career and Support Expo.	
Support engagement in learning, skill development and employment pathways to improve social, economic and environmental outcomes	Develop and implement the Economy and Place Strategy	Phase one engagement to inform and shape the draft Economy and Place Strategy is now complete. Eight external consultation sessions and two internal workshops were delivered and over 80 survey responses received. Analysis of the engagement findings is underway, with outcomes to be presented and workshopped with Councillors in November 2025.	
Continue the focus on collaborative business partnerships, supporting work readiness and promoting local jobs for local people	Develop partnerships with local education providers, industry organisations and business associations	Partnerships with Chisholm, SEMMA and the Greater Dandenong Chamber of Commerce are being maintained with opportunities for collaboration being explored. Attendance at SEMMA and Greater Dandenong Chamber of Commerce board meetings continue with monthly meetings held between the Business team and Chisholm.	
	Collaborate with local job providers and community organisations to pursue employment pathways for our local community	Council is in the initial development phase of the Dandenong Employment Hub which will provide opportunities to collaborate with various service providers as well as community organisations to assist with employment pathways for our community members. The Work Local Greater Dandenong Jobs Portal is in the process of being updated and will promote local jobs available in CGD.	

Priority	Action	Progress	Status
Continue to facilitate active participation of young people in the community to enhance leadership and personal development opportunities	Undertake skill development initiatives to enhance future employment opportunities	Youth and Family Services delivered skill-building to enhance employment opportunities for young people through Amplify, Young Leaders, IMPACT, and The Youth Leadership Collective, including event delivery, referee accreditation, Zoo Careers Expo, micro-learning on small grants and public speaking, a youth employment consultation, and school mock interviews. Total activities = 34 Total participants = 762.	

Strategic Objective 6: A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community



Priority	Action	Progress	Status
Improve the customer experience by making it easy for the community to engage with Council	Increase First Contact Resolution through our call centre	The CGD chatbot has been upgraded with a new AI feature which uses AI processing to better interpret customer interactions and match them with the most appropriate responses. Council continues to work closely with external partner, IngeniousAI, to test and refine this feature. IngeniousAI has also provided a prototype of an AI-powered Knowledge Base chatbot, which is currently undergoing internal testing. Training has been scheduled for October on the Crisp human webchat platform, with plans to roll this out to support real-time, one-on-one customer interactions.	

Priority	Action	Progress	Status
Capture the diverse voices of our community through respectful and inclusive engagement opportunities to inform Council decision making	Run authentic, accessible community consultations for our community to influence programs and projects	1. Applied strategic stakeholder engagement planning principles to Council's consultation processes, utilising templates to structure how, when and who we consult. 2. Shared outcomes of consultations with participants and the general community demonstrating how community input influenced final decisions. 3. Reviewed and updated the Community Engagement Policy, scheduled for management review in November, followed by community consultation 4. Facilitated more than 10 engagement activities about parks, reserves, domestic animal management, economy and place, and community hubs, ensuring broad representation and genuine community impact.	
Recognise the rights of children and young people and ensure their voices are valued, respected and celebrated	Increase awareness of child safety and strengthen initiatives across all Council operations	Council has significantly increased awareness of child safety and strengthened its initiatives across all operations through a stronger presence on both internal and external websites and a visible demonstration of leadership commitment, highlighted by the CEO's child safety video message.	
Manage Council's resources effectively and efficiently to ensure financial and service sustainability	Implement the Service Review Framework	Due to the recent organisational realignment the service review process has not yet commenced.	
Renew and maintain infrastructure and facilities that are sustainable, fit for purpose and based on condition and community need	Maintain, renew and upgrade buildings and infrastructure as part of Council's annual Capital Works Program	The delivery of Council's capital works program is progressing as planned	
	Implement the Asset Plan 2025-35	The Asset Plan was adopted by Council and came into effect on 01 July 2025. Capital projects for the first year of the Asset Plan (2026-27) is under review and consultation to form next year's capital improvement program.	

Priority	Action	Progress	Status
Increase awareness of the services and supports available to our community and provide accurate and timely information	Promote our services in a human-centric way	Positive story telling is a priority through proactive rather than reactive media, including sharing positive 'behind the scenes' stories demonstrating our staff and the attraction of working at Greater Dandenong City Council. Proactive campaign work is underway to share Council's services, assets and case studies of the work we do to improve the community and respond to the needs of residents, businesses and visitors.	
Invest in smarter technologies to create a digitally enabled future that meets community needs, enhances services, and improves resource management	Introduce pay by app parking payment technology as per the Parking Precinct Action Plans	An agreement has been reached with two providers to date. This project is expected to commence in Q2.	
	Introduce AI technology to business processes	The organisation's AI Policy has been finalised, focusing on ethical, responsible, and human-centric use of AI. It will be rolled out in Q2 with a supporting toolkit of resources and guidance to aid adoption. A Community of Practice with 81 members has been established to enable peer learning and knowledge sharing. A structured training program will also launch in Q2 to build staff capability. The AI-powered chatbot is being developed to assist with Business Permit enquiries, improving customer experience and reducing manual workload.	
	Review Snap Send Solve to determine future opportunities to increase usage	A new contract proposal from Snap Send Solve has been received, with procurement pending.	

Part B:

Financial Report



Financial Report

1 July 2025 to
30 September 2025

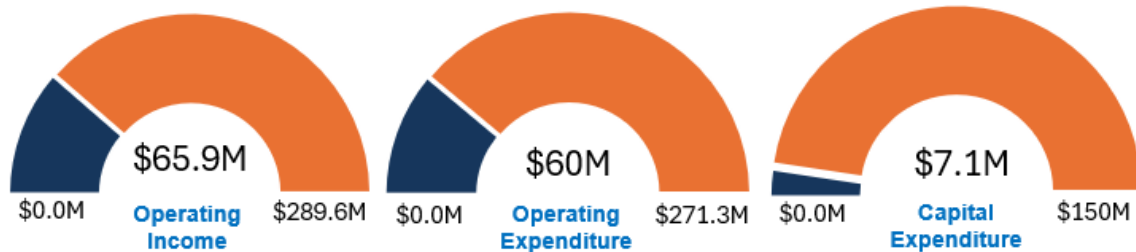


TABLE OF CONTENTS

KEY FINANCIAL HIGHLIGHTS	2
EXECUTIVE SUMMARY	3
INCOME STATEMENT	5
BALANCE SHEET	6
CASH FLOW STATEMENT	7
CAPITAL EXPENDITURE STATEMENT	8
MANAGEMENT ACCOUNTING RESULT	9
NOTES TO THE FINANCIAL STATEMENTS	10
A. ACCOUNTING POLICY NOTES	10
B. INCOME STATEMENT	12
C. BALANCE SHEET	15
D. CASH FLOW STATEMENT	19
E. STATEMENT OF CAPITAL WORKS.....	22
APPENDIX 1 – CIP EXPENDITURE REPORT.....	23
APPENDIX 2 – INVESTMENT ANALYSIS.....	27
APPENDIX 3 – DIRECTORATE ANALYSIS.....	30
CEO DIRECTORATE.....	31
CORPORATE DEVELOPMENT DIRECTORATE	32
CITY FUTURES DIRECTORATE.....	33
COMMUNITY STRENGTHENING DIRECTORATE.....	35
NON-DIRECTORATE	37
CAPITAL WORKS PROGRAM.....	38

KEY FINANCIAL HIGHLIGHTS

Quarter ending 30 September 2025



	30 Sep 2025 Year-to-Date					Full Year	
	Actual	Amended Budget	Variance	Var. Status		Original Budget	Amended Budget
	\$'000	\$'000	\$'000	%	Var.	\$'000	\$'000
Operating Income	65,869	65,356	513	1%	✓	288,267	289,596
Operating Expenses	60,043	62,576	2,533	4%	✓	262,465	271,278
Operating Surplus	5,826	2,780	3,046	110%	✓	25,802	18,318
Capital Expenditure	7,116	11,612	4,496	39%	✓	119,871	149,997
Cash / Investment Holdings ¹	240,376	Not applicable				152,942	174,052

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

- Total cash/investments at 30 September 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.

Budget information

The Original Budget information contained in the report is the budget approved by Council on 23 June 2025. The year-to-date budget in this report reflects the Amended Budget as adopted by Council on 22 September 2025. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2024-25.

EXECUTIVE SUMMARY

Operating Result

For the year ended 30 September 2025, Council achieved a surplus operating result of \$5.83 million which is \$3 million better than year-to-date budget. The main factors contributing to this result comprise favourable variances in:

Operating income (\$513,000 favourable) – Mainly due to higher income in:

- Statutory fees and fines, mainly from parking infringement recoveries (\$415,000).
- Other income from interest returns on investments, rental/venue hire income (\$140,000).
- Monetary contributions for Mayoral Task Force and Road Resurfacing Program (\$117,000).
- User fees, primarily parking ticket machine fee income (\$104,000).

Partly offset by lower grant income for Family Day Care which is wholly offset by lower educator costs (\$285,000).

Operating expenditure (\$2.53 million favourable) – As a result of lower expenditure in Employee costs (\$1.45 million) and Materials and services (\$1.14 million), partly offset by two non-budgeted, non-cash fixed asset accounting adjustments (Asset write offs (\$116,000) and Prior year capital expenditure unable to be capitalised (\$54,000)).

Refer Sections B1 and B2 of this report for more detailed commentary on the key variances.

Measures of financial sustainability

The Victorian Auditor-General's Office (VAGO) uses a set of financial sustainability indicators to assess the long-term financial health of councils. These indicators provide insights into liquidity, indebtedness, and asset renewal, among other factors. While these measures are unaudited and typically assessed on an annual basis, they remain a useful reference point for monitoring financial performance.

2025-26	Net result	Adjusted underlying result	Internal financing	Liquidity	Indebtedness	Capital replacement	Renewal gap
Sep YTD Actuals	8.84% 	6.69% 	291.92% 	1.63 	85.29% 	1.38 	0.52 
Amended Budget	6.33% 	(7.49%) 	55.74% 	1.61 	35.86% 	3.09 	2.57 
Original Budget	8.95% 	4.50% 	73.46% 	1.48 	36.06% 	2.68 	2.19 
2024-25 Full Year Actuals	10.67% 	3.76% 	132.24% 	2.29 	22.64% 	1.21 	0.67 

As at 30 September, Council's year-to-date results suggest performance within the low to medium risk range across six of the seven indicators. However, it is important to note that these ratios are designed to reflect annual performance, and early-year results may not accurately represent full-year outcomes.

The Indebtedness ratio currently exceeds the 60% threshold, placing it in the high-risk category. This ratio compares non-current liabilities to own-source revenue, which primarily consists of rate income accrued evenly over the financial year. As a result, early-year figures may



Financial Report for the period 1 July 2025 – 30 September 2025

temporarily inflate the ratio. It is expected to align more closely with the low-risk threshold (below 40%) as full-year revenue is recognised.

The Capital Replacement and Renewal Gap ratios are currently in the medium risk range, largely due to lower capital expenditure in the first quarter. These results are expected to improve as planned capital works progress throughout the year.

Council will continue to monitor these indicators closely, with a more accurate assessment to be provided at year-end when full-year financial data is available.

Capital Result

Capital expenditure for the year ended 30 September 2025 totalled \$7 million, which is \$4.5 million below the year-to-date budget.

Lower capital expenditure occurred in the following programs:

- Road Resurfacing Programs (\$1.26 million)
- Dandenong Community Hub (\$303,000)

Detailed variance explanations are included in the body of this report.

As at 30 September, there were \$71 million in commitments (open purchase orders), reflecting ongoing and planned capital works.

Cash Position

Cash and investments total \$240.38 million at 30 September 2025, comprising \$53.8 million of cash and cash equivalents and \$186.57 million of 'financial assets' (term deposits invested for a period of greater than 90 days).

Closing cash and investments include cash on hand, cash equivalents, and financial assets (such as term deposits) that are readily convertible to cash and used to support the organisation's operations. This presentation differs from the cash flow statement, where financial assets are excluded in accordance with accounting standards, to provide a more complete view of liquidity for comparative and user purposes.

The working capital ratio result remains sound at 1.63.

Total cash/investments at 30 September 2025 that have been allocated for specific future purposes (restricted cash) amounts to \$195.6 million. Restricted cash includes employee entitlements, trust fund and deposits, Development Contribution Plans (DCP) unearned income and reserves.



INCOME STATEMENT

For the period 1 July 2025 - 30 September 2025

	Note	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income	B1					
Rates and charges		47,251	47,259	(8)	184,000	184,000
Statutory fees and fines		3,558	3,143	415	12,805	12,805
User fees		2,174	2,070	104	9,420	9,420
Grants - operating		7,687	7,972	(285)	30,602	36,800
Grants - capital		700	677	23	24,011	20,870
Contributions - monetary		941	824	117	7,390	3,162
Contributions - non-monetary		-	-	-	7,500	7,500
Net gain (loss) on disposal of property, infrastructure, plant and equipment		94	87	7	787	787
Other income		3,464	3,324	140	13,081	12,923
Total income		65,869	65,356	513	289,596	288,267
Expenses	B2					
Employee costs		22,509	23,956	1,447	111,399	105,929
Materials and services		22,377	23,515	1,138	99,826	96,820
Prior year capital expenditure unable to be capitalised (non-cash)		54	-	(54)	-	-
Bad and doubtful debts		-	-	-	1,614	1,614
Depreciation		12,115	12,115	-	48,481	48,481
Amortisation - right of use assets		179	179	-	715	715
Borrowing costs		707	707	-	3,936	3,936
Finance costs - leases		-	-	-	57	57
Asset write offs		116	-	(116)	-	-
Other expenses		1,986	2,104	118	5,250	4,913
Total expenses		60,043	62,576	2,533	271,278	262,465
Net surplus (deficit)		5,826	2,780	3,046	18,318	25,802

Notes

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



BALANCE SHEET

As at 30 September 2025

		2025-26 ACTUAL 30 Sep 2025 \$'000	2024-25 ACTUAL 30 Jun 2025 \$'000	2025-26 AMENDED BUDGET \$'000	2025-26 ORIGINAL BUDGET \$'000
	Note				
ASSETS					
Current assets	C1				
Cash and cash equivalents		53,804	32,822	46,052	24,942
Financial assets		186,572	179,708	128,000	128,000
Trade and other receivables *		149,540	32,253	32,519	32,100
Other assets		2,402	5,895	6,021	6,021
Total current assets		392,318	250,678	212,592	191,063
Non-current assets	C2				
Property, infrastructure, plant and equipment		3,021,668	3,026,836	3,135,792	2,781,993
Investment property		6,865	6,865	6,865	6,690
Right-of-use assets		501	680	664	1,257
Trade and other receivables		183	183	183	266
Total non-current assets		3,029,217	3,034,564	3,143,504	2,790,206
Total assets		3,421,535	3,285,242	3,356,096	2,981,269
LIABILITIES					
Current liabilities	C3				
Trade and other payables		2,563	25,669	45,218	39,221
Prepaid rates *		135,467	-	-	-
Trust funds and deposits **		24,330	3,201	4,354	4,354
Unearned income		53,088	54,054	54,354	56,668
Provisions		21,640	21,504	21,804	21,804
Interest-bearing liabilities		3,296	4,379	6,068	6,068
Lease liabilities		345	494	507	599
Total current liabilities		240,729	109,301	132,305	128,714
Non-current liabilities	C4				
Provisions		1,796	1,957	1,305	1,305
Trust funds and deposits		2,149	2,910	3,052	3,052
Interest-bearing liabilities		43,992	43,992	74,027	74,027
Lease liabilities		205	244	251	647
Total non-current liabilities		48,142	49,103	78,635	79,031
Total liabilities		288,871	158,404	210,940	207,745
NET ASSETS	C5	3,132,664	3,126,838	3,145,156	2,773,524
EQUITY					
Accumulated surplus		999,610	993,868	1,034,315	1,054,410
Asset revaluation reserve		2,027,966	2,027,966	2,027,966	1,655,211
Reserves		105,088	105,004	82,875	63,903
TOTAL EQUITY		3,132,664	3,126,838	3,145,156	2,773,524

* *Prepaid Rates and Trade and Other Receivables*: Total rate revenue levied in July (excluding supplementary rates) is accrued evenly over the year, while actual receipts vary based on payment methods chosen by the ratepayer. Prepaid rates represent the rate revenue that will be recognised over the remaining financial year.

** *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.

Explanatory notes regarding movements in other Balance Sheet items are located at C1 to C5.

CASH FLOW STATEMENT

		2025-26 ACTUAL as at 30 Sep 2025 Inflows/ (Outflows) \$'000	2025-26 ANNUAL AMENDED BUDGET Inflows/ (Outflows) \$'000	2025-26 ANNUAL ORIGINAL BUDGET Inflows/ (Outflows) \$'000
	Notes			
Cash flows from operating activities				
Rates and charges		67,120	184,233	183,417
Statutory fees and fines		2,446	10,649	10,809
User fees		8,099	9,878	10,292
Grants - operating		664	31,855	38,574
Grants - capital		2,289	23,091	20,870
Contributions - monetary		941	8,190	3,962
Interest received		2,786	6,079	6,000
Trust funds and deposits taken		21,462	33,249	32,100
Other receipts		1,013	7,480	7,700
Net GST refund		3,960	22,088	18,235
Employee costs		(26,698)	(111,027)	(105,201)
Materials and services		(31,487)	(103,699)	(112,460)
Short-term, low value and variable lease payments		(172)	(720)	(720)
Trust funds and deposits repaid		(1,324)	(31,954)	(31,954)
Other payments		(2,129)	(5,779)	(4,823)
Net cash provided by operating activities	D1	48,970	83,613	76,801
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment		(16,775)	(149,997)	(119,871)
Proceeds/(payments) of investments		(9,334)	51,708	14,000
Proceeds from sale of property, infrastructure, plant and equipment		94	847	847
Net cash used in investing activities	D2	(26,015)	(97,442)	(105,024)
Cash flows from financing activities				
Finance costs		(701)	(3,936)	(3,936)
Proceeds from borrowings		-	36,502	36,502
Repayment of borrowings		(1,083)	(4,770)	(4,770)
Interest paid - lease liability		(1)	(57)	(57)
Repayment of lease liabilities		(188)	(680)	(680)
Net cash used in financing activities	D3	(1,973)	27,059	27,059
Net increase (decrease) in cash and cash equivalents		20,982	13,230	(1,164)
Cash and cash equivalents at the beginning of the year		32,822	32,822	26,106
Cash and cash equivalents at the end of the period		53,804	46,052	24,942
Represented by:				
Operating cash		(141,761)	(108,816)	(114,494)
Restricted cash	D4	195,565	154,868	139,436
Total		53,804	46,052	24,942

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

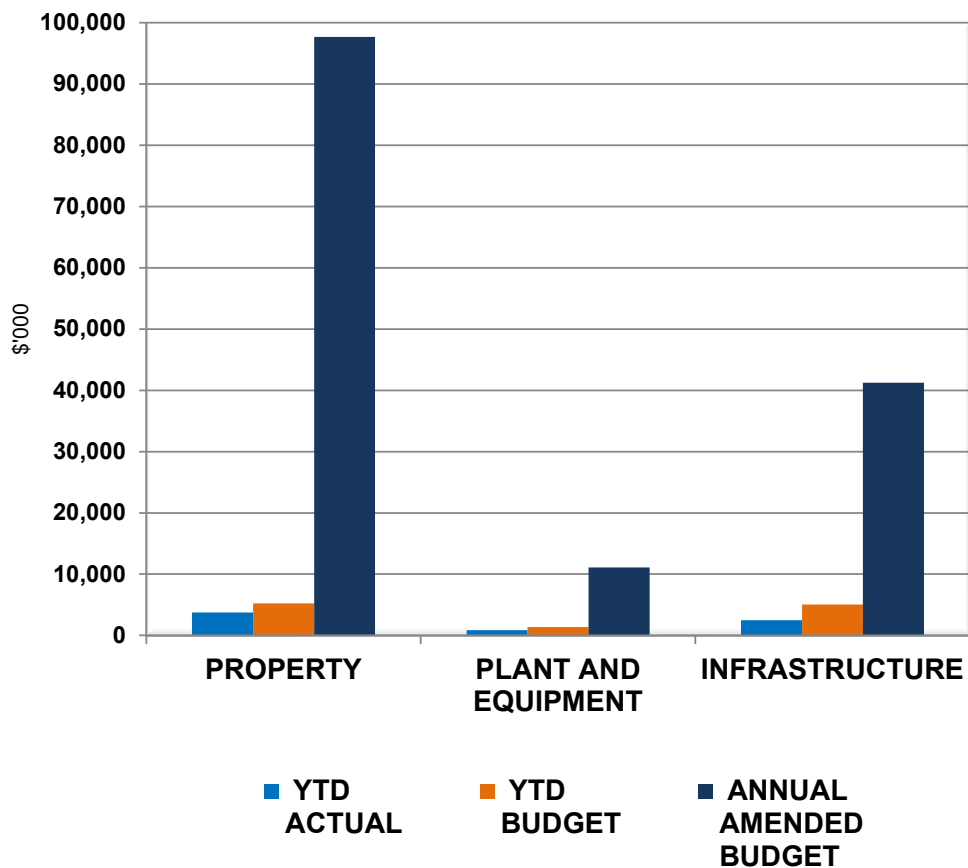
The dissemination of Council's restricted and operating cash is provided in the table in section D4 and the graph "Restricted and Unrestricted Cash" in **Appendix 2 Investment Analysis** of this report. Note - cash inflows and outflows are inclusive of GST where applicable.

CAPITAL EXPENDITURE STATEMENT

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

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	COMMIT \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
PROPERTY	3,751	5,222	1,471	62,013	97,666	77,123
PLANT AND EQUIPMENT	864	1,355	491	2,681	11,100	7,983
INFRASTRUCTURE	2,501	5,035	2,534	6,684	41,231	34,765
TOTAL EXPENDITURE	7,116	11,612	4,496	71,378	149,997	119,871

**Capital Expenditure by Asset Group
1 July 2025 to 30 September 2025**



MANAGEMENT ACCOUNTING RESULT

For the period 1 July 2025 - 30 September 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 2025 to 30 September 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)	AMENDED BUDGET	ORIGINAL BUDGET	VARIANCE Fav(unfav)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income Statement						
Income	65,869	65,356	513	289,596	288,267	1,329
Expenditure	60,043	62,576	2,533	271,278	262,465	(8,813)
Net surplus - ongoing operations	5,826	2,780	3,046	18,318	25,802	(7,484)
Management Accounting reconciliation						
<i>Add (less) non cash items included in op result</i>						
Depreciation	12,115	12,115	-	48,481	48,481	-
Amortisation - right of use assets	179	179	-	715	715	-
Contributions non-monetary assets	-	-	-	(7,500)	(7,500)	-
Assets written off	116	-	(116)	-	-	-
Prior year cap expenditure unable to be capitalised	54	-	(54)	-	-	-
Written down value of assets sold / disposed	1	-	(1)	60	60	-
Sub total	12,465	12,294	(171)	41,756	41,756	-
Net operating surplus	18,291	15,074	3,217	60,074	67,558	(7,484)
<i>Add (less) cash items not included in op result</i>						
Capital expenditure	(7,116)	(11,612)	4,496	(149,997)	(119,871)	(30,126)
Net transfers from (to) reserves	(84)	(100)	16	22,129	21,261	868
Repayment of borrowings	(1,083)	(1,083)	-	(4,770)	(4,770)	-
Proceeds from borrowings	-	-	-	36,502	36,502	-
Repayment of lease liabilities	(188)	(178)	(10)	(680)	(680)	-
Sub total	(8,471)	(12,973)	4,502	(96,816)	(67,558)	(29,258)
Cash surplus (deficit)	9,820	2,101	7,719	(36,742)	-	(36,742)
Accumulated surplus brought forward	-	-	-	37,838	-	37,838
Surplus position	9,820	2,101	7,719	1,096	-	1,096

The management accounting result at 30 September 2025 (after removing non-cash items and adjusting for items not in the operating result) shows a favourable variance between budget and actual of \$7.72 million, due mainly to lower capital expenditure (\$4.5 million) and a net operational surplus (\$3.05 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. **Grant revenue:** Council receives two types of grants, namely a General Purpose Grant (Financial Assistance Grant funding from the Victorian 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.

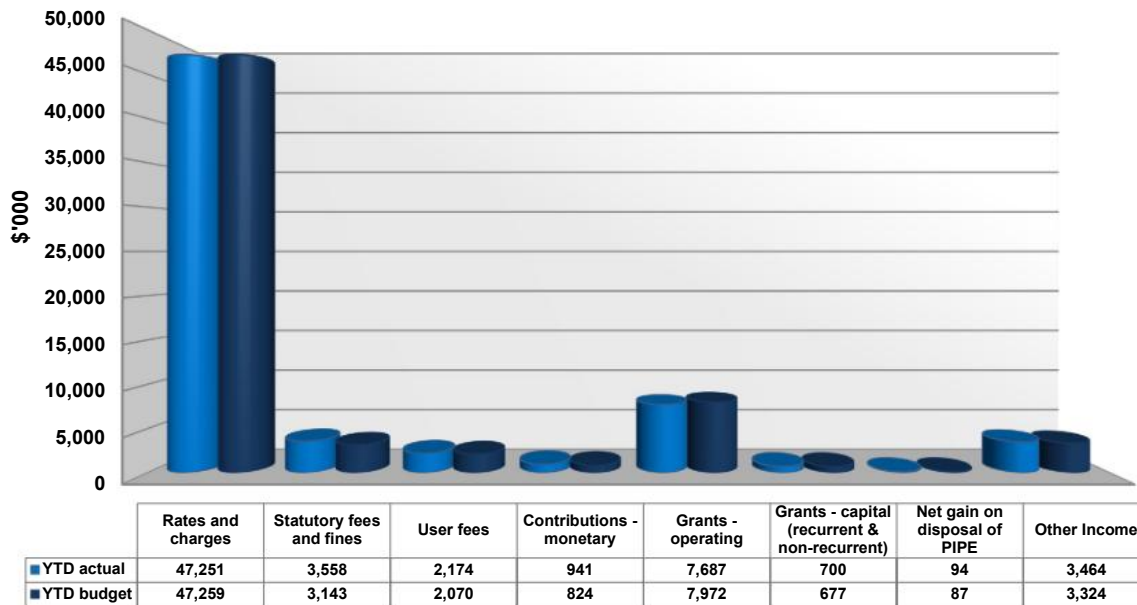
7. **Budget information:** The Original Budget information contained in the report is the budget approved by Council on 23 June 2025. The year-to-date budget in this report reflects the Amended Budget as adopted by Council on 22 September 2025. The Amended Budget represents the adopted budget incorporating net carry forward capital and operating amounts from 2024-25.
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.

B. Income Statement

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 2025 - 30 September 2025**

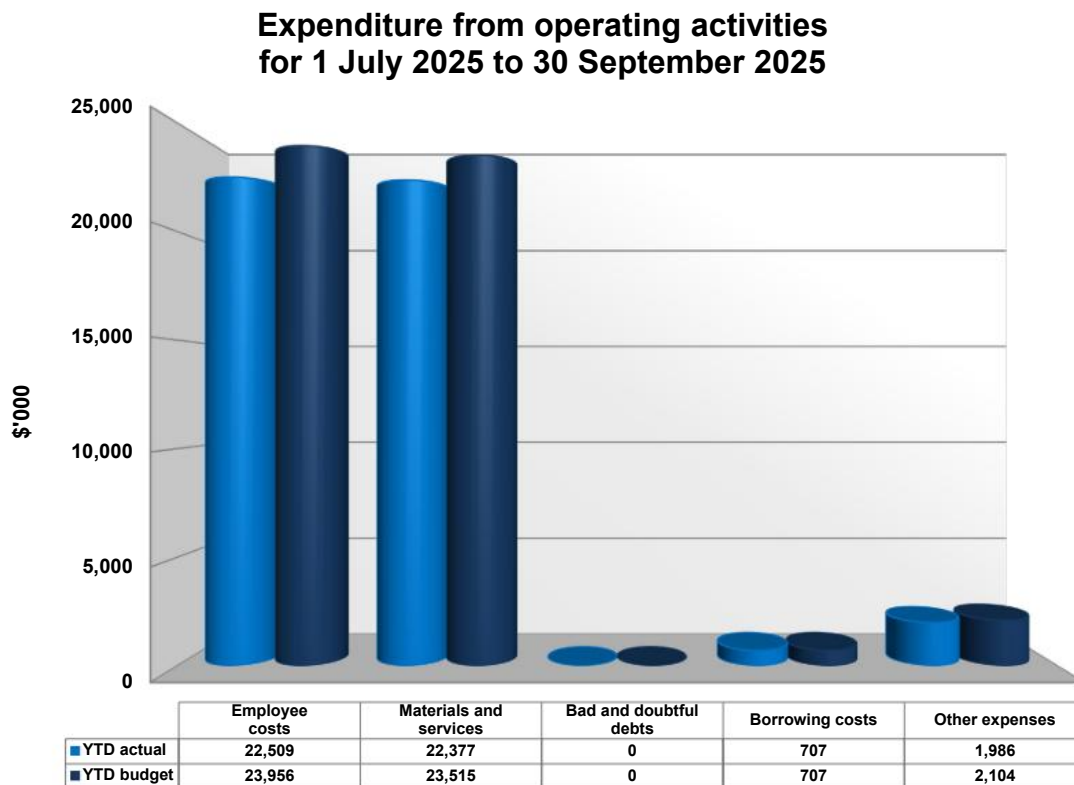


Operating income for the quarter ended 30 September 2025 is \$513,000 favourable against budget. This is primarily due to the following:

- **Statutory fees (\$415,000 favourable)** – Mainly higher income from Infringement Court parking recoveries, Magistrate Court fine recoveries, and parking fines (Community Strengthening \$314,000).
- **Grants - operating (\$285,000 unfavourable)** – Lower than anticipated grant funding for Family Day Care (Community Strengthening \$287,000) which is wholly offset by lower educator costs.
- **Other income (\$140,000 favourable)** - Better than anticipated interest returns on investments, as projections had assumed some decline in interest rates, combined with greater cash and investment funds resulting from capital expenditure delays in the prior year (Non-Directorate \$87,000). Additional contributing factors include community facility rental/venue hire and Emergency Management recovery income (Community Strengthening \$84,000).
- **Contributions – monetary (\$117,000 favourable)** – Due to contributions received for the Mayoral Task Force associated with Status Resolution Services (CEO Directorate \$61,000) and unbudgeted contributions received from Road Resurfacing Program (Capital Works Program \$56,000). Both items will be offset by associated expenditure and adjusted in the Mid-Year Budget.

B2. Operating Expenditure

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



Operating expenditure for the year ended 30 September 2025 is favourable by \$2.53 million. This is due to 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 18 and 19 of this report.

- **Materials and services (\$1.14 million favourable)** – due to the following variances:
 - Lower tonnages across the three main waste streams including domestic garbage, Food Organics Garden Organics (FOGO) and comingled recycling (Waste Management \$284,000).
 - Lower Family Day Care educator payments matched by lower income (\$243,000).
 - Due to the recent service review and restructure, there has been a delay in progressing some work (Parks Services \$305,000).
 - Delayed start of maintenance programs following the July/August implementation of the new Works Management System (WMS) (Roads and Drains \$106,000).
 - Lower building maintenance services which are reactive by nature (\$123,000).

- **Employee costs (\$1.45 million)**

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

Directorate	2025-26 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	2025-26 Potential Underspend/ (overspend) \$
CEO SERVICES	(26,600)	-	-	(26,600)
CITY FUTURES	333,566	8,829	-	324,737
COMMUNITY STRENGTHENING	1,044,946	358,371	101,797	584,779
CORPORATE DEVELOPMENT	95,341	-	-	95,341
Total Council	1,447,253	367,200	101,797	978,256

- \$367,200 (25%) in grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (mostly in Community Strengthening).
- \$101,797 represents favourable employee costs that are wholly offset by lower income in Community Care.
- The remaining \$978,256 represents a potential underspend in employee costs due to the delay in recruitment of vacant positions as well as the timing gap between recruitment of vacant positions commencing and onboarding across the organisation:
 - *Community Strengthening (\$585,000)* – Library Services (\$106,000), General Law Enforcement (\$90,000), Maternal and Child Health (\$86,000), Children’s Support Services (\$70,000), HACC – Home Maintenance (\$70,000) Family Day Care (\$66,000), and Community Amenity (\$56,000).
 - *City Futures (\$333,000)* - Statutory Planning (\$112,000), Park Services (\$92,000), Strategic Design and Sustainable Planning (\$69,000), Waste Management (\$66,000) and Roads and Drains (\$40,000). These favourable variances are partly offset by higher salaries in Building and Compliance (\$76,000) and CIP Implementation (\$57,000).
 - *Corporate Development (\$95,000)* - Procurement (\$109,000), People and Change Executive (\$71,000) and Call and Service Centres (\$46,000). This favourable variance is partially offset by higher salaries in Communications and Customer Experience Executive (\$121,000).

C. Balance Sheet

Council's net assets are valued at \$3.13 billion on 30 September 2025.

C1. Current assets

Cash and cash equivalents (\$53.80 million) – Represents the net amount held by Council in cash or term deposits with a term of less than 90 days.

When combined with 'Financial assets' of \$186.57 million (below), Council holds a total of \$240.38 million in cash and investment funds. Of this amount, \$195.57 million (81%) is restricted for specific purposes, including employee entitlements, trust funds and deposits, and internal reserves.

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.

Graphical details of Council's investments are provided in **Appendix 2**. In selecting investment products, Council has carefully considered risk by ensuring the investment portfolio remains within the limits set by policy. These limits are based on the Standard and Poor's long-term credit ratings of Authorised Deposit-Taking Institutions (ADIs), in conjunction with the investment term.

Financial assets (\$186.57 million) – Increase in financial assets from 30 June 2025 is due to the make-up of Council's cash and investments holdings at 30 September 2025 with more investments placed with a term of over 90 days and less investments with a term of under 90 days.

Trade and other receivables (\$149.54 million) – This balance includes:

- Rate debtors \$132.04 million
- Infringement debtors of \$10.83 million (net of provision for doubtful debts).
- General debtors \$6.67 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 (\$2.40 million) – This balance includes:

- Accrued income (\$2.00 million) – Income earned but cash not yet received as at 30 September 2025.
- Other deposits (\$342,000) – Comprises Metropolitan Resource Recovery Landfill Services Gate Fee deposit (\$250,000), Metropolitan Resource Recovery Organic Waste Processing Contract deposit (\$75,000), a works warranty bond for Soccer Pitch and Community Centre - 9 Memorial Drive, Noble Park (\$8,700) and South East Water deposit for 5 Mason Street, Dandenong works (\$8,600).
- Prepayments (\$68,000) - Expenses prepaid at 30 September 2025.

C2. Non-current assets

Property, infrastructure, plant and equipment (\$3.02 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 (\$6.86 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 (\$501,000) – Represents leased (right-of-use) assets and includes property, fleet, IT and office equipment that has been leased under ordinary lease arrangements.

Trade and other receivables (\$183,000) – Comprises Council's share of funds in the former Narre Warren landfill site (\$179,000 held by Whitehorse City Council) and in South East Metropolitan Advanced Waste Processing Pty Ltd (\$3,000).

C3. Current liabilities

Debts due to be repaid within 12 months.

Trade and other payables (\$2.56 million) – This balance includes trade creditors arising from operations and capital works.

Trust funds and deposits (\$24.33 million) – Trust funds and deposits includes other refundable monies in respect of:

- Fire services property levy funds collected by Council on behalf of the State Government but not yet paid on to the State Revenue Office (\$20.24 million). These monies are remitted to the State Revenue Office in accordance with legislative timeframes (28 days after each quarterly rate instalment date).
- Other deposits (\$2.51 million).
- Landscape deposits (\$911,000).
- Open space contributions (\$392,000).
- Road deposits (\$270,000).

Unearned income (\$53.09 million) – Represents income not yet earned based on specific performance obligations that were not complete at 30 September 2025 in respect of:

- Developer Contribution Plan liabilities (DCP) – (\$42.02 million).
- Operating grants (\$7.65 million).
- Capital grants (\$2.82 million).
- Other (\$592,000).



Financial Report for the period 1 July 2025 – 30 September 2025

Provisions (\$21.64 million) – This balance represents the provision for employee entitlements and landfill restoration works.

- Employee entitlements:
 - Long service leave entitlements - \$12.05 million.
 - Annual leave entitlements - \$8.75 million.
 - Rostered days off (RDO) - \$735,000.
- Landfill provision (\$101,000) - Provision for the restoration and aftercare management of the former Spring Valley landfill site (closed). The former 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 (\$3.30 million) – Represents the repayment of long-term borrowings expected during 2025-26.

Lease liabilities (\$345,000) - Represents the lease repayments in respect of the right-of-use assets that are payable during 2025-26.

C4. Non-current liabilities

Debts due to be repaid in future years.

Provisions (\$1.80 million) – Represents the provisions estimated to be paid beyond the 2025-26 financial year and comprises of long service leave entitlements for employees (\$437,000) and landfill provision for restoration of Spring Valley landfill site (\$1.36 million) (Council's share is 19.88% of the total future estimated costs).

Trust funds and deposits (\$2.15 million) – Represents deposits that are payable beyond the 2025-26 financial year and comprises asset protection bonds of \$1.87 million, landscape deposits of \$166,000 and contractor deposits of \$115,000.

Interest-bearing liabilities (\$43.99 million) – Comprises the amount of outstanding borrowings to be repaid beyond the next 12 months.

Lease liabilities (\$205,000) – 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
- Digital Technology

The **statutory** reserves are:

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

D. Cash Flow Statement

Cash and investment holdings total \$53.80 million as at 30 September 2025, an increase of \$20.98 million since 30 June 2025.

When considered together with 'Financial assets' of \$186.57 million, Council's total cash and investment holdings comprise \$240.38 million. 'Financial assets' are term deposits with a maturity greater than 90 days.

81% or \$195.56 million of Council's total cash and investment holdings are restricted for specific purposes. Please refer to the following page for a detailed listing of Restricted Cash items.

Cash flows from operating activities – net inflow of \$48.97 million.

The major inflows are rates (\$67.12 million), trust funds and deposits taken (\$21.46 million), user fees (\$8.10 million) and statutory fees and fines (\$2.45 million).

The major outflows are materials and services (\$31.49 million) and employee costs (\$26.70 million).

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

Cash flows from investing activities – net outflow of \$26.01 million, including:

- \$16.78 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.
- \$9.33 million relates to cash outflow for term deposits with a maturity of more than three months.
- \$94,000 proceeds on asset sales mainly relating to the fleet replacement program.

Cash flows from financing activities – outflow of \$1.97 million.

Council incurred \$701,000 in finance costs on its borrowings and repaid \$1.08 million of existing borrowings. In addition, Council repaid \$189,000 of its lease liabilities as at 30 September 2025.



Financial Report for the period 1 July 2025 – 30 September 2025

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

Type	30-Sep-25	Notes
Reserve funds	\$'000	
Council funded Development Contribution Plans (DCP) reserve	17,412	Reserved for specific expenditure in accordance with the published DCP.
Open space – planning, development and improvements	7,531	Reserved for enhancing the City's open space by planning, development and improvements.
Open space – acquisitions	5,998	To fund acquisitions of new open space land.
Major projects reserve	47,242	Funds realised from the sale of Council's property assets or surplus Council funds that will be utilised for investing in other properties or funding future major projects.
Keysborough South Maintenance Levy	5,221	Reserved for specific maintenance expenditure relating to this area.
Spring Valley landfill rehabilitation	5,448	Rehabilitation of the Spring Valley landfill site.
Re-vegetation reserves	162	To meet native re-vegetation requirements on Council's reserves.
Insurance fund reserve	662	To meet large and unexpected policy excesses on multiple insurance claims.
Springvale Activity Precinct Parking and Development reserve	236	To fund development in the Springvale Activity Centre.
Dandenong Activity Precinct Parking and Development reserve	3,908	To fund development in the Dandenong Activity Centre.
General reserve (Aged Care)	6,436	Funds set aside for the aged care reforms.
Future maintenance reserve	3,744	Contribution funds for future works to address level crossing removal authority defects.
Digital Technology	1,088	To fund digital technology uplift.
Total reserve funds	105,088	
Employee provisions	\$'000	
Long service leave	12,492	Funds to meet long service leave commitments.
Annual leave and other	9,484	Funds set aside to meet annual leave and rostered days off (RDO) commitments.
Total employee provisions	21,976	



Financial Report for the period 1 July 2025 – 30 September 2025

Type	30-Sep-25	Notes
Trust funds and deposits	\$'000	
Fire services property levy (FSPL) collected and due	20,241	Payable to State Revenue Office – legislative requirement.
Open space contributions	392	Pending completion of works.
Landscape deposits	1,077	Pending completion of works.
Road deposits	270	Pending completion of works.
Other trust funds and deposits	4,499	Refundable upon finalisation of programs.
Total trust funds and deposits	26,479	

Other restricted funds	\$'000	
DCP unearned income	42,023	Pending completion of works by developers.
Total other restricted funds	42,023	

Total restricted cash	195,566
------------------------------	----------------

Other metrics – Rating and hardship

Measure RATES	YTD Sep-24	YTD Sep-25
Hardship Claims (Number of successful applications & total rates waived)	19 \$6,400	32 \$12,377
Rates Recovery (%)	33.47%	33.81%

E. Statement of Capital Works

Total capital expenditure as at 30 September 2025 was \$7.12 million, with a further \$71 million in commitments. 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 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

- **1869 Dandenong Community Hub (\$303,000 favourable)** - A Council meeting is scheduled for December 2025 to provide an update on the project and determine the next steps. Major expenditure remains on hold pending the outcome of this meeting.

Infrastructure

- **3753 Road Resurfacing Program (\$1.26 million favourable)** - Preparation works for the upcoming road resurfacing program are currently underway, and procurement activities are in progress. Once the procurement phase is finalised, construction works are scheduled for completion between Quarters 2, 3 and 4, with corresponding expenditure expected to occur during this period.



APPENDIX 1 – CIP EXPENDITURE REPORT

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
PROPERTY						
Buildings						
1631. Art Gallery PEP Bldg	42,714	140,515	97,801	225,011	562,061	-
1869. Dandenong Community Hub	50,410	353,886	303,476	1,425,479	1,415,544	-
3004. Bldg Renewal Aq/Leis D'ning Oasis	123,980	47,800	(76,180)	-	132,791	19,470
3024. Heritage Kindergarten	-	1,500	1,500	-	32,062	32,062
3041. Dandenong Civic Ctr Rectification	13,159	168,013	154,854	151,231	930,126	500,000
3083. Bldg Renewal Walker St Gallery	-	-	-	16,855	79,845	79,845
3093. Dandenong Nth Senior Citizen	-	6,124	6,124	8,500	61,242	-
3207. Bldg Renewal Aq/Leis D'ning Stadium	75,807	74,573	(1,234)	121,313	298,290	-
3224. Ross Res Athletics Pav. Amenities	-	-	-	3,545	64,800	64,800
3267. Lois Twohig Gerry Sweet Pavilion	-	-	-	35,192	137,600	137,600
3303. NP Comm Ctr Building 2	-	6,899	6,899	18,090	27,597	-
3324. Bldg Renewal Aq/Leis Springers	-	33,884	33,884	22,930	135,536	-
3455. Burden Park Masterplan Implem.	-	4,706	4,706	9,294	47,059	-
3479. Darren Reserve Kindergarten	3,300	78,605	75,305	-	78,605	-
3548. Keysborough Community Hub (KCH)	483,574	557,129	73,555	442,843	2,228,516	-
3717. Springvale Reserve	-	81,230	81,230	-	324,920	-
3793. Dandenong Market Square	-	-	-	6,625	-	-
3820. Bldg Renewal Aq/Leis NPAC	-	21,050	21,050	92,883	137,671	53,471
3873. Bldg Renewal DDA	-	-	-	-	223,112	223,112
3876. Bldg Renewal Fixt/Fitt Bathroom	-	3,782	3,782	13,541	15,127	-
3878. Bldg Renewal Lift	125,179	2,650	(122,529)	5,716	26,500	-
3879. Building Renewal Minor Works	-	-	-	1,016	-	-
3883. Bldg Renewal Fixt/Fitt Kitch & Mech	-	-	-	37,617	-	-
3904. Bldg Renewal Theatre	15,680	42,896	27,216	24,417	188,690	188,690
3906. Dandenong New Art	102,121	103,600	1,479	79,569	9,191,603	4,255,599
3946. Bldg Renewal Aquat/Leis	-	1,343	1,343	3,174	5,371	-
3955. Chandler MCH/Kinder Windows	31,777	85,455	53,678	-	85,455	-
3974. D'ning Wellbeing Centre	2,475,776	2,491,048	15,272	58,585,445	71,886,733	66,156,000
4001. Dandenong Market Bazaar Bird Net	3,354	46,250	42,896	-	185,000	-
4003. Springvale Res Masterplan Implem.	-	12,643	12,643	-	88,500	-
4067. Lyndale Sec. College Kitchen	3,111	163,589	160,478	11,620	163,589	-
4069. PEP Redevelopment	-	273,508	273,508	371,741	1,094,032	-
4104. Security Program	-	22,000	22,000	-	220,000	-
4105. Police Paddocks Water Main	-	12,273	12,273	47,356	122,727	-
4106. 2330-22/23 D'ning Civic Hot Water	-	9,328	9,328	-	93,280	-
4126. Dandenong Day Nursery Cafe Blinds	-	35,000	35,000	-	35,000	-
4132. Heritage Hill (Laurel)	3,078	5,503	2,425	1,050	55,028	-
4146. 39 Clow Ground Floor HVAC	480	-	(480)	7,500	664,480	664,480
4147. Dandenong West Prim Sch	-	-	-	-	25,080	25,080
4148. Noble Park Mobile Library Service	394	1,736	1,342	16,962	17,356	-
4184. Dandenong Market - Lift	3,354	17,457	14,103	1,091	174,565	-
4185. D'ning Market Fire & Compliance	159,991	70,398	(89,593)	71,617	803,976	100,000
4186. D'ning Market Struct Rectification	13,486	113,532	100,046	-	510,318	500,000
4202. Gas Transition Program	9,206	12,024	2,818	36,044	120,237	-
4219. Bldg Renewal Fixt/Fitt Paddy O'Don	320	-	(320)	15,910	-	-
4220. Bldg Renewal Fixt/Fitt General	10,019	22,143	12,124	10,640	88,570	-
4222. NPAC Pump & Pipework	-	5,000	5,000	-	5,000	-
4238. Bldg Renewal Fixt/Fitt Fifth Ave	-	27,500	27,500	-	110,000	-
4264. Dandenong Stadium Court Resurfacing	-	-	-	-	1,024,467	1,024,467
4265. Water Main Renewal Program	-	-	-	-	1,119,680	1,119,680
4293. Dandenong Library Inclusive Spaces	-	-	-	60,475	471,839	471,839
4294. Dandenong Stadium Flooring	-	65,000	65,000	-	650,000	-
4296. Springers Floor & Futsal Goal	-	-	-	-	950,525	950,525
4298. Bldg Renewal D'ning Civic Centre	-	-	-	-	93,280	93,280
4299. Springvale Res Sport Pav Amenities	-	-	-	25,150	452,868	452,868



Financial Report for the period 1 July 2025 – 30 September 2025

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
PROPERTY						
Leasehold Improvements						
3553. Parkmore Customer Service Re-Furbis	-	-	-	-	10,000	10,000
Land						
4201. 9A Blissington Street, Springvale	560	-	(560)	5,947	-	-
Total property	3,750,829	5,221,572	1,470,743	62,013,389	97,666,253	77,122,868
PLANT AND EQUIPMENT						
Plant, machinery and equipment						
1445. Fleet Renewal Program	578,063	579,000	937	1,884,401	5,759,395	3,949,201
Library books						
3104. Library Strategy Books & Resources	59,708	216,398	156,690	440,521	865,592	865,592
Computers and telecommunications						
3147. Parking Machines	27,509	-	(27,509)	4,202	-	-
4104. Security Program	-	4,000	4,000	-	40,000	-
4154. Various Locations People Counters	-	5,181	5,181	-	31,088	-
4162. CCTV Renewal Program	12,096	81,934	69,838	6,631	2,651,627	1,832,290
4223. Dandenong Library Book Sorter	-	125,000	125,000	231,173	250,000	-
4224. Dandenong Civic Ctr UPS Server	80,871	137,832	56,961	26,957	137,832	-
4262. AI-powered Chat Bot	35,535	-	(35,535)	791	-	-
Fixtures, fittings and furniture						
3314. Furn Renewal Community Hubs	11,986	40,742	28,756	23,970	162,970	162,970
3959. Emergency Relief Centre Equipment	20,804	2,901	(17,903)	1,091	29,010	-
4151. Public Art Renewal Program	11,805	-	(11,805)	4	-	-
4269. Library RFID Infrastructure Renewal	-	-	-	-	268,487	268,487
4270. Creative Studio Hub	-	6,000	6,000	-	26,352	26,352
4271. Community Hub Waste Wash Stations	-	-	-	-	12,497	12,497
4297. D'ning Civic Ctr Chamber Screen	-	-	-	-	43,065	43,065
4300. Furn Renewal Kitchen & Mechanical	25,761	156,250	130,489	60,936	625,000	625,000
4301. MCH Office Furniture	-	-	-	-	197,316	197,316
Total plant and equipment	864,138	1,355,238	491,100	2,680,677	11,100,231	7,982,770
INFRASTRUCTURE						
Parks, open space and streetscapes						
3027. Fencing Program (Active & Passive)	16,289	-	(16,289)	101,614	249,075	249,075
3147. Parking Machines	-	114,540	114,540	-	682,448	224,290
3173. Springvale Activity Ctr Wayfinding	-	-	-	-	117,000	117,000
3293. Heritage Archive Fencing & Gate	-	-	-	-	62,150	62,150
3442. NPR Noble Park Revitalisation	7,385	61,948	54,563	157,981	247,793	-
3835. Passive OS Signage	-	-	-	-	186,560	186,560
3847. Public Lighting Renewal Program	-	-	-	42,850	305,250	305,250
3849. Frederick Wachter Playground	-	8,618	8,618	-	34,471	-
3973. Signage Renewal Program	3,480	-	(3,480)	-	-	-
4012. Alex Wilkie Wetlands	68,014	33,142	(34,872)	71,172	331,425	-
4062. NPR Muderra Artwork	-	34,365	34,365	10,945	137,459	-
4066. George Andrews Field 2 Lighting	84,890	42,797	(42,093)	47,080	171,186	-
4119. Frederick Wachter Tennis Lighting	-	-	-	9,870	26,378	26,378
4124. Thomas Carroll West Oval Lighting	-	-	-	23,607	-	-
4151. Public Art Renewal Program	-	-	-	-	58,300	58,300



Financial Report for the period 1 July 2025 – 30 September 2025

	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
INFRASTRUCTURE						
Parks, open space and streetscapes						
4164. Dandy CBD LED Upgrade	-	30,614	30,614	-	122,456	-
4175. Springvale Revit ActPLAN	-	62,500	62,500	-	250,000	-
4191. Railway Parade Shopping Centre	-	759	759	575	7,595	-
4207. Noble Park Reserve Carpark & Picnic	5,600	39,250	33,650	4,750	39,250	-
4208. Warner Reserve Masterplan Implem.	-	20,071	20,071	57,128	60,212	-
4213. View Road Furn & Landscape	-	-	-	66,689	110,110	110,110
4217. LRCI 4 Dand CBD Rd & Ped. Lighting	-	-	-	113,210	-	-
4234. Rosswood Tennis Lighting	138,157	368,338	230,181	24,311	368,338	-
4235. Greaves Res Oval 4 Lighting	13,054	141,107	128,053	103,417	141,107	-
4274. Doris Res - Local Pk Furn & LndScp	5,725	1,200	(4,525)	27,008	86,130	86,130
4277. JC Mills Reserve Hockey Lighting	-	-	-	-	24,420	24,420
4278. Fotheringham Reserve Lighting	1,800	-	(1,800)	-	23,320	23,320
4281. WJ Turner Reserve Floodlighting	-	-	-	179,709	327,904	327,904
4304. Passive OS Furniture & BBQs	12,268	53,907	41,639	159,544	215,710	215,710
4305. Ian Tattersson Wayfinding	-	-	-	-	183,150	183,150
Recreational, leisure and community facilities						
1679. Parkfield Reserve Master Plan	60,479	44,989	(15,490)	103,360	314,921	-
1859. Rowley Allan Res Masterplan Implem.	-	4,286	4,286	-	30,000	-
3209. Active Reserve Prog Facilities	25,740	-	(25,740)	73,635	126,308	126,308
3211. Passive OS Softfall & Rubber	67,991	-	(67,991)	377,114	513,040	513,040
3406. Fotheringham Cricket Wicket	-	-	-	-	146,080	146,080
3506. Greaves Reserve Cricket Wicket	-	-	-	67,223	71,940	71,940
3586. Booth Reserve(Clow St)	2,000	-	(2,000)	8,800	36,080	36,080
3631. Dandenong Park Masterplan Implem	-	14,727	14,727	44,180	44,180	-
3684. Warner Reserve Cricket Wicket	-	-	-	-	146,080	146,080
4120. Ross Reserve Athletics Track	-	-	-	8	-	-
4125. Greaves Reserve Masterplan	-	3,648	3,648	-	14,593	-
4233. Greaves Res Fit Playgrd Rec'n Zone	-	-	-	16,393	-	-
4275. JC Mills Res Hockey Field & Fence	4,970	-	(4,970)	41,430	95,436	95,436
4276. Rowley Allan Coaches Box	24,494	-	(24,494)	-	46,600	46,600
4280. Greaves Reserve Recreation Infra.	-	-	-	-	964,917	964,917
4282. Warner Reserve Sth Soccer Field	4,300	-	(4,300)	-	212,227	212,227
4285. Greaves Reserve Coaches Boxes x 6	-	-	-	64,900	-	-
4292. Ross Res. Athletics Shade Struct's	-	-	-	11,063	-	-
4303. Passive OS Playground Risk	64,693	-	(64,693)	60,404	123,200	123,200
Roads						
3099. Road Signs, Linemark & Improvemts	170	-	(170)	-	154,050	154,050
3231. Road Reconstruction Program	1,161,093	1,290,246	129,153	2,759,917	5,309,761	2,757,300
3373. Kerb & Channel Renewal	11,052	49,883	38,832	5,785	239,300	239,300
3404. Black Spot - Brady Rd, Dandenong	42,643	91,449	48,807	8,040	365,797	-
3752. Roads to Recovery Prg	148,362	5,990	(142,372)	274,410	1,891,400	1,831,496
3753. Road Resurfacing Program	277,859	1,536,960	1,259,101	339,014	6,147,840	6,147,840
3754. Road Rehabilitation Program	-	-	-	54,872	-	-
3931. Guardrail Renewal Program	-	-	-	-	211,250	211,250
3992. DCP Perry Rd Stage 3 (KR01c)	419	-	(419)	755,351	6,715,596	6,715,596
4064. NPR Laneway Activation P	-	-	-	173	-	-
4138. LATM Renewal Program	-	-	-	-	200,000	200,000
4187. Black Spot Prog.- Hammond Rd Logis	-	20,614	20,614	56,450	82,454	-
4189. Black Spot Prog.-View Rd, S/Vale	840	13,103	12,263	4,403	52,414	-
4225. Dandenong Market Road Safety	13,945	21,597	7,652	61,995	86,386	-
4257. Safer Local Roads & Street Program	-	143,000	143,000	24,713	2,252,500	2,252,500
4258. Blackspot Dandenong	-	-	-	-	3,876,000	3,876,000
4261. IP43 Road Safety Infrastructure	490	280,000	279,510	8,029	1,388,585	1,388,585
4273. Minor Civil Engineering Design Prog	-	1,000	1,000	-	87,450	87,450
4302. Road Renewal (Complex) Program	-	-	-	-	606,320	606,320



Financial Report for the period 1 July 2025 – 30 September 2025

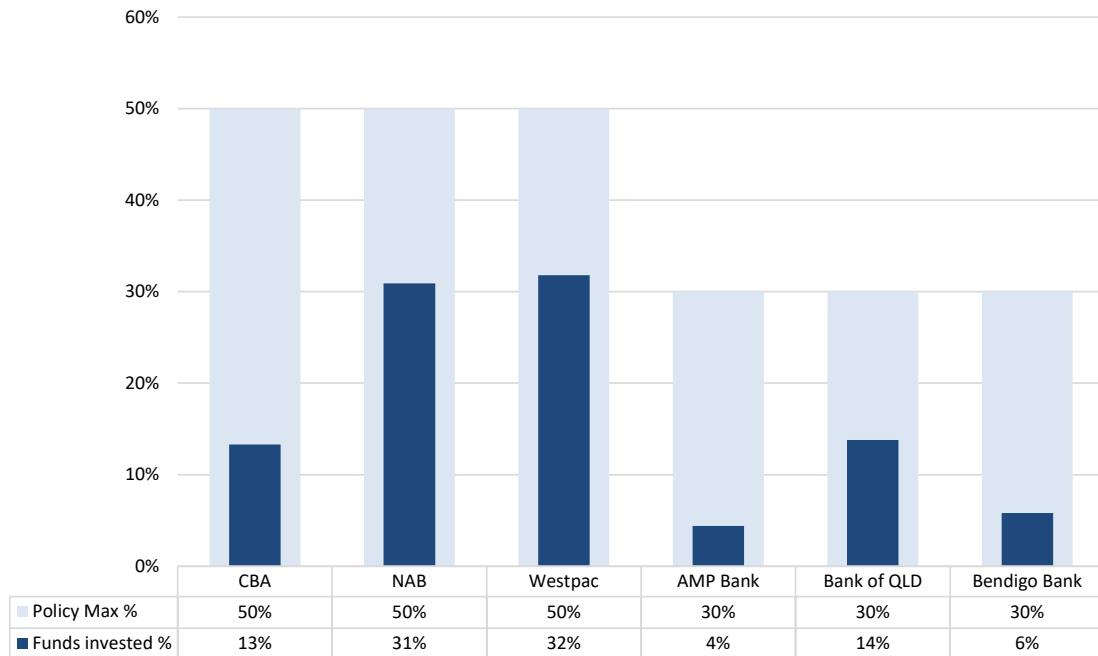
	YTD ACTUAL \$	YTD BUDGET \$	YTD VARIANCE \$	COMMIT \$	ANNUAL AMENDED BUDGET \$	ANNUAL ORIGINAL BUDGET \$
INFRASTRUCTURE						
Bridges						
3185. Bridge & Boardwalk Program	-	-	-	-	261,850	261,850
Footpath and cycleways						
3134. Palm Plaza	-	-	-	364	239,800	239,800
3355. Footpath Renewal Program	1,314	1,000	(314)	-	537,325	537,325
4250. Fowler Road Level X Removal Proj	16,850	-	(16,850)	10,379	-	-
Off street car parks						
4003. Springvale Res Masterplan Implem.	-	1,747	1,747	-	12,230	-
4186. D'nong Market Struct Rectification	28,191	20,386	(7,805)	69,564	203,855	-
4272. Off Street Car Park Renewal	7,051	-	(7,051)	-	119,405	119,405
4306. Burden Park Southern Carpark	-	-	-	4,140	179,190	179,190
4307. Noble Park Reserve Carpark Aenone	-	-	-	6,395	179,190	179,190
Drainage						
3269. Rowley Allen Pav. Oval Interface	5,114	-	(5,114)	8,250	301,968	301,968
4010. LRCI2 Callander Road	-	27,644	27,644	2,750	276,444	-
4226. Drainage Renewal Works Program	31,494	274,450	242,956	39,704	1,097,800	1,097,800
4227. Drainage Reactive Works Program	142,968	174,900	31,932	119,547	699,600	699,600
Total infrastructure	2,501,180	5,034,775	2,533,595	6,684,216	41,230,559	34,765,470
GRAND TOTAL	7,116,147	11,611,585	4,495,438	71,378,282	149,997,043	119,871,108

CIP Glossary

Abbrev.	Description
AI	Artificial Intelligence
CBD	Central Business District
CCTV	Closed-Circuit Television
DCP	Development Contributions Plan
DDA	Disability Discrimination Act
HVAC	Heating, Ventilation and Air Conditioning
LED	Light-Emitting Diode
LRCI	Local Roads Community Infrastructure
MCH	Maternal and Child Health
NP	Noble Park
NPAC	Noble Park Aquatic Centre
NPR	Noble Park Revitalisation
OS	Open Space
PEP	Precinct Energy Plant
UPS	Uninterruptible Power Supply

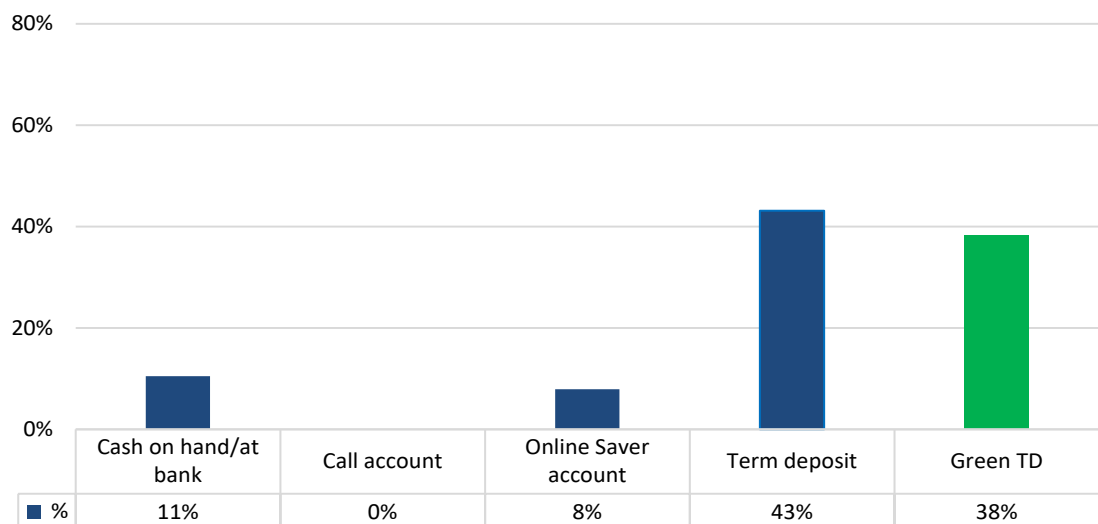
APPENDIX 2 – INVESTMENT ANALYSIS

Individual Institution (ADI) limits



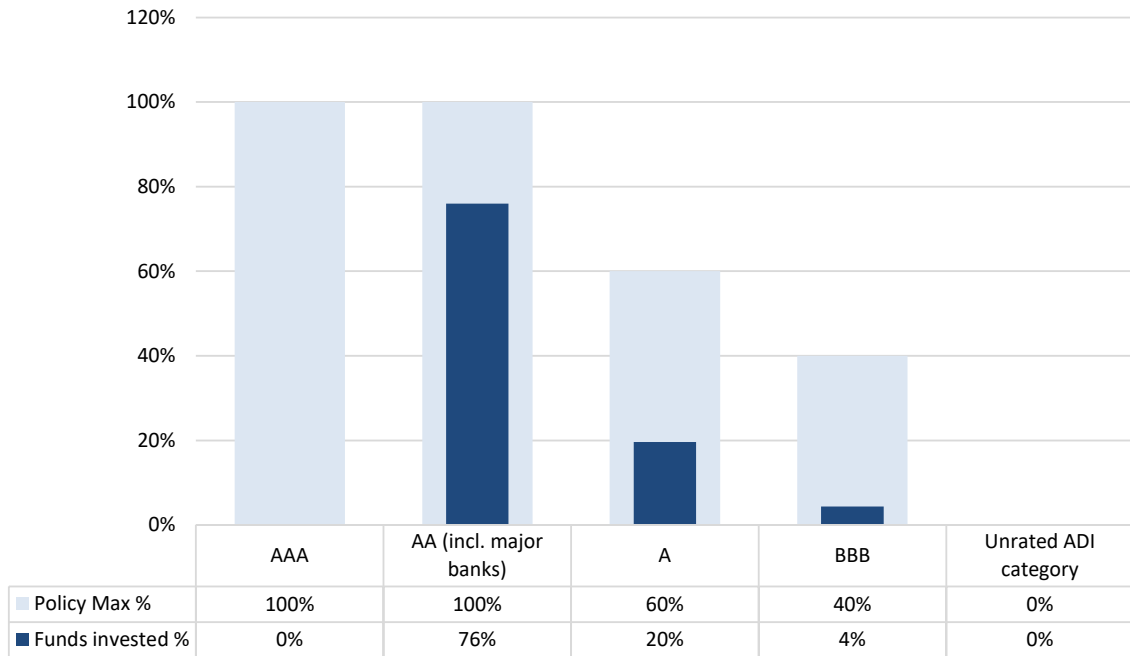
Policy limit – AAA category bank max. 60%, AA category or major bank 50%, A category bank max. 40%, BBB category bank max. 30%, Unrated ADI category bank 0%.

Portfolio Products

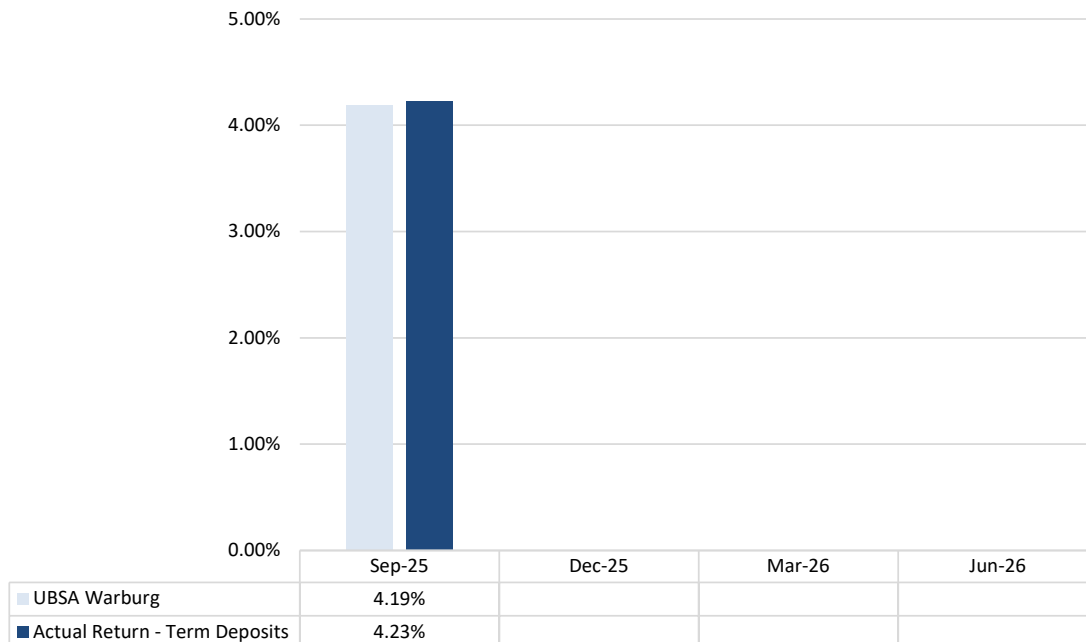


Note re Green deposits: 38% (or \$92.4 million) was invested at 30 September 2025. These investments are certified against Climate Bonds Initiative – Climate Bonds Standard, the same certification as green bonds. Investments held with Bendigo Bank fall under this category as this institution does not invest in fossil fuels.

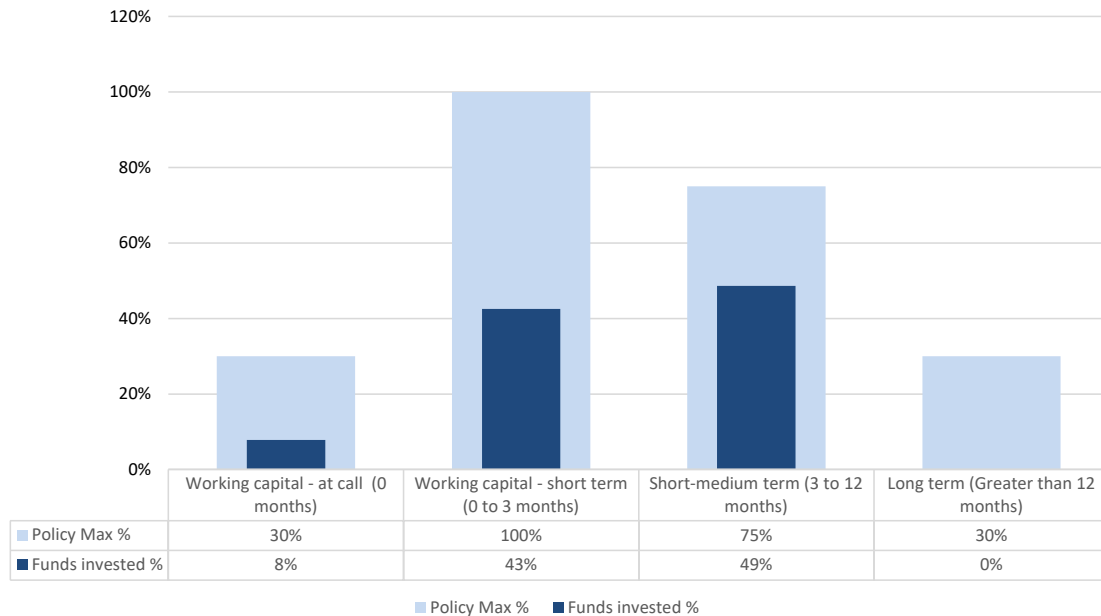
Investment portfolio by credit rating



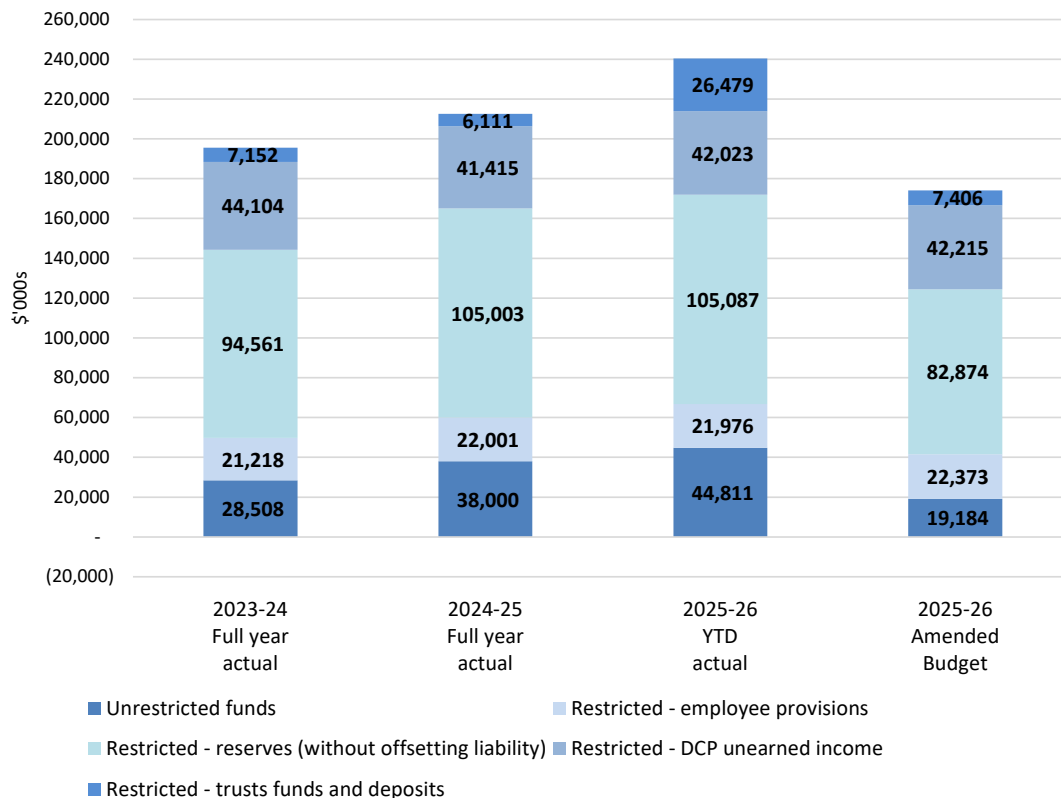
Benchmark Indicator - Term/Green Deposits



Maturity Targets



Restricted and unrestricted cash balances



Note – the unrestricted cash balance at 30 September 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 also been included as cash here.

APPENDIX 3 – DIRECTORATE ANALYSIS

Total Operating Results by Directorate

	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income					
Chief Executive Office	83	20	63	170	150
Corporate Development	543	487	56	2,438	2,438
City Futures	10,530	10,289	241	42,029	41,870
Community Strengthening	9,643	9,689	(46)	39,436	38,415
Non-Directorate ^(a)	44,301	44,187	114	176,183	183,421
Capital Works Program	769	690	79	29,401	22,032
Total income	65,869	65,362	507	289,657	288,326
Expenses					
Chief Executive Office	4,926	4,824	(102)	13,858	13,695
Corporate Development	5,969	5,987	18	20,357	20,200
City Futures	18,136	19,536	1,400	102,436	100,062
Community Strengthening	17,344	18,688	1,344	78,332	72,211
Non-Directorate ^(a)	13,668	13,547	(121)	56,356	56,356
Total expenses	60,043	62,582	2,539	271,339	262,524
Net surplus (deficit)	5,826	2,780	3,046	18,318	25,802

Notes

(a) Non-Directorate includes non-attributable items such as rates income, Emergency Services Volunteer Fund (ESVF) developer's contributions, interest income, non-monetary assets, finance costs and depreciation. The \$121,000 unfavourable variance in Non-Directorate is due to two fixed asset accounting entries that do not impact on Council's cash result:

- 'Asset write offs' (\$116,000) which represent asset renewal and replacement as part of capital work projects and renewal programs. Refer to Note 19 of this report for further details.
- 'Prior year capital expenditure unable to be capitalised (non-cash)' of \$54,000 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 18 of this report for further details.

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.



Financial Report for the period 1 July 2025 – 30 September 2025

CEO Directorate

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Grants - operating		22	20	2	170	150
Contributions - monetary	1	61	-	61	-	-
Contributions - non-monetary		-	-	-	-	-
Total income		83	20	63	170	150
Expenses						
Employee costs		1,566	1,539	(27)	6,801	6,801
Materials and services	2	3,211	3,090	(121)	6,387	6,266
Other expenses		149	195	46	670	628
Total expenses		4,926	4,824	(102)	13,858	13,695
Net surplus (deficit)		(4,843)	(4,804)	(39)	(13,688)	(13,545)

Income

Note 1 Contributions - monetary (\$61,000 favourable) - Due to contributions received for the Mayoral Task Force associated with Status Resolution Support Services (Community Development \$61,000). These contributions will be offset by associated expenditure and adjusted in the Mid-Year Budget

Expenditure

Note 2 Materials and services (\$121,000 unfavourable) – Due mainly to:

- Unbudgeted Enterprise Resource Planning (ERP) business case expenditure (\$71,000) which will be adjusted in the Mid-Year Budget and funded from the Digital Technology reserve.
- Higher than budgeted Empowering Communities grant funded expenditure (\$58,000). This permanent unfavourable variance is being addressed through a review of existing budgets to identify offsetting surplus funds.
- Earlier than anticipated Alliance for Gambling Reform contribution (\$25,000).

This unfavourable variance is partly offset by the timing of software maintenance and IT repairs (Technical Services \$43,000).

Corporate Development Directorate

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Statutory fees and fines		43	28	15	112	112
User fees		6	3	3	11	11
Grants - operating	3	61	-	61	-	-
Other income		433	456	(23)	2,315	2,315
Total income		543	487	56	2,438	2,438
Expenses						
Employee costs	4	2,972	3,067	95	13,597	13,596
Materials and services	5	2,799	2,733	(66)	5,843	5,687
Other expenses		198	187	(11)	917	917
Total expenses		5,969	5,987	18	20,357	20,200
Net surplus (deficit)		(5,426)	(5,500)	74	(17,919)	(17,762)

Income

Note 3 Grants - operating (\$61,000 favourable) – Due to unbudgeted grant income for Digitisation of Building permit records (Records Management \$61,000). This will be adjusted in the Mid-Year Budget and offset by associated expenditure.

Expenses

Note 4 Employee costs (\$95,000 favourable) – Due mainly to delay in recruitment of vacant positions (Procurement \$109,000, People and Change Executive \$71,000 and Call and Service Centres \$45,000).

This favourable variance is partly offset by unbudgeted temporary agency costs to backfill vacant positions and support project work (Communications and Customer Experience Executive \$121,000). This variance will be monitored closely and includes a new Internal Senior Communications Adviser position that will be adjusted in the Mid-Year Budget.

Note 5 Materials and services (\$66,000 unfavourable) – Due to higher than anticipated legal fees and professional services to date (People & Change Executive \$108,000). Most of this is expected to balance over the next quarter.

This unfavourable variance is partially offset by lower than anticipated storage and postage costs to date (Records Management \$43,000).



Financial Report for the period 1 July 2025 – 30 September 2025

City Futures Directorate

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Rates and charges		7,014	7,021	(7)	28,424	28,424
Statutory fees and fines	6	903	843	60	2,676	2,676
User fees	7	1,454	1,257	197	5,494	5,494
Contributions - monetary		811	812	(1)	2,000	2,000
Asset sales		94	93	1	847	847
Other income		254	263	(9)	2,569	2,410
Total income		10,530	10,289	241	42,029	41,870
Expenses						
Employee costs	8	7,347	7,680	333	34,007	33,912
Materials and services	9	10,714	11,771	1,057	68,071	65,792
Bad and doubtful debts		-	-	-	11	11
Carrying amount of assets sold		-	6	6	60	60
Other expenses		75	79	4	287	287
Total expenses		18,136	19,536	1,400	102,436	100,062
Net surplus (deficit)		(7,606)	(9,247)	1,641	(60,407)	(58,192)

Income

Note 6 Statutory fees and fines (\$60,000 favourable) - Due to higher than anticipated hoarding permit fees and Magistrates Court fine income (Building and Compliance \$38,000) and plan checking fee income to date (Civil Development and Design \$37,000).

Note 7 User fees (\$197,000 favourable) – Mainly due to better than anticipated ticket machine income to date due to reduced availability in some non-council car parks, because of ongoing works which is expected to continue to October 2025 (Parking Infrastructure Management \$179,000).

Expenses

Note 8 Employee costs (\$333,000 favourable) – Due mainly to the delay in recruitment of vacant positions as well as the timing gap between recruitment of vacant positions commencing and onboarding occurring (Statutory Planning \$112,000, Parks Services \$92,000, Strategic Design and Sustainability Planning \$69,000, Waste Management \$66,000, and Roads and Drains \$40,000).

This favourable variance is partially offset by higher salaries and temporary agency costs to date due to an incorrect allocation that will be resolved in October (CIP Implementation \$57,000).



Note 9 **Materials and services (\$1.06 million favourable)** – Lower expenditure to date across several areas including:

- Parks Services (\$305,000) - Due to the recent restructure, there has been a delay in progressing some work.
- Waste Management (\$284,000) - Lower tonnages across the three main waste streams including domestic garbage, Food Organics Garden Organics (FOGO) and comingled recycling.
- Cleansing (\$134,000) - Lower expenditure for graffiti removal, stained footpath cleaning and collection of e-waste and mattresses.
- Building Maintenance (\$123,000) – Variance due to the largely reactive nature of building maintenance services.
- Roads and Drains (\$106,000) - Delayed start of maintenance programs following the July/August implementation of the new Works Management System (WMS).
- Keysborough Community Hub (\$61,000) – The new facility is now open to the public, with costs to date coming in below budget estimates.



Community Strengthening Directorate

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Statutory fees and fines	10	2,515	2,201	314	9,948	9,948
User fees	11	714	810	(96)	3,915	3,915
Grants - operating	12	5,825	6,173	(348)	23,595	22,574
Other income	13	589	505	84	1,978	1,978
Total income		9,643	9,689	(46)	39,436	38,415
Expenses						
Employee costs	14	10,626	11,670	1,044	54,839	49,463
Materials and services	15	5,549	5,792	243	19,006	18,555
Bad and doubtful debts		-	-	-	1,604	1,604
Other expenses	16	1,169	1,226	57	2,883	2,589
Total expenses		17,344	18,688	1,344	78,332	72,211
Net surplus (deficit)		(7,701)	(8,999)	1,298	(38,896)	(33,796)

Income

Note 10 Statutory fees and fines (\$314,000 favourable) – Higher income from Infringement Court parking recoveries, Magistrate Court fine recoveries, and parking fines. (Parking Management \$308,000).

Note 11 User fees (\$96,000 unfavourable) – Mainly due to timing of animal registrations income that will even out over the financial year (Animal Management \$66,000).

Note 12 Grants - operating (\$348,000 unfavourable) – comprising:

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

- HACC – Home Maintenance \$49,000
- Home and Community Care \$41,000

Lower than anticipated grant funding received for:

- Family Day Care \$287,000 (offset by lower educator costs)
- School crossings \$93,000 (timing)

Partly offset by earlier than anticipated Maternal and Child Health funding (\$60,000).

Note 13 Other income (\$84,000 favourable) - Due to higher rental, venue hire and recovery income (Civic Facilities \$38,000 and Emergency Management \$30,000).



Expenses

Note 14 Employee costs (\$1.04 million favourable)

Community Strengthening Directorate	2025-26 Variance Fav/(unfav) \$	Grant Funded Programs \$	Offset by Lower Income \$	2025-26 Potential Underspend/ (overspend) \$
COMMUNITY AMENITY	204,593	0	0	204,593
COMMUNITY CARE	196,150	0	101,797	94,353
COMMUNITY STRENGTHENING EXECUTIVE	(12,089)	0	0	(12,089)
COMMUNITY WELLBEING	653,813	358,371	0	295,442
SAFE, ACTIVE & CONNECTED COMMUNITIES	26,406	0	0	26,406
SPECIAL PROJECTS	(13,338)	0	0	(13,338)
CREATIVE AND ENGAGED CITY	(10,589)	0	0	(10,589)
Grand Total	1,044,946	358,371	101,797	584,779

The \$1.04 million favourable variance at the end of the first quarter comprises:

- \$358,000 (34%) relates to grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (Children's Services Grants \$82,000, Playgroups Initiative \$71,000, Child First \$64,000, Pre-School Field Officer \$58,000, Drug Strategy \$28,000, and Enhanced Maternal and Child Health Program \$21,000).
- \$102,000 in Community Care is offset by lower income due to actual target achievement and service levels. This is due to ongoing resourcing challenges combined with an ageing workforce on limited duties or Workcover.
- The remaining \$585,000 favourable variance is due to delays in recruitment of vacant positions as well as the timing gap between recruitment of vacant positions commencing and onboarding occurring, in the following areas:
 - Library and Information Services (\$106,000)
 - General Law Enforcement (90,000)
 - Maternal and Child Health (\$86,000)
 - Children Support Services (\$70,000)
 - HACC – Home Maintenance (\$70,000)
 - Family Day Care (\$66,000)
 - Community Amenity Administration (\$56,000)

Note 15 Materials and services (\$243,000 favourable) – Due to lower Family Day Care educator payments offset by higher income (Family Day Care \$245,000).

Note 16 Other expenses (\$57,000 favourable) – Some community grants and partnership payments have been delayed due to a few organisations not completing the required reporting by the deadline (Community Funding \$49,000).



Financial Report for the period 1 July 2025 – 30 September 2025

Non-Directorate

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Rates and charges		40,237	40,237	-	155,575	155,575
Statutory fees and fines		97	70	27	70	70
Grants - operating		1,780	1,780	-	6,818	14,056
Contributions - non-monetary		-	-	-	7,500	7,500
Other income	17	2,187	2,100	87	6,220	6,220
Total income		44,301	44,187	114	176,183	183,421
Expenses						
Employee costs		-	-	-	2,156	2,156
Materials and services		103	130	27	519	519
Prior year capital expenditure unable to be capitalised (non- cash)	18	54	-	(54)	-	-
Depreciation		12,114	12,114	-	48,480	48,480
Amortisation - right of use assets		179	179	-	715	715
Borrowing costs		707	707	-	3,936	3,936
Finance costs - leases		-	-	-	57	57
Asset write offs	19	116	-	(116)	-	-
Other expenses		395	417	22	493	493
Total expenses		13,668	13,547	(121)	56,356	56,356
Net surplus (deficit)		30,633	30,640	(7)	119,827	127,065

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.

Income

Note 17 Other income (\$87,000 favourable) - Mainly due to better than anticipated interest returns on investments, as projections had assumed some decline in interest rates (Corporate Accounting \$87,000). This variance will be monitored and any permanent variance will be reflected in the Mid-Year Budget.

Expenses

Note 18 Prior year capital expenditure unable to be capitalised (non-cash) (\$54,000 unfavourable) – Mainly due to prior year capital expenditure included in works-in-progress that has not met the relevant capitalisation threshold (Corporate Accounting \$54,000). Examples include furniture at Drum Theatre and AV equipment at Dandenong Civic Centre.

Note 19 Asset write offs (\$116,000 unfavourable) – Arising mainly from disposals, asset renewal, and replacement works undertaken as part of capital projects. This item is not budgeted due to its unpredictable nature and is recorded as a non-cash accounting entry.



Capital Works Program

	Notes	YTD ACTUAL \$'000	YTD BUDGET \$'000	YTD VARIANCE \$'000	ANNUAL AMENDED BUDGET \$'000	ANNUAL ORIGINAL BUDGET \$'000
Income						
Grants - capital		700	677	23	24,011	20,870
Contributions - monetary	20	69	13	56	5,390	1,162
Total income		769	690	79	29,401	22,032
Net surplus (deficit)						
		769	690	79	29,401	22,032

Income

Note 20 Contributions (\$56,000 favourable) - Due to unbudgeted contributions received for Road Resurfacing program. This will be offset by associated expenditure and adjusted in the Mid-Year Budget.



4.2 OTHER

4.2.1 Central Dandenong Summer Activation Program

Responsible Officer: Executive Director City Futures
Attachments: Nil

Officer Recommendation

That Council NOTES the pilot Summer Activation Program (1 December 2025 to 31 March 2026) for Central Dandenong.

Executive Summary

1. A pilot Central Dandenong Summer Activation Program (the program) has been developed through a co-design workshop process with internal stakeholders. The program is presented to Councillors for noting.

Background

2. Central Dandenong is Council's largest activity centre and has benefited from substantial public and private investment in infrastructure, including major upgrades to public realm, civic facilities, and commercial developments. Despite these improvements however, the area has not realised the anticipated economic and social outcomes, with visitation, business activity, and community participation remaining significantly below expectations. This highlights the need for targeted activation strategies for the precinct to complement existing infrastructure and unlock the full potential of the city centre as a vibrant and inclusive destination.
3. The program has been informed and shaped through collaborative workshops with key Council staff and draws on insights from previous Council-led events and placemaking/activation initiatives, as well as comparable programs implemented in other cities.
4. The aim of the program is to focus efforts (pilot one activity centre) to maximise opportunities and create a visible uplift in public life and vibrancy within the central Dandenong activity centre over the coming summer (concluding with Ramadan Night Markets – Council sponsored event) while also fostering deeper, long-term engagement with local businesses and the broader community around the activation and use of public space.

Key Issues and Discussion

5. The activation program is based on a 'lighter, quicker, cheaper' approach to both the activation/event delivery and approval process. This methodology is intended to enable rapid consideration and safe testing of creative ideas without imposing unnecessary constraints on proponents.



6. The key objective of the program is to 'seed fund' and actively engage local businesses, creatives and community in the co-creation of activation concepts. This collaborative approach aims to enhance visitation to the city centre and deliver measurable economic, social, and cultural benefits (embedded within the program's objectives, measures, and evaluation framework).
7. A closed, rolling, non-competitive grant program will allow applications to be submitted at any time once engaged with our activation facilitators (total grant pool of \$100,000) through a co-creation model that nurtures a proponent's idea to a feasible activation/event program aligned to the program/grant objectives. Three grant streams have been developed ranging from \$3,000 to \$15,000 subject to alignment with program objectives, level of collaboration and economic and social benefits:
 - Seed Activation Grant (up to \$3,000) – for pop-up activations (e.g. performances, art workshops, pop-up trader/experience, installations). Small-scale pop-ups or creative bursts that plant joy in public spaces.
 - Gather Activation Grant (up to \$5,000) – For community-led/focussed activations/events that bring people together and celebrate local culture.
 - Fusion Activation Grant (up to \$15,000) – For larger and/or multi-day activations/events involving collaboration between traders, artists, and community groups to energise the precinct and generate economic benefits.
8. "Dandy Vibes" will be used as the marketing name for the program.
9. To quickly raise awareness of the grant/activation program and to foster engagement, a marketing plan and campaign is being developed.
10. The grants for activations will commence on 1 December 2025 and run through to 31 March 2026. Grant applications will open on 1 November 2025.
11. If the pilot activation program is successful, a strategic citywide activation program will be developed for funding/resourcing approval.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

12. No additional money and resources required.

Financial/Asset Resource Implications (consider Service Statements, Budget, Long Term Financial Strategy and Asset Plan)

Operating Budget Implications

13. The financial implications associated with this report involve a cost in the current financial year of \$132,000. Costs will be absorbed within current allocated Business Development and Investment budgets.

Asset Implications

14. This pilot program aims to increase the use of three Central Dandenong public spaces with 'light, low cost' temporary activations through grants. No additional maintenance is proposed however if required, works will be minimised and costs absorbed within existing budgets, within reason.

Legal/Risk Implications

15. Potential legal and risk implications have been considered, and the proposed Governance model is considered to adequately address any risks.

Environmental Implications

16. There are no environmental implications relevant to this report.



Community Consultation

17. There was no requirement for community consultation.
18. The program is focussed on actively engaging with local businesses, creatives and community in the co-creation of activation concepts. A goal of the program is to foster deeper, long-term engagement around activation and use of public space.
19. A high-level communication plan has been developed outlining phase one communication: create awareness of the opportunity for grants.

Links to Community Vision, Council Plan, Strategy, Notice of Motion

20. This report is consistent with the following principles in the Community Vision 2040:
 - Safe and peaceful community.
 - Education, training, entrepreneurship and employment opportunities.
21. This report is consistent with the following strategic objectives from the Council Plan 2025-29:
 - A socially connected, safe and healthy city.
 - A city that respects and celebrates diversity, our history and the arts.
 - A city of accessible, vibrant centres and places.
 - A city that supports business, entrepreneurship, quality education and employment outcomes.

Legislative and Policy Obligations

22. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
 - Related Council Policies, Strategies or Frameworks.
23. Insights gained through the pilot program will help inform refinements to Council policies, with the aim of fostering a more enabling framework for public space activation.



4.2.2 Mayoral and Councillor Taskforce Supporting People Seeking Asylum LGNSW annual conference

Responsible Officer: Executive Director Strategy & Corporate Services
Attachments: Nil

Officer Recommendation

That Council APPROVES interstate travel for the Mayor, or delegated Councillor, to attend the Local Government NSW Annual Conference to be held in Sydney from 23 to 25 November 2025, as part of the Mayoral and Councillor Taskforce Supporting People Seeking Asylum advocacy work.

Executive Summary

1. This report seeks Council approval for the Mayor, or delegated Councillor, to attend the to attend the Local Government NSW Annual Conference to be held in Sydney (hosted by Penrith City Council) from 23 to 25 November 2025, as part of the Mayoral and Councillor Taskforce's advocacy work supporting people seeking asylum.

Background

2. The Council-led Mayoral and Councillor Taskforce Supporting People Seeking Asylum has been advocating for the rights of people seeking asylum via the Back Your Neighbour (BYN) campaign since 2018.
3. The campaign has grown in support in recent years with new councils and community partners joining in the advocacy to the Federal Government for fair and compassionate policies for people seeking asylum.
4. Council has been proactively leading strategic, direct lobbying with a cross-section of stakeholders in 2025, collaborating with government peak bodies, raising awareness of campaign priorities at interstate events and growing the membership of the Taskforce at a national level.
5. In September 2025, as part of the Taskforce's membership recruitment, the Taskforce held a Sydney delegation with Chair of the Taskforce, Mayor Cr Jim Memeti attending, meeting with several metropolitan Sydney Councils about joining the Taskforce. The delegation resulted in new Councils formally joining the Taskforce and strengthened engagement with existing NSW members.

Key Issues and Discussion

6. Member council representatives of the Mayoral and Councillor Taskforce Supporting People Seeking Asylum at the 9 July 2025 Taskforce meeting approved for an exhibition stand to be held for Back Your Neighbour at the Local Government NSW Annual Conference.
7. The Annual Conference is the primary policy-making body of LGNSW and an opportunity for councillors to come together to share ideas and debate issues that shape the way LGNSW is governed and advocates on behalf of the local government sector.



8. The purpose of the exhibition will be to promote the Back Your Neighbour campaign with NSW Councils, encourage joining the Taskforce and engage NSW member Councils to actively support the advocacy. A motion on the Back Your Neighbour advocacy priorities has also been submitted for debate at the Annual Conference.
9. As Chair and Executive Member of the Taskforce, Greater Dandenong Council plays a key leadership role in advancing the Back Your Neighbour campaign. Active representation in advocacy efforts by Mayor or Councillor delegate is essential.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

10. This item does not have an impact on existing human resources.

Financial/Asset Resource Implications (consider Service Statements, Budget, Long Term Financial Strategy and Asset Plan)

Operating Budget Implications

11. The financial implications associated with this report involve an estimated cost in the current financial year of \$1,900. These costs will be funded from revenue received from Taskforce membership fees, as the proposed delegations are part of Taskforce business and legitimate expenses under the Taskforce's Terms of Reference. There is no direct cost to Greater Dandenong City Council.
12. The estimated cost per delegate is approximately \$1,900, consisting of:
 - a. Accommodation for 2 nights (4 star): \$600
 - b. Flights (economy): \$500
 - c. Incidentals (ground transportation/meals): \$800

Asset Implications

13. This item does not affect any existing assets.

Legal/Risk Implications

14. There are no legal / risk implications relevant to this report.

Environmental Implications

15. There are no environmental implications relevant to this report.

Gender Impact Assessment

16. A gender impact assessment is not required.

Community Consultation

17. There was no requirement for community consultation.



Links to Community Vision, Council Plan, Strategy, Notice of Motion

18. This report is consistent with the following principles in the Community Vision 2040:

- Embrace diversity and multiculturalism.

19. This report is consistent with the following strategic objectives from the Council Plan 2025-29:

- A socially connected, safe and healthy city.

Legislative and Policy Obligations

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

- Related Council Policies, Strategies or Frameworks.



4.2.3 Report on Matters Discussed at Councillor Briefing Sessions and Pre-Council Meetings

Responsible Officer: Manager Governance
Attachments: Nil

Officer Recommendation

That Council RECEIVES and NOTES the information contained in this report.

Executive Summary

1. As part of Council's ongoing efforts to improve transparency in Council processes, matters discussed at Councillor Briefing Sessions & Pre-Council Meetings (other than those matters designated to be of a confidential nature) are reported on at Council meetings.
2. The matters listed in this report were presented to Councillor Briefing Sessions & Pre-Council Meetings during the period 22 September – 27 October 2025.

Background

3. The Executive Team and associated staff at Greater Dandenong City Council host Councillor Briefing Sessions and Pre-Council Meetings on a regular basis (weekly) to inform Councillors about the work officers are undertaking, share information, obtain feedback and discuss strategies and options for current and future work.
4. To ensure transparency in this process, matters discussed at Councillor Briefing Sessions and Pre-Council Meetings (other than those matters designated to be confidential under the *Local Government Act 2020*) are reported on at Council meetings. This report represents matters discussed at the Councillor Briefing Sessions & Pre-Council meetings during the period 22 September – 27 October 2025.



Matters Presented for Discussion

Item		Councillor Briefing Session/Pre-Council Meeting
1	General Discussion Councillors and Council officers briefly discussed the following items: a. Australia Day award nominations update; b. Recent Award accolades; and Agenda items for the Council meeting of 22 September 2025.	Pre-Council Meeting (PCM) – 22 September 2025
2	Councillor Personal Development Training – Creating and Maintaining a Safe Workplace	Councillor Briefing Session (CBS) – 29 September 2025
3	Councillor Personal Development Training – Effective Financial and Risk Management	Councillor Briefing Session (CBS) – 29 September 2025
4	Dandenong Market Precinct Plan Update Councillors were briefed on The Dandenong Market Precinct Plan (the Plan) which will provide strategic direction and recommended implementation actions to resolve and guide issues such as land use, urban design, economic investment opportunities, transportation, public realm and community infrastructure.	Councillor Briefing Session (CBS) – 6 October 2025
5	Dandenong Market Master Plan Councillors were presented with an update on the intended Master Plan for the Dandenong Market.	Councillor Briefing Session (CBS) – 6 October 2025
6	Parking Fees and Charges (Paid Parking Expansion) CONFIDENTIAL under s 3(1) of the Local Government Act 2020.	Councillor Briefing Session (CBS) – 6 October 2025
7	Central Dandenong Summer Activation Program Councillor feedback was sought for a proposal for a pilot Central Dandenong Summer Activation Program. This has been developed through a co-design workshop process with internal stakeholders.	Councillor Briefing Session (CBS) – 6 October 2025
8	Greater Dandenong Planning Scheme Planning Policy Framework Translation Councillors were updated on the changes to the Greater Dandenong Planning Scheme which has now been translated into the new integrated draft Planning Policy Framework. Council officers have worked in partnership with the Department of Transport and Planning (DTP) to undertake this work.	Councillor Briefing Session (CBS) – 6 October 2025
9	Community Engagement Submissions – Proposed Sale of 275 Lonsdale Street, Dandenong	Councillor Briefing Session (CBS) – 6 October 2025



Item		Councillor Briefing Session/Pre-Council Meeting
	Councillors were updated on responses received to the proposed sale of 275 Lonsdale Street, Dandenong.	
10	General Discussion Councillors and Council officers briefly discussed the following items: a. Update on Council Policies; and b. Update on Aged Care Reform;; Agenda items for the Council meeting of 13 October 2025.	Councillor Briefing Session (CBS) – 6 October 2025
11	General Discussion Council's Chief Executive Officer and Councillors held an In-Camera session.	Pre-Council Meeting (PCM) – 13 October 2025
12	South East Leisure (SEL) Annual Report and Financial Statement CONFIDENTIAL under s 3(1)(g) of the Local Government Act 2020.	Councillor Briefing Session (CBS) – 20 October 2025
13	Aged Care Update Councillors were briefed on the latest developments in the Aged Care Sector.	Councillor Briefing Session (CBS) – 20 October 2025
14	Lois Twohig Reserve Master Plan CONFIDENTIAL under s 3(1)(a) of the Local Government Act 2020.	Councillor Briefing Session (CBS) – 20 October 2025
15	Draft our Bright Green Future Strategy Councillors were presented with work completed by officers to consolidate sustainability strategies and align them with the Council Plan 2025-29's Integrated Planning Framework to help develop the draft Our Bright Green Future Strategy and Action Plan.	Councillor Briefing Session (CBS) – 20 October 2025
16	Community Facilities Access & Use Policy Councillors were presented with a new draft Community Facilities Access and Use Policy for feedback prior to community consultation.	Councillor Briefing Session (CBS) – 20 October 2025
17	Councillor Representation List Councillors were reminded of the process regarding nominating for representatives of various organisations. This list will be adopted at the annual meeting on Thursday 13 November 2025.	Councillor Briefing Session (CBS) – 20 October 2025
18	General Discussion Councillors and Council officers briefly discussed the following items:	Councillor Briefing Session (CBS) – 20 October 2025



Item		Councillor Briefing Session/Pre-Council Meeting
	a. Update on Social Cohesion project; b. Update on Planning Reforms; c. Budget community consultation process; and Agenda items for the Council meeting of 27 October 2025.	
	General Discussion Councillors and Council officers briefly discussed the following items: a. Update on Council Policies; and b. Update on Aged Care Reform;; Agenda items for the Council meeting of 27 October 2025.	Pre-Council Meeting (PCM) – 27 October 2025

Apologies

- Councillor Bob Milkovic and Councillor Sophie Tan submitted apologies for the Pre-Council Meeting on 22 September 2025.
- Councillor Bob Milkovic and Councillor Isabella Do submitted apologies for the Councillor Personal Development Training on 29 September 2025.
- Councillor Isabella Do and Councillor Loi Troung submitted apologies for the Councillor Briefing Session on 6 October 2025.
- Councillor Lana Formoso and Councillor Jim Memeti submitted apologies for the Pre-Council Meeting on 13 October 2025.
- Councillor Jim Memeti submitted an apology for the Councillor Briefing Session on 20 October 2025.
- Councillor Isabella Do and Councillor Sean O'Reilly and Councillor Loi Troung submitted apologies for the Pre-Council Meeting on 27 October 2025.

Legislative and Policy Obligations

- Section 9 of the *Local Government Act 2020* (LGA2020) states that a Council must in the performance of its role give effect to the overarching governance principles.
- Reporting on matters discussed at Councillor Briefing Sessions and Pre-Council Meetings gives effect to the overarching governance principles (in particular, section 9(i) of the *Local Government Act 2020*) in that the transparency of Council actions and information is ensured.



4.2.4 List of Registered Correspondence to Mayor and Councillors

Responsible Officer: Manager Governance, Legal & Risk

Attachments: 1. List of Registered Correspondence to Mayor and Councillors [4.2.4.1 - 2 pages]

Officer Recommendation

That the listed items for the period 20 October to 31 October 2025 provided in Attachment 1 to this report be received and noted.

Executive Summary

1. Subsequent to past Council resolutions in relation to the listing of registered incoming correspondence addressed to the Mayor and Councillors, Attachment 1 to this report provides a list of this correspondence for the period 20 October to 31 October 2025.

Objective

CONNECTED. COLLABORATIVE. COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 20/10/25 & 31/10/25 - for officer action - total = 2

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
An invitation from Keysborough Primary School for the Mayor to attend the Open Local Schools Maths Games Day.	24-Oct-25	24-Oct-25	fA364957	Mayor & Councillors Office
An invitation from the Australian Local Government Association for the Mayor to attend the Local Government Housing Forum.	29-Oct-25	29-Oct-25	fA365377	Mayor & Councillors Office

NB: Users assigned may have changed by the time of the Council Meeting. Correct at time of report production only.

Objective

CONNECTED. COLLABORATIVE. COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 20/10/25 & 31/10/25 - for information only - total = 7

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
An email from RACV communicating the results of the My Melbourne Road Survey campaign.	17-Oct-25	17-Oct-25	A12503778	Mayor & Councillors Office
A letter from the Minister of Foreign Affairs responding to the Deputy Mayor's letter regarding the conflict between Cambodia and Thailand.	17-Oct-25	22-Oct-25	A12515554	Mayor & Councillors Office
Thank You Letter from Dandenong North Primary School's EAL Students to the Mayor.	28-Oct-25	28-Oct-25	A12529508	Mayor & Councillors Office
An invitation from the Nursery & Garden Industry Victoria for Cr Formoso to attend the Greening Cities 2025: Urban Greening Forum.	27-Oct-25	28-Oct-25	A12529427	Mayor & Councillors Office
A certificate of appreciation from the Noble Park Community Centre for Cr Phillip Danh's support for the Fundraising Dinner Dance.	29-Oct-25	29-Oct-25	A12533122	Mayor & Councillors Office
An invitation from Emmaus College to a pitch event for Sustainable Co-Living Concept (SPCL-I).	29-Oct-25	30-Oct-25	A12538552	Mayor & Councillors Office
An invitation to Cr Isabella Do to discuss Friends of the Earth LGA Electrification Project.	31-Oct-25	31-Oct-25	A12543061	Mayor & Councillors Office

NB: Users assigned may have changed by the time of the Council Meeting. Correct at time of report production only.



5 NOTICES OF MOTION

5.1 NOTICE OF MOTION NO. 14 - ADVOCATING FOR EQUITABLE IMMUNISATION ACCESS AND REINSTATEMENT OF PRIME IMMUNISATION PROGRAM

Responsible Officer: Executive Director Community Strengthening
Author: Cr Lana Formoso

Preamble

1. The City of Greater Dandenong mourns the tragic loss of 16-year-old Levi Syer, who died from Meningococcal B shortly after receiving the ACWY vaccine. The B strain is not included in Victoria's immunisation schedule, despite its inclusion in other states. Levi's mother, supported by medical professionals and over 35,000 petitioners, is advocating for its inclusion. The Royal Australian College of General Practitioners highlights cost as a major barrier to vaccination.
2. The Victorian Government ceased funding the Program for Refugee Immunisation, Monitoring and Education (PRIME) in 2023, which had significantly improved immunisation rates among refugee and asylum seeker communities in Greater Dandenong. PRIME increased coverage from 24% to 84%, addressing barriers such as language, cultural differences, and incomplete records. Its closure risks leaving over 80% of refugees under-immunised, straining an already limited primary care system.
3. Primary care faces challenges in delivering catch-up immunisations, including lack of GP expertise, limited appointment availability, cultural barriers, and high rates of vaccine administration and data errors. PRIME provided culturally appropriate services with bilingual nurse immunisers and achieved faster and more accurate immunisation outcomes.
4. With 50% of Victoria's humanitarian intake settling in the South East, including Dandenong, the cessation of PRIME is particularly concerning. Over 4,680 new arrivals are expected in the next four years, increasing demand on primary care. PRIME's proven success suggests it should be expanded, not discontinued.
5. Sadly, per Council advice to the Victorian Department of Health prior to the cessation PRIME in 2023, (see attached) the increased risk of disease outbreaks, increased pressure on GPs and hospitals, reduced childhood immunisation coverage, and disruptions to Centrelink benefits have come to fruition. Programs like the Noble Park English Language School and the ACP initiative, both part of PRIME, were vital for maintaining public health and equity and should be reinstated without delay.

Motion

That Council:

1. **EXPRESSES** Council's deep concern regarding the exclusion of Meningococcal B from Victoria's immunisation schedule;
2. **ADVOCATES** for the reinstatement of funding for PRIME to safeguard immunisation access for refugee and asylum seeker communities; and
3. **REQUESTS** a meeting with the Minister for Health to discuss these matters and the broader public health impacts on our community.



6 REPORTS FROM COUNCILLORS/DELEGATED MEMBERS AND COUNCILLORS' QUESTIONS

The principal purpose of this item in the Council Meeting Agenda is for Councillors to report on their attendance, observations or important matters arising from their liaison or representation with groups for which the Councillor has been formally appointed by Council. In accordance with the documented 'protocol' that applies to either liaisons or representatives, Councillors should raise matters of importance during this item. Other matters may also be reported.

If a Councillor chooses to speak, the name of the conference/event and the Councillor will be noted in the Minutes for that meeting. If a Councillor requires additional information on the conference/event to be listed in the Minutes, they must submit it in writing to a Governance staff member by 12.00pm the day following this Council Meeting.

Question time is provided to enable Councillors to address questions to members of Council staff. The guidelines for asking questions at a Council meeting are included in the current Governance Rules.

Councillors have a total of 15 minutes each to report on their attendances at meetings, conferences or events and to ask questions of Council staff.



7 URGENT BUSINESS

No business may be admitted as urgent business unless it:

- a) relates to or arises out of a matter which has arisen since distribution of the Agenda; and
- b) cannot safely or conveniently be deferred until the next ordinary meeting and unless agreed to by a majority of those Councillors present at the meeting.



8 CLOSE OF BUSINESS