

Introduction

Three years ago Greater Dandenong Council, in partnership with its community, created a new Council Plan which highlights Council's six strategic objectives for 2017-21:

- 1** A vibrant, connected and safe community
- 2** A creative city that respects and embraces its diversity
- 3** A healthy, liveable and sustainable city
- 4** A city planned for the future
- 5** A diverse and growing economy
- 6** An open and effective Council

These objectives were the result of extensive community consultation. We received valuable feedback and insights into how our community saw Greater Dandenong now and how they wanted to see it grow and develop in the future.

Council believes a shared vision with the community is the most effective way to achieve the best outcomes for the City of Greater Dandenong.

In order to deliver on these strategic objectives Council must develop an Annual Plan which details the activities and major works which will occur across the city during each financial year. We take into account the community's priorities and balance these against the financial, physical and human resources Council has available to it.

The key is striking a balance between what we want to achieve long-term and what we need to achieve each year to make that happen.

Each year Councillors and senior management teams across the organisation review their activities, identify key areas of focus and create actions which align with the annual budget and the community's vision for the future.

In 2020-21 Council will continue to focus on connecting with the community, celebrating our vibrancy and diversity and improving health and wellbeing. We recognise that in the current climate the ability to adapt and be innovative is more important than ever.

Social distancing guidelines have led to the creation of more digital content. We will continue to run exhibitions, workshops and library storytime sessions but these will now be disseminated online rather than in person.

Our arts offerings will receive a further boost with work commencing on the new Greater Dandenong Gallery of Art. The new gallery will be located on the current site of the Masonic Hall in Mason St, Dandenong.

We will promote our new Sports and Active Recreation Strategy – Make Your Move – by providing innovative ways for people to stay fit and healthy. Detailed planning will also commence on the new Dandenong aquatic and leisure centre which will ensure our community's needs are met well into the future.

We will continue to provide support to the most vulnerable members of our community and will start implementing our Anti-Poverty Collective Impact program and roll out the key objectives of our Reconciliation Action Plan.

Sustainability continues to be a priority for Council. Along with the Climate Change Strategy and Green Wedge Management Plan, Council will continue to invest in its parks and reserves through parks master planning.

Community Safety also remains a key priority. As a Council we will continue to partner with Victoria Police to maintain our Safe City CCTV network and establish programs like Operation Bounce Back to reduce crime.

Our new Community Engagement Framework will also help to ensure our community plays a pivotal role in the decision-making process.

The year ahead will undoubtedly have its challenges, but Council is committed to working with the community to ensure Greater Dandenong continues to be a place we want to live, work, play and invest.



Jim Memeti
Greater
Dandenong
Mayor



Strategic Objective 1:

A vibrant, connected and safe community



Priority	Action	Department
A city with high community participation	• Deliver initiatives which enhance the employment capability of young people	Community Wellbeing
	• Develop female physical activities and sporting opportunities as part of the 'Make Your Move' Physical Activity Strategy	Community Development, Sport and Recreation
	• Implement the year one actions of the 'Make Your Move' Physical Activity Strategy	Community Development, Sport and Recreation
	• Develop and deliver a program of festivals and events across the City that are accessible and inclusive, financially and environmentally sustainable and contribute to the creativity and vibrancy of Greater Dandenong	Community Wellbeing
	• Review governance structures for kindergarten and child care provision across the municipality	Community Wellbeing
	• Manage the new permanent Pop Up Park (constructed by Development Victoria)	Community Development, Sport and Recreation
	• Support young people to participate in civic and community activities which enhance leadership and personal development	Community Wellbeing
	• Continue to support, train and recognise Council volunteers through regular training and recognition events	Community Development, Sport and Recreation
	• Increase opportunities for volunteering within Council programs	Community Development, Sport and Recreation
	• Develop and implement a governance framework that will guide engagement, support and business with community organisations	Community Development, Sport and Recreation
	• Implement a new network approach to connect and build the capacity of Not for Profit agencies through corporate support and sponsorship	Community Development, Sport and Recreation
	• Develop an Informal Recreation Infrastructure Plan	Community Development, Sport and Recreation
	• Finalise the review of the Community Development Framework and Community Hub Framework	Community Development, Sport and Recreation
A safe community	• Improve safety within the community by advocating for additional police resources and addressing identified hot spots while also continuing to monitor community perceptions	Community Development, Sport and Recreation
	• Assist Victoria Police with targeted enforcement of speeding and hoon behaviour, through ongoing liaison and data provision	Transport and Civil Development
	• Maintain the Safe City CCTV system in accordance with specified performance standards	Regulatory Services
	• Develop and implement the Domestic Animal Management Plan 2020-21	Regulatory Services
	• Review the Municipal Emergency Management Plan as part of ongoing continuous improvement activities	City Improvement Services
	• Maintain eSmart Libraries accreditation to equip libraries and connect communities with the skills needed for smart, safe and responsive use of technology	Community Arts, Culture and Libraries
	• Provide ongoing funds for local road safety treatments to address priority locations, where the greatest road safety risks are identified (via Council's Local Area Traffic Management prioritisation program)	Transport and Civil Development



Strategic Objective 1:

A vibrant, connected and safe community (continued)

Priority	Action	Department
A safe community (continued)	• Work with young people to address the impact of racism and discrimination	Community Wellbeing
	• In association with RoadSafe South East, continue to advocate for and promote the implementation of programs that address road laws and highlight the impact that alcohol and drugs (legal and illegal), fatigue, speed, hoon behaviour and distractions have on driving abilities	Transport and Civil Development
	• Deliver support services for vulnerable families, including those experiencing or at risk of, family violence	Community Wellbeing
	• Host the 2020 Walk Against Family Violence	People and Procurement Services
A well informed and connected community with improved health and wellbeing	• Promote gender equity, and support the right of women to engage and participate equally in all aspects of community life	Community Development, Sport and Recreation
	• Maintain food safety - inspect all registered food premises annually and report outcomes	Building and Compliance Services
	• Maintain food safety and public health standards - interact with other local authorities, Environmental Health Professionals Australia (EHPA), Municipal Association of Victoria (MAV), and State Government departments	Building and Compliance Services
	• Monitor adolescent immunisation rates and report on the number of adolescents immunised according to the National Immunisation Program (NIP) Secondary School Program	Community Wellbeing
	• Monitor immunisation rates and report on the number of children and adolescents under 20 years of age immunised according to the National Immunisation Program (NIP)	Community Wellbeing
	• Report on services and initiatives targeting vulnerable people in the community who may be at risk of being unimmunised or under immunised	Community Wellbeing
	• Continue to develop and implement an Anti-Poverty Collective Impact program with high community and cross Council departmental involvement	Community Development, Sport and Recreation
	• Endorse and begin implementation of the next Reconciliation Action Plan	Community Development, Sport and Recreation
Enhanced partnerships with agencies and stakeholder groups to deliver quality services	• Engage with and monitor organisations funded through the new Community Partnership Funding and Sponsorship Program to ensure delivery of outcomes.	Community Development, Sport and Recreation
	• Implement the endorsed recommendations of the Community Transport Review 2020 which aims to develop an improved Community Transport Program for older frail residents and residents with a disability to foster greater social connectedness and health and wellbeing	Community Care

Strategic Objective 2:

A creative city that respects and embraces its diversity



Priority	Action	Department
A city well known for working together with its community	• Implement Year Four actions of the Disability Action Plan 2017-23	Community Care
	• Implement Year Four actions of the Positive Ageing Strategy 2017-25	Community Care
	• Monitor and analyse the recommendations of the Aged Care Quality and Safety Royal Commission final report due November 2020 with a view to preparing an Options Paper which identifies the possible impacts for older residents of Greater Dandenong and the role of Aged Services post June 2022	Community Care
	• Facilitate the implementation of a new Children, Youth and Family Strategy 2020-24 for children and families	Community Wellbeing
A harmonious community that celebrates diversity	• Continue to improve the inclusion, recognition and community understanding of the LGBTIQ community	Community Development, Sport and Recreation
	• Support implementation of yearly actions from the Greater Dandenong People Seeking Asylum and Refugee Action Plan 2018-21	Community Development, Sport and Recreation
	• Deliver the Home exhibition and program that features artists from refugee backgrounds including people seeking asylum	Community Arts, Culture and Libraries
	• Provide support and guidance to community organised festivals, events and cultural celebrations	Community Wellbeing
	• Continue to support the Back Your Neighbour campaign and the activities of the Local Government Mayoral Taskforce Supporting People Seeking Asylum	Community Development, Sport and Recreation
Increased participation in creative and cultural activities	• Deliver at least 12 arts and cultural heritage exhibitions and supporting programs annually through cultural facilities	Community Arts, Culture and Libraries
	• Deliver the 2020 Short Cuts Film Festival	Community Arts, Culture and Libraries
	• Implement Year Five actions of the Greater Dandenong Arts and Cultural Heritage Strategy 2016-26	Community Arts, Culture and Libraries
	• Promote and support artists locally through engagement, networking, residency and development activities	Community Arts, Culture and Libraries
	• Provide 20 community arts participation opportunities for artists, residents and businesses through performance and exhibition programs and other projects	Community Arts, Culture and Libraries
	• Present a season of professional performances consisting of varied genres for the Encore seniors program, family and children's program as well as general programming with broad appeal	Community Arts, Culture and Libraries
	• Promote greater artist engagement through The Drum's programs, performances and workshops	Community Arts, Culture and Libraries
	• Host the 2020 Children's Forum	Community Wellbeing
	• Enhance Council's ability to store and protect the City's heritage collections in collaboration with local historical societies	Community Arts, Culture and Libraries



Strategic Objective 3:

A healthy, liveable and sustainable city

Priority	Action	Department
A city that delivers a clean and healthy environment for people to enjoy	• Implement the Greater Dandenong Plastics Policy	Planning and Design
	• Implement the Greater Dandenong Sustainability Strategy 2016-30 and undertake the five year review	Planning and Design
	• Undertake the annual Sustainability Festival and Awards	Planning and Design
	• Develop and deliver a 2020-21 Waste Education Program	Infrastructure Services and Planning
	• In conjunction with the Metropolitan Waste Resource and Recovery Group, participate in the current EOI process and report back to Council at the key milestones that will inform the final tender stage	Infrastructure Services and Planning
	• Offer a Food Organics Garden Organics (FOGO) service to our community as a means to divert this valuable resource from landfill	Infrastructure Services and Planning
	• Implement Year Three of the Urban Tree Strategy 2018-23	Infrastructure Services and Planning
	• Finalise the Urban Forest Strategy	Planning and Design
	• Implement the Greater Dandenong Green Wedge Management Plan 2015-35	Planning and Design
	• Monitor materials recycling and green waste processing sites across the municipality	Building and Compliance Services
A city that prepares for climate change	• Review the recycling charges, whilst considering opportunities to introduce an incentive for increased recycling	Infrastructure Services and Planning
	• Investigate the implications in implementing the Circular Economy Policy recommendations	Infrastructure, Services and Planning
	• Finalise and begin implementing the Greater Dandenong Climate Change Strategy and Action Plan	Planning and Design
	• Commence the development of the Biodiversity Action Plan	Planning and Design
	• Embed climate emergency into decision making and governance processes	Planning and Design
A network of quality parks, reserves and sportsgrounds	• Develop an Electric Vehicle Fleet Transition Plan	Infrastructure Services and Planning
	• Determine future approach re: ESD 2.0 (implementing zero carbon into the planning scheme)	Planning and Design
Infrastructure that supports people and business	• Undertake Dandenong Park improvements as per the Dandenong Park Masterplan 2007	City Improvement Services
	• Implement the Active Transport Infrastructure Priority Program improving pedestrian and cycling infrastructure	City Improvement Services
	• Deliver Council's Capital Works Program	City Improvement Services
	• Undertake the road resurfacing program	City Improvement Services
	• Enable and showcase the opportunity for social activity on local streets, for example street parties, temporary playgrounds and events	Transport and Civil Development
	• Finalise the Toilet Strategy to map out where there needs to be new or upgraded public toilets	City Improvement Services

Strategic Objective 4:

A city planned for the future



Priority	Action	Department
An adequate supply of residential, commercial and industrial development	<ul style="list-style-type: none"> Support the organisation's town planning activities by dealing with department referrals in a timely manner, in compliance with the Subdivision Act Process the Planning Scheme Amendment for the Sandown Master Plan Translate the existing Local Planning Policy Framework and Municipal Strategic Statement to the Planning Policy Framework in conjunction with DEWLP Review the Greater Dandenong Housing Strategy 	Transport and Civil Development Planning and Design Planning and Design Community Development, Sport and Recreation
Assets planned to meet future community needs	<ul style="list-style-type: none"> Develop a Multi Modal Transport Infrastructure Plan for Dandenong Activity Centre Develop a Multi Modal Transport Infrastructure Plan for Noble Park Activity Centre Finalise a Multi Modal Transport Infrastructure Plan for Springvale Activity Centre Finalise and launch the Public Transport Advocacy Statement and advocate in accordance with the Statement Review and implement the Municipal Early Years Infrastructure Plan to embed planning for three year old kindergarten Complete the Springvale Community Hub Project Continue to advocate for the proposed Dandenong Sports and Events Centre, as south east Melbourne's home for elite sporting competitions, major events, concerts and community festivals Finalise the design and commence construction of the Keysborough South Community Hub Undertake detailed planning for the new Dandenong Aquatic and Leisure Centre in partnership with key stakeholders and in accordance with the Greater Dandenong Aquatic Strategy Continue planning for a Dandenong Community Hub by developing the business case and concept plans 	Transport and Civil Development Transport and Civil Development Transport and Civil Development Transport and Civil Development Community Wellbeing City Improvement Services Major Projects Major Projects Major Projects Major Projects
Increased sustainability of residential, commercial, industrial and Council developments	<ul style="list-style-type: none"> Increase access and availability of social housing stock in the municipality by activation of Council and community assets for delivery of social housing, and advocating for increased State and Federal Government provision 	Community Development, Sport and Recreation
Quality public open space provided across the city	<ul style="list-style-type: none"> Implement the Open Space Acquisition Targets Finalise the revised Open Space Strategy and commence the Planning Scheme Amendment 	Planning and Design Planning and Design
Revitalised activity centres	<ul style="list-style-type: none"> Finalise the Noble Park Activity Centre Structure Plan and commence the Planning Scheme Amendment Finalise the Planning Scheme Amendment for the Springvale Activity Centre Structure Plan Implement staged delivery of the Springvale Boulevard Project Develop Vanity Lane as a new pedestrian link between Thomas and Lonsdale Streets, Dandenong Continue to support the Little India Precinct including implementing the State Government grant to deliver Victoria's first ever Indian Cultural Precinct Advocate for phase two of the Revitalising Central Dandenong project Monitor the 10 year Infrastructure Plan for the Activity Centres Monitor, implement and promote Activity Centre parking changes Construct the Greater Dandenong Gallery of Art 	Planning and Design Planning and Design Business and Revitalisation Business and Revitalisation Business and Revitalisation Business and Revitalisation Business and Revitalisation Business and Revitalisation Business and Revitalisation



Strategic Objective 5: A diverse and growing economy

Priority	Action	Department
A city that is connected to the global economy	• Deliver activities to business and industry that provide opportunities, awareness and exposure to global trends and markets	SEBN
	• Support the Future of Manufacturing program and continue to explore the opportunities for a Manufacturing Connectivity Centre in partnership with SEMMA	SEBN
A city that supports the economic contribution, strength and diversity of its industries	• Develop an investment attraction prospectus for the city	Business and Revitalisation
	• Undertake discussions with industry experts and stakeholders on future opportunities and strategies for revitalising central Dandenong	Business and Revitalisation
A city where business and community work together	• Develop and deliver a program for social enterprises	Business and Revitalisation
A great place for business	• Host the CGD-industry "Take a Swing" golf day event to raise funds in support of the local community	SEBN
	• Monitor and report the number of network activities conducted with a target of 50	SEBN
	• Provide activities that encourage opportunities for women and promote women in business	SEBN
A resilient employment hub	• Publish four editions of 'Talking Business' magazine and relevant e-newsletters	Business and Revitalisation
	• Deliver a minimum of one key event for secondary school students that promotes the diversity of career opportunities in the region, particularly within the manufacturing sector	SEBN
	• Oversee and implement the Community Revitalisation and One Per Cent project and continue to develop the capability and capacity of the disadvantaged/disengaged jobseekers in our community	SEBN
	• Continue to implement the refreshed Local Economic and Employment Development Strategy	Business and Revitalisation
A tourist destination attracting new visitors	• Continue to implement the Tourism and Regional Food Strategies	Business and Revitalisation

Strategic Objective 6:

An open and effective Council



Priority	Action	Department
A Council connected with the community, providing an effective voice on their behalf	• Achieve an index score that is equivalent or higher than the average result of comparison Councils for community consultation and advocacy (Community Satisfaction Survey)	Communications and Customer Service
	• Maintain a detailed advocacy register on Council's website and prepare an updated advocacy document for distribution to local Members of Parliament	Communications and Customer Service
	• Grow Council's social media following by 10 per cent from a base figure of 26,000	Communications and Customer Service
	• Facilitate Community Forums as requested by Councillors	Governance and Commercial Property
	• Manage the VEC contract for conduct of the 2020 Council elections and conduct candidate forums across the Greater Dandenong community.	Governance and Commercial Property
A well-managed and high performing Council	• Ensure Local Government Act general compliance across the organisation through the ongoing management of the legislative compliance system	Governance and Commercial Property
	• Review and update the Audit Advisory Committee Charter	Governance and Commercial Property
	• Enhance the Pulse risk management system across Council for improved performance reporting, risk identification and mitigation	People and Procurement Services
	• Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2020 and receive full audit clearance by the legislated time frame of 30 September (including compliance with the Model Financial Report)	Finance and Information Technology
	• Review the Long Term Financial Strategy and seek Council adoption of the revised framework	Finance and Information Technology
	• Develop a Revenue and Rating Strategy	Finance and Information Technology
	• Complete a Workforce Management Plan	People and Procurement Services
	• Complete the development of a CEO remuneration policy	People and Procurement Services
	• Develop a professional development and training program for Councillors	Governance and Commercial Property
	• Achieve an index score of 76 or higher for customer satisfaction (Community Satisfaction Survey)	Communications and Customer Service
	• Maintain all public registers required in accordance with the Local Government Act and associated regulations	Governance and Commercial Property
An innovative and technologically connected Council	• Manage the effective leasing of Council's commercial property portfolio including seeking new lease opportunities for spaces which are currently vacant	Governance and Commercial Property
	• Continue to develop on-line digital forms to supplement current manual processes and promote these products to the community	Finance and Information Technology
Decision making which is transparent and accountable	• Implement Council's Information Technology and Digital Strategy 2020-25	Finance and Information Technology
	• Achieve an index score that is equivalent or higher than the average result of comparison Councils for making decisions in the interest of the community (Community Satisfaction Survey)	Communications and Customer Service
	• Develop the new Council Plan 2021-25 and the Annual Plan 2021-22	Communications and Customer Service
	• Produce and adopt the Annual Budget by 30 June 2021 in line with the new requirements of the Local Government Act	Finance and Information Technology

