Greater Dandenong



Agenda

Council Meeting

Monday 15 June 2026, 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 15 June 2026, 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 Sophaneth (Sophie) Tan

Deputy Mayor Phillip Danh

Cr Isabella Do

Cr Lana Formoso

Cr Rhonda Garad

Cr Alice Phuong Le

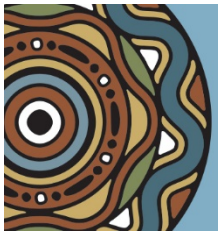
Cr Jim Memeti

Cr Bob Milkovic

Cr Sean O'Reilly

Cr Loi Truong

Cr Melinda Yim



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.

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Acknowledging Bunurong Country

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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.

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1 MEETING OPENING

1.1 OPENING OF MEETING BY CHAIR

1.2 ATTENDANCE

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

In recognition of the diversity of beliefs, cultures and perspectives within our community, this evening's Affirmation will be read by a Councillor of the City of Greater Dandenong.

1.5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Meeting of Council held 18 May 2026.

Recommendation

That the Minutes of the Meeting of Council held 18 May 2026 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.

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** - 2 pages]

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 joint letter prior to the Council Meeting of 15 June 2026 as follows:
5. A joint letter was submitted by 22 proponents on behalf of the business owners and operators on Thomas Street, Dandenong. The letter is to raise concerns about the impacts of the Ramadan Night Market on day-to-day trading, customer access and staff operations. This joint letter has been forwarded to the responsible Council business unit/s for action.

Date Received	Petition Text (Prayer)	No. of Petitioners	Status	Responsible Officer Response
16/04/2026	**Parking shortages impacting local businesses in Egan Street, Dandenong** Local business owners have raised concerns that insufficient parking in Egan Road, Dandenong and surrounding areas is impacting customer access and contributing to reduced patronage.	37 proponents	Completed	Responsible officer: Executive Director City Futures Outcome email sent to head petitioner **23 April 2026**: *"Thank you for your correspondence regarding infringements being issued to vehicles parked on the nature strip in Egan Road Dandenong.* *Vehicles parked or stopped on Council owned nature strips may be subject to Road Rule 197 (1) of Road Safety Road Rules 2017 (Vic).* *Council owned nature strips should not be used as a place for vehicles to be park, as this can cause damage to a Council facility and damage to any Service-related pits and their covers. There are also safety factors to be considered, as vehicles on a nature strip can reduce the road visibility of drivers using a legal driveway. It can also reduce the visibility to see pedestrians and other non-road users when exiting a driveway. Vehicles requiring mechanical attention that are on a Council nature strip may also leave contaminants that can pollute and cause health issues.* *Due to the above information, Council will continue to enforce any offence they observe committed under the Road Safety Road Rules 2017 (Vic)."*

Date Received	Petition Text (Prayer)	No. of Petitioners	Status	Responsible Officer Response
05/06/2026	**Concerns about the impacts of the Ramadan Night Market on day-to-day trading, customer access and staff operations.** Local business owners have raised concerns that they would like addressed in writing.	22 proponents.	In progress.	Responsible officer: Executive Director City Futures

2.2 STATUTORY PLANNING APPLICATIONS

2.2.1 Planning Delegated Decisions Issued – May 2026

Responsible Officer: Executive Director City Futures

Attachments:
1. Planning Delegated Decisions Issued – May 2026 [**2.2.1.1** - 9 pages]

Officer Recommendation

That the listed items in Attachment 1 to this report be received and noted.

Executive Summary

1. This report provides Council with an update on the exercise of delegation by Council officers.
2. It provides a listing of Town Planning applications that were either decided or closed under delegation or withdrawn by applicants in May 2026.
3. It should be noted that where permits and notices of decision to grant permits have been issued, these applications have been assessed as being generally consistent with the Greater Dandenong Planning Scheme and Council's policies.
4. Application numbers with a PLA#, PLN#.01 or similar, are applications making amendments to previously approved planning permits.
5. The annotation 'SPEAR' (Streamlined Planning through Electronic Applications and Referrals) identifies where an application has been submitted electronically. SPEAR allows users to process planning permits and subdivision applications online.

Planning Delegated Decisions Issued from 1/05/2026 to 31/05/2026

City of Greater Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLA24/0114	PlnAppAmd	No	First Floor 17 Balmoral Avenue SPRINGVALE VIC 3171	PAJ Liquor Licensing	AMENDMENT TO: Use the site for the purposes of a Licensed Premises in association with the existing Restaurant (PLN08/0223)	Amend permit conditions	Applicant	Withdrawn	05/05/2026	Springvale Central
PLA25/0226	PlnAppAmd	No	10 Brough Street SPRINGVALE VIC 3171	Peter Wright & Associates Pty Ltd	AMENDMENT TO: Use of the land for a Restricted Recreation Facility (Pickleball) (PLN16/0174)	Amend permit conditions	Delegate	NOD	12/05/2026	Springvale North
PLA26/0010	PlnAppAmd	No	16 Deakin Crescent DANDENONG NORTH VIC 3175	Beaux Homes Concepts Pty Ltd	AMENDMENT TO: Development of the land for one (1) double storey dwelling to the rear of an existing single storey dwelling and alterations to the existing dwelling (PLN24/0385)	Amend endorsed plans	Delegate	AmendPerm	25/05/2026	Cleeland
PLA26/0013	PlnAppAmd	No	7 Berends Drive DANDENONG SOUTH VIC 3175	KLM Spatial	AMENDMENT TO: Construction of buildings and works (flues) and to use the land for industry (materials recycling facility) (PLN15/0113)	Amend permit condition 4 and endorsed plans	Delegate	AmendPerm	28/05/2026	Dandenong
PLA26/0020	PlnAppAmd	No	347 Lonsdale Street DANDENONG VIC 3175	T Nguyen	AMENDMENT TO: Construction of a double storey extension to the rear, alterations to the façade, display one (1) internally illuminated business identification sign and a reduction in the car parking requirements (PLN25/0038) DECLARED AREA	Amend permit condition 2	Applicant	Withdrawn	08/05/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLA26/0024	PlnAppAmd	No	18 Sarona Street DANDENONG VIC 3175	Planning and Design Pty Ltd	AMENDMENT TO: Development of the land for three (3) new double storey dwellings (PLN19/0508)	Amend endorsed plans	Applicant	Withdrawn	21/05/2026	Cleeland
PLA26/0025	PlnAppAmd	No	11 Monterey Road DANDENONG SOUTH VIC 3175	Dale Grant Building Design & Documentation Pty Ltd	AMENDMENT TO: Buildings and Works and reduction in the car parking requirements (PLN17/0487)	Amend endorsed plans	Applicant	Withdrawn	27/05/2026	Dandenong
PLA26/0037	PlnAppVicA	Yes	927-937 Springvale Road KEYSBOROUGH VIC 3173	Town Planning & Co	AMENDMENT TO: To develop a modular building containing two classrooms and associated works (PLN26/0037) VICSMART	Amend endorsed plans	Delegate	AmendPerm	21/05/2026	Keysborough South
PLA26/0041	PlnAppVicA	Yes	64 Pound Road West DANDENONG SOUTH VIC 3175	WURL Architects	AMENDMENT TO: Buildings and Works (Mezzanine) (PLN24/0484) VICSMART	Amend endorsed plans	Delegate	AmendPerm	20/05/2026	Dandenong
PLN24/0040	PlnApp	No	79 Callander Road NOBLE PARK VIC 3174	Architekton Ltd	Development of the land for six (6) double storey dwellings and the subdivision of the land into six (6) lots	General Residential 1 Zone, 1338sqm	Delegate	PlanPermit	27/05/2026	Yarraman
PLN24/0430	PlnApp	No	15 Sutherland Road DANDENONG VIC 3175	Bob Vrankovic Design	Development of the land for one (1) single storey dwelling to the rear of an existing dwelling and alterations to the existing dwelling	General Residential 1 Zone, 665sqm	Delegate	PlanPermit	27/05/2026	Yarraman

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN24/0518	PlnApp	No	20-30 Ian Street NOBLE PARK VIC 3174	Architekton Ltd	Development of the land for fourteen (14) dwellings, and the development of the land for six (6) shops and two (2) offices	Commercial 1 Zone	Delegate	NOD	05/05/2026	Yarraman
PLN25/0037	PlnApp	No	15-45 Dana Court DANDENONG SOUTH VIC 3175	Sambeck Pty Ltd	The variation of an easement (E-10), the removal of an easement (E-11) and the removal of a restriction (Covenant PS503929H) SPEAR	Industrial	Delegate	PlanPermit	27/05/2026	Dandenong
PLN25/0147	PlnApp	No	1448 Heatherton Road DANDENONG VIC 3175	Vestadesigns PTY LTD	Development of the land for two (2) single storey dwellings and alteration of access to a Transport Zone 2	General Residential 1 Zone, 736sqm	Delegate	Lapsed	26/05/2026	Cleeland
PLN25/0194	PlnApp	No	14 McNab Court DANDENONG VIC 3175	Smart Town Planning Pty Ltd	Development of the land for two (2) double storey dwellings	General Residential 1 Zone, 585sqm	Delegate	PlanPermit	28/05/2026	Cleeland
PLN25/0217	PlnApp	No	16 Union Grove SPRINGVALE VIC 3171	Carter Grange Homes Pty Ltd	Development of the land for two (2) double storey dwellings	General Residential 3 Zone, 563sqm	Delegate	PlanPermit	25/05/2026	Springvale North
PLN25/0235	PlnApp	No	8-14 Railway Parade DANDENONG VIC 3175	Jova Drafting Consultants	Use and development of the land for the purpose of warehouses and shops, and a reduction in the car parking requirements DECLARED AREA	Mixed Use Zone	Delegate	PlanPermit	12/05/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN25/0295	PlnApp	No	13 St James Avenue SPRINGVALE VIC 3171	Urban Planning Approvals Pty Ltd	Development of the land into three (3) double storey dwellings	Residential Growth 2 Zone, 924sqm	Delegate	PlanPermit	11/05/2026	Springvale North
PLN25/0332	PlnApp	No	5 Rose Avenue DANDENONG NORTH VIC 3175	O Alsharbati	Development of the land for one (1) double-storey dwelling to the rear of an existing single-storey dwelling	Neighbourhood Residential 1 Zone, 627sqm	Delegate	PlanPermit	13/05/2026	Noble Park North
PLN25/0356	PlnApp	No	25 Avondale Street SPRINGVALE VIC 3171	Bbot Designs	Development of the land for a single-storey dwelling to the rear of an existing single-storey dwelling and alterations to the existing dwelling	General Residential 1 Zone, 603sqm	Delegate	PlanPermit	08/05/2026	Springvale North
PLN25/0362	PlnApp	No	5/17 Balmoral Avenue SPRINGVALE VIC 3171	K X Architecture Pty Ltd	Use of the land for a place of assembly (snooker lounge), reduction of the car parking requirements and the display of internally illuminated business identification signage	Commercial 1 Zone	Delegate	PlanPermit	22/05/2026	Springvale North
PLN25/0376	PlnApp	No	15 Leslie Street DANDENONG VIC 3175	AD Design & Drafting Pty Ltd	Use of land for Car Sales & Building and Works (Portable Office)	Industrial 1 Zone	Delegate	PlanPermit	01/05/2026	Dandenong
PLN25/0382	PlnApp	No	152 Hutton Road KEYSBOROUGH VIC 3173	Canter Town Planning	Use and development of the land for one (1) single-storey dwelling and alteration of access to a Transport Zone 2	Green Wedge Zone 1	Delegate	PlanPermit	08/05/2026	Keysborough South

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN25/0386	PlnApp	No	34 Philip Street DANDENONG NORTH VIC 3175	Smart Town Planning Pty Ltd	Construction of one (1) single storey dwelling to the rear of an existing single storey dwelling and alterations to the existing dwelling.	General Residential 1 Zone	Delegate	PlanPermit	27/05/2026	Cleeland
PLN25/0401	PlnApp	No	1D Parsons Avenue SPRINGVALE VIC 3171	C Tsourounakis	Use of the land for an education centre (training facility) and a reduction in the car parking requirements	General Residential 3 Zone	Delegate	NOD	25/05/2026	Springvale North
PLN25/0438	PlnApp	No	132 Indian Drive KEYSBOROUGH VIC 3173	Bowden Town Planning Pty Ltd	Reduction in the car parking requirement under Clause 52.06 of the Greater Dandenong Planning Scheme for the purpose of Motor Repairs	Industrial 1 Zone	Delegate	PlanPermit	05/05/2026	Keysborough South
PLN25/0450	PlnApp	No	1/102-128 Bridge Road KEYSBOROUGH VIC 3173	SignSite Group Pty Ltd	To display two (2) internally illuminated business identification pylon signs	Industrial 1 Zone	Delegate	PlanPermit	27/05/2026	Noble Park
PLN25/0452	PlnApp	No	2-4 Overseas Drive NOBLE PARK NORTH VIC 3174	Canter Town Planning	Use of the land for an indoor recreation facility (Pickleball)	Commercial 2 Zone, pickleball facility	Delegate	PlanPermit	11/05/2026	Noble Park North
PLN25/0465	PlnApp	No	1495 Heatherton Road DANDENONG NORTH VIC 3175	S Liyana Arachchige	Development of the land for two (2) double storey dwellings and alteration of access to a road in a Transport Zone 2	General Residential 1 Zone, 586sqm	Delegate	PlanPermit	26/05/2026	Cleeland

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN25/0476	PlnApp	No	5 Ian Street NOBLE PARK VIC 3174	Canter Town Planning	Use of the land for a Place of Assembly (Amusement Parlour)	Commercial 1 Zone	Delegate	PlanPermit	22/05/2026	Yarraman
PLN25/0505	PlnApp	No	23 Frederick Street DANDENONG VIC 3175	Creative Living Innovations Pty Ltd	Development of the land for two (2) double storey dwellings	General Residential 1 Zone, 601sqm	Delegate	PlanPermit	28/05/2026	Dandenong
PLN26/0004	PlnApp	No	3/136-138 Stud Road DANDENONG VIC 3175	MS Baerg	To construct or extend a dwelling on common property	General Residential 1 Zone	Delegate	Lapsed	20/05/2026	Cleeland
PLN26/0038	PlnAppVic	Yes	1-3 Bergen Street KEYSBOROUGH VIC 3173	T Kandemir, C Kandemir	Subdivision of the land into two (2) lots 2 SPEAR (VICSMART)	Residential	Delegate	PlanPermit	27/05/2026	Keysborough
PLN26/0044	PlnAppVic	Yes	16 Deanswood Close KEYSBOROUGH VIC 3173	R Chacko	Construction of one (1) single storey dwelling to the rear of an existing single storey dwelling and alterations to the existing dwelling VICSMART	General Residential 1 Zone, 861sqm	Delegate	PlanPermit	22/05/2026	Keysborough
PLN26/0048	PlnApp	No	1/20 Power Street DANDENONG VIC 3175	Humphries Land Surveying	Subdivision of the land into four (4) lots SPEAR	Residential	Delegate	PlanPermit	11/05/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0053	PlnApp	No	24 Elm Grove SPRINGVALE VIC 3171	DNM Developments Pty Ltd	Subdivision of the land into four (4) lots SPEAR	Residential	Delegate	PlanPermit	15/05/2026	Springvale North
PLN26/0078	PlnApp	No	First Floor 11-13 Langhorne Street DANDENONG VIC 3175	Perry Town Planning	Use of the land as a Place of Assembly and a reduction in the car parking requirements	Comprehensive Development 2 Zone	Delegate	Lapsed	20/05/2026	Dandenong
PLN26/0094	PlnApp	No	1/14 Samaria Street DANDENONG NORTH VIC 3175	Carson Development Consultants Pty Ltd	Re-Subdivision of Lot 1 and Common Property on RP019386 to create Lot 1A and Common Property No. 1 SPEAR	Residential	Delegate	PlanPermit	21/05/2026	Dandenong North
PLN26/0102	PlnAppVic	Yes	3 Huckson Rise DANDENONG NORTH VIC 3175	BR Hancock	To remove one (1) canopy tree VICSMART	Neighbourhood Residential 1 Zone	Delegate	PlanPermit	27/05/2026	Dandenong North
PLN26/0108	PlnApp	No	1 Roberts Street NOBLE PARK VIC 3174	M Henneberry	Development of the land for a rooming house	No response to further information request	Delegate	Lapsed	27/05/2026	Yarraman
PLN26/0109	PlnAppVic	Yes	70 Windsor Avenue SPRINGVALE VIC 3171	Nilsson Noel & Holmes (Surveyors) Pty Ltd	Subdivision of the land into two (2) lots VICSMART	Residential	Delegate	PlanPermit	21/05/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0120	PlnApp	No	1480-1492 Heatherton Road DANDENONG VIC 3175	Monash Health	To display five (5) non-illuminated business identification signs	General Residential 1 Zone	Delegate	PlanPermit	27/05/2026	Cleeland
PLN26/0123	PlnAppVic	Yes	91-93 Rodeo Drive DANDENONG SOUTH VIC 3175	P O'Meara, M O'Meara	Subdivision of the land into two (2) lots VICSMART	Industrial 1 Zone	Delegate	PlanPermit	06/05/2026	Dandenong
PLN26/0133	PlnApp	No	55-57 Quantum Close DANDENONG SOUTH VIC 3175	The Property Advisory	Reduction in the car parking requirement associated with Industry	Commercial 2 Zone	Delegate	PlanPermit	06/05/2026	Dandenong
PLN26/0149	PlnAppVic	Yes	9/810-818 Princes Highway SPRINGVALE VIC 3171	Canter Town Planning	Buildings and Works (Mezzanine) and a reduction of the car parking requirement VICSMART	Commercial 2 Zone	Delegate	PlanPermit	13/05/2026	Springvale North
PLN26/0152	PlnAppVic	Yes	31 Mollison Street DANDENONG NORTH VIC 3175	BFC Builders	Remove two (2) boundary canopy trees VICSMART	General Residential 1 Zone	Delegate	PlanPermit	08/05/2026	Noble Park North
PLN26/0163	PlnAppVic	Yes	19 McLean Crescent DANDENONG NORTH VIC 3175	Total Tree Care Australia	Removal of three (3) boundary canopy trees VICSMART	General Residential 1 Zone, 552 sqm	Delegate	PlanPermit	21/05/2026	Cleeland

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0168	PlnAppVic	Yes	21 Conley Street NOBLE PARK VIC 3174	Total Tree Care Australia	Removal of two (2) canopy trees VICSMART	Neighbourhood Residential 1 Zone	Delegate	PlanPermit	27/05/2026	Noble Park
PLN26/0171	PlnAppVic	Yes	121 Loch Road DANDENONG NORTH VIC 3175	HM Zakzouk	Remove one (1) canopy tree in the Neighbourhood Residential Zone VICSMART	Neighbourhood Residential 1 Zone	Delegate	PlanPermit	14/05/2026	Dandenong North
PLN26/0183	PlnAppVic	Yes	1/23-25 Swift Way DANDENONG SOUTH VIC 3175	OCVM Group Strata Manager	Buildings and Works (Boulders) VICSMART	Industrial 1 Zone	Applicant	Withdrawn	26/05/2026	Dandenong

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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 PROCUREMENT

4.1.1 Animal Pound Contract

Responsible Officer: Executive Director City Futures

Attachments:

1. CONFIDENTIAL - 2526-15 Animal Pound Services Tender Value for Money Assessment completed by BU (1) [**4.1.1.1** - 1 page]
2. CONFIDENTIAL - TEP Consolidated Evaluation Animal Pound 2526-15 [**4.1.1.2** - 1 page]

This report contains an attachment which is deemed confidential under s 3(1)(a) of the *Local Government Act* 2020. It contains council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

Officer Recommendation

That Council:

1. **APPROVES Service Agreement No. 2526-15 – Animal Pound Services to the Lost Dogs' Home (ABN 84 004 789 726) for a period of 18 months (to December 2027), at Council's sole discretion and subject to satisfactory performance, at the tendered new Schedule of Rates, as clarified following the tender process; and**
2. **AUTHORISES the Chief Executive Officer to execute the Service Agreement and any associated documentation.**

Executive Summary

1. This report summarises the public tender process undertaken by Council to appoint a suitably qualified and experienced service provider to deliver statutory Animal Pound Services in accordance with the Domestic Animals Act 1994 and Council's contractual requirements.
2. The services under the proposed contract include the collection, impounding, care, management and rehoming of animals on behalf of Council, together with associated reporting, compliance and animal welfare obligations.
3. Council undertook a public tender process to procure a suitably qualified and experienced service provider to deliver statutory Animal Pound Services in accordance with the Domestic Animals Act 1994 and Council's service requirements. Following a rigorous evaluation process, The Lost Dogs' Home was selected as the preferred service provider, and Council officers communicated the outcome of the tender process accordingly.
4. Subsequently, the Lost Dogs Home has requested to withdraw from the 3-year tender (2526-15) following an internal Board/Executive review and capacity assessment.
5. Noting that the current agreement expires on 13 August 2026, they have proposed a new transitional agreement from 14 August 2026 to 30 June 2027 with a new Schedule of Rates. They have requested that Council sign the Services Agreement to ensure continuity through to 30 June 2027.
6. Officers have assessed the proposal and based on internal and external peer engagement have negotiated an alternative option with The Lost Dogs' Home. That Council accepts the withdrawal subject to the transitional contract term under the proposed Schedule of Rates is extended to 31 December 2027.

7. This report recommends that Council approves the Service Agreement No: 2526-15 with The Lost Dogs' Home for a transition period of 18 months.

Background

8. Council is required to provide Animal Pound Services as a statutory function under the Domestic Animals Act 1994. The existing contract was approaching expiry, requiring Council to undertake a procurement process to ensure continuity of service and ongoing compliance with legislative and animal welfare obligations.
9. To meet these statutory requirements, Council has historically engaged The Lost Dogs' Home (LDH) as its animal pound service provider. LDH operates registered pound and shelter facilities and is an experienced provider of municipal pound services across metropolitan Melbourne. The nature of animal pound services is highly specialised, and the supplier market is limited.
10. Under the contract, LDH is responsible for the impoundment of animals on behalf of Council, provision of animal care and veterinary services where required, compliance with the *Code of Practice for the Management of Dogs and Cats in Shelters and Pounds*, and rehoming activities, including foster and rescue pathways.
11. LDH also provides regular performance reporting and data to Council to support statutory reporting and animal welfare oversight.

Tender Process

12. Council undertook a public tender process to procure a suitably qualified and experienced service provider to deliver statutory Animal Pound Services in accordance with the Domestic Animals Act 1994 and Council's service requirements.
13. The tender was advertised via Council's e-tendering platform in accordance with Council's Procurement Policy and legislative requirements.
14. At the close of tenders, one (1) compliant submission was received from The Lost Dogs' Home. The receipt of a single submission reflects the highly specialised nature of statutory animal pound services and the limited supplier market capable of delivering these services in compliance with legislative, regulatory and animal welfare obligations.
15. An Evaluation Panel was established in accordance with Council's Procurement Policy and comprised appropriate Council officers with operational, technical and procurement expertise relevant to animal pound services.
16. Tenders were evaluated using Council's Weighted Attribute Value Selection Method, against the advertised evaluation criteria and weightings, which included:
    - Price;
    - Capability and available resources;
    - Relevant experience and demonstrated track record;
    - Compliance with legislative and regulatory requirements;
    - Occupational Health and Safety systems; and
    - Environmental management systems.
17. Tenderers had to demonstrate compliance with all mandatory requirements, including animal welfare standards, Domestic Animal Business registration, and Occupational Health and Safety obligations. A failure to meet any mandatory requirement would have resulted in exclusion from further consideration.

18. The submission from The Lost Dogs' Home was assessed against all evaluation criteria to ensure it met Council's service standards, statutory obligations and contractual requirements.
19. The Evaluation Panel was satisfied that LDH demonstrated the necessary experience, operational capacity and governance frameworks required to deliver statutory animal pound services on behalf of Council.
20. LDH's submission demonstrated compliance with the Code of Practice for the Management of Dogs and Cats in Shelters and Pounds, appropriate animal welfare practices, and the ability to meet Council's reporting and performance requirements.
21. Having regard to the evaluation outcomes, the limited supplier market, and the statutory requirement to ensure continuity of animal pound services, the Evaluation Panel determined that the submission from The Lost Dogs' Home represented the best value for money outcome for Council.
22. The recommended approach ensures Council continues to meet its statutory obligations under the Domestic Animals Act 1994, manages operational and animal welfare risks, and maintains service continuity within a constrained supplier market.
23. The Lost Dogs' Home (LDH) is a long-established, not-for-profit animal welfare organisation operating in Victoria and is a recognised provider of statutory animal pound services to local government. LDH operates registered pound and shelter facilities in Victoria and delivers animal collection, impoundment, animal care, veterinary treatment and rehoming services on behalf of councils, in accordance with the Domestic Animals Act 1994 and the Code of Practice for the Management of Dogs and Cats in Shelters and Pounds.
24. LDH is registered as a Domestic Animal Business and is subject to regulatory oversight and auditing by the relevant municipalities in which its facilities operate. LDH has extensive experience in delivering municipal animal pound services and currently provides statutory pound services to a number of Victorian councils, reflecting the specialised and limited supplier market for these services.
25. As an open intake service provider supporting councils, LDH accepts animals regardless of age, breed, health or behavioural status, and manages animals with complex medical or behavioural needs in accordance with statutory obligations and recognised animal welfare practices.
26. As part of Council's procurement and contract management processes, LDH is subject to Council's standard due diligence requirements, including financial and organisational assessments appropriate to the nature, value and risk profile of the contract.

Key Issues and Discussion

27. The key issue addressed in this report is ensuring continuity of Council's statutory Animal Pound Services while maintaining compliance with the Domestic Animals Act 1994 and Council's procurement framework. A public tender process was conducted in accordance with Council's Procurement Policy and the Local Government Act 2020, resulting in the receipt of a single conforming submission. The Tender Evaluation Panel assessed this outcome in the context of the specialist and limited provider market for statutory animal pound services and determined that reapproaching the market was unlikely to attract additional compliant submissions and would introduce unacceptable service continuity and compliance risk.
28. The single tender submission was rigorously evaluated against mandatory, qualitative and pricing criteria and was subject to a formal clarification process. Following review of clarification responses, the Panel assessed that the tender meets all mandatory requirements and represents value for money, having regard to service fitness for purpose, statutory compliance, continuity of service and manageable operational and commercial risk.

29. While a direct price comparison was limited, a Value for Money assessment confirmed the recommended provider has established experience, appropriate facilities and systems, and capacity to deliver the required services over the contract term.
30. However, following an internal review and capacity assessment, the Lost Dogs Home withdrew from the 3-year tender (2526-15). With the current agreement expiring on 13 August 2026, they proposed a transitional agreement to 30 June 2027 at revised rates. Officers assessed this proposal and, following consultation and negotiation, recommend accepting the withdrawal subject to extending the transitional contract term to 31 December 2027 under the proposed Schedule of Rates.
31. The new Service Agreement with The Lost Dogs' Home will enable Council to deliver statutory Animal Pound Services in accordance with the Domestic Animals Act 1994, while also supporting proactive planning for the future delivery of services. This includes the collection, impounding, care, management, and rehoming of animals, along with associated compliance and animal welfare obligations.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

32. 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

33. Current budget allocation is $1.08 million (excl. GST).
34. Based on the revised Schedule of Rates issued by LDH, the updated budget requirement is $2.73 million over 18 months, which is $1.82 million over 12 months (FY 26/27).
35. This results in a net budget shortfall of $736K for next year. Additional funding will be addressed through a mid-year budget review.
36. These figures are indicative only and do not represent a capped or guaranteed contract value. Actual expenditure will vary depending on operational demand and statutory service requirements. Actual expenditure will vary depending on operational demand and statutory service requirements.

Asset Implications

37. This item does not affect any existing assets.

Legal/Risk Implications

38. This report has identified legal and operational risks primarily associated with the continuity of a statutory service and procurement governance. Animal Pound Services are a statutory function under the Domestic Animals Act 1994, and failure to maintain uninterrupted service delivery would expose Council to legislative non-compliance and animal welfare risks.
39. Procurement and probity risks associated with the receipt of a single conforming tender were considered and managed through a compliant public tender process, an independent Tender Evaluation Panel, and a formal clarification process undertaken in accordance with Council's Procurement Policy and the Local Government Act 2020.

Environmental Implications

40. Environmental management was considered as part of the tender evaluation process. The tenderer provided an Environmental Sustainability Policy and outlined operational practices relating to hygiene, cleaning and waste management. The Panel assessed that these measures are consistent with Council requirements and the tender specification. The tender

submission was assessed as meeting the environmental management requirements of the tender.

Gender Impact Assessment

41. A gender impact assessment is not required.

Community Consultation

42. There was no requirement for community consultation.

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

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

    Not Applicable

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

    Not Applicable

Legislative and Policy Obligations

45. 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.

4.1.2 Receipt of Commingled Recyclables - Contract Extension

Responsible Officer: Executive Director City Futures

Attachments:

1. CONFIDENTIAL - Business Profile Re Cycle Operations Pty Ltd Confidential [**4.1.2.1** - 1 page]

This report contains an attachment which is deemed confidential under s 3(1)(g) of the *Local Government Act* 2020. It contains private commercial information, being information provided by a business, commercial or financial undertaking that relates to trade secrets; or, if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Officer Recommendation

That Council,

1. **APPROVES the provision of Mixed Recyclables Processing Services contract extension with Re.Cycle Operations Pty Ltd ABN 29 656 197 134 for an anticipated spend in the order of $2 million per year + GST, from 1 July 2026 to 30 June 2027 and;**
2. **AUTHORISES the Chief Executive Officer to execute the contract agreements, and any associated documentation with the above contractor.**

Executive Summary

1. This report outlines the process and evaluation for the contract extension for the experienced contractor for the provision of **Mixed Recyclables Processing Services** for City of Greater Dandenong.
2. Re.Cycle Operations Pty Ltd was awarded Contract 2324-05 for Mixed Recyclables Processing Services in 2024. The initial contract period was two (2) years with two (2) twelve (12) month extension options.
3. This will be the first twelve (12) month extension offered to Re.Cycle Operations Pty Ltd.
4. This report recommends that Council approves the extension and provides delegated authority to the CEO to execute the Mixed Recyclables Processing Services contract extension with Re.Cycle Operations Pty Ltd.

Background

5. The services provided by Re.Cycle Operations Pty Ltd includes the sorting of Council's comingled recycling materials at Thomas Murrell Cres in Dandenong South.
6. City of Greater Dandenong’s commingled recycling is processed at Re.Cycle Operations Pty Ltd’s Materials Recovery Facility (MRF) in Dandenong South, which operates under EPA licences and a Council planning permit for resource recovery activities.
7. Re.Cycle Operations Pty Ltd services a number of councils across the south-east region and processes approximately 300 to 400 tonnes of commingled recyclable material per day at the Dandenong South MRF.
8. The service provided to council operates Monday to Friday inclusive.

Key Issues and Discussion

9. Re.Cycle Operations Pty Ltd ensures that Council receives optimal value for money whilst maintaining a high standard of service for the municipality. They work closely with operational staff and contractors to ensure service standards are consistently met.
10. Over the current contract period Re.Cycle Operations Pty Ltd have performed well in sometimes challenging circumstances related to heavy contamination and hot loads caused by incorrectly disposed of materials. Re.Cycle Operations Pty Ltd are a proactive operator and have a strong commitment to reporting issues to council for action prior to public reporting.
11. Re.Cycle Operations Pty Ltd conduct an average of 40 safety toolbox meetings with staff each month, demonstrating a strong focus on staff safety and wellbeing. There have been no significant incidents over the course of the contract.
12. Re.Cycle Operations Pty Ltd has recently invested $10 million in a major upgrade of the Dandenong MRF, in addition to several smaller improvements (e.g. Fire Rover system and front-end re-design).
13. A further $15 million has also been invested at the Hallam facility to process mixed plastics from the Dandenong MRF.
14. In total, over $25 million has been invested by Re.Cycle Operations Pty Ltd to enhance recycling capability and outcomes.
15. The facility reported improved productivity over the past 12 months, with increased throughput and reduced contamination contributing to stronger overall resource recovery outcomes.
16. Re.Cycle Operations Pty Ltd provides comprehensive monthly reporting covering compliance, quality management, occupational health and safety, tonnage data, and on-site operational matters. They have consistently demonstrated satisfactory performance throughout the course of the contract period. All specification requirements have been followed to a high degree ensuring that the required service standards are met.
17. Any public service complaints have always been rectified immediately by Re.Cycle Operations Pty Ltd in a satisfactory and timely manner.
18. Re.Cycle Operations Pty Ltd complies with all relevant licences, permits and accreditation requirements in accordance with Council standards. They received a positive Corporate Scorecard check with no issues identified.

Financial Implications

19. This contract has an anticipated spend in the order of $2 million + GST per year, which is accommodated within existing Council operating budgets.
20. Re.Cycle Operations Pty Ltd has approached Council with a proposed value-add to the existing contract, at no additional cost, involving the engagement of a consultant to support contamination reduction initiatives and deliver targeted community recycling education. Over time, this will lead to reduced costs to Council for contamination of kerbside recycling bins.
21. This Continued focus on contamination reduction and community education has the potential to reduce costs and improve overall contract value to Council.

Business Profile – Financial and Performance Assessment

22. Council has conducted an independent standard financial and performance assessment on Re.Cycle Operations Pty Ltd. Please refer attached confidential Business Profile Summary.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

23. 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 for this purpose.

24. In the 2026/2027 budget year an annual budget figure of $2.2 million + GST has been approved for this service.

Asset Implications

25. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

27. The Re Cycle facility recovers a range of materials including paper, glass, plastics, metals and cardboard, with mixed paper and glass representing the largest proportions of the recycling stream.

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

Gender Impact Assessment

29. A gender impact assessment is not required.

Community Consultation

30. There was no requirement for community consultation.

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

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

    Sustainable environment.

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

    A green city committed to a sustainable future.

Legislative and Policy Obligations

33. 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:

    Climate Change and Sustainability.

4.2 POLICY AND STRATEGY

4.2.1 Review of Council Policies - Policies for Abolition

Responsible Officer: Manager Governance, Integrity, Legal & Risk
Executive Director Strategy & Corporate Services

Attachments:
1. Abolished Policy - Healthy Eating Policy [**4.2.1.1** - 5 pages]
2. Abolished Policy - Alcohol Management [**4.2.1.2** - 11 pages]

Officer Recommendation

That Council:

1. **ABOLISHES the following policies attached to this report; and**
   - **Healthy Eating Policy**
   - **Alcohol Management Policy**
2. **NOTES that the policies are now superfluous to Council's needs.**

Executive Summary

1. The policies identified in this report have been reviewed as part of the scheduled policy review framework. The review identified that each policy is no longer required as a standalone Council policy and therefore superfluous to Council's needs
2. The policies attached to this report have been superseded by other Council Documents and relevant legislation, which support Council's compliance and decision-making obligations previously contained within each policy.

Background

3. The **Healthy Eating Policy** was introduced to make healthier food and drink options more available and to raise awareness of healthy eating among Council staff, Councillors, volunteers and visitors. It has guided the provision of nutritious choices at Council meetings and events, in retail outlets and vending machines, and during fundraising activities.

4. Following a recent review of Council's policies, it was found that the aims of the Healthy Eating Policy can be better achieved by including them in existing policies. The requirements for providing healthy food and drinks will be incorporated into the updated Council Catering and Healthy Eating Policy.
5. This approach will make policies easier to understand and use by reducing duplication and improve how the requirements are applied, as catering is managed through a dedicated operational policy.
6. Align with best practice, including the Heart Foundation's Healthy Heart Catering Guidelines
7. Council remains committed to supporting health and wellbeing. Moving these requirements into the updated Catering and Healthy Eating Policy will simplify the policy framework while maintaining this commitment.
8. As a result, the standalone Healthy Eating Policy is no longer needed and is recommended for abolishment.

9. The **Alcohol Management Policy** was developed to guide how alcohol is supplied and managed across the municipality. Its aims included improving community safety, reducing alcohol-related harm and anti-social behaviour, supporting wellbeing and economic activity, and ensuring compliance with legal requirements.
10. Since the policy was adopted, changes to Victorian State Government planning laws have significantly altered Council's role. Planning reforms introduced in 2025 removed the need for planning permits for licensed premises and shifted responsibility for liquor licensing to Liquor Control Victoria.
11. Because of these changes, Council no longer has a direct regulatory role in this area. Keeping the policy would risk duplication, confusion about responsibilities, and misalignment with current legislation.
12. Council remains committed to addressing alcohol-related impacts on the community. Relevant principles from the policy will be included in a broader strategic framework currently being developed, expected in 2026. This will provide a more coordinated and up-to-date approach aligned with current laws and community expectations.
13. For these reasons, abolishment of the Alcohol Management Policy is recommended to ensure Council's policies remain current, clear and relevant.

Key Issues and Discussion

14. Review identified duplication and opportunities to streamline Council's policy framework.
15. Healthy Eating Policy requirements will be incorporated into the Catering and Healthy Eating Policy, maintaining Council's commitment to health and wellbeing while improving clarity and implementation.
16. Alcohol Management Policy is no longer aligned with Council's role due to 2025 planning reforms transferring regulatory responsibility to Liquor Control Victoria.
17. Relevant alcohol-related principles will be addressed in a new strategic framework (anticipated 2026).
18. Abolishing both policies ensures a more current, efficient and fit-for-purpose governance framework.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

19. 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

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

Asset Implications

21. This item does not affect any existing assets.

Legal/Risk Implications

22. Retaining policies that are no longer current or relevant may undermine confidence in Council's governance practices.
23. Retaining the Alcohol Management Policy increases the risk of relying on outdated guidance.

Environmental Implications

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

Gender Impact Assessment

25. A gender impact assessment is not required.

Consultation

26. Consultation for the Healthy Eating policy occurred with Creative and Engaged Cities Team, Executive Team. The basis of this policy is now referred to the Heart Foundations – Healthy Catering Guidelines.
27. Consultation for the Alcohol Management Policy occurred with the Safe and Active Communities Team and Executive Team. There was no requirement for external consultation as this policy has been superseded by legislation.

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

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

    Not Applicable
29. 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

30. 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.

Greater Dandenong Policy

Healthy Eating Policy

File Number:	A3260001	Authority:	CEO
Directorate:	Corporate Services	Responsible Officer:	Manager Media & Communications Team Leader Risk Management and OHS
Policy Type:	Discretionary	Version No:	1
1st Adopted by Council	14 December 2015 Minute No. 1213	Last Adopted by Council:	14 December 2015 Minute No. 1213
Review Period:	Every 3 years	Next Review:	September 2017

1. Purpose

This policy has been developed to increase the availability of healthy food options and raise awareness about healthy eating amongst Staff, Councillors, Volunteers and Visitors.

The aim of this policy is to make available the widest possible choice of healthy food and beverages at Council Meetings, Functions, Council support events, onsite retail outlets, vending machines and organisational fundraising.

2. Background

The City of Greater Dandenong is committed to promoting the health, safety and wellbeing of its Councillors, Employees and Stakeholders and understands that good nutrition and healthy eating practices are essential for optimal health.

Council believes that for individuals to make healthy food choices a supportive environment, including accessibility to healthy food and beverage is essential and that raising awareness about healthy eating enables people to make healthier food choices both at work and home.

Evidence strongly supports that individuals will eat healthy if the environment makes it easier for them to choose healthy options and that maintaining a healthy and nutritious diet will increase an individual's health and wellbeing.

Proven benefits of healthy eating include:

- increased energy levels
- increased ability to concentrate

Greater Dandenong Policy

- reduced risk of illness, including heart disease and diabetes
- ability to maintain a healthy weight range.

This policy supports Council's existing Staff Health and Wellbeing Policy adopted in December 2012.

3. Scope

This policy applies to foods and beverages served or made available at all City of Greater Dandenong internal and external meetings and functions, it is inclusive of foods and beverages served at council supported events and available from onsite vending machines.

It does not apply to food and beverages brought in by employees to celebrate a milestone of a co-worker such as a Birthday, although employees are strongly encouraged to consider providing a range of healthy foods.

This Policy is to be read in conjunction with the State Government of Victoria's Healthy Choices: Healthy Eating Policy and Catering Guide for Workplaces.



Healthy Eating Policy and Catering Guide for Workplaces - FINAL 2013#2.obr

4. Responsibilities

Employees have a responsibility to:

- read and understand the Healthy Eating Policy
- observe the Healthy Eating Policy on work related duties
- help maintain a workplace culture that is supportive of healthy eating
- provide caterers and suppliers with a copy of the healthy eating policy as required.

Managers have a responsibility to:

- lead by example
- ensure that all Councillors, employees, contractors, volunteers and visitors are made aware of the healthy eating policy
- create a workplace culture that is supportive of healthy eating
- provide opportunities for Councillors and employees to develop their healthy eating knowledge
- provide caterers and suppliers with a copy of the healthy eating policy as required
- promote key messages through forums and meetings
- encourage staff to take meal breaks.

Greater Dandenong Policy

5. Human Rights and Responsibilities Charter – Compatibility Statement

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this Policy but is not relevant to the content of the Policy.

6. References

Adopted by Council – 2014.
City of Greater Dandenong Staff Health and Wellbeing Policy – Current.
Breastfeeding Friendly Workplace Policy – Current.

7. Definitions

- **Healthy Eating** is defined as consuming the types and quantities of foods that offer an ideal balance between nutrition and energy to support adult metabolism. This involves choosing foods with more vitamins and minerals and less fats, cholesterol, sugar and sodium. Healthy eating is enjoying a wide variety of nutritious foods from the five food groups.
  The five food groups include; vegetables and fruit, grain (cereal) foods, lean meats and poultry, fish, eggs, dairy and/or their alternatives and water.
- **Onsite retail outlets** – Onsite retail outlets refers to any retail provider of foods and drinks that is accessible to Councillors, employees, contractors and volunteers at City of Greater Dandenong.
- **Red, Amber and Green Categories** – a classification system for foods and drinks depending on their components and cooking method (see Appendix 1 for detailed examples).

8. Council Policy

The City of Greater Dandenong will promote healthy eating through supportive leadership, participation and shared decision making with its employees and stakeholders.

City of Greater Dandenong will support healthy eating in the workplace by:

- providing consistent and accurate information and messages about healthy eating
- Promoting healthy foods that meet daily nutritional requirements and encourage healthy eating practices at work
- reducing the availability of unhealthy foods and beverages in the workplace
- ensuring water is freely available
- encouraging employees to take a lunch break and not eat at their desk
- encouraging fundraising food activities to be healthier food options, instead of chocolates

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- including employees in the decision making and implementation of healthy eating practices
- providing a safe and clean eating area and appropriate food storage and heating facilities
- raising awareness of the value of eating for health and wellbeing.

The following principles are to be taken into consideration in the planning and delivery of activities where food and beverages are served at Council meetings and events:

1. Healthy Eating is based on Australian Dietary Guidelines 2013 in conjunction with the Green, Amber and Red food classifications outlined in the State Government of Victoria's Healthy Eating Policy and Catering Guide for Workplaces.



Creating a healthier workplace - supporting guidelines#3.obr

2. Food and Beverage choices that support Australian Guidelines for Healthy Eating shall be available in vending machines.

3. Staff responsible for catering will inquire about special dietary requirements or restrictions in advance of all meetings and events so appropriate arrangements can be made for all participants.

9. Communication

The City of Greater Dandenong will ensure that:

- all employees receive a copy of this policy during the induction process
- this policy is easily accessible by all members of the organisation
- employees are informed when a particular activity aligns with this policy
- employees are empowered to actively contribute and provide feedback to this policy
- employees are notified of all changes to this policy
- Caterers and suppliers will be provided with notification of any changes to this policy.

10. Related Documents

Healthy together Victoria's Achievement Program for workplaces 'Creating a healthier workplace – supporting guidelines'.



Creating a healthier workplace - supporting guidelines#2.obr

Healthy Eating Policy and Catering Guide for Workplaces.

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Healthy Eating Policy and Catering Guide for Workplaces - FINAL 2013.obr

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Alcohol Management Policy

Policy Endorsement:	Endorsement required by Council		
Directorate	Community Services		
Responsible Officer	Manager Community Wellbeing		
Policy Type	Discretional		
File Number:	A2403673	Version No:	3
1st Adopted by Council	9 December 2013 Minute No.432	Last Adopted by Council:	9 April 2018 Minute No.602
Review Period:	Four (4) years	Next Review:	April 2022

1. Purpose

This Alcohol Management Policy provides Council with mechanisms to act on matters related to the supply and consumption of alcohol in the City of Greater Dandenong.

The Policy will guide Council decision-making and:

- Create safer environments in and around licensed premises, entertainment precincts, activity centres, open space and public places
- Minimise the potential for alcohol-related crime, anti-social behaviour, vandalism, disorderly conduct and violence in the public realm and private settings
- Improve perceptions of and levels of public safety, security, amenity and wellbeing
- Support economic vitality and provide safe, enjoyable entertainment options
- Prevent negative impacts of alcohol supply and consumption on the health and wellbeing of individuals, families and communities
- Support liquor licensees to comply with their liquor license, planning permit, Responsible Service of Alcohol (RSA) and 'good neighbour' obligations
- Assist Council to fulfill its statutory, strategic, and social planning obligations within the scope of the Local Government Act 1989, Planning and Environment Act 1987, Liquor Control Reform Act 1998 and Public Health and Wellbeing Act 2008.

2. Background

Local Government is a key authority that can guide planning processes to determine where licensed premises and precincts are located, and protect community health and wellbeing.

Council recognises that alcohol consumption is widely accepted as part of the Australian culture, and plays a role in celebrations, dining, entertainment, sports activities, events and functions.

Responsible supply, service and consumption of alcohol can support the vitality of a local economy, for example, by creating employment in the manufacturing, industrial, winery, brewery, hospitality, and retail and tourism sectors.

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Despite these positive features, the harmful use of alcohol ranks among the top five risk factors for disease, disability and death across the world (World Health Organisation 2012).

To prevent and manage alcohol-related harm, Council aims to:

- Apply policy, harm minimisation, crime prevention and safer design principles when planning suitable locations for licensed premises and entertainment precincts
- Create safer environments by ensuring there is a considered balance between minimising alcohol-related harm in the community, City prosperity and economic vitality
- Support, contribute and work in partnership to advance advocacy, positive health and wellbeing, services and education to minimise alcohol-related harm
- Monitor global and local alcohol-related research, trends and policy.

To achieve these aims, Council will apply specifications outlined in the Liquor Control Reform Act 1998, Environment and Planning Act 1987, and Victorian Planning Provisions and:

- Assess and determine liquor license planning permit applications for the use of land to sell or provide alcohol for consumption
- Plan, develop, manage, clean and maintain safe open spaces and public places
- Pass and enforce Local Laws and work with licensed premises to protect public safety, security, amenity and wellbeing
- Support enforcement through collaboration between Victoria Police and Council's and other Authorised Officers
- Initiate compliance proceedings if planning permit conditions are not met
- Work with Victoria Police and other stakeholders to regulate trading hours, patron numbers, land use, and the mix, types and density of liquor licensed premises
- Promote and support the Greater Dandenong Liquor Accord and other alcohol harm minimisation initiatives.

Alcohol Impacts on Health and Community Safety

National and State research demonstrates that:

- Across Australia, alcohol contributes to almost half of reported assaults and a third of road crashes, is Australia's second cause of drug-related death, leading to more than 5,500 deaths annually
- Perceptions of and levels of safety are negatively affected by alcohol use, contributing to anti-social behaviour and violence in public, and a significant level of family violence
- The 2016 Australian Personal Safety Survey found alcohol contributed to an average 50% of physical and sexual assaults reported by female respondents and 61% of physical assaults reported by male respondents
- Alcohol consumption during pregnancy is found to contribute to irreversible developmental disorders in infants and children
- The 2016 National Drug Strategy Survey found 17% of respondents to be at risk of life-time harm from alcohol consumption

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- A 2015 VicHealth survey found 18% of Greater Dandenong respondents to be at risk of short-term harm from alcohol consumption
- Greater Dandenong's young people, drivers, pedestrians, and passengers are over-represented in alcohol-related road crashes.

Alcohol Availability

Growing evidence highlights that when alcohol is more readily available, it can lead to an increase in alcohol-related harm in the community. Alcohol availability can be influenced by:

- **Outlet Density** – precincts with clusters of licensed premises are known to have higher crime rates and almost twice as many alcohol-related issues
- **Outlet Size** – large warehouse-type packaged liquor outlets can be eight times the size of an average 'bottle shop', and can dominate the alcohol market with their purchasing power, ability to supply large volumes of discounted alcohol and force smaller competitors out of business
- **Licensed Premises Mix and Type** – licensed premises such as hotels, nightclubs, and packaged liquor outlets are associated with an increased likelihood of violence in public places and private settings
- **Late Night Trading Hours** – licensed premises precincts open after 1am are associated with increased negative alcohol-related impacts such as assaults, vandalism and noise
- **Pricing** – a high density of licensed premises, particularly packaged liquor outlets and late night premises can generate competition and drive the price of alcohol products down, and is linked to increased alcohol consumption, especially amongst young people.

3. Scope

Victorian Commission for Gambling and Liquor Regulation

The Victorian Commission for Gambling and Liquor Regulation (VCGLR) is the statutory authority that administers Victoria's gambling and liquor laws. Any person or organisation that intends to supply liquor in Victoria must apply for a liquor license from the VCGLR.

Liquor license applicants must obtain a planning permit or written permission from Council before making an application for a new liquor license from the VCGLR. This includes packaged liquor outlets, or to vary or relocate an existing license.

The VCGLR requires liquor licensees to demonstrate they have taken all reasonable care to identify, manage and control risks associated with obtaining and retaining a liquor license.

City of Greater Dandenong

This Alcohol Management Policy applies to all Council decision-making on alcohol-related matters, liquor licensing, associated planning permits and land use.

Liquor Licensed Premises

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This Policy applies to all types of privately operated licensed premises and related statutory planning applications, eg, packaged liquor, nightclubs, restaurants/cafes, a place of assembly, social, community, sport, leisure and recreational venues, that propose to be or are in the City.

- Prior to granting consent to the VCGLR, Council requires a liquor licence planning permit applicant to prepare an Alcohol Management Plan for Council approval, which comprehensively details the proposal
- Council maintains 'Information Guidelines for Liquor-related Planning Permit Applications' to assist applicants with the process and development of an Alcohol Management Plan, identify alcohol-related risks and implement mitigation strategies to minimise related harms
- An Alcohol Management Plan must outline to the satisfaction of Council the commitment and ability of an applicant or licensee to mitigate risks to compliance, behaviour and amenity associated with their proposal.

Council Facilities

This Policy applies to all Council-owned and/or managed facilities, eg, halls, social, sport, recreational, leisure community centres, and similar, for occasions where event or function organisers, hirers, users and leasees wish to sell or supply alcohol for consumption.

A person or organisation proposing to, or who is, providing alcohol for consumption in a Council-owned and/or managed facility that is not liquor licensed must:

- Ensure they obtain a planning permit if required by the Victorian Planning Provisions, in addition to a liquor license permit from the VCGLR
- Comply with all alcohol management expectations and conditions outlined in any contract entered into with Council and in VCGLR fact sheets, guidelines and legislation
- Obtain the appropriate liquor license from the VCGLR and submit it directly for approval to the relevant Council business unit administering the facility, eg, Civic and Community Facilities, Sport and Recreation, Festivals and Events
- When proposing to sell alcohol directly (over the counter) or indirectly (a membership/entry fee that covers alcohol supply) at a one-off, or short series of events on specified dates, an appropriate liquor license is a Temporary Limited or Renewable Limited license
- When proposing to sell alcohol, a sport, recreation, social or similar club that hires, uses or leases a Council facility is required to obtain an appropriate liquor license, ranging from a Temporary Limited, Renewable Limited, Renewable Limited Club or other suitable liquor license
- If alcohol will not be sold at a one-off event or function in a Council-owned and/or managed facility that is not liquor licensed, the organiser is to ensure a liquor license is not required from the VCGLR if intending to allow BYO alcohol for consumption, and ensure evidence of any VCGLR decision or issued liquor license permit is submitted to the relevant Council business unit for approval.

Public Land

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This Policy applies to all Council-owned and/or managed public land in the City, eg, parks, reserves, sports grounds, playing fields, open spaces and places, plazas, roads, pathways, car parks, and similar and all their related infrastructure.

- Council is committed to hosting drug and alcohol-free community events, functions and festivals on all public land

- Without a permit, Council's Local Law prohibits the consumption of alcohol or having an open container of alcohol in public places
- Only licensed premises with relevant conditions stipulated in their planning permit, and any required footpath-trading permit, can supply alcohol for consumption in their associated outdoor facility.

4. Human Rights and Responsibilities Charter – Compatibility Statement

All matters relevant to the Victorian Human Rights Charter have been considered in the preparation of this policy and are consistent with the standards set by the Charter. In particular, as is required by the Human Rights and Responsibilities Charter, this Policy is based on a human rights approach and will be applied to all liquor license applicants equally.

5. References

The alignment of this Policy with relevant Commonwealth, Victorian and Local Government policies and legislation demonstrates a consistent approach to alcohol management.

Relevant Legislation

1. Victorian Planning and Environment Act 1987, Section 4(1)
2. Victorian Planning Provisions, Clause 52.27 Licensed Premises
3. Victorian Liquor Control Reform Act 1998
4. Practice Note 61 Licensed Premises: Assessing Cumulative Impact 2011
5. Victorian Local Government Act 1989
6. Victorian Public Health and Wellbeing Act 2008
7. Building Act 1993
8. Australian Building Code 2016
9. Disability Discrimination Act 1992
10. Local Law No.2 – Municipal Amenity, Clause 33 and 34 (City of Greater Dandenong)
11. Local Law No.3 – Road Management and Asset Protection, Clause 16 and 17 (City of Greater Dandenong)
12. Local Law No.4 – Municipal Places, Clause 7 and 9 (City of Greater Dandenong)
13. City of Greater Dandenong Footpath Activity Code of Practice, March 2013.

Relevant Policies

Various Commonwealth, Victorian and Council strategies and plans that support the principles of the Alcohol Management Policy include:

1. National Drug Strategy 2017-2026
2. Ministerial Drug and Alcohol Forum: 2017 draft National Alcohol Strategy 2018-2026
3. National Preventative Health Taskforce: Australia the Healthiest Country by 2020
4. Reducing the Alcohol and Drug Toll: Victoria's Plan 2013-2017
5. City of Greater Dandenong: Council Plan 2017-2021
6. City of Greater Dandenong: Municipal Strategic Statement
7. City of Greater Dandenong: Community Wellbeing Plan 2017-21
8. City of Greater Dandenong: Community Safety Plan 2015-22.

6. Definitions

Alcohol – is a legal and social drug in the form of ethyl alcohol or ethanol that affects people in varied ways, and recommendations on levels of its use aim to minimise health risks.

Alcohol Management Plan – refers to a written document by a liquor licensee, outlining how they will comply with legal obligations associated with alcohol supply and consumption, and procedures that will manage identified risks to compliance, behaviour, and amenity.

Authorised Officer – refers to any Person appointed under Section 224 and 224A (eg, members of Victoria Police and Council) of the Local Government Act 1989.

Council – is the City of Greater Dandenong.

Council Facility, or Land – refers to facilities and buildings or land owned, occupied or vested in the Council, or in respect of which Council has the care and management, and to which the public has access whether an entry fee is paid or not, including a public place.

Harm Minimisation – refers to a range of policies and strategies to minimise alcohol and other drug-related harm on health and wellbeing for individuals, families and communities, and social and economic elements in society.

Liquor – as defined in the Liquor Control Reform Act 1998.

Liquor Accord – refers to an entity made up of liquor industry representatives, Victoria Police, community members and other stakeholders that develops and implements strategies to improve the operation of licensed premises and minimise alcohol-related harm.

Licensed Premises – refers to a venue licensed to sell alcohol for consumption on or off-premises; produce wine or beer, allow BYO alcohol into the venue for consumption; or for wholesale, internet, mail order or one-off sales of alcohol.

Packaged Liquor Outlet – refers to the supply of alcohol in sealed containers for consumption off-premises, eg, bottle shops, a 'drive-thru' attached to a hotel, supermarkets, including retail sales from warehouse-styled and sized premises termed 'Big Box' outlets.

SEM Alcohol Harm Reduction and Outlet Density Project – refers to the South East Melbourne Group of Councils', an advocacy body consisting of Mayors and CEOs auspicing a research and planning project to minimise alcohol-related harm, particularly from packaged liquor.

VCGLR – is the Victorian Commission for Gambling and Liquor Regulation.

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7. Council Alcohol Management Policy

This Policy provides Council with methods to work collaboratively across the organisation and with key stakeholders such as Victoria Police, to manage alcohol supply, consumption, and related impacts in the City of Greater Dandenong.

Council business units directly in the scope of this Policy include:

City Planning, Design and Amenity – Statutory Planning; Strategic Planning; Building Services; Regulatory Services

Community Services – Community Development; Festivals and Events; Youth Services; Community, Sport and Recreation Facilities

Greater Dandenong Business – Economic Development; Activities Centres Revitalisation; Business Networking; Retail Development

Corporate Services – Governance; Communications and Customer Service; Civic and Community Facilities; People and Procurement Services

Across-Council Integrated Planning

The following outlines Council roles and its expectations of relevant parties and stakeholders in the management of all matters relating to alcohol management and its impacts.

Council will:

- Utilise harm minimisation, advocacy, crime prevention through environmental design, safer urban design, and integrated planning principles
- In recognition of the complexities resulting from alcohol sales and use, consider all applicable evidence, social, environmental, health, legal and economic factors to support effective decision-making and actions
- Maintain easy-to-understand materials and risk mitigation strategies, in 'Information Guidelines for Liquor-related Planning Permit Applications', to support applicants and licensees to prepare, and planners to assess, an Alcohol Management Plan
- Seek to ensure that applicants demonstrate their commitment, understanding and ability to implement Best Practice in managing licensed premises
- Plan, develop and maintain safe and health-promoting environments and public places in the vicinity of licensed premises and precincts
- Support the City's economic vitality and encourage a balance of licensed premises density and types by providing opportunities for across-Council input on applications
- Undertake GIS mapping of licensed premises in the City to determine their density and types to support decision-making on applications
- Advocate for the strengthening of the Victorian Planning Provisions
- Support the South East Melbourne Group of Councils' Project advocacy for changes to the Victorian Planning Provisions, particularly in relation to packaged liquor outlets
- Consult and plan with the community to support the City's economic vitality and develop safe, secure and enjoyable open spaces and public places

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- Work with Victoria Police and the VCGLR to assess and review liquor licence and planning permit applications, and ensure licensee compliance
- Liaise with Victoria Police regarding the planning and management of licensed premises in relation to public safety, security, amenity, and community wellbeing.

Council Civic, Community, Social, Sport and Recreation Facilities

To minimise alcohol-related impacts in Council owned and/or managed facilities and their surrounds and public places, event or function organisers, hirers, users, or leasees; social, community, sport, recreational clubs, groups and similar, are required to:

- Work collaboratively with Council and Victoria Police to reduce the likelihood that licensed events and functions will adversely impact attendees, the surrounding community and amenity
- Submit proof of the endorsed VCGLR liquor license a fortnight before an event or function to the relevant Council business unit for approval, and if directed, to Victoria Police
- Comply with alcohol harm minimisation expectations and requirements in Council documents, leases and contracts, the VCGLR Safe Function Guidelines 2017 and endorsed liquor license
- Comply with Council's bond payment rankings for bookings, eg, one criterion to determine a high-risk event or function is the expected attendance of persons 13-30 years of age
- When directed by Council and/or Victoria Police, complete required documentation, eg:

  Council Registration Forms – to be completed by those requesting the hire, use, or lease of Council owned and/or managed facilities or land

  Party Safe Program – a Victoria Police initiative to minimise the risk of anti-social behaviour, violence, intoxicated guests and/or gatecrashers at parties and any impact on its surrounds, where organisers can register their event or function on the Victoria Police website at www.police.vic.gov.au

  Alcohol, Traffic and/or Risk management plans and Private Security Hire Contracts – that outline to the satisfaction of Council and/or Victoria Police, the organiser's ability to ensure public safety and security, and mitigate compliance, behaviour and amenity risks

Council strongly recommends that all sport, recreation, and similar clubs in the City become a member of the **Good Sports Program** – an Australian Alcohol and Drug Foundation program to prevent alcohol and other drug-related harm in sports clubs.

Council reserves the right to refuse a booking for an event, function or similar if the risk to people, property, public safety, security or amenity is deemed detrimental by Council and/or Victoria Police.

Statutory and Strategic Planning and Building Services

Council's planning units ensure that proposed licensed premises and any associated risks are fully assessed, and that applicants demonstrate their understanding of, commitment and ability to implement best practice in managing licensed premises.

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For liquor-related planning permit applications for licensed premises, or amendments to permits, Council Statutory and Strategic Planning units will ensure that:

- An Alcohol Management Plan is prepared by all applicants
- This Policy and the Information Guidelines are provided to planners, applicants and licensees in the course of enquiries, pre- and post-application planning negotiations
- All applications are referred to the Community Services directorate for a social impact-related assessment of the proposal
- If an Alcohol Management Plan is supported by Council, it will become a condition of the planning permit, should one be granted
- When making decisions, applications will be determined in accordance with the Greater Dandenong Planning Scheme and any relevant Practice Note/s or subsequent statutory planning legislation or guidance
- Where a Cumulative Impact Assessment is required under Clause 52.27 of the Victorian Planning Provisions, Council will utilise 'Practice Note 61 Licensed Premises: Assessing Cumulative Impact 2011' or subsequent statutory planning legislation or guidance.

For liquor-related planning permit applications for licensed premises, or amendments to permits, Council's Building Services will:

- Provide a determination when sought, with regard to patron capacity or other amenity-related issues in relation to compliance with the Building Act 1993.

Regulation and Enforcement

Council will pursue its statutory and regulatory role in relation to:

- Ensuring licensed premises compliance with Local Laws requirements
- Oversight of outdoor trading areas, eg, footpaths, beer gardens/court yards, rooftop and other similar gardens
- Applications for a liquor license for an event or function in a Council owned and/or managed facility, public land and outdoor private land
- Provision and service of alcohol in Council owned and/or managed facilities
- Provision and service of alcohol at Council events, functions and festivals on public land
- Local Laws governing the possession and consumption of alcohol in public places.

Council and Victoria Police Partnership

Council is committed to collaborating with governments, authorities, relevant organisations and stakeholders to implement measures that minimise alcohol-related harm in the City.

Council will:

- Advocate with and on behalf of Victoria Police regarding liquor licensing and resourcing to address alcohol-related violence in public, activity centres and private settings

- Support Victoria Police in strengthening and promoting liquor licensee and licensed premises membership and involvement in the Greater Dandenong Liquor Accord
- Recommend to licensees of proposed or current licensed premises, that obtains or with an endorsed planning permit that they become a member of the Greater Dandenong Liquor Accord.

Education and Communication

Council's Community Services directorate will embed alcohol management and harm minimisation objectives in Council's Community Wellbeing and Community Safety plans.

The Directorate will support across-Council planning with the aim of balancing community health and wellbeing priorities, economic vitality, public safety, security, and amenity.

Council will demonstrate its leadership role through:

- Its commitment to hosting drug and alcohol-free community events, functions and festivals in its facilities and public land
- Support and advocacy for community programs to protect at-risk groups, eg, young people, from alcohol-related harm and for responsible supply and consumption of alcohol
- Provision and support of education and awareness campaigns, alcohol-free events, functions and festivals, and involvement in local, national or global activities
- Collaboration with the stakeholders, organisations and cultural groups to gain and share understanding of trends and impacts to minimise alcohol-related harm in the community
- Use of social media tools, strategic communications planning, and Council's website to promote alcohol harm minimisation principles, strategies and programs
- Advocacy with and to, stakeholders, decision-makers and other levels of government for legislative and policy reforms to reduce alcohol-related harm in the community
- Participation in joint advocacy with stakeholders for resources and infrastructure, and increased alcohol and other drug treatments, services and programs
- Monitoring of global and local trends, research, best practice strategies, legislation and policy that may affect Council and/or the community of Greater Dandenong.

8. Related Documents

Other relevant legislation, policies, plans and strategies related to this Policy and not detailed in 'References' above, include the City of Greater Dandenong:

- Festival and Events Plan 2017-2021
- Community Facilities Management Policy
- Sports Facilities Plan 2015
- Sports Pavilion Management Policy 2015
- Youth Strategy and Action Plan 2016-2019

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- Local Economic and Employment Development Policy
- Activities Centres Placemaking Framework
- Noble Park Structure Plan (under review)
- Springvale Activity Centre Structure Plan
- Open Space Strategy
- Green Wedge Management Plan.

4.2.2 Kerbside Waste Collection Service

Responsible Officer: Executive Director City Futures
Attachments: **Nil**

Officer Recommendation

That Council:

1. **NOTES that Council currently provides a kerbside garbage (red lid) and co-mingled recycling (yellow lid) bin service to all relevant households, as well as an 'opt-in' kerbside Food and Garden Organics (FOGO) (lime green lid) bin service;**
2. **DEFERS the implementation of the kerbside glass (purple lid) bin service until the Victorian Government finalises and endorses the Service Standards, reviews the feasibility and appropriateness of implementing the kerbside glass bin service, and reviews the opportunities to expand the Container Deposit Scheme (CDS);**
3. **DEFERS the expansion of the kerbside FOGO bin service in an 'opt-out' model until the Victorian Government finalises and endorses the Service Standards;**
4. **ADVOCATES to the Victorian Government to defer the implementation of the kerbside glass bin service and expansion of the kerbside FOGO bin service, and:**
   - **Expand the Container Deposit Scheme (CDS) to accept additional glass types**
   - **Review the feasibility and appropriateness of implementing these kerbside bin services by 1 July 2027 considering the current cost of living crisis**
   - **Share the business case it prepared on the kerbside glass bin service**
5. **JOINS the inter-Council advocacy group advocating for an expansion of the CDS and a review of the feasibility of the kerbside glass bin service.**

Executive Summary

1. The Victorian Government's Circular Economy (Waste Reduction and Recycling) Act 2021 (the Act) and its associated kerbside reform aims to enhance recycling quality and consistency, boost recovery and onshore processing, and support Victoria's transition to a circular economy.
2. The Act requires local governments to provide four waste streams to all households by 1 July 2027. This includes a kerbside glass bin service, which is not currently provided in Greater Dandenong. It also requires a kerbside FOGO bin service to be expanded to an 'opt-out' model as per the draft service standards (yet to be confirmed). Currently, Greater Dandenong provides an 'opt-in' model.
3. At the 27 October 2025 Council meeting, Council approved the implementation and commencement of a kerbside glass bin service by 1 July 2027, in accordance with the Act. However, since this time global and local issues have resulted in a cost of living crisis that is having a significant impact on the Greater Dandenong community, many of whom are already in economically vulnerable or disadvantaged situations.
4. Given the costs associated with the implementation and operation of this service, and the increasing cost of living crisis, it is recommended that Council now:
   - Defer the implementation of the kerbside glass bin service and expansion of the kerbside FOGO bin service

- Advocate to the Victorian Government for these services to be deferred and all options reviewed
- Join the inter-Council advocacy group advocating for the Victorian Government to fully review the service and potential alternatives to the kerbside glass bin service

Background

5. In 2020 the Victorian Government released the "Recycling Victoria: a new economy" policy, also called the Circular Economy Policy (CE Policy) which details the ten-year action plan to establish a circular economy in Victoria. Kerbside reform is a key action of the CE Policy.
6. The CE Policy's kerbside reforms are legislated and will be regulated by Regulations and a Service Standard made under Part 5, Division 1 of the Circular Economy (Waste Reduction and Recycling) Act 2021.
7. More broadly, the kerbside reform is part of the CE Policy's ten-year action plan which requires Councils to:
    - Standardise bin lid colours (red - garbage, yellow – co-mingled recycling, lime green - food and garden organics and purple - glass recycling).
    - Standardise bin content (what material goes into which bin across Victoria).
    - Provide all households access to a kerbside glass service by 1 July 2027.
    - Provide all households access to an expanded kerbside food and garden waste (FOGO) service with an 'opt-out' model by 1 July 2027.
8. The draft Service Standards for the CE Policy's kerbside reforms were released in 2024 by the Victorian Government and are still yet to be finalised.
9. A further key action of the CE Policy was the introduction of the CDS, which commenced in November 2023. The CDS offers a 10 cent refund for every eligible drink container returned, including cans, bottles, and cartons. Since its introduction, the CDS has been highly successful with much higher uptake rates than originally anticipated. However, the CDS does not currently accept all glass bottles.
10. In Greater Dandenong, glass containers account for approximately 27% of kerbside co-mingled recycling bin (yellow lid) content, with approximately 3,200 tonnes of glass collected in 2025.
11. At the 27 October 2025 Council meeting, Council approved the implementation and commencement of the kerbside glass bin service by 1 July 2027.
12. However, since this time there have been significant changes in the global, national and local economy which have placed considerable financial pressures on Council and households in Greater Dandenong, many of whom are already in economically vulnerable or disadvantaged situations.
13. In terms of FOGO, Council currently provides residents the option to 'opt-in' to the kerbside FOGO bin service, meaning that residents can request this service from Council. Currently, 85% of households receiving a Council kerbside waste collection in Greater Dandenong also receive a FOGO collection.
14. The draft Service Standards indicate that Councils are required to provide an 'opt-out' FOGO kerbside collection by 1 July 2027. This means that Council would be required to provide this service to all households currently receiving a kerbside waste collection.
15. A household can choose to "opt-out" of the FOGO service if they can demonstrate effective controls to prevent food organics and garden organics waste entering the garbage bin. For example, if a household has arrangements to compost FOGO material and can re-use the compost on the property, they can choose to opt-out of Council FOGO service.

16. Proposing to dispose of this material in their garbage bin would not be deemed an acceptable reason to opt out of the FOGO kerbside collection based on the current draft Service Standards.

17. However, as mentioned above the draft Service Standards are yet to be finalised and endorsed, and as such there is a possibility that the 'opt-out' requirement could be altered to a different model.

Key Issues and Discussion

18. The key issues for consideration are as follows:

- Financial Impact
- Environmental Impact
- Availability of Information
- Alternative Options
- Compliance Considerations

Financial Impact

19. Initial estimates identified that it was likely to cost in excess of $3 million to implement the kerbside glass bin service. Since this initial estimate was developed, further work has been undertaken by Council officers, and it is now anticipated to cost between $2 million and $3 million to implement the service, which primarily relates to the purchase and delivery of the bins. It would then cost approximately $1.5 million per year (increasing with CPI each year) to collect and process the glass. These budget figures would need to be confirmed at a later date, following the completion of procurement processes.

20. In the first instance Council would need to fund the purchase of the glass bins in 2026/27, which would place considerable pressure on Council's already strained budget position. The cost of this service would then be passed on to residents via the annual household waste charge.

21. There would also be an additional cost to provide a FOGO bin to those households that currently do not receive a FOGO kerbside collection service. It would cost Council approximately $500,000 to purchase the required additional FOGO bins. In terms of the additional cost to households, it currently costs between an additional $56 and $80 per year (depending on bin size) for residents to have this service in Greater Dandenong.

22. Given the current cost of living crisis that has rapidly escalated during 2026, and the fact that many Greater Dandenong residents will be among the hardest hit in Victoria due to the existing high levels of financial vulnerability and disadvantage, it is not considered appropriate or fair to further increase costs to residents at this current time.

23. The joint inter-Council advocacy group has also identified the financial implications of the kerbside glass bin service as a key concern and reason for advocating against the introduction of the service, particularly when there are potentially alternative options to recycle glass such as the expansion of the CDS.

Environmental Impact

24. There are likely to be environmental positives and negatives resulting from the kerbside glass bin service. Glass placed in the existing co-mingled recycling bin (yellow lid) often breaks, which results in the glass contaminating other recyclable material in the bin, with all material in that bin ending up in landfill rather than being able to be recycled. By removing glass from the existing co-mingled bin, it has the potential to improve recycling rates and reduce the amount of material going to landfill.

25. Removing glass from the co-mingled recycling bin would also allow for greater compaction rates in the collection trucks, resulting in an increased amount of recycling material being able to be collected by each truck, and therefore reducing the number of trucks required to collect the co-mingled bins.
26. However, the collection of glass in a separate glass bin will result in additional trucks being required to collect this additional bin, creating in further emissions.
27. To date the Victorian Government has not released the business case for the kerbside glass bin service, making it difficult to fully understand and assess the environmental benefits of the program.
28. In terms of FOGO, there are clear environmental benefits to this service, and its expansion is considered to be beneficial from an environmental perspective.

Availability of Information

29. It is difficult to fully understand the benefits and requirements of these services as a number of key documents have not been released and/ or finalised by the Victorian Government.
30. When developing the kerbside glass bin service, the Victorian Government developed a business case to justify the service, however this has not been made available to Councils and the community.
31. In addition, the Victorian Government's Service Standards need to be finalised and endorsed to establish the requirements Council's need to meet for the performance, consistency and delivery of the kerbside reform. This will include:
    - The acceptable and unacceptable contents for the four streams
    - The type of service to be provided for glass (kerbside collection, or drop-off points etc.)
    - The type of service to be provided for FOGO (opt-out, mandatory for all households etc.)
    - Clarity for exemptions where delivery is not 'reasonably practicable'
32. Despite the Act coming into effect in 2021, the proposed Service Standards are yet to be endorsed by the Minister for Environment, making it challenging for Council's to understand the requirements, and what exactly it is that is required to be implemented by 1 July 2027.
33. Given the lack of critical information currently being made available to plan, budget and implement these services, the legislated commencement date should be deferred until this information is made available, and Councils have a reasonable timeframe to review this and then plan accordingly for implementation.

Alternative Options

34. Glass is a highly recyclable product, and as such it is very important that all options are fully considered and assessed to ensure as much glass as possible is recycled in the most cost effective and efficient manner.
35. The Victorian Government introduced the CDS in November 2023. The CDS allows people to return eligible empty drink cans, bottles and cartons to refund points in exchange for money. This has been highly successful with much higher uptake rates than originally anticipated. However, the CDS does not currently accept wine and spirit bottles.
36. Given that the CDS was implemented after the Act that requires the implementation of the kerbside glass bin service, the need for the kerbside glass bin service should be reviewed in light of the positive impact the CDS has had, along with further consideration of the financial and environmental impacts of expanding the CDS to collect the glass material not currently able to be deposited through this program.

37. It is known that the CDS currently creates very low levels of contamination, with a very small loss of glass to landfill, which would likely continue if the service was expanded. Expansion of the CDS to accept wine and spirits bottles would not just provide a community benefit but would also harmonise the CDS with other states in Australia. In addition, existing infrastructure could be utilised in expanding the CDS, and the costs incurred by the newly included containers would be borne by the producers/ suppliers rather than Council's and the community.

Compliance Considerations

38. If Council was not to implement the kerbside glass bin service and the expansion of the kerbside FOGO bin service in accordance with the legislation it does risk being fined up to $97,700 (indexed annually) and potentially be subject to prosecution.

Summary

39. While Council officers did recommend implementing and commencing the kerbside glass bin service by 1 July 2027 in the 25 October 2025 Council Report, which was adopted by Council, there have been substantial economic challenges that have occurred since that time due to global and local events. These challenges have placed considerable financial pressure on Council and residents in Greater Dandenong, many of whom are already financially vulnerable or disadvantaged. In addition, the Service Standards have still not been finalised and endorsed, making it very challenging for Council to know what level of service they are required to implement.

40. As such, it is no longer considered appropriate or fair to pursue the implementation and commencement of these services at this time, given the further financial pressures it will place on Council and the community.

41. Given these economic challenges, the Victorian Government should defer the implementation of the kerbside glass bin service, and in the meantime undertake a review of the need and appropriateness of the service (given the initial assessment occurred six or more years ago), as well as exploring glass recycling alternatives such as the expansion of the CDS program.

42. In addition, it is considered reasonable to defer the implementation of the kerbside FOGO bin service until the Service Standards are finalised and endorsed, and Council's have had the opportunity to review any potential implications of this.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

43. If this item is adopted as recommended it would not have a significant impact on existing human resources. However, if it is determined to continue to implement these services, this will affect 2 x EFT and increase the current workload in the Strategic & Environmental Planning department by 15 hours a week over the next 12 months.

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

Operating Budget Implications

43. If Council determines to continue the implementation of the kerbside glass bin service, the financial implications associated with this report involve an anticipated cost next financial year of between $2 million and $3 million to purchase the required bins and implement the service. It is then anticipated that it will cost approximately $1.5 million per year (increasing annually) to collect and process the glass. The finalisation of these figures would be subject to the outcome of the required procurement processes.

44. If Council determines to expand the kerbside FOGO bin service to an 'opt-out' model, the financial implications associated with this report involve an anticipated cost next financial year of approximately $500,000 to purchase the required bins and implement the service. There will then be on-going increases to our current collection and processing contracts.
45. The cost of implementing and operating these services would then be funded through the annual household waste charge paid by residents.
46. If Council determines not to continue to implement these services, the financial implications associated with this report include potential financial penalties of up to $97,700 (indexed annually) for failing to comply with the Act. It is not clear as to how often these fines could be issued.
47. Any financial penalties would need to be funded from Council's annual budget, potentially placing greater pressure on the annual budget.

Asset Implications

48. If Council determines to continue to implement these services, this item increases the use of Council assets. The ongoing maintenance costs have been assessed and included in the operating and resource costings.
49. If Council determines not to continue to implement these services, this item would not affect any existing assets.

Legal/Risk Implications

50. The CE Policy's kerbside reforms are legislated and will be regulated via Regulations and a Service Standard made under the Circular Economy (Waste Reduction and Recycling) Act 2021 (the CE Act).
51. The Act includes penalties for non-compliance with the legislated kerbside reforms. This includes potential financial penalties of up to $97,700 (indexed annually), as well as potential court action.
52. There are legal and reputational risks with non-compliance.

Environmental Implications

53. The Environmental Implications associated with this report are set out in the Key Issues and Discussion section above.

Gender Impact Assessment

54. A gender impact assessment is not required.

Community Consultation

55. If Council determine to continue to implement these services, community engagement and education will be an important part of the implementation process. Council officers have developed a community engagement and education plan to support the implementation of the service.

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

56. This report is consistent with the following principles in the Community Vision 2040: Sustainable environment.
56. This report is consistent with the following strategic objectives from the Council Plan 2025-29:

    A green city committed to a sustainable future.
    A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community.

Legislative and Policy Obligations

57. 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.
    Climate Change and Sustainability.

4.2.3 Reviewed Diversity, Access and Equity Policy

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments:
1. Draft Diversity Access and Equity Policy 2026 30 [**4.2.3.1** - 11 pages]
2. Detailed Table of Changes DAE Policy Review [**4.2.3.2** - 10 pages]

Officer Recommendation

That Council APPROVE the updated Diversity, Access and Equity Policy (June 2026 to June 2030) as detailed in Attachment 1.

Executive Summary

1. Council's Diversity, Access and Equity Policy has expired and a review has taken place which includes benchmarking against similar policies held by other Victorian municipalities, and consultations with internal and external stakeholders.
2. The reviewed policy is classed as a discretionary policy within Council's integrated planning framework and has been transposed to the updated policy template.
3. The new template and review findings have resulted in a number of minor amendments made to the text, mainly to improve clarity and readability. The Policy appears as Attachment 1. A detailed table of all policy changes compared against the expired version is found in Attachment 2.

Background

4. Council's Diversity, Access and Equity Policy is a discretionary policy within Council's integrated planning framework tiers and expired in 2025. This report provides the findings of its four-yearly review.
5. The review process included direct consultations with residents, discussions with relevant Council staff and advisory committees, benchmarking against similar policies among Victorian municipalities, and feedback through Council's 'Your Say' consultation platform.
6. Consultation with key Council staff was conducted with those whose responsibilities entailed close and regular interaction with residents, such as Health Planning, Aged and Disability Services, Community Partnerships and Grants.
7. The review has resulted in a number of minor amendments to the policy text, chiefly to improve its clarity and produce a more concise, accessible document.
8. The Diversity, Access and Equity Policy affirms to residents and staff, Council's commitment to the delivery of respectful, fair and accessible programs and services to residents of all personal characteristics, circumstances and experiences.
9. The policy expresses Council's recognition of the diversity of backgrounds, abilities, values, beliefs and lifestyles of all residents. It acknowledges that diversity of individuals and among segments of the community may include differences in gender, ability, health, birthplace, spoken language, culture, faith, sexual orientation, income, education levels, family circumstances, housing situation and other personal characteristics or social circumstances.

10. It confirms to both staff and residents that Council strives to take due account of such differences in its conduct and interactions with residents, in fields such as advocacy, infrastructure development, communication, community participation, consultation and service provision.
11. In each of these spheres of responsibility, the policy outlines principles to guide: the conduct of Council programs, services and facilities; address discrimination; promote inclusiveness and partnership; foster community participation in social, civic and economic life; and meet the needs of all residents.

Key Issues and Discussion

12. Among residents consulted during the review, most were supportive of the kinds of diversity which are specified in the policy. Some cautioned the policy should make it clear that the scope of diversity is not confined to any specific selection of characteristics or circumstances. Accordingly, a sentence to this effect was added to the relevant section.
13. In remarks relating to Council partnerships and leadership, the phrase ‘set an example’ was added to show the importance of Council’s efforts to address bullying, harassment and family violence and to extend equal opportunity for employment and career advancement to women.
14. The subject of language and communication attracted considerable interest and extensive comment, largely affirming the importance of Council employing a variety of ways to communicate with residents.
15. These include the use of social media, face-to-face meetings, pop-up meetings or consultations at events, the use of Your Say and similar means, reaching residents through community leaders, and the Council magazine. The importance of maintaining an accessible, navigable website was also affirmed.
16. While such observations did not result in amendments to the policy, they clearly confirmed the importance of the key points featured in the policy about this topic.
17. In relation to the section of the policy relating to acknowledgement and celebration of diversity, several people stressed the importance of Council including consideration of members of LGBTIQA+ communities in such activities. The draft policy clearly repudiates discrimination and prejudice and supports events, festivals, and other activities that promote pride and generate respect.
18. The section relating to inclusive places and spaces was amended to include a statement which affirmed Council’s objective to ‘improve safety in public places’ as an issue of high priority for Council, as well as for residents and those consulted in this review.
19. A reference to infrastructure accessibility that specified its goal as a standard that meets or exceeds formal accessibility requirements was added in place of the previous statement referred to a standard ‘that meets formal accessibility requirements’.
20. Finally, two points were added to the section about capability, one relating to inclusion of principles of diversity, access and equity in relevant documents, and the other concerning Council’s intent to inform staff and residents about social trends and conditions.
21. In addition to these measures and modifications, a Gender Impact Assessment of this process of policy review has been prepared, reviewing the gender-related issues that were under consideration; the process of review and consultation, including sources of evidence and key findings; and the resulting proposed gender-related changes to the policy itself.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

22. 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

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

Asset Implications

24. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment - Summary

27. The assessment highlights that safety, inclusion and accessibility remain as critical gendered issues, particularly for women and LGBTIQA+ residents. Addressing these requires clearer policy language, stronger recognition of gender equality, and intentional inclusion of diverse communities in both policy and practice.

Community and Internal Consultation

Purpose	To provide feedback for policy improvements by consulting with residents from a variety of personal circumstances including age, gender, cultural background, race, ability, socioeconomic circumstances, LGBTIQA+, and others.
Engagement period	The second half of 2025 and early 2026
Level of Influence:	Consult
Engagement Activities:	Consultation with residents' groups, such as: • LGBTIQA+ Advisory Committee • Multicultural Communities Engagement Network • Disability Advisory Committee • The Positive Ageing Advisory Committee • Consultation with a selection of key managers and team leaders, with particular emphasis upon those whose responsibilities entail close and regular interaction with residents. • Council 'Your Say' webpage • Benchmarking, by comparison with other plans of similar intent and nature Appraisal of the contents of the policy, including its scope, clarity and effectiveness as an explanation of Council's approach to the

	issues encompassed in its existing policy, noting any amendments which appear to be required.
Communication reach and engagement numbers:	Approximately 40 residents in face-to-face meetings, and six staff
Summary of feedback:	• The policy should be very clear and concise, to hold the attention of readers and make its meaning clear to all. • The emphasis upon acknowledgement of, and respect for diversity received strong support. • In its communications with residents, it is important that Council continues to employ various means of contacting, and listening to, residents. • Members of LGBTIQA+ communities should be listened to and engaged by Council. The commitment to this end reflected in the draft policy is welcomed. • In its consideration of development of inclusive spaces and places, Council needs to give emphasis to public safety. This step is reflected in an amendment to the draft policy which adds this priority to the relevant section. • The principles expressed in the policy were well supported.

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

28. 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.
    Mind, body and spirit.

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

Legislative and Policy Obligations

30. 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.
    Related Council Policies, Strategies or Frameworks.

Draft Diversity Access and Equity Policy 2026-30

Greater Dandenong

Document Control

Date Created: 9 November 2025

Objective ID:

Date of Adoption: 12 July 2021

Version No: 4

Policy Superseded by this Policy: Not Applicable

Responsible Department: Community Advocacy

Responsible Directorate: Strategy and Corporate Services

Policy Type: Discretionary

Next Review: June 2030

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.

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1. POLICY OBJECTIVE (OR PURPOSE)

This policy describes the nature of diversity and the way Council seeks to support its diverse community through engagement, communication, service delivery, infrastructure development and advocacy.

It expresses Council's acknowledgement and respect for the diversity of backgrounds, abilities, values, beliefs, and lifestyles of all residents. It also recognises conditions which contribute to personal hardship for some residents, such as social isolation, family violence, financial hardship, discrimination and others:

- in setting a standard of fairness, inclusion, and transparency in all aspects of its conduct.
- in planning and delivering services and infrastructure in a way that takes account of the needs and circumstances of all residents
- in creating opportunities for all people to participate in the social and economic life of this community

2. BACKGROUND

Diversity makes us all unique. It is an essential feature of all people and communities, which should be respected and taken into consideration in Council planning and programs. This policy acknowledges that diversity includes, but not limited to:

- age
- sex
- sexual orientation and gender identity.
- physical, mental, visual, sensory, or intellectual ability
- mental or physical health
- educational level and income
- Aboriginal and Torres Strait Islander identity
- birthplace or cultural identity
- language and communication requirements
- religious or other beliefs
- family structure and conditions
- housing circumstances

Many people experience exclusion due to conditions affecting mobility, communication, or self-care; financial or housing insecurity; lack of educational or employment opportunity; limited family or social support; family violence and/or abuse; or other conditions. Some face discrimination on the basis of their ethnicity, ability, sex, gender identity or other attributes.

Others still may experience multiple forms of disadvantage or discrimination, which may combine to worsen disadvantage or hardship.

Such considerations are considered by Council in engaging and communicating with residents, delivering services and advocating for resources for this community.

3. SCOPE

This policy applies to all Councillors, Council staff, contract staff and volunteers.

It relates to a variety of Council activities, such as engagement and consultation; service planning and delivery; the development of infrastructure, open spaces and community facilities; advocacy; and other functions.

The policy also requires Council to comply with all diversity, access and equity-related legislation. In some instances, legislation may stipulate how Council must deliver specific services, such as regulatory, building, occupational health and safety and planning services.

4. DEFINITIONS

Unless otherwise specified within this policy, the following words and phrases are defined to mean the following in terms of this policy:

Access	The ability or opportunity for people to benefit from services and programs which may advance their well-being. Access not only requires that services are available, but that they be affordable, within physical reach, and match the needs of their intended beneficiaries.
Advocacy	Seeking to persuade governments or other institutions to direct resources to a particular community or goal. For a council, its purpose is generally to further the interests and rights of residents, including marginalised individuals, ensuring that they receive fair access to services and resources.
Council Staff	Means all Council employees including fulltime, part-time, casual, permanent, temporary, agency staff, contractors, consultants and volunteers.
Diversity	This term stands for the unique, often intersecting, backgrounds, characteristics, experiences and material circumstances of people and of their communities. Diversity encompasses differences in race, ethnicity, religion, age, sex, gender, ability and other attributes. Consideration of diversity helps councils provide services and resources

	to people in a way that effectively and authentically matches their circumstances, needs and aspirations.
Equity	Equity is the principle of fairness. This often entails consideration of the differing circumstances and characteristics of individuals, then matching resources and services to their needs and preferences, to ensure that they enjoy equal opportunity.
Gender diverse	An attribute of those people whose gender identity and expression do not correspond with societal expectations, based upon the sex assigned to them at birth. Such circumstances reflect the varying and sometimes changeable nature of gender identity.
Gender equality	Equal opportunity for women, men and gender diverse people – a goal often sought by striving to reduce gender-related inequality and discrimination.

5. POLICY

This policy emphasises the importance of collaboration and leadership, advocacy, language and communication, acknowledgement and celebration of diversity, community and civic participation, the development of infrastructure and open spaces, and consultation with residents in the course of service planning and delivery.

In the conduct of these activities, Council seeks to:

- enhance its capacity to identify and respond appropriately to diversity;
- provide opportunities for participation in decision-making to residents adapting services and programs to their often-differing needs; and
- address barriers which reduce access and opportunity for residents.

The policy statements set out below describe Council's approach to acknowledging and respecting the diversity of its residents in its various fields of responsibility.

5.1 PARTNERSHIPS AND LEADERSHIP

Council supports the opportunity for participation in community life for all residents. To achieve this, Council will:

- Collaborate with local organisations to develop accessible services and programs for diverse communities.
- Set an example to the community, repudiating discrimination, bullying, harassment, and violence; acknowledging the benefits of diversity; and extending equal opportunity to its staff in recruitment, promotion, and training.

5.2 ADVOCACY

Council will represent the needs of the whole community, advocating to governments and other institutions for funding and services to address the needs of diverse groups and individuals. To advocate on behalf of all residents, Council will:

- seek guidance from the community in identifying issues for advocacy
- advocate for programs to ease financial hardship, alleviate housing insecurity, prevent family violence, advance gender equality, reduce unemployment and otherwise redress disadvantage
- advocate for the development of built environments, open spaces and streetscapes that are safe, accessible and appealing to diverse groups.

5.3 LANGUAGE AND COMMUNICATION

Access to information contributes to an informed and active community. Accordingly, it is important that residents are informed about Council services, programs, events and facilities available to them.

Council's communication with residents shall be plain and straightforward, taking consideration of different levels of formal education and English fluency, incorporating specific requirements associated with a disability, and accommodating language preferences among residents. Council seeks the guidance of residents, community organisations and community leaders in shaping this approach to communication.

To communicate effectively with residents and to accommodate their diverse circumstances and language needs, Council will:

- communicate in a way that is clear and concise
- supply relevant, timely, transparent, and accurate information, in languages, formats appropriate to the needs of residents
- provide translations and interpreters where required
- work with cultural media organisations, community leaders and service providers, to reach all segments of the community.

5.4 ACKNOWLEDGEMENT AND CELEBRATION OF DIVERSITY

Council strives to foster a community that acknowledges and respects diversity, while repudiating discrimination and prejudice. Support for celebrations and festivals acknowledges these values and promotes the participation of residents.
Council will:

- work with the community to cultivate respect and challenge discrimination
- support events, festivals and other activities that promote pride and generate respect
- provide accurate and timely information about the community and its diversity.

5.5 COMMUNITY AND CIVIC PARTICIPATION

All residents are entitled to the opportunity to participate in civic life, enjoying social activities, taking part in sport and physical recreation, participating in learning and education, and engaging in volunteering and employment.
Council will:

- apply the principles outlined in its Community Engagement Policy and Community Engagement Planning Framework to guide its engagement with the community in its consultations

- create opportunities for its residents to participate in Council activities and avail themselves of its services.
- extend opportunities for residents and community groups to participate in Council decision-making, as planning and service provision improve when residents are able to communicate their views.

5.6 INCLUSIVE PLACES AND SPACES

Accessible built infrastructure and open spaces are essential features of a healthy and inclusive community. Infrastructure should be welcoming, safe and relevant to all people.
Council will seek to:

- consult with residents when determining how public spaces, infrastructure and facilities are planned and designed
- develop and maintain infrastructure to a standard that meets or exceeds formal accessibility requirements
- promote the shared use of facilities and co-location of services to encourage their use by the community
- strive to improve safety in public places.

5.7 SERVICE PLANNING AND DELIVERY

Council provides services which are accessible, of a high standard and which meet the requirements of the community. Services are most effective when they are designed with thoughtful consideration of the diverse needs of residents.
Council will:

- apply principles of access and fairness to the planning and delivery of its services and programs
- direct services and programs to the most disadvantaged residents
- seek opportunities to involve residents in the planning of services and facilities.

5.8 CAPABILITIES

Resources and practices that enable Council to respond to the needs of the community are essential to the fulfillment of this policy. Efficient, open reporting, coupled with sound review mechanisms, help Council to fulfil these principles.
Council will:

- provide staff with training in equity and access in decision-making and planning, to properly meet the needs of a diverse community
- incorporate principles of diversity, access and equity into relevant policy and planning documents.
- inform staff and residents about social, health and economic trends.

6. RESPONSIBILITIES

Responsibility will rest with the Advocacy Unit for informing Council staff and residents about the content and meaning of this policy, through the Council website, emails, presentations, print, social media or other means.

7. CONFLICT OF INTEREST

All Council Staff, and other persons involved in the administration or application of this policy must act impartially and in the public interest.

Any actual, potential or perceived conflict of interest must be identified, declared and managed in accordance with the organisation's Conflict of Interest Policy and relevant legislation.

Where a conflict of interest arises:

- Council staff must disclose the conflict as soon as practicable to their direct report and the Manager Governance Integrity Legal and Risk.
- The CEO must disclose the conflict as soon as practicable to the Mayor the Manager Governance Integrity Legal and Risk.
- Appropriate steps must be taken to manage or mitigate the conflict, including recusal from decision-making where required.

Failure to declare or appropriately manage a conflict of interest may result in disciplinary or other action.

8. REPORTING, MONITORING, REVIEW AND IMPLEMENTATION

Reporting	Coordinator Community Advocacy
Monitoring	The Policy will be reviewed in the event of any significant relevant legislative changes, and in the course of its standard four-yearly review.
Review	Review of policy is scheduled in four years' time from date of adoption. Review to be completed by Community Advocacy.
Stakeholder Engagement	• Governance Legal and Risk • Staff Consultative Committee • Executive Team
Implementation	This Policy will be published on Council's website and intranet so that it can be used by employees of Council, including contractors and agency and/or labour hire staff engaged by Council, Audit and Risk Committee Members, Delegated Committee Members, Community Asset Committee Members and Councillors to understand the principles and requirements.

DRAFT

9. REFERENCES AND RELATED DOCUMENTS

Legislation

A variety of Federal laws support the rights of people of diverse circumstances or characteristics, seeking to deter or redress unfavourable discrimination, or vilification, on account of gender, age, disability, marital status, pregnancy or family responsibility, sexual orientation and identity, race, colour, national origin or ethnic identity. Among them are:

- *Age Discrimination Act 2004*
- *Disability Discrimination Act 1992*
- *Equal Opportunity for Women in the Workplace Amendment Act 1999*
- *Fair Work Act 2009*
- *Human Rights Commission Act 1986*
- *Human Rights (Sexual Conduct) Act 1994*
- *National Disability Insurance Scheme (NDIS) Act 2013*
- *Racial Discrimination Act 1975*
- *Racial Hatred Act 1995*
- *Sex Discrimination Act 1984*
- *Work Health and Safety Act 2011*
- *Workplace Gender Equality Act 2012*

Relevant State legislation:
Victorian Acts which seek to promote tolerance of diversity and prevent discrimination on the basis of various personal characteristics and circumstances, include:

- *Carers Recognition Act 2012*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Child Wellbeing and Safety Act 2005 (Amended)*
- *Disability Act 2006*
- *Equal Opportunity Act 2010*
- *Freedom of Information Act 1982*
- *Gender Equality Act 2020*
- *Justice Legislation Amendment (Anti-vilification and Social Cohesion) Act 2025*
- *Local Government Act 2020*.
- *Multicultural Victoria Act 2011*
- *Occupational Health and Safety Act 2004*
- *Planning and Environment Act 1987*
- *Privacy and Data Protection Act 2014*
- *Public Administration Act 2004*
- *Public Health and Wellbeing Act 2008*
- *Public Records Act 1973*
- *Racial and Religious Tolerance Act 2001*

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

The following plans, strategies and policies developed and endorsed by the City of Greater Dandenong relate to the implementation of this policy.

- Imagine 2030 Community Plan
- Council Plan (2025-29)
- Children's Plan (2021-26)
- Disability Action Plan (2017-23)
- Community Engagement Policy (2025-29)
- Reconciliation Action Plan (2026-28)
- Make Your Move Greater Dandenong Physical Activity Strategy 2020-2030
- Workplace Adjustment 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

DRAFT

Policy Review - Table of Changes

POLICY NAME: Diversity Access and Equity Policy

REVIEW DATE: May 2026

Policy section	Change proposed	Reason for proposed change
1. Policy Objective	Inclusion of phrase: 'infrastructure development'	Expands scope of policy objective
	Change: 'formalises' to 'expresses'	Clearer expression
	Change: 'It also outlines the approach that Council will adopt to acknowledge and respect the diversity of this community' To: 'It also recognises conditions which contribute to personal hardship for some residents, such as social isolation, family violence, financial hardship, discrimination and others:	Adds descriptors of vulnerability to overtly acknowledge these personal circumstances.
	Change: order of listing	Logical progression
2. Background	Change: 'Council recognises diversity as an essential feature of all people and communities, which should be acknowledged, respected, and celebrated.' to, 'It is an essential feature of all people and communities, which should be respected and taken into consideration in Council planning and programs.'	Clearer expression that overtly mention Council's planning and programs.
	Inclusion of: 'Aboriginal and Torres Strait Islander identity', and, 'housing circumstances'	Adds greater depth of examples of diversity.
	Change: 'impairments', to, 'conditions'	Removing deficit language
	Remove: 'socio-economic'	Redundant descriptor
	Remove: 'Many residents', replace with, 'Others still may'	Clearer expression
	Change: 'interact upon each other and aggravate disadvantage.' to 'which may combine to worsen disadvantage or hardship.'	Clearer expression
	Change: 'In response, Council acknowledges differences among members of the community and adapts its services and amenities to meet their diverse needs. Council will conduct its service planning and	Clearer expression

Policy section	Change proposed	Reason for proposed change
	provision to help reduce inequality and improve social, economic, and civic opportunities for residents.' to, 'Such considerations are considered by Council in engaging and communicating with residents, delivering services and advocating for resources for this community.'	
3 Scope	Change: 'It guides Council's efforts to address discrimination, promote inclusiveness and partnership, and foster community participation in social, civic, and economic life. It applies to Council service planning and delivery; the development of infrastructure, open spaces and community facilities; engagement and consultation with residents; advocacy; and other Council functions.' to 'It relates to a variety of Council activities, such as engagement and consultation; service planning and delivery; the development of infrastructure, open spaces and community facilities; advocacy; and other functions.'	Clearer expression
	Change: 'It commits Council to meeting its requirements under' to 'The policy also requires Council to comply with…'	Clearer expression
	Note: New template has an additional section added 4. DEFINITIONS	Will adjust section numbering when compared with old version.
5 Policy	Change: 'This policy emphasises the importance of access, partnership, advocacy, language and communication, acknowledgement and celebration of diversity, community and civic participation, the development of inclusive places and spaces, and the involvement of residents in service planning and delivery.' to 'This policy emphasises the importance of collaboration and leadership, advocacy, language and communication, acknowledgement and celebration of diversity, community and civic participation, the development of infrastructure and open spaces, and consultation with residents in the course of service planning and delivery.'	Clearer expression
	Change: 'Council will seek to achieve this by:' to 'In the conduct of these activities, Council seeks to:'	Clearer expression linking preceding paragraph to listing.
	Removal of list of diverse characteristics	It replicates a similar list in section 2
	Change: 'The following policy statements reflect the approach that Council will adopt to acknowledge and respect the diversity of backgrounds, values, beliefs, circumstances and lifestyles of residents.'	Clearer expression – directly linking Council approach

Policy section	Change proposed	Reason for proposed change
	to 'The policy statements set out below describe Council's approach to acknowledging and respecting the diversity of its residents in its various fields of responsibility.'	
5.1 Partnership and leadership	Remove dot point: 'Support and engage residents and community groups to participate in Council decision-making, noting that service provision and planning are improved where residents have an opportunity to communicate their views.'	Redundant dot point – meaning included in the first
	Change: 'Serve as a leading organisation which repudiates discrimination, bullying, harassment, and violence; acknowledges the benefits of diversity; and extends equal opportunity to its staff in recruitment, promotion, and training.' To: 'Set an example to the community, repudiating discrimination, bullying, harassment, and violence; acknowledging the benefits of diversity; and extending equal opportunity to its staff in recruitment, promotion, and training.'	Clearer expression.
5.2 Advocacy	Change: 'advocating to all levels of government and a variety of public and private institutions' to 'advocating to governments and other institutions'	Clearer expression
	Change: 'advocate' to 'seek'	Clearer expression
	Change 'consult with the community to seek guidance in identifying issues for advocacy' To 'seek guidance from the community in identifying issues for advocacy'	Clearer expression
	Remove: advocate for resources to redress disadvantage in Greater Dandenong'	Already covered in succeeding point
	Change: advocate for funding for programs to ease financial hardship, alleviate housing insecurity, prevent family violence, advance gender equality, reduce unemployment and prevent discrimination' To: 'advocate for programs to ease financial hardship, alleviate housing insecurity, prevent family violence, advance gender equality, reduce unemployment and otherwise redress disadvantage'	Clearer expression and more comprehensive
5.3 Language & Communication	Change: Access to information is the right of all residents, contributing to an engaged and inclusive community. Accordingly, it is important that	Clearer expression and more condensed

Policy section	Change proposed	Reason for proposed change
	residents are aware of the sources of information available to them, and informed of Council services, programs, events, and facilities.' To: Access to information contributes to an informed and active community. Accordingly, it is important that residents are informed about Council services, programs, events and facilities available to them'	
	Change: 'Council's communication with residents should be simple and concise and accommodate a variety of personal circumstances. These include people with limited formal education, limited English fluency or literacy, having specific requirements associated with a disability, and the language preferences among many cultural groups. It also includes the needs of recent migrants who may favour family and social networks, culturally specific media, community leaders and migrant service providers as sources of information. In addition, Council will seek the guidance of residents, community organisations and community leaders, in shaping its approach to communication.' To: 'Council's communication with residents shall be plain and straightforward, taking consideration of different levels of formal education and English fluency, incorporating specific requirements associated with a disability, and accommodating language preferences among residents. Council seeks the guidance of residents, community organisations and community leaders in shaping this approach to communication.'	Clearer expression and more condensed
	Change: supply relevant, timely, transparent, and accurate information, in languages, formats and media appropriate to the needs of residents To: supply relevant, timely, transparent, and accurate information, in languages, formats appropriate to the needs of residents'	Clarity of expression
	Change: provide translations and interpreters, where required, to overcome barriers to communication for residents of diverse preferred languages' To: provide translations and interpreters where required'	Clarity and concision
	Change: work with key partners, including cultural media organisations, community leaders and service providers, to reach an appropriate range of residents and segments of the community'	Clarity and concision

Policy section	Change proposed	Reason for proposed change
	To: work with cultural media organisations, community leaders and service providers, to reach all segments of the community'	
	Remove dotpoints: - 'select appropriate media, such as face-to-face discussion; social and other electronic media; the use of visual, audio or video content; hard copy resources such as brochures, cards, and posters; and others - help staff to reach the highest standards in communicating with residents, including the provision of formal training; language guidelines and toolkits; guidance in working with diverse cultures and communities; guidance in operating with translations, and interpreters; relevant language data; and other assistance in multi-cultural communication - use the relevant frameworks and toolkits to guide communication and engagement with residents.'	Describes how Council will prepare to discharge the responsibilities set out here, rather than what Council will do, making it inconsistent with the tone and content of the policy.
5.4 Acknowledgement and celebration of diversity	Change: 'Council seeks to create an inclusive community that recognises, values, and celebrates diversity, while rejecting discrimination and prejudice' To: 'Council strives to foster a community that acknowledges and respects diversity, while repudiating discrimination and prejudice.'	Change to improve clarity and concision
	Change dotpoints - 'advocate for, and support, local and regional events, festivals and other initiatives that promote pride, generate respect and foster inclusion - work with the community to cultivate respect and harmony, challenge racism and discrimination, and promote gender equality - disseminate accurate and timely information about the community and its diversity.' To: - 'support events, festivals and other activities that promote pride and generate respect - work with the community to cultivate respect and challenge discrimination	Change to improve clarity and add more plain language

Policy section	Change proposed	Reason for proposed change
	- provide accurate and timely information about the community and its diversity.'	
5.5 Community and civic participation	Change: All residents should have an opportunity to participate in civic life, enjoying the freedom to enjoy social opportunities, participate in learning and education, and engage in volunteering and employment' To: 'All residents are entitled to the opportunity to participate in civic life, enjoying social activities, taking part in sport and physical recreation, participating in learning and education, and engaging in volunteering and employment.'	Stylistic change
	Remove: 'Council therefore strives to enhance the strengths of each individual, redress disadvantage, foster a cohesive community and provide the means for people to connect to others.'	This is a superfluous statement, rather more of principle rather than substance
	Change clause: 'to guide engagement with the community when undertaking community consultations' To: 'to guide its engagement with the community in its consultations'	Change to improve clarity
	Change: 'promote opportunities for residents to participate in Council activities and programs' To: 'create opportunities for its residents to participate in Council activities and avail themselves of its services.'	Change to improve clarity
	Change: provide accessible and welcoming places and spaces that encourage residents to be involved in community life.' To: extend opportunities for residents and community groups to participate in Council decision-making, as planning and service provision improve when residents are able to communicate their views.'	Change to strengthen statement
	Remove dotpoint: provide accessible and welcoming places and spaces that encourage residents to be involved in community life.'	This issue is addressed elsewhere, in 'Inclusive Space and Places'
5.6 Inclusive places and spaces	Remove dotpoint: 'seek to ensure equity, access, and the diversity of the community in the way open spaces, infrastructure and facilities are designed, used and operated'	Removed as the statement is superfluous
	Change: encourage the shared use of facilities and co-location of services to maximise their use and improve access for all groups in the community'	Change to improve clarity and simplicity

Policy section	Change proposed	Reason for proposed change
	To: ‘promote the shared use of facilities and co-location of services to encourage their use by the community’	
	Change: consult with Greater Dandenong’s diverse communities when considering how public spaces, infrastructure and facilities are planned, designed, and delivered’ To: consult with residents when determining how public spaces, infrastructure and facilities are planned and designed’	Change to improve clarity
	Change: seek to update and renew infrastructure to a standard that meets formal accessibility requirements.’ To: ‘develop and maintain infrastructure to a standard that meets or exceeds formal accessibility requirements’	Change to improve clarity
	Add: 'Strive to improve safety in public places'	An important additional principle, a Council priority and relevant to the planning and management of public spaces
5.7 Service planning and delivery	Remove: 'provide staff with training and guidance to promote access to services and the inclusion of residents in their planning and development'	Not a key principle, and related more to preparation than to output - which is the essential subject and purpose of these principles
	Change: ‘Council provides programs and services which are equitable, accessible, high in quality, efficient and which respond to the needs of the community. These services are most effective, and more widely used, when they are designed in partnership with our community’ To: ‘Council provides services which are accessible, of a high standard and which meet the requirements of the community. Services are most effective when they are designed with thoughtful consideration of the diverse needs of residents.’	Change to improve clarity and concision
	Change dotpoint: ‘apply principles of access and equity to all service and program planning To: ‘apply principles of access and fairness to the planning and delivery of its services and programs’	Change to slightly widen the scope of this point
	Change dotpoint: ‘consider opportunities for involving residents in the planning of services and facilities’ To: ‘seek opportunities to involve residents in the planning of services and facilities’	Change to improve clarity of expression

Policy section	Change proposed	Reason for proposed change
5.8 Capabilities	Change: 'The availability of sufficient resources to enable Council to respond to the needs of the community and deliver equitable outcomes is an important consideration in this policy.' To: 'Resources and practices that enable Council to respond to the needs of the community are essential to the fulfillment of this policy. Efficient, open reporting, coupled with sound review mechanisms, help Council to fulfil these principles.'	Change to improve clarity of expression
	Change dotpoint: 'incorporate the principles of this policy into planning by Council business units' To: 'incorporate principles of diversity, access and equity into relevant policy and planning documents'	Change to improve clarity
	Change: 'provide staff with access to training about equity and access in decision-making and planning for a diverse community.' To: 'provide staff with training in equity and access in decision-making and planning, to properly meet the needs of a diverse community'	Change to improve clarity of expression
	Add dotpoint: 'inform staff and residents about social, health and economic trends'	Addition to include a further relevant consideration
6 Responsibilities	Change: 'Responsibility will rest with the Community Development Unit for informing Council staff and residents about the content and meaning of this policy. This may entail promotions on The Source, through the Council website, emails, presentations, print and social media and other means. The Community Development Unit will also monitor levels of knowledge and understanding of the policy among staff and residents, if such steps are warranted.' To: 'Responsibility will rest with the Advocacy Unit for informing Council staff and residents about the content and meaning of this policy, through the Council website, emails, presentations, print, social media or other means.'	Updating the unit title and removal of an inappropriate extension of responsibility
7 Conflict of Interest	A new section, added to this template	
8 Reporting, Monitoring and Review	Change: 'The Community Development Unit will report upon the details and outcomes of its efforts to inform residents about the policy, and apprise staff of its application and relevance to their work, with measures which may include, but are not limited to:	Reflects a change in style and structure required of this section in the revised template

Policy section	Change proposed	Reason for proposed change
	• the nature of efforts to inform staff about the policy and its importance • levels of staff familiarity with the policy • staff perceptions of its relevance and importance to their work' To: **'Reporting** Coordinator Community Advocacy **Monitoring** The Policy will be reviewed in the event of any significant relevant legislative changes, and in the course of its standard four-yearly review. **Review** Review of policy is scheduled in four years' time from date of adoption. Review to be completed by Community Advocacy. **Stakeholder Engagement** •Governance Legal and Risk • Staff Consultative Committee • Executive Team **Implementation** This Policy will be published on Council's website and intranet so that it can be used by employees of Council, including contractors and agency and/or labour hire staff engaged by Council, Audit and Risk Committee Members, Delegated Committee Members, Community Asset Committee Members and Councillors to understand the principles and requirements.' The section now titled: Performance, Monitoring, Review and Implementation	
9 References and Related Documents	Under 'Relevant State Legislation' Remove: Carers Recognition Act 2012 Carers Recognition Act 2012 Racial and Religious Tolerance Act 2001 Add: Child Wellbeing and Safety Act 2005 (Amended) Freedom of Information Act 1982 Justice Legislation Amendment (Anti-vilification and Social Cohesion) Act 2025 Privacy and Data Protection Act 2014	Additions and deletions match changes in relevant legislation, as well as in the current, relevant Council policies

Policy section	Change proposed	Reason for proposed change
	Public Records Act 1973 Under 'Relevant Council Plans' Remove: Community Wellbeing Plan (2017-21) Community Safety Plan (2015-22) Children's Plan (2015-19) Springvale Community Hub Strategic Plan (2020-25) Community Engagement Policy (2021-25) Community Engagement Planning Framework 2019 Reconciliation Action Plan (2021-23) Greater Dandenong People Seeking Asylum and Refugees Action Plan 2018-21 Add: Imagine 2030 Community Plan Council Plan (2025-29) Children's Plan (2021-26) Community Engagement Policy (2025-29) Reconciliation Action Plan (2026-28)	
Removed from template	4.9 Performance 5 Response to the Overarching Governance Principles Of The Local Government Act 2020 6 Charter of Human Rights And Responsibilities Act 2006 – Compatibility Statement 7 Response to the Gender Equality Act 2020 8 Consideration of Climate Change and Sustainability	These sections, featured in the 2022 policy are omitted from the current policy template
Throughout	Removal of diagrams presented in each section of principles	Confusing and without explanatory value

4.2.4 Fixed Asset Policy 2026-27

Responsible Officer: Chief Financial Officer

Attachments:

1. Table of Changes Fixed Asset Policy 2026 27 [**4.2.4.1** - 1 page]
2. Fixed Asset Policy 2026-27 Update (marked up) [**4.2.4.2** - 25 pages]
3. Fixed Asset Policy 2026-27 Update (clean) [**4.2.4.3** - 24 pages]

Officer Recommendation

That Council ADOPTS the updated Fixed Asset Policy (including Disposal or Sale of Council Assets) per Attachment 3.

Executive Summary

1. This report presents the annual update to Council's Fixed Asset Policy, with proposed amendments detailed in the attached marked-up version and finalised in the clean version
2. A detailed summary of all proposed amendments is also provided in the attached Table of Changes, which outlines each change, the rationale and the associated financial or governance impact to support clear and transparent decision-making.
3. The updates are targeted and technical in nature, focusing on:
    - refinement of useful life assumptions
    - clarification of asset classifications
    - strengthened guidance on asset write-offs and disposals
    - improved completeness of the asset framework
4. The updates strengthen compliance with Australian Accounting Standards, including AASB 116, and support consistent, transparent financial reporting.
5. The Policy also clarifies the accounting treatment of contributed and gifted assets, including developer-provided assets, to ensure alignment with contemporary accounting standards and audit expectations.
6. The revised useful life assumptions are estimated to reduce annual depreciation expense by approximately $1.73 million, with no direct cash impact.
7. While the changes do not alter asset management practices or service levels, they refine key financial assumptions such as useful lives and depreciation.
8. Although an annual review is not legislatively required, Council undertakes this review as a matter of good governance to ensure continued compliance, alignment with asset valuations, and to meet audit expectations

Background

9. Council undertakes an annual review of its Fixed Asset Policy to:
    - maintain compliance with Australian Accounting Standards
    - ensure consistency with sector practice

- align asset accounting with asset management and valuation outcomes

10. The attached marked-up policy incorporates updates arising from recent revaluations, internal review processes and audit considerations.

Key Issues and Discussion

11. The proposed policy amendments fall into three main categories, as outlined below.

Useful Life Changes

12. A number of asset useful lives have been updated to better reflect:
    - observed asset performance
    - service potential
    - sector benchmarking
13. The changes are summarised as follows:

Asset class / sub-class	Existing useful life	Revised useful life	Depreciation Expense impact
Drainage and stormwater pipes	100 years	125 years	↓ $1.31 million
Playgrounds and play equipment	15 years	20 years	↓ $321,000
Open space furniture assets	10 years	15 years	↓ $207,000
CCTV assets (not attached to buildings)	10-20 years	10 years	↑ $103,000
Total impact on depreciation expense			**↓ $1.73 million**

14. The revised useful lives improve the alignment of depreciation expense with actual consumption of service potential in accordance with AASB 116.

15. These changes represent updates to accounting estimates only and do not change renewal, maintenance or safety practices, which remain condition-based.

Asset Classification and Write-Off Clarifications

16. Amendments have been made to improve clarity, consistency and auditability of asset classification and treatment.
17. Key clarifications include:
    - reclassification of open-sided structures (e.g. shelters) as Recreational, Leisure and Community Facility assets rather than buildings
    - clearer identification and standardisation of standalone CCTV assets
    - clearer distinction between asset disposals and asset write-offs.
18. The updated policy outlines when assets are derecognised, approval and documentation requirements for write offs and treatment of revaluation reserves on disposal. These changes strengthen governance and reduce ambiguity, while detailed procedures continue to sit within the Fixed Asset Guidelines.

Recognition of New Asset Class – Waste Bins

19. The policy introduces a Waste Management asset class for wheelie bins used in kerbside waste and recycling services, including a defined useful life and capitalisation threshold.
20. This improves completeness of Council's asset framework. The rollout of glass bins (approximately $3.6 million) will increase annual depreciation by approximately $360,000, reflecting recognition of new assets rather than a change in accounting estimates.

Financial Implications

21. The proposed policy updates are estimated to result in a net reduction in annual depreciation expense of approximately $1.37 million, comprising:
    - a reduction of approximately $1.73 million from revised useful life assumptions; and
    - an increase of approximately $360,000 associated with new wheelie bin assets.
22. While the proposed changes do not affect cash flows or asset management practices, the revised useful life assumptions influence depreciation expense which is an accounting adjustment only, and does not reduce renewal funding.

Community and Stakeholder Consultation

23. The proposed updates have been subject to internal review processes, including Finance and Asset Management functions, and have been considered by the Audit and Risk Committee and Executive Team.
24. The Policy is also provided to Council's external auditors each year as part of their audit procedures.
25. These processes provide assurance that the amendments are consistent with legislative requirements, accounting standards and Council's internal control framework.

Links to the Community Vision and Council Plan

26. This report is administrative in nature and does not directly relate to a specific principle in the Community Vision 2040.
27. 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

28. This report has considered Council's legislative and policy obligations (where applicable) including:
    - The Overarching Governance Principles of the Local Government Act 2020.
    - Related Council Policies, Strategies or Frameworks (Fixed Asset Guidelines)
29. While an annual review of the Fixed Asset Policy is not mandated, regular review of useful lives and depreciation is required under Australian Accounting Standards and is considered good practice.
30. Table of legislative requirements for this Policy and related documents:

Requirement	LG Act 2020	AASB	Practical expectation
Fixed Asset Policy annual review	✗ Not required	✗ Not required	✅ Common practice
Asset Management Policy review	✗ Not prescribed	✗ Not prescribed	✅ Typically periodic
Asset Plan review	✅ Required (post-election cycle)	N/A	✅ ~4 yearly
Review of useful lives / depreciation	✗	✅ Required (regularly)	✅ Typically annual

31. The updated Policy also strengthens compliance with the land disposal provisions of the Local Government Act 2020, including requirements for public transparency, community engagement and independent valuation when disposing of Council land.

Conclusion

32. The updated Fixed Asset Policy introduces targeted improvements to:
    - useful life assumptions
    - asset classification
    - write-off governance
    - completeness of the asset framework
33. The changes strengthen compliance with accounting standards, improve transparency and support consistent financial reporting.
34. While the updates do not change asset management practices or service delivery, they refine key financial assumptions and support alignment between asset accounting outcomes and Council's long-term financial planning.

Policy Review - Table of Changes

POLICY NAME: Fixed Asset Policy (Including Disposal or Sale of Council Assets)

REVIEW DATE: June 2026

Policy section	Change proposed	Reason for proposed change
Document Control	Updated review date, version number and effective date to 1 July 2026	Currency and governance compliance
Background	Updated supporting standards and legislative references	Ensure alignment with current Australian Accounting Standards and Local Government legislation
Section 5 – Policy (Useful Lives – Appendix A)	Revised useful lives for selected asset classes (drainage, playgrounds, open space furniture, CCTV)	To better reflect actual asset performance, service potential and sector benchmarking
Appendix A – Drainage	Useful life increased from 100 to 125 years	Based on condition data, engineering advice and sector benchmarking
Appendix A – Playgrounds	Useful life increased from 15 to 20 years	Reflects observed asset performance and lifecycle expectations
Appendix A – Open Space Furniture	Useful life increased from 10 to 15 years	Aligns asset life with actual usage experience and replacement cycles
Appendix A – CCTV	Useful life standardised to 10 years	Reflects technology obsolescence and ensures consistency across asset class
Section 5.7 Asset Disposal & Write-Off	Strengthened distinction between asset disposal and write-off	Improves clarity, governance and compliance with accounting standards
Section 5.7 Asset Disposal & Write-Off	Expanded guidance on derecognition and treatment of revaluation reserves	Enhances audit clarity and alignment with AASB requirements
Section 5.7 Asset Disposal (Land)	Reinforced compliance requirements under Local Government Act 2020 (including public process and valuation requirements)	Strengthens legislative compliance and governance transparency
Appendix A – New Asset Class	Introduced Waste Management asset class (wheelie bins) with capitalisation threshold and useful life	Improves completeness of asset framework and recognises material asset base
Section 5.3 Gifted Assets	Clarified treatment of contributed and gifted assets (developer assets)	Improves alignment with current accounting standards and audit expectations

GREATER DANDENONG
City of Opportunity

Fixed Asset Policy (including Disposal or Sale of Council Assets)

Policy Endorsement:	Endorsement required by Council		
Policy Superseded by this Policy:	Not applicable		
Directorate:	Corporate Development		
Responsible Officer:	Chief Financial Officer		
Policy Type:	Discretionary		
File Number:	A4266134	Version No:	~~010~~011
1st Adopted by Council	Minute No. 225 24 June 2013	Last Adopted by Council:	Minute No. 1108 23 June 2025
Review Period:	Annually	Next Review:	June ~~2026~~2027

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1. POLICY OBJECTIVES (OR PURPOSE)

This policy is designed to provide guidance regarding expenditure that is to be capitalised and the associated accounting treatment of non-current assets in Council's fixed asset register.

The policy also details the process of disposing/selling Council owned assets >$50,000 carrying amount and land assets that are no longer required by Council for strategic or operational purposes as well as the acceptable use of asset sale proceeds, including legislative requirements.

This policy endorses the approach that the proceeds from any sale of Council assets should be directly used in the acquisition of new assets or the enhancement of existing assets, and that asset sale proceeds may not be utilised for recurrent/operational purposes.

This revision of the Fixed Asset Policy is effective from 1 July 2025~~5~~6.

2. BACKGROUND

A number of standards and legislation govern the accounting, valuation and reporting on fixed assets of local government entities.

Accounting standards

- AASB 116 Property, Plant and Equipment, require a distinction to be made between expenditure that is consumed immediately in operations (or within one financial year) and expenditure on fixed assets that will provide service over more than one financial year.
- AASB 13 Fair Value Measurement provides a framework for measuring assets and liabilities at an amount that could be exchanged in an orderly transaction.
- AASB 1051 Land Under Roads specifically addresses the accounting treatment of land under roads requiring that such land be recognised as an asset and measured at fair value.

Local Government Regulations

The *Local Government (Planning and Reporting) Regulations 2020* require the financial statements of Council to be prepared in accordance with the Local Government Model Financial Report (LGMFR). The LGMFR specifies certain fixed asset categories and classes in the Statement of Capital Works and fixed asset disclosure notes. Refer to **Appendix A** for a list of the asset categories and classes and the measurement basis of each asset class.

3. SCOPE

This policy includes the accounting treatment of all Council's non-current assets.

The disposal section of this policy applies only to fixed assets >$50,000 carrying amount or property no longer required by Council for strategic or operational purposes and which have been identified for potential sale, transfer, exchange or disposal. Specific disposal processes relating to land and buildings, public open space, discontinued roads and plant and equipment and other assets with a carrying value >$50,000 are included in this policy (Section 5.7). The Fixed Asset Guidelines contain disposal processes for assets with a carrying amount <$50,000.

4. DEFINITIONS

Unless otherwise specified within this policy, the following words and phrases are defined to mean the following in terms of this policy.

Assets	Resources controlled by Council as a result of past events and from which future economic benefits or service potential are expected to flow to Council beyond one year.
Capitalisation threshold	The new, upgrade, renewal or expansion value of an asset, below which the project cost is normally expensed and above which it is normally capitalised.
Capital expenditure	Expenditure on a non-current asset which meets the adopted recognition criteria for the Asset Class or Asset Part.
Useful life	The time period over which an asset is expected to be available for use by Council.

5. POLICY

5.1 CAPITALISATION

Capitalisation of fixed assets is determined by a materiality threshold at which items of expenditure will be recognised as assets in Council's Balance Sheet.

The useful life of each asset class forms the basis of the calculation of annual depreciation charges and assessment of an assets written down replacement value (refer Appendix A).

Appendix A details the asset categories and classes required in the Local Government Model Financial Report (LGMFR).

Expenditure is to be capitalised when:

- It is probable that the future economic benefits embodied in an asset will eventuate.
- The item of expenditure is in excess of the asset capitalisation threshold (refer Appendix A).
- In limited circumstances, a bulk purchase will be recognised where it exceeds the capitalisation threshold (refer to section 7.2.5 of the Fixed Asset Guidelines).

- Acquisition costs of assets with less than these capitalisation threshold values will be treated as operating expenses.
- All capitalised expenditure is to be recorded in Council's fixed asset register. For each asset, a determination shall be made of its total life, remaining useful life, cost for accounting purposes and method of depreciation.

Note - certain costs are not capitalised when incurred and are charged as an expense in the period in which they are incurred (for example, Christmas decorations, IT software upgrades and building audits).

5.2 Acquisition of Assets

Assets acquired by Council are to be recorded based on acquisition or construction cost (fair value) plus costs incidental to acquisition including architect's fees, engineering fees and all other costs incurred in preparing the asset ready for use.

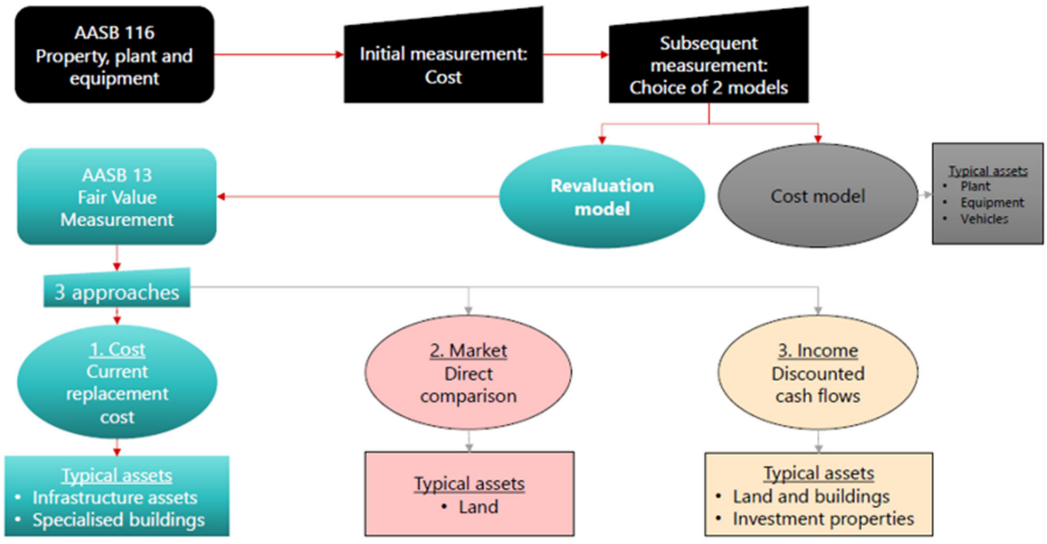
5.3 Gifted Assets (Acquired for Nil Consideration)

Assets which are gifted or contributed to Council by developers or other bodies (i.e. - acquired for nil consideration) are to be recorded at fair value at the date of acquisition, based on currently assessed replacement rates or developer costs (whichever is the best information source at the time).

5.4 Revaluation of Non-Current Assets

All infrastructure assets and property assets (excluding leasehold improvements) shall be revalued on a regular basis such that the carrying values are not materially different from fair value where fair value is determined to be the current replacement cost of the asset less accumulated depreciation. Appendix A identifies the basis for measurement for each asset class.

Diagram 5.4.1 – Asset measurement flowchart



Source: Victorian Auditor General's Office, FinPro Professional Development Day, February 2025

5.5 Internally Constructed Assets

The cost of assets constructed by Council shall include the cost of all materials used in construction, direct labour employed and an appropriate proportion of variable and fixed overheads.

5.6 Fixed Assets Register

The fixed assets register is to record individual assets that the Council owns and/or manages, and/or maintains in sufficient detail to permit their identification and control. The fixed assets register is to be updated at least annually. The fixed assets register is to be used for revaluing, depreciating, and keeping asset maintenance records.

5.7 Asset Disposal and Write Off ~~or Sale of Council Assets and Land~~

Council will over time~~,~~ carry out a strategic review of its asset and property holdings and may make a determination that some assets are surplus to Council's needs or no longer provide future economic benefits or service potential. In such circumstances, assets may be disposed of or written off in accordance with this Policy, Council's Instrument of Delegation, relevant legislative requirements and Australian Accounting Standards.

In identifying any potential surplus Council owned assets (land or assets >$50,000), a report shall be presented to Council providing all relevant information regarding the asset identified for potential sale including environmental and planning issues and shall include a proposed process for undertaking ~~both~~ consultative and/or statutory processes under the *Local Government Act 1989 or 2020* (whichever is applicable), including provisions for Council to hear submissions from the community related to the proposed sale.

Asset disposals and asset write-offs are distinct events. Disposal involves the sale, transfer, trade-in or scrapping of an asset, whereas a write-off represents an accounting derecognition of an asset that is obsolete, unserviceable, beyond economic repair, permanently withdrawn from use, or replaced as part of a renewal or capital works program, regardless of whether any disposal proceeds are received.

Table 5.7.1: Disposal Policy Definitions

Carrying value	The asset carrying value (also known as written down value) is the asset value (cost or fair value) less any accumulated depreciation and accumulated impairment loss.
Council-owned land	Includes vacant land, including discontinued roads, and any building and development thereon.
Open space planning, development and improvements reserve	Is a reserve set aside for any funds received from the sale of public open space which includes any land set aside in a plan or land in a plan zoned or reserved under a planning scheme for public recreation or public resort; or as parklands; or for similar purposes as defined in the *Subdivision Act 1988*.
Right of way (ROW)	Means a road as defined in section 3 of the *Local Government Act 1989*.

Road	Means a road as defined in section 3 of the *Local Government Act 1989*. The term 'road' includes, but is not limited to a ROW, a street, a laneway or a footpath.

Sale of Council Owned Land

All sales, exchanges and transfers of land are required to comply with the provisions of the *Local Government Act 2020 (LGA 2020) or Local Government Act 1989 (LGA 1989)*, whichever is applicable. Sales are to be conducted through a public process (i.e. public auction, public tender or by registration of expressions of interest) unless circumstances exist that justify an alternative method of sale (for example the sale or exchange of land by private treaty).

Section 116 of the LGA 2020 states that Council can transfer, exchange or lease any land with or without consideration to the Crown, a Minister, any public body, trustees appointed under any Act to be held on trust for public or municipal purposes or a public hospital within the meaning of the *Health Services Act 1988* or other not-for-profit hospital.

Where section 116 is not applicable, section 114 of the LGA 2020 requires Council to:

- At least 4 weeks prior to selling or exchanging the land, publish notice of intention to do so on Council's internet site and in any other manner prescribed by the regulations;
- Undertake a community engagement process in accordance with its community engagement policy; and
- Obtain a valuation of the land which is not more than 6 months prior to the sale or exchange, by an appropriately qualified person as per section 13DA(2) of the Valuation of Land Act 1960.

The intent of the legislative requirements is to ensure that Council:

- consults with the community on any proposal to sell or exchange land; and
- provides the community with the opportunity to have their views heard; and
- obtains a current valuation for the land that is proposed for sale or exchange.

Ideally all sales and exchanges of land should occur at not less than the market value assessed by Council's contract valuer.

Land will not be sold for less than the market value, unless there are some alternate community benefits derived by the sale of the land. Any proposal to sell the land at a reduced sale price must be reported to Council for consideration, providing commentary of the alternate benefits derived by a sale at a reduced sale price. Such benefits may include the achievement of planning and development goals, educational or medical benefits to the community, or some other strategic goal of Council.

The purchase price may be set at a lower amount, if it is considered that the benefits accruing to the community would not be reasonably obtained unless a lower price is charged. In this instance a resolution of Council to sell, transfer or exchange land at less than its market value is required.

Open Space Land

In addition to the requirements under the LGA 2020, Council is required to comply with section 20 of the *Subdivision Act 1988* when selling public open space. Refer to Table 5.7.3 'Application of Sale Proceeds' for further details.

Discontinued Roads

The sale of land that forms part of a road that has been discontinued is subject to the provisions of the LGA 1989. The public consultation process for road discontinuance is provided for under clause 3, Schedule 10 by way of a notice published in the Government Gazette.

Prior to considering the discontinuance and sale or transfer of roads or right-of-ways (ROWs) or the removal of reserve status and the subsequent sale, transfer or exchange of land, officers will consider if land is required for any of the following purposes:

- there is an ongoing need for the land to provide either vehicular or pedestrian access.
- the land has strategic value to Council or the community.
- the land provides recreational linkages or linked paths.
- the land increases public open space.
- the land is required for public works or flood mitigation.
- the land is generally required for a municipal purpose.

The benefits in discontinuing and selling or transferring a road or ROW or removing the status of a reserve and selling, transferring or exchanging land that is no longer required are:

- it provides an additional source of income.
- there will be a reduction in Council's financial liability in terms of the ongoing maintenance costs of unused and surplus land.
- there is the potential for increased rate revenue.
- there is improved security for unused portions of land.
- Council can formalise any illegal occupation of public land.

The general principles that Council will apply in considering selling or transferring a road or ROW are:

- Council discourages the unauthorised occupation of roads, ROWs and reserves and will take steps to remove such illegal occupation.
- Council will encourage the sale or transfer of such land that is not being used for pedestrian or vehicular access or is no longer required for a strategic or public use.
- Council will only sell or transfer such land holdings to abutting property owners, unless the land is able to be sold or transferred to a third party for the community's benefit.
- All abutting owners will be given an equal opportunity to purchase any land that abuts their property. Accordingly, officers will attempt to divide land equally. However, Council will acknowledge and give preferential allocation rights to abutting property owners who can demonstrate continuous exclusive occupation of the land for more than 15 years (i.e. occupation that would otherwise give rise to an adverse possession claim).
- Council will recover all costs incurred in the application of this policy.
- Council reserves the right to retain any portion of land if Council has title to such land if it is considered to be appropriate. This land may be retained to:
  - meet a strategic need or
  - protect Council's rights of ownership or
  - sell in the future in accordance with this policy.
- Council has the right to place an easement, covenant, or create an easement on, or over, the land parcel in order to protect existing rights or future requirements. If there is a requirement by service

authorities to relocate any assets located within the land (e.g. drains, power lines, etc), then all costs will be borne by the purchaser.

In relation to the sale of roads, ROWs or minor reserves, if a property owner can demonstrate continuous exclusive occupation of the land for 15 years or longer and they have a right to claim the land by adverse possession, consideration may be given to discounting the purchase price by up to 25% of the current market value.

Costs Associated with the Sale

The costs associated with the discontinuance and sale, transfer or exchange of roads, ROW's or minor reserves are to be borne by the purchaser or shared by the purchasers (see table 5.7.2). Council officers will endeavour to keep all costs borne by the purchaser(s) to a minimum and will seek to reduce costs if the portion of land is to be sold or transferred to a number of purchasers.

Table 5.7.2

Direct Costs	Relocation Costs
• Surveyor's fees • Legal fees (Council officers will use Council appointed legal contractors for any legal advice sought) • Land registry fee – Transfer of Land • Planning permit application fees • Stamp duty • Consolidation • Advertising	• Relocation of fences • Service authority assets such as those belonging to water, gas or telecommunications organisations • Re-useable materials as determined by Council which may remain the property of Council • Replacement drainage or new storm water drainage

GST

In accordance with the provisions of the *Goods and Services Tax Act 1999*, the sale, transfer or exchange of Council property, including the sale, transfer or exchange of discontinued ROWs, roads, minor or major Reserves or other land parcels will attract GST. Council will ensure that GST is added to the sale price or that the sale price is inclusive of GST.

Terms of Payment

The full purchase price will be paid to Council at the time of settlement, except at the discretion of the responsible officer. If purchasers of roads, ROWs and minor reserves meet the requirements of Council's Rates and Charges Hardship Policy, terms may be extended to allow equal payments over a three-year period. In relation to term payments, an additional service charge will be applied to cover any administration costs. The transfer of land will not be passed onto the purchaser until the purchase price plus any costs or additional amounts are paid in full.

Terms of payments associated with the sale of major reserves or other significant land parcels will be considered on a case-by-case basis and any deferment of payment will be considered in light of the market valuation.

Sale of Assets (>$50,000 carrying value)

The sale or disposal of major plant and equipment and assets (other than land with a carrying value >$50,000) is subject to the following guidelines:

- trading the equipment to suppliers; or
- obtaining expressions of interest from interested buyers; or
- selective tender from an identified group of buyers; or
- public tender – openly seeking buyers using the tender process; or
- public auction - in a major auction house which would be advertised online or procuring the services of an auctioneer.

The selection process is to give consideration to:

- the method likely to return the higher value net of disposal costs; and
- the current written down value (book value) of the asset; and
- compliance with relevant statutory obligations.

The sale of each item of Plant and Equipment is to be subject to a minimum reserve price to be approved by the Manager Infrastructure Services.

Application of Sale Proceeds

Table 5.7.3

Asset Type	Application of Sale Proceeds
Plant and Equipment and Assets other than Land >$50,000	To the purchase of new plant and equipment, or the establishment of a new asset or refurbishment of an existing asset.
Council-owned Land	To be transferred to the Major Projects Reserve for Council consideration for allocation to future new asset creation / or major asset refurbishment. The proceeds allocated will be net of all expenditure including advertising, agent's fees, legal costs and other sale costs. All reports on the sale of Council owned land must include a section on whether Council wishes to allocate a maximum of 10% of the sale proceeds into an Affordable Housing Fund dedicated to the development of future affordable housing projects. The Council resolution to sell land must include a resolution on the amount (if any) to be allocated to this fund.
Public Open Space Council-owned Land	Where the land is Public Open Space, the proceeds are required to be used in accordance with the Subdivision and Planning Environment Acts and must be allocated to Council's Open Space Planning and Development Reserve. Section 20 of the Subdivision Act 1988 requires that the proceeds from the sale of public open space land be used to: • buy land for use for public recreation or public resort, as parklands or for similar purposes; or • improve land already set aside, zoned or reserved (by the council, the Crown, a planning scheme or otherwise) for use for public recreation or public resort, as parklands or for similar purposes; or • with the approval of the Minister administering the LG Act, improve land (whether set aside on a plan or not) used for public recreation or public resort, as parklands or for similar purposes.

Allocation of asset sale proceeds to an appropriate capital project can only occur via either an Annual Budget process or Mid-Year Budget process where the highest and best use of funds can be determined in reference to all potential capital projects.

Proceeds from the sale of assets must be received by Council prior to the expenditure allocation being determined.

Asset Write-offs

Council may approve the write-off of fixed assets where it is determined that the asset no longer provides future economic benefits or service potential. Asset write-offs may arise from factors including obsolescence, damage, loss, destruction, withdrawal from use, or replacement as part of an approved renewal or capital works program.

All asset write-offs must be approved in accordance with Council's Instrument of Delegation, be supported by appropriate documentation, and be recorded accurately and on a timely basis in Council's fixed asset register and financial systems.

The carrying amount of an asset shall be derecognised on disposal or when no future economic benefits or service potential are expected from its use or disposal. Any gain or loss arising from the disposal or write-off of an asset shall be recognised in the Income Statement.

Any balance held in an asset revaluation reserve relating to a disposed or derecognised asset shall be transferred directly to accumulated surplus, in accordance with Australian Accounting Standards. Transfers from the asset revaluation reserve are not made through profit or loss.

Where an asset is written off due to an insured event, any insurance recoveries are accounted for separately and do not affect the assessment of whether an asset should be derecognised.

Asset write-offs are to be processed as soon as practicable once the loss of service potential is identified, with particular care taken to ensure correct cut-off at financial year-end.

Detailed procedures relating to the identification, approval, documentation, accounting treatment and timing of asset write-offs, including full and partial write-offs and write-offs associated with asset replacement, are set out in the Fixed Asset Guidelines.

5.8 Impairment of Assets

Fixed assets will be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

Under AASB 13, not-for-profit entities like Council, when fair valuing their non-financial assets (such as infrastructure assets) not held primarily for their ability to generate cash inflows will use the 'current replacement cost' approach.

5.9 Investment Property

Investment property, comprising retail complexes, are held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Cost incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Investment property are not subject to depreciation. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

5.10 Leased/Right-of-use (ROU) Assets

Leased assets relate mainly to information technology (IT) and office related equipment, as well as a number of property leases. As a lessee, Council recognises a ROU asset and a lease liability at the lease commencement date (unless the lease term is less than 12 months or the ROU asset is low-value (under $10,000)). The ROU asset is initially measured at cost and is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

6. RESPONSE TO THE OVERARCHING GOVERNANCE PRINCIPLES OF THE LOCAL GOVERNMENT ACT 2020

This policy considers the overarching governance principles outlined in section 9 of the *Local Government Act 2020* and has taken the financial management principles in section 101 into account. This policy is predominantly administrative in nature and outlines the accounting treatment and assumptions regarding asset transactions. It does not impact on existing and future budgets. The policy is required to comply with the *Local Government Act 2020*, *Local Government (Planning and Reporting) Regulations 2020* and relevant Australian Accounting Standards. The annual review and approval of this policy ensures the transparency of Council decisions, actions and information in relation to fixed asset accounting transactions.

Of particular relevance to this policy, Council is required to:

Prepare financial statements pursuant to:

- Section 98 of the *Local Government Act 2020*
- Section 14 of the *Local Government (Planning and Reporting) Regulations 2020*

Sell or dispose of land in accordance with:

- Clause 3 of schedule 10 of the *Local Government Act 1989*.
- Division 4 of the *Local Government Act 2020*.

7. CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006 – COMPATIBILITY STATEMENT

The *Charter of Human Rights and Responsibilities Act 2006* has been considered in the preparation of this policy but is not relevant to its contents.

The policy is purely administrative in its nature and does not have the potential to influence human rights and responsibilities.

8. RESPONSE TO THE GENDER EQUALITY ACT 2020

The *Gender Equality Act 2020* has been considered in the preparation of this policy but is not relevant to its contents.

The policy is purely administrative in its nature and does not have the potential to influence broader social norms and gender roles.

9. CONSIDERATION OF CLIMATE CHANGE AND SUSTAINABILITY

Acknowledge that this policy has no impact on Council's Declaration on a Climate and Ecological Emergency, Council's Climate Change Emergency Strategy 2020-2030 or the requirements of the *Local Government Act 2020* in relation to the overarching governance principle on climate change and sustainability and why it does not have any impact.

The policy is purely administrative in its nature and does not have the potential to influence future asset planning or sustainability, climate or energy.

10. RESPONSIBILITIES

Council is responsible for ensuring this policy remains consistent with the Greater Dandenong Council Plan and Asset Plan.

The Chief Executive Officer is responsible for ensuring overall compliance with relative legislation.

The Asset Management team in the CEO Services directorate (with the assistance of the Financial Services department in Corporate Development) are responsible for maintaining, capturing and recording fixed assets in the asset register in Council's asset management system. The Financial Services department are responsible for recording asset transactions in Council's general ledger and reconciling the general ledger to the asset register.

The minimum reserve prices from the disposal or sale of assets (other than land) >$50,000 is required to be approved by the Manager Infrastructure Services.

All Council staff are responsible for compliance with this policy and the requirements within it.

This policy will be reviewed and updated annually by the Financial Services department.

Consultation on proposed changes to the policy each year will occur with:

- Asset Management team in CEO Services directorate.
- Manager Infrastructure Services in City Futures directorate.
- External auditors.

11. REPORTING, MONITORING AND REVIEW

The current policy complies with Local Government legislation and Australian Accounting Standards and has been subject to internal and external audits.

Each year the policy will be reviewed and updated to ensure compliance with Local Government legislation and Australian Accounting Standards is maintained and that policy directions remain relevant.

The success of the policy will be measured by its compliance with the relevant legislation and Accounting Standards and a clear external audit opinion.

12. REFERENCES AND RELATED DOCUMENTS

Legislation

- Australian Accounting Standards
- *Local Government Act 1989*
  ~ Under clause 3 of schedule 10 of the *Local Government Act 1989*, Council has the authority to discontinue a road or ROW, or part thereof, and sell it to a third party or retain it for municipal purposes.
- *Local Government Act 2020*
  ~ Under Division 4 of the *Local Government Act 2020*, Council has the authority to sell land to a third party. This may include discontinued roads and/or reserves and other Council properties.
- *Local Government (Planning and Reporting) Regulations 2020*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Gender Equality Act 2021*
- *Planning and Environment Act 1987*
- *Subdivision Act 1988*
  ~ Under section 24A of the *Subdivision Act 1988*, Council has the authority to initiate procedures to remove and vest in itself all, or part, of a drainage reserve or sell it to a third party.
  ~ Under section 20 of the *Subdivision Act 1988*, Council may sell land set aside as public open space but must abide by the legislation in relation to the use of funds derived from the sale.

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

- City of Greater Dandenong Fixed Asset Guidelines
- City of Greater Dandenong Council Plan
- City of Greater Dandenong Asset Plan
- City of Greater Dandenong Asset Management Policy

Other Guidance

- *Local Government Best Practice Guideline for the Sale, Exchange and Transfer of Land 2009 – Department of Planning and Community Development.*

13. APPENDIX A – BASIS OF MEASUREMENT, CAPITALISATION THRESHOLDS AND USEFUL LIVES

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
PROPERTY						
Land	Land owned or controlled by Council. Land either has a fair value classification of level 3 - 'specialised land' or level 2 - 'non-specialised land'.	Fair value (indep val'n)	0	0	N/A	N/A
	Land under roads (LUR) (excluding lanes, private roads and Council roads in parks and reserves) acquired after 1 July 2008. All LUR have a fair value level 3 classification - 'specialised land'.	Fair value (indep val'n)	0	0	N/A	N/A
Land improvements	Not applicable - allocated to other asset classes such as 'Recreational, leisure and community facilities' and 'Parks, open space and streetscapes'.	N/A	N/A	N/A	N/A	N/A

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	$	Years	Years
PROPERTY						
Buildings	Buildings include Class 1 to Class 9 buildings as defined in the Building Code of Australia including all corporate, community and commercial buildings managed / controlled / owned by Council and multi-story car park buildings. This includes both habitable and non-habitable buildings. Non-habitable buildings as defined in class 10A of the Building Code of Australia. Examples include workshops, kiosks, stand-alone administration buildings/offices, public conveniences, stores, under croft car parking, sporting pavilions and sporting clubrooms. However, building Class 10A structures that do not have walls (for example, open shelters, shade structures, open carports, pergolas, or similar open-sided structures), do not meet the definition of a Building for this policy. These structures are to be classified as Recreational, Leisure & Community Facility (RLCF) assets. Building assets and improvements will be separated into the following three components with different useful lives:					
	Superstructure Includes the foundations, external walls (including paint) and roof of buildings (including attached stormwater drainage and guttering).	Fair value (indep val'n)	10,000	10,000	100	100
	Ancillary Services - Security (e.g., card reader, electronic security system, surveillance system, CCTV, access control system) - Electrical and gas (e.g., electrical distribution board, antenna fitting, cabling/internal wiring, meter boxes, exit signs, lighting, solar panels) - Hydraulics (e.g., plumbing systems, rainwater collection system, heat pump, boiler, water pump, water supply and sewerage, indoor swimming pools) - Mechanical (e.g., cool room, rangehood, lift, escalators, HVAC system, cranes, hoists, sanitary plumbing, specialist kitchen services (ovens, dishwashers, etc) and building management system) - Fire services (e.g., fire alarm system, heat detectors, fire extinguishers, fire hose reels, smoke detectors, valves (fire system) - Other structures that link or are attached to the building (e.g., fences, paths, access ramps or steps, hardstand, concrete apron, perimeter paving, verandas, coaches boxes, pergolas, garages, carports, toilets and shade shelters). Only totally freestanding structures will be considered separate assets and recorded in the relevant asset class.	Fair value (indep val'n)	5,000	5,000	30	30
	Fitout and Fittings Includes floor coverings, cabinetry and cupboards, sinks and toilets, sporting equipment fixed to the building. Hardwired or fixed items in buildings should be considered part of the building's Fitout and Fittings. Moveable Furniture and equipment between sites are recorded under Plant & Equipment asset categories.	Fair value (indep val'n)	5,000	5,000	20	20

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
PROPERTY						
Building improvements	Not applicable - included in buildings above.	N/A	N/A	N/A	N/A	N/A
Leasehold improvements	Land improvements, buildings and other improvements to property assets leased by Council or on land leased by Council. Leasehold improvements to buildings include fit-outs, security enhancements and/or renovations of leased office accommodation or leased property. Examples are recarpeting, immoveable fixtures such as the installation of air-conditioning or CCTV, and structural improvements to a leased property upon commencement of a lease (initial office/residential fit-out), and any subsequent refurbishment of office/residential leased accommodation.	Cost	5,000	5,000	Lease term	Lease term
Heritage buildings	Not applicable - defined as heritage buildings as listed on the Victorian Heritage Register.	N/A	N/A	N/A	N/A	N/A

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
PLANT AND EQUIPMENT						
Heritage plant and equipment	Not applicable.	N/A	N/A	N/A	N/A	N/A
Plant, machinery and equipment	Heavy plant and equipment (such as graders, trucks, tractors, tippers, scissor lifts and loaders).	Cost	3,000	3,000	7	7
	Buses, quads and trailers.	Cost	3,000	3,000	10	10
	Light plant and equipment (such as rollers, mowers, tools and blowers), passenger vehicles, light commercial vehicles (</= 3 tonne). Also includes lifters, generators, powersaws, floor polishers, steam cleaners, sweepers, winches, compressors, surveying equipment, people counting systems, rotators, outdoor cleaning equipment and submersible pumps.	Cost	3,000	3,000	5	5
Fixtures, fittings and furniture	Office furniture and equipment (workstations, mobile shelving, chairs, office bins, lockers, tables, desks, filing cabinets), kitchen appliances and equipment (fridges), hand dryers, display units/stands, dividers/privacy screens, safes, podiums, trolleys and other miscellaneous fixtures, fittings (eg - window furnishings) and furniture. Excludes Christmas decorations (not capital).	Cost	3,000	3,000	6	6
	Musical instruments.	Cost	3,000	3,000	20	20
	Art works (paintings, pictures, murals, heritage).	Cost	3,000	3,000	N/A	N/A
Computers and telecomm's	Hardware, servers, hubs, cabling, faxes, printers, telephones, mobile phones/devices, photocopiers, computers, laptops, microwave links, wireless links, firewall, scanners, GPS, Book-a-Court system and audio visual equipment (such as stereos, speakers, amplifiers, antenna, cameras, video recorders, microphones, televisions, DVD players, electronic whiteboards, two way radios, hearing loop, projectors, etc).	Cost	3,000	3,000	5	5
Library resources	Includes library books, CDs, DVDs and tapes, hard copy e-books and e-audio books (excludes downloaded/subscription based digital content such as e-books and e-audio books, annual online licences or subscriptions, annual platform access to e-formats, periodicals and newspapers - these items are expensed as they generally have a life of one year or less).	Cost	0	0	5	5

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Roads	Road seal (surface) comprises the wearing surface of a road pavement or laneway. Reconstruction, resurfacing (asphalt overlays and spray seals), wearing course and rehabilitation of road seal are capital. Surface patching treatments (major or minor) such as pothole repairs, crack sealing or repairs, slurry seals are considered maintenance treatments aimed at ensuring the road seal asset reaches its intended useful life (expensed). Linemarking, tactiles and omnicrete are capital for new assets, but expensed when subsequently replaced. Sub-categories include:					
	Seal/surface (spray seal).	Fair value	10,000	10,000	12	12
	Seal/surface (asphalt, concrete, brick, granite setts and gravel).	Fair value	10,000	10,000	20	20
	Road substructure (pavement). Road substructure is the constructed material layer(s) beneath the wearing surface of a road pavement or laneway. Usually unaffected by periodic replacements of the wearing surface and would normally only be created where a new pavement was built or an existing pavement was totally reconstructed/rehabilitated.	Fair value	10,000	10,000	100	100
	Kerb and channel. Includes concrete, bluestone and asphalt kerb and channel on local roads. Also includes kerb laybacks (which are part of crossings), usually provided for vehicle, bicycle or pedestrian access across the kerb and channel.	Fair value	5,000	5,000	80	80
	On street car parks (seal) - asphalt, brick paves, concrete and gravel). On-street car parks include car parks located within the road reserve (ie – indented parking bays, parallel parking bays, etc).	Fair value	5,000	5,000	20-25	20-25
	On street car parks (substructure).	Fair value	5,000	5,000	100	100
	Local Area Traffic Management (LATM) - splitter islands, roundabouts, speed humps.	Fair value	2,000	2,000	20	20
	LATM - slow points.	Fair value	2,000	2,000	5	5
	LATM - traffic signal controller.	Fair value	2,000	2,000	15	15
	LATM - traffic signal hardware.	Fair value	2,000	2,000	30	30

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Bridges	Includes major culverts, deck and substructure. Bridges include all structures which convey a road, footpath or cycleway across another physical feature (including waterways and other roads) and includes major culverts. Bridge components include the foundation, column, girder, decking, wearing course, railing, paths and guardrails. Items such as lighting, signage and paths are not included. Boardwalks are also included in this asset class (constructed pathways above ground either in steel/concrete or timber).	Fair value	5,000	5,000	20 - 100	20 - 100
Footpaths and cycleways	Footpaths (concrete, brick/pavers and granite). Footpaths and cycleways includes footpaths leading to bridges, and pedestrian access features, ramps, pram crossings, path widenings and linemarking on new footpath assets. Paths in playgrounds that provide a direct access between playground items are not considered part of the path asset class (included in playgrounds).	Fair value	5,000	5,000	50	50
	Footpaths (asphalt).	Fair value	5,000	5,000	25	25
	Footpaths (gravel, granitic).	Fair value	5,000	5,000	10	10
Drainage	Underground drainage/stormwater pipes.	Fair value	5,000	5,000	100	125
	Drainage pits	Fair value	2,000	2,000	100	100
	Gross pollutant traps (GPTs).	Fair value	5,000	5,000	50	50

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Recreational, leisure & community facilities	Recreational equipment and facilities. Recreation equipment includes sports and leisure equipment at recreation centres such as bench seats, TV cardio and aerobic stereos, pool cover rollers, gym equipment, pool vacuums, dividing curtains, internal scoreboards, cleaning equipment, aquatic equipment, various items of smaller transportable pool equipment, thermal blankets and gym mats.	Fair value	3,000	3,000	10 - 20	10 - 20
	Major outdoor LED screens (ie - 'the big screen').	Fair value	3,000	3,000	5	5
	Minor outdoor electronic screens and scoreboards, electronic variable message signs/sensors.	Fair value	3,000	3,000	10 - 20	10 - 20
	Sportsgrounds, sports fields, sporting grass (turf), courts (eg - netball, basketball, tennis), athletic tracks, wickets, hardstand, general sporting surfaces. Note - Turf installed on a sportsground is capital, turf in general areas is not considered capital (expensed).	Fair value	3,000	3,000	10 - 20	10 - 20
	Sporting structures and equipment (such as goal posts, cricket nets, outdoor exercise equipment, skate ramps/park, basketball towers/backboards, rebound walls), structures without walls (such as bike sheds and racks, display and information shelters, gazebos, picnic shelters, rotundas and stages without a roof), or structures that are stand alone and not attached to a buildings such as sheds, coaches boxes, garages and canopies/shade structures).	Fair value	3,000	3,000	10 - 20	10 - 20
	Playgrounds (outdoor and indoor). Playgrounds such as swing sets or climbing apparatus. Also includes interconnecting paths between equipment and path edging. Fixed play items associated with a playing surface (such as goal posts) are considered part of the playing surface they relate to and are not recorded as a playground item. Other assets in or near playgrounds (whether enclosed by a fence or not) such as drink fountains, bins, signs, picnic tables, seats or shade structures are considered part of their respective asset class and not a playground item asset unless their primary function is as a piece of play equipment. Mulch and softfall are capitalised when part of a new playground. Ongoing mulch/softfall works - rubber softfall (capitalised), bark or plastic mulch (expensed).	Fair value	3,000	3,000	15	20
	Irrigation, sports field drainage, controllers, sensors, water tanks/pumps and water systems.	Fair value	3,000	3,000	10 -20	10 -20
	Outdoor pools	Fair value	3,000	3,000	50	50
Waste management	~~Not applicable.~~ Wheelie bins used for the collection of kerbside waste and recycling services.	Fair value	N/A	3,000	N/A	10

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Parks, open space and streetscapes	Open space furniture (street furniture such as bicycle racks, tree guards, planter boxes, seats and park furniture such as seats, drinking fountains, tables, root barriers/guards and BBQ's).	Fair value	3,000	3,000	10	15
	Open space furniture (bus shelters).	Fair value	3,000	3,000	20	20
	Open space furniture (litter bins).	Fair value	3,000	3,000	12	12
	Open space furniture (tree pits).	Fair value	3,000	3,000	100	100
	Signs (unless attached to another asset such as a building or playground, includes heritage markers).	Fair value	3,000	3,000	20	20
	Landscaping, passive grass/surface and gardens.	Fair value	3,000	3,000	10 - 20	10 - 20
	Water quality devices - wetlands, rain gardens and biodetention swales.	Fair value	3,000	3,000	10	10
	Surface drainage - formed open drains (generally made of concrete, eg - spoon drains, open invert).	Fair value	3,000	3,000	50	50
	Surface drainage - unformed open drains and agriculture (agi) pipes.	Fair value	3,000	3,000	10	10
	Flood prevention - retarding/detention basins.	Fair value	3,000	3,000	20	20
	Lighting (public, flood lights, solar, car parks, sportsground, security and street) including light poles. ~~and any attached CCTV.~~	Fair value	3,000	3,000	10 - 20	10 - 20
	Closed-circuit television (CCTV) systems used in public spaces, excluding systems attached to buildings, and including cameras, recording equipment, cabling, mounting hardware and associated infrastructure.	Fair value	3,000	3,000	10 - 20	10
	Fencing, bollards, gates, retaining walls and poles.	Fair value	3,000	3,000	10 - 50	10 - 50
	Parking meters, ticket machines and equipment.	Fair value	3,000	3,000	10	10
	Public art (memorials, monuments, murals, plaques, sculptures and statues).	Fair value	3,000	3,000	50	50
	Guard rails.	Fair value	3,000	3,000	20	20
Aerodromes	Not applicable.	N/A	N/A	N/A	N/A	N/A
Off street car parks	Off street car park and access road (asphalt, brick paved, concrete, gravel).	Fair value	5,000	5,000	20 - 25	20 - 25
	Off street car park and access road (substructure/pavement).	Fair value	5,000	5,000	100	100
	Off street car park and access road (kerb and channel).	Fair value	5,000	5,000	80	80
Other infrastructure	Not applicable. Marine assets - piers, jetties, groins, sea walls, caravan parks, markets and saleyards.	N/A	N/A	N/A	N/A	N/A

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
WORK IN PROGRESS						
Work in progress	Capital expenditure on projects not yet completed.	Cost	N/A	N/A	N/A	N/A
INVESTMENT PROPERTY						
Investment property	Land and buildings	Fair value	5,000	5,000	N/A	N/A
INTANGIBLES						
Computer software	Software (implementation only not subsequent upgrades). Items that can be capitalised as computer software include software licenses, interworking, configuration support, implementation planning, database planning, quality planning and acceptance testing. Software items to be expensed include software maintenance, data conversion/migration, training, helpdesk support and website costs. Note - implementation or upgrade costs relating to cloud computing arrangements (Software as a Service - SaaS) where Council does not control the software is not capital in nature and will be expensed.	Cost	3,000	3,000	3	3
LEASED ASSETS						
Right-of-use (ROU) assets	Includes information technology (IT) equipment such as monitors, desktop computers and laptops, office related equipment and property leases.	Cost	10,000	10,000	Earlier of end of useful life of ROU assets or lease term	Earlier of end of useful life of ROU assets or lease term

Fixed Asset Policy (including Disposal or Sale of Council Assets)

Policy Endorsement:	Endorsement required by Council		
Policy Superseded by this Policy:	Not applicable		
Directorate:	Corporate Development		
Responsible Officer:	Chief Financial Officer		
Policy Type:	Discretionary		
File Number:	A4266134	Version No:	011
1st Adopted by Council	Minute No. 225 24 June 2013	Last Adopted by Council:	Minute No. 1108 23 June 2025
Review Period:	Annually	Next Review:	June 2027

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1. POLICY OBJECTIVES (OR PURPOSE)

This policy is designed to provide guidance regarding expenditure that is to be capitalised and the associated accounting treatment of non-current assets in Council's fixed asset register.

The policy also details the process of disposing/selling Council owned assets >$50,000 carrying amount and land assets that are no longer required by Council for strategic or operational purposes as well as the acceptable use of asset sale proceeds, including legislative requirements.

This policy endorses the approach that the proceeds from any sale of Council assets should be directly used in the acquisition of new assets or the enhancement of existing assets, and that asset sale proceeds may not be utilised for recurrent/operational purposes.

This revision of the Fixed Asset Policy is effective from 1 July 2026.

2. BACKGROUND

A number of standards and legislation govern the accounting, valuation and reporting on fixed assets of local government entities.

Accounting standards

- AASB 116 Property, Plant and Equipment, require a distinction to be made between expenditure that is consumed immediately in operations (or within one financial year) and expenditure on fixed assets that will provide service over more than one financial year.

- AASB 13 Fair Value Measurement provides a framework for measuring assets and liabilities at an amount that could be exchanged in an orderly transaction.

- AASB 1051 Land Under Roads specifically addresses the accounting treatment of land under roads requiring that such land be recognised as an asset and measured at fair value.

Local Government Regulations

The *Local Government (Planning and Reporting) Regulations 2020* require the financial statements of Council to be prepared in accordance with the Local Government Model Financial Report (LGMFR). The LGMFR specifies certain fixed asset categories and classes in the Statement of Capital Works and fixed asset disclosure notes. Refer to **Appendix A** for a list of the asset categories and classes and the measurement basis of each asset class.

3. SCOPE

This policy includes the accounting treatment of all Council's non-current assets.

The disposal section of this policy applies only to fixed assets >$50,000 carrying amount or property no longer required by Council for strategic or operational purposes and which have been identified for potential sale, transfer, exchange or disposal. Specific disposal processes relating to land and buildings, public open space, discontinued roads and plant and equipment and other assets with a carrying value >$50,000 are included in this policy (Section 5.7). The Fixed Asset Guidelines contain disposal processes for assets with a carrying amount <$50,000.

4. DEFINITIONS

Unless otherwise specified within this policy, the following words and phrases are defined to mean the following in terms of this policy.

Assets	Resources controlled by Council as a result of past events and from which future economic benefits or service potential are expected to flow to Council beyond one year.
Capitalisation threshold	The new, upgrade, renewal or expansion value of an asset, below which the project cost is normally expensed and above which it is normally capitalised.
Capital expenditure	Expenditure on a non-current asset which meets the adopted recognition criteria for the Asset Class or Asset Part.
Useful life	The time period over which an asset is expected to be available for use by Council.

5. POLICY

5.1 CAPITALISATION

Capitalisation of fixed assets is determined by a materiality threshold at which items of expenditure will be recognised as assets in Council's Balance Sheet.

The useful life of each asset class forms the basis of the calculation of annual depreciation charges and assessment of an assets written down replacement value (refer Appendix A).

Appendix A details the asset categories and classes required in the Local Government Model Financial Report (LGMFR).

Expenditure is to be capitalised when:

- It is probable that the future economic benefits embodied in an asset will eventuate.
- The item of expenditure is in excess of the asset capitalisation threshold (refer Appendix A).
- In limited circumstances, a bulk purchase will be recognised where it exceeds the capitalisation threshold (refer to section 7.2.5 of the Fixed Asset Guidelines).

- Acquisition costs of assets with less than these capitalisation threshold values will be treated as operating expenses.
- All capitalised expenditure is to be recorded in Council's fixed asset register. For each asset, a determination shall be made of its total life, remaining useful life, cost for accounting purposes and method of depreciation.

Note - certain costs are not capitalised when incurred and are charged as an expense in the period in which they are incurred (for example, Christmas decorations, IT software upgrades and building audits).

5.2 Acquisition of Assets

Assets acquired by Council are to be recorded based on acquisition or construction cost (fair value) plus costs incidental to acquisition including architect's fees, engineering fees and all other costs incurred in preparing the asset ready for use.

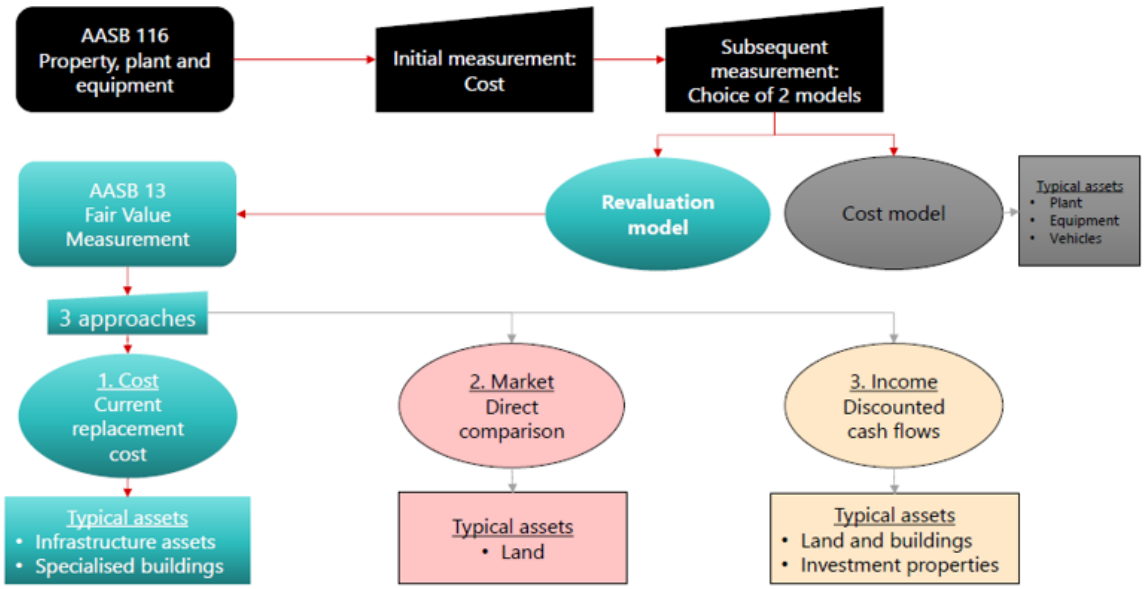
5.3 Gifted Assets (Acquired for Nil Consideration)

Assets which are gifted or contributed to Council by developers or other bodies (i.e. - acquired for nil consideration) are to be recorded at fair value at the date of acquisition, based on currently assessed replacement rates or developer costs (whichever is the best information source at the time).

5.4 Revaluation of Non-Current Assets

All infrastructure assets and property assets (excluding leasehold improvements) shall be revalued on a regular basis such that the carrying values are not materially different from fair value where fair value is determined to be the current replacement cost of the asset less accumulated depreciation. Appendix A identifies the basis for measurement for each asset class.

Diagram 5.4.1 – Asset measurement flowchart



Source: Victorian Auditor General's Office, FinPro Professional Development Day, February 2025

5.5 Internally Constructed Assets

The cost of assets constructed by Council shall include the cost of all materials used in construction, direct labour employed and an appropriate proportion of variable and fixed overheads.

5.6 Fixed Assets Register

The fixed assets register is to record individual assets that the Council owns and/or manages, and/or maintains in sufficient detail to permit their identification and control. The fixed assets register is to be updated at least annually. The fixed assets register is to be used for revaluing, depreciating, and keeping asset maintenance records.

5.7 Asset Disposal and Write Off

Council will over time carry out a strategic review of its asset and property holdings and may make a determination that some assets are surplus to Council's needs or no longer provide future economic benefits or service potential. In such circumstances, assets may be disposed of or written off in accordance with this Policy, Council's Instrument of Delegation, relevant legislative requirements and Australian Accounting Standards.

In identifying any potential surplus Council owned assets (land or assets >$50,000), a report shall be presented to Council providing all relevant information regarding the asset identified for potential sale including environmental and planning issues and shall include a proposed process for undertaking consultative and/or statutory processes under the *Local Government Act 1989 or 2020* (whichever is applicable), including provisions for Council to hear submissions from the community related to the proposed sale.

Asset disposals and asset write-offs are distinct events. Disposal involves the sale, transfer, trade-in or scrapping of an asset, whereas a write-off represents an accounting derecognition of an asset that is obsolete, unserviceable, beyond economic repair, permanently withdrawn from use, or replaced as part of a renewal or capital works program, regardless of whether any disposal proceeds are received.

Table 5.7.1: Disposal Policy Definitions

Carrying value	The asset carrying value (also known as written down value) is the asset value (cost or fair value) less any accumulated depreciation and accumulated impairment loss.
Council-owned land	Includes vacant land, including discontinued roads, and any building and development thereon.
Open space planning, development and improvements reserve	Is a reserve set aside for any funds received from the sale of public open space which includes any land set aside in a plan or land in a plan zoned or reserved under a planning scheme for public recreation or public resort; or as parklands; or for similar purposes as defined in the *Subdivision Act 1988*.
Right of way (ROW)	Means a road as defined in section 3 of the *Local Government Act 1989*.

Road	Means a road as defined in section 3 of the *Local Government Act 1989*. The term 'road' includes, but is not limited to a ROW, a street, a laneway or a footpath.

Sale of Council Owned Land

All sales, exchanges and transfers of land are required to comply with the provisions of the *Local Government Act 2020 (LGA 2020) or Local Government Act 1989 (LGA 1989)*, whichever is applicable. Sales are to be conducted through a public process (i.e. public auction, public tender or by registration of expressions of interest) unless circumstances exist that justify an alternative method of sale (for example the sale or exchange of land by private treaty).

Section 116 of the LGA 2020 states that Council can transfer, exchange or lease any land with or without consideration to the Crown, a Minister, any public body, trustees appointed under any Act to be held on trust for public or municipal purposes or a public hospital within the meaning of the *Health Services Act 1988* or other not-for-profit hospital.

Where section 116 is not applicable, section 114 of the LGA 2020 requires Council to:

- At least 4 weeks prior to selling or exchanging the land, publish notice of intention to do so on Council's internet site and in any other manner prescribed by the regulations;
- Undertake a community engagement process in accordance with its community engagement policy; and
- Obtain a valuation of the land which is not more than 6 months prior to the sale or exchange, by an appropriately qualified person as per section 13DA(2) of the Valuation of Land Act 1960.

The intent of the legislative requirements is to ensure that Council:

- consults with the community on any proposal to sell or exchange land; and
- provides the community with the opportunity to have their views heard; and
- obtains a current valuation for the land that is proposed for sale or exchange.

Ideally all sales and exchanges of land should occur at not less than the market value assessed by Council's contract valuer.

Land will not be sold for less than the market value, unless there are some alternate community benefits derived by the sale of the land. Any proposal to sell the land at a reduced sale price must be reported to Council for consideration, providing commentary of the alternate benefits derived by a sale at a reduced sale price. Such benefits may include the achievement of planning and development goals, educational or medical benefits to the community, or some other strategic goal of Council.

The purchase price may be set at a lower amount, if it is considered that the benefits accruing to the community would not be reasonably obtained unless a lower price is charged. In this instance a resolution of Council to sell, transfer or exchange land at less than its market value is required.

Open Space Land

In addition to the requirements under the LGA 2020, Council is required to comply with section 20 of the *Subdivision Act 1988* when selling public open space. Refer to Table 5.7.3 'Application of Sale Proceeds' for further details.

Discontinued Roads

The sale of land that forms part of a road that has been discontinued is subject to the provisions of the LGA 1989. The public consultation process for road discontinuance is provided for under clause 3, Schedule 10 by way of a notice published in the Government Gazette.

Prior to considering the discontinuance and sale or transfer of roads or right-of-ways (ROWs) or the removal of reserve status and the subsequent sale, transfer or exchange of land, officers will consider if land is required for any of the following purposes:

- there is an ongoing need for the land to provide either vehicular or pedestrian access.
- the land has strategic value to Council or the community.
- the land provides recreational linkages or linked paths.
- the land increases public open space.
- the land is required for public works or flood mitigation.
- the land is generally required for a municipal purpose.

The benefits in discontinuing and selling or transferring a road or ROW or removing the status of a reserve and selling, transferring or exchanging land that is no longer required are:

- it provides an additional source of income.
- there will be a reduction in Council's financial liability in terms of the ongoing maintenance costs of unused and surplus land.
- there is the potential for increased rate revenue.
- there is improved security for unused portions of land.
- Council can formalise any illegal occupation of public land.

The general principles that Council will apply in considering selling or transferring a road or ROW are:

- Council discourages the unauthorised occupation of roads, ROWs and reserves and will take steps to remove such illegal occupation.
- Council will encourage the sale or transfer of such land that is not being used for pedestrian or vehicular access or is no longer required for a strategic or public use.
- Council will only sell or transfer such land holdings to abutting property owners, unless the land is able to be sold or transferred to a third party for the community's benefit.
- All abutting owners will be given an equal opportunity to purchase any land that abuts their property. Accordingly, officers will attempt to divide land equally. However, Council will acknowledge and give preferential allocation rights to abutting property owners who can demonstrate continuous exclusive occupation of the land for more than 15 years (i.e. occupation that would otherwise give rise to an adverse possession claim).
- Council will recover all costs incurred in the application of this policy.
- Council reserves the right to retain any portion of land if Council has title to such land if it is considered to be appropriate. This land may be retained to:
  - meet a strategic need or
  - protect Council's rights of ownership or
  - sell in the future in accordance with this policy.
- Council has the right to place an easement, covenant, or create an easement on, or over, the land parcel in order to protect existing rights or future requirements. If there is a requirement by service authorities to relocate any assets located within the land (e.g. drains, power lines, etc), then all costs will be borne by the purchaser.

In relation to the sale of roads, ROWs or minor reserves, if a property owner can demonstrate continuous exclusive occupation of the land for 15 years or longer and they have a right to claim the land by adverse possession, consideration may be given to discounting the purchase price by up to 25% of the current market value.

Costs Associated with the Sale

The costs associated with the discontinuance and sale, transfer or exchange of roads, ROW's or minor reserves are to be borne by the purchaser or shared by the purchasers (see table 5.7.2). Council officers will endeavour to keep all costs borne by the purchaser(s) to a minimum and will seek to reduce costs if the portion of land is to be sold or transferred to a number of purchasers.

Table 5.7.2

Direct Costs

- Surveyor's fees
- Legal fees (Council officers will use Council appointed legal contractors for any legal advice sought)
- Land registry fee – Transfer of Land
- Planning permit application fees
- Stamp duty
- Consolidation
- Advertising

Relocation Costs

- Relocation of fences
- Service authority assets such as those belonging to water, gas or telecommunications organisations
- Re-useable materials as determined by Council which may remain the property of Council
- Replacement drainage or new storm water drainage

GST

In accordance with the provisions of the *Goods and Services Tax Act 1999*, the sale, transfer or exchange of Council property, including the sale, transfer or exchange of discontinued ROWs, roads, minor or major Reserves or other land parcels will attract GST. Council will ensure that GST is added to the sale price or that the sale price is inclusive of GST.

Terms of Payment

The full purchase price will be paid to Council at the time of settlement, except at the discretion of the responsible officer. If purchasers of roads, ROWs and minor reserves meet the requirements of Council's Rates and Charges Hardship Policy, terms may be extended to allow equal payments over a three-year period. In relation to term payments, an additional service charge will be applied to cover any administration costs. The transfer of land will not be passed onto the purchaser until the purchase price plus any costs or additional amounts are paid in full.

Terms of payments associated with the sale of major reserves or other significant land parcels will be considered on a case-by-case basis and any deferment of payment will be considered in light of the market valuation.

Sale of Assets (>$50,000 carrying value)

The sale or disposal of major plant and equipment and assets (other than land with a carrying value >$50,000) is subject to the following guidelines:

- trading the equipment to suppliers; or
- obtaining expressions of interest from interested buyers; or
- selective tender from an identified group of buyers; or
- public tender – openly seeking buyers using the tender process; or
- public auction - in a major auction house which would be advertised online or procuring the services of an auctioneer.

The selection process is to give consideration to:

- the method likely to return the higher value net of disposal costs; and
- the current written down value (book value) of the asset; and
- compliance with relevant statutory obligations.

The sale of each item of Plant and Equipment is to be subject to a minimum reserve price to be approved by the Manager Infrastructure Services.

Application of Sale Proceeds

Table 5.7.3

Asset Type	Application of Sale Proceeds
Plant and Equipment and Assets other than Land >$50,000	To the purchase of new plant and equipment, or the establishment of a new asset or refurbishment of an existing asset.
Council-owned Land	To be transferred to the Major Projects Reserve for Council consideration for allocation to future new asset creation / or major asset refurbishment. The proceeds allocated will be net of all expenditure including advertising, agent's fees, legal costs and other sale costs. All reports on the sale of Council owned land must include a section on whether Council wishes to allocate a maximum of 10% of the sale proceeds into an Affordable Housing Fund dedicated to the development of future affordable housing projects. The Council resolution to sell land must include a resolution on the amount (if any) to be allocated to this fund.
Public Open Space Council-owned Land	Where the land is Public Open Space, the proceeds are required to be used in accordance with the Subdivision and Planning Environment Acts and must be allocated to Council's Open Space Planning and Development Reserve. Section 20 of the Subdivision Act 1988 requires that the proceeds from the sale of public open space land be used to: • buy land for use for public recreation or public resort, as parklands or for similar purposes; or • improve land already set aside, zoned or reserved (by the council, the Crown, a planning scheme or otherwise) for use for public recreation or public resort, as parklands or for similar purposes; or • with the approval of the Minister administering the LG Act, improve land (whether set aside on a plan or not) used for public recreation or public resort, as parklands or for similar purposes.

Allocation of asset sale proceeds to an appropriate capital project can only occur via either an Annual Budget process or Mid-Year Budget process where the highest and best use of funds can be determined in reference to all potential capital projects.

Proceeds from the sale of assets must be received by Council prior to the expenditure allocation being determined.

Asset Write-offs

Council may approve the write-off of fixed assets where it is determined that the asset no longer provides future economic benefits or service potential. Asset write-offs may arise from factors including obsolescence, damage, loss, destruction, withdrawal from use, or replacement as part of an approved renewal or capital works program.

All asset write-offs must be approved in accordance with Council's Instrument of Delegation, be supported by appropriate documentation, and be recorded accurately and on a timely basis in Council's fixed asset register and financial systems.

The carrying amount of an asset shall be derecognised on disposal or when no future economic benefits or service potential are expected from its use or disposal. Any gain or loss arising from the disposal or write-off of an asset shall be recognised in the Income Statement.

Any balance held in an asset revaluation reserve relating to a disposed or derecognised asset shall be transferred directly to accumulated surplus, in accordance with Australian Accounting Standards. Transfers from the asset revaluation reserve are not made through profit or loss.

Where an asset is written off due to an insured event, any insurance recoveries are accounted for separately and do not affect the assessment of whether an asset should be derecognised.

Asset write-offs are to be processed as soon as practicable once the loss of service potential is identified, with particular care taken to ensure correct cut-off at financial year-end.

Detailed procedures relating to the identification, approval, documentation, accounting treatment and timing of asset write-offs, including full and partial write-offs and write-offs associated with asset replacement, are set out in the Fixed Asset Guidelines.

5.8 Impairment of Assets

Fixed assets will be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

Under AASB 13, not-for-profit entities like Council, when fair valuing their non-financial assets (such as infrastructure assets) not held primarily for their ability to generate cash inflows will use the 'current replacement cost' approach.

5.9 Investment Property

Investment property, comprising retail complexes, are held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Cost incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Investment property are not subject to depreciation. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

5.10 Leased/Right-of-use (ROU) Assets

Leased assets relate mainly to information technology (IT) and office related equipment, as well as a number of property leases. As a lessee, Council recognises a ROU asset and a lease liability at the lease commencement date (unless the lease term is less than 12 months or the ROU asset is low-value (under $10,000)). The ROU asset is initially measured at cost and is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

6. RESPONSE TO THE OVERARCHING GOVERNANCE PRINCIPLES OF THE LOCAL GOVERNMENT ACT 2020

This policy considers the overarching governance principles outlined in section 9 of the *Local Government Act 2020* and has taken the financial management principles in section 101 into account. This policy is predominantly administrative in nature and outlines the accounting treatment and assumptions regarding asset transactions. It does not impact on existing and future budgets. The policy is required to comply with the *Local Government Act 2020*, *Local Government (Planning and Reporting) Regulations 2020* and relevant Australian Accounting Standards. The annual review and approval of this policy ensures the transparency of Council decisions, actions and information in relation to fixed asset accounting transactions.

Of particular relevance to this policy, Council is required to:

Prepare financial statements pursuant to:

- Section 98 of the *Local Government Act 2020*
- Section 14 of the *Local Government (Planning and Reporting) Regulations 2020*

Sell or dispose of land in accordance with:

- Clause 3 of schedule 10 of the *Local Government Act 1989*.
- Division 4 of the *Local Government Act 2020*.

7. CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006 – COMPATIBILITY STATEMENT

The *Charter of Human Rights and Responsibilities Act 2006* has been considered in the preparation of this policy but is not relevant to its contents.

The policy is purely administrative in its nature and does not have the potential to influence human rights and responsibilities.

8. RESPONSE TO THE GENDER EQUALITY ACT 2020

The *Gender Equality Act 2020* has been considered in the preparation of this policy but is not relevant to its contents.

The policy is purely administrative in its nature and does not have the potential to influence broader social norms and gender roles.

9. CONSIDERATION OF CLIMATE CHANGE AND SUSTAINABILITY

Acknowledge that this policy has no impact on Council's Declaration on a Climate and Ecological Emergency, Council's Climate Change Emergency Strategy 2020-2030 or the requirements of the *Local Government Act 2020* in relation to the overarching governance principle on climate change and sustainability and why it does not have any impact.

The policy is purely administrative in its nature and does not have the potential to influence future asset planning or sustainability, climate or energy.

10. RESPONSIBILITIES

Council is responsible for ensuring this policy remains consistent with the Greater Dandenong Council Plan and Asset Plan.

The Chief Executive Officer is responsible for ensuring overall compliance with relative legislation.

The Asset Management team in the CEO Services directorate (with the assistance of the Financial Services department in Corporate Development) are responsible for maintaining, capturing and recording fixed assets in the asset register in Council's asset management system. The Financial Services department are responsible for recording asset transactions in Council's general ledger and reconciling the general ledger to the asset register.

The minimum reserve prices from the disposal or sale of assets (other than land) >$50,000 is required to be approved by the Manager Infrastructure Services.

All Council staff are responsible for compliance with this policy and the requirements within it.

This policy will be reviewed and updated annually by the Financial Services department.

Consultation on proposed changes to the policy each year will occur with:

- Asset Management team in CEO Services directorate.
- Manager Infrastructure Services in City Futures directorate.
- External auditors.

11. REPORTING, MONITORING AND REVIEW

The current policy complies with Local Government legislation and Australian Accounting Standards and has been subject to internal and external audits.

Each year the policy will be reviewed and updated to ensure compliance with Local Government legislation and Australian Accounting Standards is maintained and that policy directions remain relevant.

The success of the policy will be measured by its compliance with the relevant legislation and Accounting Standards and a clear external audit opinion.

12. REFERENCES AND RELATED DOCUMENTS

Legislation

- Australian Accounting Standards
- *Local Government Act 1989*
  ~ Under clause 3 of schedule 10 of the *Local Government Act 1989*, Council has the authority to discontinue a road or ROW, or part thereof, and sell it to a third party or retain it for municipal purposes.
- *Local Government Act 2020*
  ~ Under Division 4 of the *Local Government Act 2020*, Council has the authority to sell land to a third party. This may include discontinued roads and/or reserves and other Council properties.
- *Local Government (Planning and Reporting) Regulations 2020*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Gender Equality Act 2021*
- *Planning and Environment Act 1987*
- *Subdivision Act 1988*
  ~ Under section 24A of the *Subdivision Act 1988*, Council has the authority to initiate procedures to remove and vest in itself all, or part, of a drainage reserve or sell it to a third party.
  ~ Under section 20 of the *Subdivision Act 1988*, Council may sell land set aside as public open space but must abide by the legislation in relation to the use of funds derived from the sale.

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

- City of Greater Dandenong Fixed Asset Guidelines
- City of Greater Dandenong Council Plan
- City of Greater Dandenong Asset Plan
- City of Greater Dandenong Asset Management Policy

Other Guidance

- *Local Government Best Practice Guideline for the Sale, Exchange and Transfer of Land 2009 – Department of Planning and Community Development.*

13. APPENDIX A – BASIS OF MEASUREMENT, CAPITALISATION THRESHOLDS AND USEFUL LIVES

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
PROPERTY						
Land	Land owned or controlled by Council. Land either has a fair value classification of level 3 - 'specialised land' or level 2 - 'non-specialised land'.	Fair value (indep val'n)	0	0	N/A	N/A
	Land under roads (LUR) (excluding lanes, private roads and Council roads in parks and reserves) acquired after 1 July 2008. All LUR have a fair value level 3 classification - 'specialised land'.	Fair value (indep val'n)	0	0	N/A	N/A
Land improvements	Not applicable - allocated to other asset classes such as 'Recreational, leisure and community facilities' and 'Parks, open space and streetscapes'.	N/A	N/A	N/A	N/A	N/A

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
PROPERTY						
Buildings	Buildings include Class 1 to Class 9 buildings as defined in the Building Code of Australia including all corporate, community and commercial buildings managed / controlled / owned by Council and multi-story car park buildings. This includes both habitable and non-habitable buildings. Non-habitable buildings as defined in class 10A of the Building Code of Australia. Examples include workshops, kiosks, stand-alone administration buildings/offices, public conveniences, stores, under croft car parking, sporting pavilions and sporting clubrooms. However, building Class 10A structures that do not have walls (for example, open shelters, shade structures, open carports, pergolas, or similar open-sided structures), do not meet the definition of a Building for this policy. These structures are to be classified as Recreational, Leisure & Community Facility (RLCF) assets. Building assets and improvements will be separated into the following three components with different useful lives:					
	Superstructure Includes the foundations, external walls (including paint) and roof of buildings (including attached stormwater drainage and guttering).	Fair value (indep val'n)	10,000	10,000	100	100
	Ancillary Services - Security (e.g., card reader, electronic security system, surveillance system, CCTV, access control system) - Electrical and gas (e.g., electrical distribution board, antenna fitting, cabling/internal wiring, meter boxes, exit signs, lighting, solar panels) - Hydraulics (e.g., plumbing systems, rainwater collection system, heat pump, boiler, water pump, water supply and sewerage, indoor swimming pools) - Mechanical (e.g., cool room, rangehood, lift, escalators, HVAC system, cranes, hoists, sanitary plumbing, specialist kitchen services (ovens, dishwashers, etc) and building management system) - Fire services (e.g., fire alarm system, heat detectors, fire extinguishers, fire hose reels, smoke detectors, valves (fire system) - Other structures that link or are attached to the building (e.g., fences, paths, access ramps or steps, hardstand, concrete apron, perimeter paving, verandas, coaches boxes, pergolas, garages, carports, toilets and shade shelters). Only totally freestanding structures will be considered separate assets and recorded in the relevant asset class.	Fair value (indep val'n)	5,000	5,000	30	30
	Fitout and Fittings Includes floor coverings, cabinetry and cupboards, sinks and toilets, sporting equipment fixed to the building. Hardwired or fixed items in buildings should be considered part of the building's Fitout and Fittings. Moveable Furniture and equipment between sites are recorded under Plant & Equipment asset categories.	Fair value (indep val'n)	5,000	5,000	20	20

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
PROPERTY						
Building improvements	Not applicable - included in buildings above.	N/A	N/A	N/A	N/A	N/A
Leasehold improvements	Land improvements, buildings and other improvements to property assets leased by Council or on land leased by Council. Leasehold improvements to buildings include fit-outs, security enhancements and/or renovations of leased office accommodation or leased property. Examples are recarpeting, immoveable fixtures such as the installation of air-conditioning or CCTV, and structural improvements to a leased property upon commencement of a lease (initial office/residential fit-out), and any subsequent refurbishment of office/residential leased accommodation.	Cost	5,000	5,000	Lease term	Lease term
Heritage buildings	Not applicable - defined as heritage buildings as listed on the Victorian Heritage Register.	N/A	N/A	N/A	N/A	N/A

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
PLANT AND EQUIPMENT						
Heritage plant and equipment	Not applicable.	N/A	N/A	N/A	N/A	N/A
Plant, machinery and equipment	Heavy plant and equipment (such as graders, trucks, tractors, tippers, scissor lifts and loaders).	Cost	3,000	3,000	7	7
	Buses, quads and trailers.	Cost	3,000	3,000	10	10
	Light plant and equipment (such as rollers, mowers, tools and blowers), passenger vehicles, light commercial vehicles (</= 3 tonne). Also includes lifters, generators, powersaws, floor polishers, steam cleaners, sweepers, winches, compressors, surveying equipment, people counting systems, rotators, outdoor cleaning equipment and submersible pumps.	Cost	3,000	3,000	5	5
Fixtures, fittings and furniture	Office furniture and equipment (workstations, mobile shelving, chairs, office bins, lockers, tables, desks, filing cabinets), kitchen appliances and equipment (fridges), hand dryers, display units/stands, dividers/privacy screens, safes, podiums, trolleys and other miscellaneous fixtures, fittings (eg - window furnishings) and furniture. Excludes Christmas decorations (not capital).	Cost	3,000	3,000	6	6
	Musical instruments.	Cost	3,000	3,000	20	20
	Art works (paintings, pictures, murals, heritage).	Cost	3,000	3,000	N/A	N/A
Computers and telecomm's	Hardware, servers, hubs, cabling, faxes, printers, telephones, mobile phones/devices, photocopiers, computers, laptops, microwave links, wireless links, firewall, scanners, GPS, Book-a-Court system and audio visual equipment (such as stereos, speakers, amplifiers, antenna, cameras, video recorders, microphones, televisions, DVD players, electronic whiteboards, two way radios, hearing loop, projectors, etc).	Cost	3,000	3,000	5	5
Library resources	Includes library books, CDs, DVDs and tapes, hard copy e-books and e-audio books (excludes downloaded/subscription based digital content such as e-books and e-audio books, annual online licences or subscriptions, annual platform access to e-formats, periodicals and newspapers - these items are expensed as they generally have a life of one year or less).	Cost	0	0	5	5

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Roads	Road seal (surface) comprises the wearing surface of a road pavement or laneway. Reconstruction, resurfacing (asphalt overlays and spray seals), wearing course and rehabilitation of road seal are capital. Surface patching treatments (major or minor) such as pothole repairs, crack sealing or repairs, slurry seals are considered maintenance treatments aimed at ensuring the road seal asset reaches its intended useful life (expensed). Linemarking, tactiles and omnicrete are capital for new assets, but expensed when subsequently replaced. Sub-categories include:					
	Seal/surface (spray seal).	Fair value	10,000	10,000	12	12
	Seal/surface (asphalt, concrete, brick, granite setts and gravel).	Fair value	10,000	10,000	20	20
	Road substructure (pavement). Road substructure is the constructed material layer(s) beneath the wearing surface of a road pavement or laneway. Usually unaffected by periodic replacements of the wearing surface and would normally only be created where a new pavement was built or an existing pavement was totally reconstructed/rehabilitated.	Fair value	10,000	10,000	100	100
	Kerb and channel. Includes concrete, bluestone and asphalt kerb and channel on local roads. Also includes kerb laybacks (which are part of crossings), usually provided for vehicle, bicycle or pedestrian access across the kerb and channel.	Fair value	5,000	5,000	80	80
	On street car parks (seal) - asphalt, brick paves, concrete and gravel). On-street car parks include car parks located within the road reserve (ie – indented parking bays, parallel parking bays, etc).	Fair value	5,000	5,000	20-25	20-25
	On street car parks (substructure).	Fair value	5,000	5,000	100	100
	Local Area Traffic Management (LATM) - splitter islands, roundabouts, speed humps.	Fair value	2,000	2,000	20	20
	LATM - slow points.	Fair value	2,000	2,000	5	5
	LATM - traffic signal controller.	Fair value	2,000	2,000	15	15
	LATM - traffic signal hardware.	Fair value	2,000	2,000	30	30

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Bridges	Includes major culverts, deck and substructure. Bridges include all structures which convey a road, footpath or cycleway across another physical feature (including waterways and other roads) and includes major culverts. Bridge components include the foundation, column, girder, decking, wearing course, railing, paths and guardrails. Items such as lighting, signage and paths are not included. Boardwalks are also included in this asset class (constructed pathways above ground either in steel/concrete or timber).	Fair value	5,000	5,000	20 - 100	20 - 100
Footpaths and cycleways	Footpaths (concrete, brick/pavers and granite). Footpaths and cycleways includes footpaths leading to bridges, and pedestrian access features, ramps, pram crossings, path widenings and linemarking on new footpath assets. Paths in playgrounds that provide a direct access between playground items are not considered part of the path asset class (included in playgrounds).	Fair value	5,000	5,000	50	50
	Footpaths (asphalt).	Fair value	5,000	5,000	25	25
	Footpaths (gravel, granitic).	Fair value	5,000	5,000	10	10
Drainage	Underground drainage/stormwater pipes.	Fair value	5,000	5,000	100	125
	Drainage pits	Fair value	2,000	2,000	100	100
	Gross pollutant traps (GPTs).	Fair value	5,000	5,000	50	50

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Recreational, leisure & community facilities	Recreational equipment and facilities. Recreation equipment includes sports and leisure equipment at recreation centres such as bench seats, TV cardio and aerobic stereos, pool cover rollers, gym equipment, pool vacuums, dividing curtains, internal scoreboards, cleaning equipment, aquatic equipment, various items of smaller transportable pool equipment, thermal blankets and gym mats.	Fair value	3,000	3,000	10 - 20	10 - 20
	Major outdoor LED screens (ie - 'the big screen').	Fair value	3,000	3,000	5	5
	Minor outdoor electronic screens and scoreboards, electronic variable message signs/sensors.	Fair value	3,000	3,000	10 - 20	10 - 20
	Sportsgrounds, sports fields, sporting grass (turf), courts (eg - netball, basketball, tennis), athletic tracks, wickets, hardstand, general sporting surfaces. Note - Turf installed on a sportsground is capital, turf in general areas is not considered capital (expensed).	Fair value	3,000	3,000	10 - 20	10 - 20
	Sporting structures and equipment (such as goal posts, cricket nets, outdoor exercise equipment, skate ramps/park, basketball towers/backboards, rebound walls), structures without walls (such as bike sheds and racks, display and information shelters, gazebos, picnic shelters, rotundas and stages without a roof), or structures that are stand alone and not attached to a buildings such as sheds, coaches boxes, garages and canopies/shade structures).	Fair value	3,000	3,000	10 - 20	10 - 20
	Playgrounds (outdoor and indoor). Playgrounds such as swing sets or climbing apparatus. Also includes interconnecting paths between equipment and path edging. Fixed play items associated with a playing surface (such as goal posts) are considered part of the playing surface they relate to and are not recorded as a playground item. Other assets in or near playgrounds (whether enclosed by a fence or not) such as drink fountains, bins, signs, picnic tables, seats or shade structures are considered part of their respective asset class and not a playground item asset unless their primary function is as a piece of play equipment. Mulch and softfall are capitalised when part of a new playground. Ongoing mulch/softfall works - rubber softfall (capitalised), bark or plastic mulch (expensed).	Fair value	3,000	3,000	15	20
	Irrigation, sports field drainage, controllers, sensors, water tanks/pumps and water systems.	Fair value	3,000	3,000	10 -20	10 -20
	Outdoor pools	Fair value	3,000	3,000	50	50
Waste management	Wheelie bins used for the collection of kerbside waste and recycling services.	Fair value	N/A	3,000	N/A	10

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
INFRASTRUCTURE						
Parks, open space and streetscapes	Open space furniture (street furniture such as bicycle racks, tree guards, planter boxes, seats and park furniture such as seats, drinking fountains, tables, root barriers/guards and BBQ's).	Fair value	3,000	3,000	10	15
	Open space furniture (bus shelters).	Fair value	3,000	3,000	20	20
	Open space furniture (litter bins).	Fair value	3,000	3,000	12	12
	Open space furniture (tree pits).	Fair value	3,000	3,000	100	100
	Signs (unless attached to another asset such as a building or playground, includes heritage markers).	Fair value	3,000	3,000	20	20
	Landscaping, passive grass/surface and gardens.	Fair value	3,000	3,000	10 - 20	10 - 20
	Water quality devices - wetlands, rain gardens and biodetention swales.	Fair value	3,000	3,000	10	10
	Surface drainage - formed open drains (generally made of concrete, eg - spoon drains, open invert).	Fair value	3,000	3,000	50	50
	Surface drainage - unformed open drains and agriculture (agi) pipes.	Fair value	3,000	3,000	10	10
	Flood prevention - retarding/detention basins.	Fair value	3,000	3,000	20	20
	Lighting (public, flood lights, solar, car parks, sportsground, security and street) including light poles.	Fair value	3,000	3,000	10 - 20	10 - 20
	Closed-circuit television (CCTV) systems used in public spaces, excluding systems attached to buildings, and including cameras, recording equipment, cabling, mounting hardware and associated infrastructure.	Fair value	3,000	3,000	10 - 20	10
	Fencing, bollards, gates, retaining walls and poles.	Fair value	3,000	3,000	10 - 50	10 - 50
	Parking meters, ticket machines and equipment.	Fair value	3,000	3,000	10	10
	Public art (memorials, monuments, murals, plaques, sculptures and statues).	Fair value	3,000	3,000	50	50
	Guard rails.	Fair value	3,000	3,000	20	20
Aerodromes	Not applicable.	N/A	N/A	N/A	N/A	N/A
Off street car parks	Off street car park and access road (asphalt, brick paved, concrete, gravel).	Fair value	5,000	5,000	20 - 25	20 - 25
	Off street car park and access road (substructure/pavement).	Fair value	5,000	5,000	100	100
	Off street car park and access road (kerb and channel).	Fair value	5,000	5,000	80	80
Other infrastructure	Not applicable. Marine assets - piers, jetties, groins, sea walls, caravan parks, markets and saleyards.	N/A	N/A	N/A	N/A	N/A

Asset class	Description	Measurement Basis	CAP THRESHOLD		USEFUL LIFE	
			2025-26	2026-27	2025-26	2026-27
			$	*$*	*Years*	*Years*
WORK IN PROGRESS						
Work in progress	Capital expenditure on projects not yet completed.	Cost	N/A	N/A	N/A	N/A
INVESTMENT PROPERTY						
Investment property	Land and buildings	Fair value	5,000	5,000	N/A	N/A
INTANGIBLES						
Computer software	Software (implementation only not subsequent upgrades). Items that can be capitalised as computer software include software licenses, interworking, configuration support, implementation planning, database planning, quality planning and acceptance testing. Software items to be expensed include software maintenance, data conversion/migration, training, helpdesk support and website costs. Note - implementation or upgrade costs relating to cloud computing arrangements (Software as a Service - SaaS) where Council does not control the software is not capital in nature and will be expensed.	Cost	3,000	3,000	3	3
LEASED ASSETS						
Right-of-use (ROU) assets	Includes information technology (IT) equipment such as monitors, desktop computers and laptops, office related equipment and property leases.	Cost	10,000	10,000	Earlier of end of useful life of ROU assets or lease term	Earlier of end of useful life of ROU assets or lease term

4.2.5 Adoption of Revised Council Plan 2025-29 and Annual Action Plan 2026-27

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments:
1. Final Annual Action Plan 2026-27 [**4.2.5.1** - 28 pages]
2. Council Plan 2025-29 (Revised 2026) [**4.2.5.2** - 54 pages]

Officer Recommendation

That Council ADOPTS the Council Plan 2025-29 (Revised 2026) and Annual Action Plan 2026-27, per Attachment 1.

Executive Summary

1. Council Officers have developed the Annual Action Plan (Attachment 1) and reviewed the Council Plan 2025-29 (Attachment 2) to address the priorities of our community and drive Council performance in 2026-27 and beyond.
2. At its meeting on 18 May 2026, Council resolved to “approve in principle” key strategic planning documents for community feedback from 19 May 2026 for a period of 14 days in accordance with Council’s Community Engagement Policy. 12 submissions were received in total during this community engagement period which closed on 2 June 2026.
3. This report recommends that Council, having undertaken community engagement adopts the Council Plan 2025-29 (Revised 2026) and Annual Action Plan 2026-27.

Background

4. In accordance with the *Local Government Act 2020* (Section 90), Councils must prepare and adopt a Council Plan by 31 October in the year after a general election, for a period of at least the next four financial years, and in accordance with its deliberative engagement practices. Preparation of the Council Plan was done in accordance with the strategic planning principles of the Act (Section 89) and was endorsed on Monday 23 June 2025. The plan was reviewed in 2026 to ensure Council is effectively measuring its performance.
5. The Annual Action Plan 2026-27 outlines the significant initiatives that will directly contribute to achieving the Community Vision and Council Plan 2025-29 and have a major focus in the budget.

Key Issues and Discussion

Council Plan 2025-29

6. The Council Plan 2025-29 was developed following an extensive community consultation process, including deliberative engagement as required by the *Local Government Act 2020*. The plan was adopted by Council on 23 June 2025 and has been reviewed in 2026 to ensure it continues to meet the needs of the community and enable Council to effectively measure its progress.
7. No changes have been made to the strategic objectives or priorities as these reflect the Community Vision and areas of most importance that were highlighted throughout the community consultation process.

8. Some minor changes have been made to the performance measures to reflect more effective ways in which to report on the progress of Council's key priorities. This includes the removal of occupancy rates as a measure of improved access to community facilities, with visitation rates a more meaningful way of showing progress. In Strategic Objective 6 four new measures have been added to better report on the awareness of services and supports available to our community and Council's investment in smarter technologies to create a digitally enabled future.

Annual Action Plan 2026-27

9. In 2026-27 there will continue to be a focus on activities which support health and wellbeing, community safety, sustainability and access to services and programs for those experiencing disadvantage. Advocacy to the Federal and State Government along with ongoing partnerships will remain a priority to help Council deliver much needed services to the community.
10. A number of strategies and plans are also being developed to build on the priorities of the Community Vision and Council Plan in particular areas of importance for the community. This includes the Children, Youth and Families Strategy; Disability Action Plan; Economy and Place Strategy; and Creative and Cultural Strategy.
11. Actins have been included to address the key priority areas identified in the community consultation process:
    a. Community safety – a new Community Safety Strategy is being developed for 2026-30 which will focus on people, places and partnerships
    b. Environment and sustainability – actions from the new Our Bright Green Future strategy will begin implementation in a range of areas including biodiversity and trees and greening
    c. Parks and gardens – the Open Space Five Year Improvement Plan will be implemented to improve facilities across the municipality
    d. Roads and footpaths – road safety upgrades and footpath works will be delivered as per the capital works program.

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. Council's Budget and Long Term Financial Plan

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 was undertaken in the development of the Council Plan 2025-29.

Community Consultation

18. The Annual Action Plan reflects the strategic priorities of our Council Plan 2025-29 which was developed after extensive consultation with the community and a deliberative community panel process. The actions included in the plan aim to deliver on these priorities and address the key concerns of the Greater Dandenong community.

19. Two phases were undertaken for the development of Council's strategic documents for 2026-27:

Phase 1

Purpose	To obtain feedback on where Council should focus its spending
Engagement period	22 October to 19 November 2025 Community Feedback Session – 9 December 2025
Level of Influence:	Consult
Engagement Activities:	Online and hard copy forms were provided to capture community feedback. The consultation was promoted through the Your Say consultation page, social media, the Greater Dandenong Council News magazine and through customer service centres. A Community Feedback Session was also held for those wishing to speak to their suggested projects.
Communication reach and engagement numbers:	391 people visited the online engagement portal and 43 people contributed ideas online or via hard copy form Seven submissions were received by community members and three people presented to Council.
Summary of feedback:	Community safety, environment and sustainability, parks and gardens, and roads and footpaths were key services of importance.

Phase 2

Purpose	Feedback on Council's key strategic documents
Engagement period	19 May to 2 June 2026
Level of Influence:	Inform
Engagement Activities:	Online and hard copy forms were provided to capture community feedback. The consultation was promoted through the Your Say consultation page, social media, the Greater Dandenong Council News magazine and through customer service centres.
Communication reach and engagement numbers:	172 people visited the online engagement portal. 12 people contributed, 10 using the online tool Social Pinpoint and 2 via email.
Summary of feedback:	The majority of comments received related to Council's proposed spending across the short-term (Budget) and long-term (Long Term Financial Plan). The two comments received specifically about the Annual Plan included a request for a community hub in Dandenong and a comment on Council's borrowing for large scale projects.

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.
    Embrace diversity and multiculturalism.
    Sustainable environment.
    Mind, body and spirit.
    Art and culture.

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 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

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.
    The *Gender Equality Act* 2020.
    Victorian Charter of Human Rights and Responsibilities 2006.
    Climate Change and Sustainability.
    Related Council Policies, Strategies or Frameworks.



Annual Action Plan 2026–27

Greater Dandenong

We acknowledge the Bunurong people of the Kulin Nation as the Traditional Custodians of the lands and waters, now known as the City of Greater Dandenong. We honour their enduring connection to Country, their Cultural knowledge, and their sustainable stewardship of these lands and waterways over thousands of generations.

We pay our respects to Elders past and present, recognising their vital role in preserving and protecting the sacred lands and waterways of their Ancestors, their places, Traditional Cultural practises, and stories. We also acknowledge the Bunurong Land Council as the Registered Aboriginal Party, responsible for caring for the Aboriginal Cultural Heritage of this area.

In the spirit of reconciliation, we value the opportunity to learn from and work alongside Bunurong peoples, as Traditional Custodians.



Mayor's Message

It is my pleasure to present our Annual Action Plan for 2026–27.

This plan outlines how we will deliver on the priorities set out in our Council Plan 2025-29 and continue working towards our Community Vision – **The City of Greater Dandenong is a home to all**. It details the projects, services and initiatives we will deliver over the next 12 months and reflects our shared commitment to building a city that is inclusive, connected and meets the needs of our diverse community.

This Action Plan will help turn our key priorities into real outcomes for our community and are based on what you told us is important.

We will continue to focus on activities which support health and wellbeing. community safety, sustainability and access to services and programs for those experiencing disadvantage. Advocacy to the Federal and State Government along with ongoing partnerships will remain a priority to help Council deliver much needed services to the community.

We will also be developing a number of strategies and plans which build on the priorities of the Community Vision and Council Plan in particular areas of importance for the community. This includes the Children, Youth and Families Strategy, Disability Action Plan, and Creative and Cultural Strategy.

Council has many roles. We advocate on behalf of our community, deliver essential services, partner with other stakeholders and organisations and meet our important regulatory responsibilities. This Action Plan demonstrates how we bring these roles together to meet community needs and respond to emerging opportunities and challenges.

We remain committed to working with our community, stakeholders and all levels of government to continuously improve the way we serve our city.

I encourage you to explore this plan and learn more about the actions we will take over the coming year to support a thriving, inclusive and sustainable Greater Dandenong.

Mayor
Councillor Sophie Tan

Integrated Planning Framework

Greater Dandenong City Council's Integrated Planning Framework outlines Council's approach to strategic and operational planning. It considers the key priority areas for Council and the resourcing required to effectively implement the community's vision for our city. It also ensures effective monitoring and reporting mechanisms to ensure accountability and community engagement processes to capture and meet the needs and aspirations of our residents and business owners.





Council Plan 2025–29

Every four years, Council develops a Council Plan. This document sets out Council's strategic direction and outcomes for the next four years, and outlines the priorities that will guide planning, investment and service delivery.

It also incorporates our Municipal Public Health and Wellbeing Plan which ensures our community's health and wellbeing is at the centre of everything we do. The Council Plan maps out how we work with our community, key stakeholders, community organisations, surrounding municipalities and other levels of government to deliver outcomes to community and support the achievement of our Community Vision – **The City of Greater Dandenong is a home to all.**

The Council Plan includes six strategic objectives that reflect our community's aspirations:

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

Our Role

We have many roles in providing services to the community:

■ Advocate

We work with State and Federal Governments and other agencies on behalf our community to influence their decision making and seek funding for projects.

● Deliver

We directly deliver a large number of services and programs including youth and children's services, home and community care, parks and gardens, roads and footpaths, and theatre and the arts.

◆ Partner

We partner with many other agencies working in our community to improve local wellbeing priorities and to assist them with delivering services to our community that we do not provide.

▲ Regulate

We often play a role in areas which are ruled by legislation such as food safety, animal management and housing.

Annual Action Plan

Every year, Council develops an Action Plan that outlines what we will do over the next 12 months to deliver against the strategic objectives and key priorities of our *Council Plan 2025–29* and support the achievement of our *Community Vision 2040*. The Annual Action Plan outlines the specific projects, initiatives and activities that Council will undertake across the year to show our progress against what is important to our community.

This Action Plan highlights Council's activities for 2026–27.


Health and Wellbeing Priorities
Physical health
Improving access to health information and service awareness, including increasing healthy eating and food security, injury prevention and reducing harmful tobacco/ vaping and other drug use.
Active living
Increasing participation in physical activity opportunities, including access to parks, playgrounds and open spaces.
Social connection and wellbeing
Improving mental wellbeing and a sense of community, including liveability and health promoting public spaces as well as community connection and events.
Climate change and health
Increasing community resilience and the health co-benefits of adapting to the impacts of climate change.
Community safety
Preventing all forms of violence and improving safety in a respectful, diverse and cohesive community.



Strategic Objective 1:

A socially connected, safe and healthy city

1. Build the capacity of the community to lead safe, active and healthy lifestyles through all stages of life

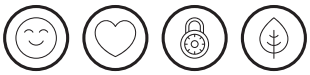


Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Develop and implement a new integrated Children, Youth and Families Strategy	Community Wellbeing	●
1.2 Develop and implement a Positive Ageing Strategy to ensure older people are supported, valued and remain active members of the community	Community Care	●
1.3 Review Council's current and future role in Aged and Disability Services in response to the National Aged Care Reforms	Community Care	●
1.4 Develop and implement the sport club development program to strengthen the long-term sustainability, accessibility and reach of local sporting clubs	Safe, Active and Connected Communities	● ◆
1.5 Develop and implement the Community Safety Strategy 2026–30 as per the annual action plan	Safe, Active and Connected Communities	● ◆

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

2. Foster greater collaboration and partnerships with local agencies to address key health and wellbeing needs in the community



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Strengthen Council's response to rough sleeping through coordination and support of the Dandenong Zero Project, Victorian Alliance to End Homelessness, and the South East Homelessness and Housing Alliance	Safe, Active and Connected Communities	● ◆
2.2 Review the Community Grants Program Policy and Grants Guidelines to ensure the program is accessible, responsive to community needs and Council Plan priorities, supporting strong community participation and meaningful local impact	Safe, Active and Connected Communities	●
2.3 Develop an Emergency Management engagement model and tools that build community resilience, and empower the most at-risk members of our community to act in the event of an emergency	Safe, Active and Connected Communities	● ◆
2.4 Explore joint partnerships with Animal welfare agencies (AAPS, RSPCA), to improve responsible pet ownership and educate our community	Community Compliance and Amenity	◆

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

3. Deliver and support initiatives that raise community awareness of gambling, harmful alcohol, tobacco/vaping and other drugs use



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Develop and implement an Alcohol and Other Drug Strategy to guide a coordinated, long term approach to harm reduction	Safe, Active and Connected Communities	■ ● ◆

4. Strengthen our commitment to the equitable participation and inclusion of people with a disability and their carers within our community



4.1 Develop and implement a Disability Action Plan to support people with a disability to remain active members of our local community	Community Care	■ ● ◆

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

5. Create and maintain safe, inclusive and well-designed public spaces and streetscapes that encourage community participation and expression



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Explore options for Palm Plaza redevelopment as per the Dandenong Market Precinct Plan	Project Management and Project Delivery	●
5.2 Improve the perceptions of community safety through infrastructure upgrades, including improved lighting, streetscape enhancements, CCTV, fencing and other interventions	Safe, Active and Connected Communities	■ ●
5.3 Review Council's Local Laws to improve relevance and effectiveness to manage community safety and public amenity issues	Community Compliance and Amenity	● ▲

6. Connect and support the community through education and promotion, working with local partners to address and prevent family violence



6.1 Promote local services and support the implementation of initiatives through online resources and events	Advocacy	●

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

7. Improve access to core services for those experiencing disadvantage and vulnerability in the community to support improved social, physical and mental wellbeing



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
7.1 Review Council's Fee-for-Service Vaccination program to improve community access to free vaccines	Community Wellbeing	●
7.2 Review Maternal and Child Health services for families with children aged 0–6 years to improve engagement, accessibility, service flexibility, and support across the parenting journey	Community Wellbeing	●
7.3 Implement the Department of Families, Fairness and Housing 'Strengthening Families' reforms by aligning Family Services practice, service delivery, and reporting in line with funding and contractual obligations	Community Wellbeing	●
7.4 Deliver the Community Connector Program to provide targeted support and connections to local services particularly for those from migrant and refugee backgrounds	Advocacy	■ ●

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

8. Advocate for an increase in services for those experiencing poverty, and homelessness



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
8.1 Contribute to the South East Homelessness and Housing Alliance's state election advocacy platform and progress shared regional priorities	Safe, Active and Connected Communities	■
8.2 Advocate, in partnership with the Anti-Poverty Consortium, to advance strategies to reduce poverty and improve social equity in Greater Dandenong	Advocacy	■

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

Strategic Objective 2:

A city that respects and celebrates diversity, our history and the arts

1. Deliver and attract high-quality events, programs and initiatives that position the city as an arts and cultural destination



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Deliver Council major events that celebrate our cultural identity	Community Wellbeing	●
1.2 Support community event organisers to deliver successful events through the timely provision of permit support services and community capacity building	Community Wellbeing	● ◆

2. Advocate for and assist People Seeking Asylum and Refugees living in the community



2.1 Advocate for the rights of People Seeking Asylum and Refugees through local initiatives	Advocacy	■ ●

3. Advance the process of Reconciliation and support First Nations people to enable self-determination



3.1 Work with Bunurong Land Council and the wider local Aboriginal community to advance Reconciliation and implement the Reconciliation Action Plan	Advocacy	■ ● ◆

Active living · Social connection and wellbeing · Physical health
Community safety · Climate change and health

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

4. Promote arts, culture and heritage to enrich and support the City's growth and development



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Develop a new Creative and Cultural Strategy to guide future services	Creative and Engaged City	●
4.2 Finalise the strategic and operational plan for the Dandenong New Art redevelopment	Creative and Engaged City	●

5. Improve access and use of Council's arts, cultural and community facilities to support improved community connection, participation and lifelong learning



5.1 Develop and implement the Community Hubs Framework to guide the planning, delivery and activation of Community Hubs	Creative and Engaged City	●
5.2 Strengthen Council's partnership with South East Leisure to design and deliver diverse, free and low-cost physical activity initiatives that improve community access, enhance awareness, and drive increased participation	Safe, Active and Connected Communities	● ◆
5.3 Partner with South East Leisure to prepare and implement operational plans for the new Dandenong Wellbeing Centre	Safe, Active and Connected Communities	◆

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

Strategic Objective 3:

A city of accessible, vibrant, centres and places

1. Provide quality community facilities and amenity improvements that meet the current and future needs of our city



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Develop and implement a Sport and Recreation needs assessment framework to support the prioritisation of future sport and recreation facility development	Safe, Active and Connected Communities	●
1.2 Explore partnerships that help Council to expand the performance and efficiency of the animal pound service	Community Compliance and Amenity	◆

2. Increase quality, affordable and social housing options with short-term and long-term options to improve supply and provide support to those on low incomes



2.1 Improve the amount and diversity of affordable housing through the adoption and implementation of the new Housing Strategy	Strategic and Environmental Planning	■
2.2 Advocate for funding for a pilot program with the manufacturing sector to enable modern construction methods for faster and more affordable housing delivery	Advocacy	■

Active living · Social connection and wellbeing · Physical health
Community safety · Climate change and health

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

3. Improve liveability and civic pride through placemaking initiatives that attract and retain businesses, residents and visitors



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Implement the Springvale Revitalisation Action Plan including decorative lighting in Buckingham Avenue	Business Development and Investment	●

4. Plan for and support an accessible and active transport network which optimises connectivity and accelerates growth



4.1 Deliver road safety upgrades and footpath works as per the capital works program	Project Management and Project Delivery	●

Active living · Social connection and wellbeing · Physical health
Community safety · Climate change and health

Strategic Objective 4:

A green city committed to a sustainable future

1. Enhance our tree canopy cover and urban forests and promote participation in protecting biodiversity values



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Implement actions from the Our Bright Green Future Strategy – Theme 5: Biodiversity and Theme 6: Trees and Greening'	Parks and Open Space	●

2. Manage stormwater and protect waterways alongside partners to improve water quality and reduce threats to public and environmental health



2.1 Ensure major infrastructure projects, including the Webster Street Level Crossing Removal Project, incorporate appropriate integrated water management measures	Infrastructure Strategy	■ ● ◆

3. Increase the quantity and quality of diverse and accessible open spaces across the city



3.1 Implement the Open Space Five Year Improvement Plan to improve the facilities in various parks across the municipality	Strategic and Environmental Planning	●

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

4. Transition to a resilient, net zero carbon emission city prepared for the social, environmental and health impacts of climate change



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Progress the transition of Council owned vehicles to hybrid or electric vehicles	City Works	●
4.2 Implement the annual Action Plan items in the 'Our Bright Green Future Strategy' to enhance Council and the community's response to climate change	Strategic and Environmental Planning	●

5. Support local business and industry to enhance resilience to climate change and accelerate transition to a net zero economy



5.1 Partner with industry organisations and alliances to enhance local businesses awareness of climate change and support them in taking action to address the impacts	Strategic and Environmental Planning	◆

6. Provide, promote and advocate for a range of transport options for residents and business, to reduce carbon emissions and build resilience to the impacts of climate change



6.1 Advocate to the State Government, in partnership with regional bodies, to improve transport options including the Dandenong Station upgrade and Djerring Trail	Infrastructure Strategy	■

Active living · Social connection and wellbeing · Physical health
Community safety · Climate change and health

Strategic Objective 5:

A city that supports business, entrepreneurship, quality education and employment outcomes

1. Attract investment to ensure the sustainability, viability and growth of Greater Dandenong and its major activity centres to provide employment, housing and liveability outcomes



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Develop and implement the Greater Dandenong Economy and Place Strategy to support economic growth, investment attraction and new housing	Business Development and Investment	■ ● ◆

2. Partner with the manufacturing sector within the city to secure the economy and maintain future employment opportunities



2.1 Partner with local manufacturers, industry organisations and regional partners such as Greater South East Melbourne to implement the Greater Dandenong Economy and Place Strategy	Business Development and Investment	◆

Active living · Social connection and wellbeing · Physical health
Community safety · Climate change and health

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

3. Support engagement in learning, skill development and employment pathways to improve social, economic and environmental outcomes



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Deliver the Dandenong Pathway to Employment Hub to connect residents with local job, training, and support services to build work readiness and strengthen participation in employment pathways	Business Development and Investment	●

4. Continue the focus on collaborative business partnerships, supporting work readiness and promoting local jobs for local people



4.1 Partner with local employers and industry peak bodies, leveraging the Dandenong Pathway to Employment Hub, to support industry-ready skills and promote local jobs for local people	Business Development and Investment	◆

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

5. Continue to facilitate active participation of young people in the community to enhance leadership and personal development opportunities

Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Provide young people with targeted skills development that increases their readiness for future education and employment	Community Wellbeing	●

Active living · Social connection and wellbeing · Physical health · Community safety · Climate change and health



Strategic Objective 6:

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

1. Capture the diverse voices of our community through respectful and inclusive engagement opportunities to inform Council decision making



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Improve access to community consultations in languages other than English, both in-person and online	Strategic Communications and Engagement	●

2. Recognise the rights of children and young people and ensure their voices are valued, respected and celebrated



2.1 Increase awareness of child safety and strengthen initiatives across all Council operations	Governance, Integrity, Legal and Risk	●

Active living · Social connection and wellbeing · Physical health
Community safety · Climate change and health

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

3. Manage Council's resources effectively and efficiently to ensure financial and service sustainability



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Undertake Strategic Service Planning to ensure Council's services remain financially sustainable and responsive to community needs	Organisational Planning and Strategy	●
3.2 Develop a Financial Sustainability Strategy to ensure the organisation can continue to deliver long term sustainable outcomes	Financial Services	●

4. Renew and maintain infrastructure and facilities that are sustainable, fit for purpose and based on condition and community need



4.1 Deliver Council's Capital Improvement Program including construction of the Dandenong Wellbeing Centre	Project Management and Project Delivery	●
4.2 Implement the Asset Plan 2025–35 through the development of Asset Management Plans and the Capital Improvement Program	Organisational Planning and Strategy	●

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

5. Increase awareness of the services and supports available to our community and provide accurate and timely information



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Implement the Rates Hardship and Assistance Policy to support those experiencing financial difficulties	Financial Services	●
5.2 Improve our digital communications to provide easier access to information; while continuing to offer options in print	Strategic Communications and Engagement	●

6. Improve the customer experience by making it easy for the community to engage with Council

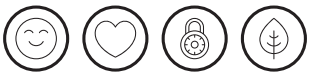


6.1 Implement the Customer Experience Strategy including improving the chatbot and live chat web experience	Customer Experience	●
6.2 Review Council's physical Customer Service Centres to ensure they meet customer needs, provide a quality customer experience and complement the digital options on offer	Customer Experience	●

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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

7. Invest in smarter technologies to create a digitally enabled future that meets community needs, enhances services, and improves resource management



Actions	Department	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
7.1 Develop and implement a digital improvement plan, including system upgrades and service improvements	Digital Technology	●
7.2 Upgrade Council's highest risk systems to modern, reliable platforms to enable safer, more efficient service delivery	Digital Technology	●

Active living Social connection and wellbeing Physical health
Community safety Climate change and health

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Acknowledging Bunurong Country

Follow us:

Greater Dandenong City Council

Council Plan 2025–29

(Including the Municipal Public Health and Wellbeing Plan)



Greater Dandenong

Revised 2026

Acknowledgement of Country

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

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

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

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



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Message from the Mayor and Councillors



On behalf of Greater Dandenong City Council, I am excited to present our new Council Plan 2025–29.

Thank you to everyone who contributed to the plan which sets our direction and the key activities, projects and services we will deliver over the next four years. It also incorporates our Municipal Public Health and Wellbeing Plan.

The Council Plan reflects our community's vision for 2040, that the City of Greater Dandenong is a home to all. It focuses on other key priorities raised throughout our consultation in 2024. More than 3,300 people took part in the Council Plan engagement. You told us you would like to see the safety of our public areas improved, access to education and employment increased, and more opportunities for social connection and community participation.

Your passion for the environment, arts and culture, and our parks and playgrounds shone through. Housing affordability and homelessness are important issues in our city and you see us playing a critical role in advocacy. We will continue to deliver high quality, accessible and equitable services which improve quality of life and support community resilience.

Our community loves many things about Greater Dandenong including sports and recreation, events and festivals, and markets and shopping. You want us to continue providing great outcomes in these areas along with increasing programs and facilities which help our community to connect. Celebrating the diversity, multiculturalism and uniqueness of our city and its people was one of the strongest themes of your feedback.

Your priorities have helped us develop this plan and create priorities to deliver for you over the next four years.

The key focus areas of our strategic objectives continue unchanged from 2021–25, highlighting the ongoing aspirations we all have for Greater Dandenong:

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

Read more about our objectives and how we will achieve them on pages 32–50.

Myself and my fellow Councillors look forward to working with the community to deliver initiatives which help you all to live safe, healthy and active lives. We are proud of our city and all it has to offer and are committed to ensuring it is a sustainable and liveable city of opportunity well into the future.

Greater Dandenong Mayor, Councillor Jim Memeti.


欢迎
WELCOME

Community Vision

The vision for Greater Dandenong was developed by the Greater Dandenong People's Panel through a deliberative engagement process in 2021 and reviewed to ensure alignment with the key priorities identified in the 2024 community engagement process. It highlights the long-term aspirations for our community to 2040 and highlights the key principles that Council can focus on to help achieve this.

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



Principles

The Greater Dandenong People's Panel developed six principles of key importance which bring the community vision to life:

Principle	What is the intent?	Related Strategic Objective
1. Safe and peaceful community	• Diminish the crime rate and make Greater Dandenong one of the safest places in Victoria	• A socially connected, safe and healthy city • A city of accessible, vibrant centres and places • A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community
2. Education, training, entrepreneurship and employment opportunities	• Create secure futures through training, education and employment pathways • Bridge skills gaps • Encourage training programs for new start-ups and small businesses	• A city that supports business, entrepreneurship, quality education and employment outcomes
2. Sustainable environment	• Prevent further ecosystem damage and embrace nature • Raise community awareness about the importance of a sustainable environment	• A green city committed to a sustainable future • A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community
4. Embrace diversity and multiculturalism	• Respect, compassion and equal opportunity for all community members	• A city that respects and celebrates diversity, our history and the arts
5. Mind, Body and Spirit	• Educate, support and empower the community to make healthy long-term lifestyle choices • Create safe spaces and accessible programs and events to support mental, physical and spiritual health	• A socially connected, safe and healthy city
6. Art and Culture	• Celebrate an inclusive community through art and culture • Enhance education, creativity and open mindedness by promoting and encouraging art as a career	• A city that respects and celebrates diversity, our history and the arts

Community Profile

Housing

2,366 residents are homeless (15 per 1,000 residents)

House prices rose by **33%** in the decade to 2024

Median house price in 2021 was **10.3 times** the average household income

(Source: Census ABS 2021)

Languages spoken

69% of residents (compared to 29.1% in Victoria) speak languages other than English including Vietnamese, Khmer, Mandarin, Cantonese, Greek, Punjabi, Sinhalese, Arabic and Dari

14.2% have limited fluency in spoken English

(Source: Census ABS 2021)

Disability

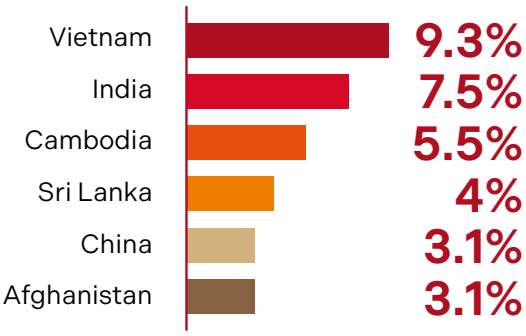
7.7% of people are living with a disability

(Source: Census ABS 2021)

Country of birth



The proportion of residents born overseas is **61.4%** compared to **31.6%** in Victoria



(Source: Census ABS 2021)

Employment

The City of Greater Dandenong supports **114,506** jobs

The unemployment rate is **6.4%** compared to 4% in Victoria

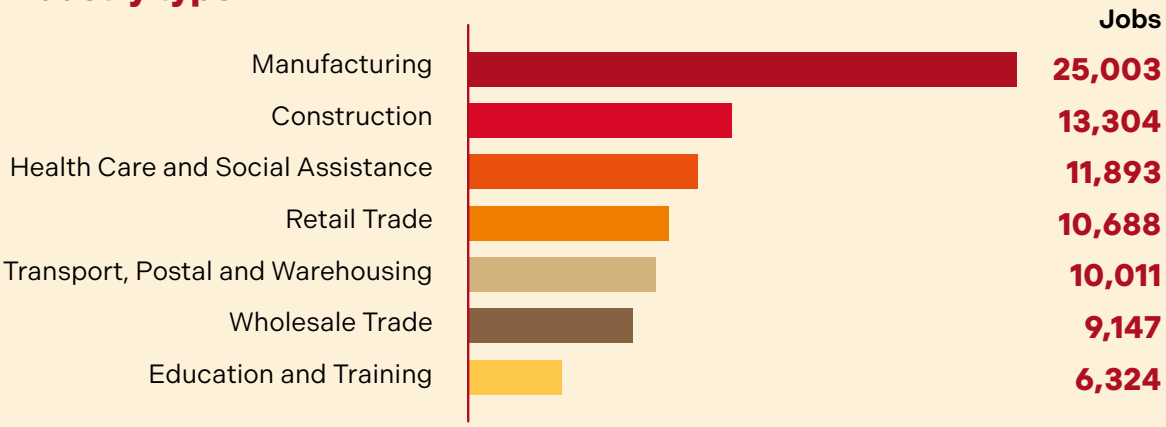
(Source: Remplan)

Population

167,000 residents
(Source: ABS 2023)

615 residents are of Aboriginal and Torres Strait Islander heritage
(Source: Census ABS 2021)

Industry type



(Source: Remplan)

Education

44.2% of residents 15+ hold a higher education qualification

8.1% of residents aged 20–24 left school before completing Year 11

13.2% of residents aged 20–24 are not in paid work or education

(Source: Census ABS 2021)

Infrastructure

35 sports reserves

5 leisure facilities

235 parks and land reserves totalling 555 hectares of open space

61 bushland areas

1,151km of footpaths

Health and wellbeing

17% of residents rate their health as fair or poor, slightly less than the metropolitan level of 20%

17% are obese

20% of adults did not do any moderate or vigorous physical activity in the previous week

11.8% of residents had run out of food, and not been able to afford more, at some time in the previous 12 months in comparison to the metropolitan average of 7.5%

33% of residents indicated that they were lonely, more than the metropolitan result of 23.5%

(Source: 2023 Population Health Survey)

Council

The City of Greater Dandenong is located 35km from the Melbourne CBD in the south-east and covers an area of 129 square kilometres. Its estimated population is 167,000 which is expected to grow to 185,000 in the next decade. Greater Dandenong City Council is represented by 11 Councillors, elected for a four-year term, to represent the community's needs and make decisions on local issues. They advocate on areas of importance to our community and lead Council's strategic direction.

The Chief Executive Officer and staff ensure that Council decisions and services are implemented, manage day to day Council operations, provide services and programs to the community and deliver local projects and initiatives.

Councillors



Mayor, Cr Jim Memeti
Dandenong Ward



Deputy Mayor, Cr Sophie Tan
Noble Park Ward



Cr Phillip Danh
Yarraman Ward



Cr Isabella Do
Keysborough South Ward



Cr Lana Formoso
Noble Park North Ward



Cr Rhonda Garad
Cleeland Ward



Cr Bob Milkovic
Dandenong North Ward



Cr Sean O'Reilly
Springvale North Ward



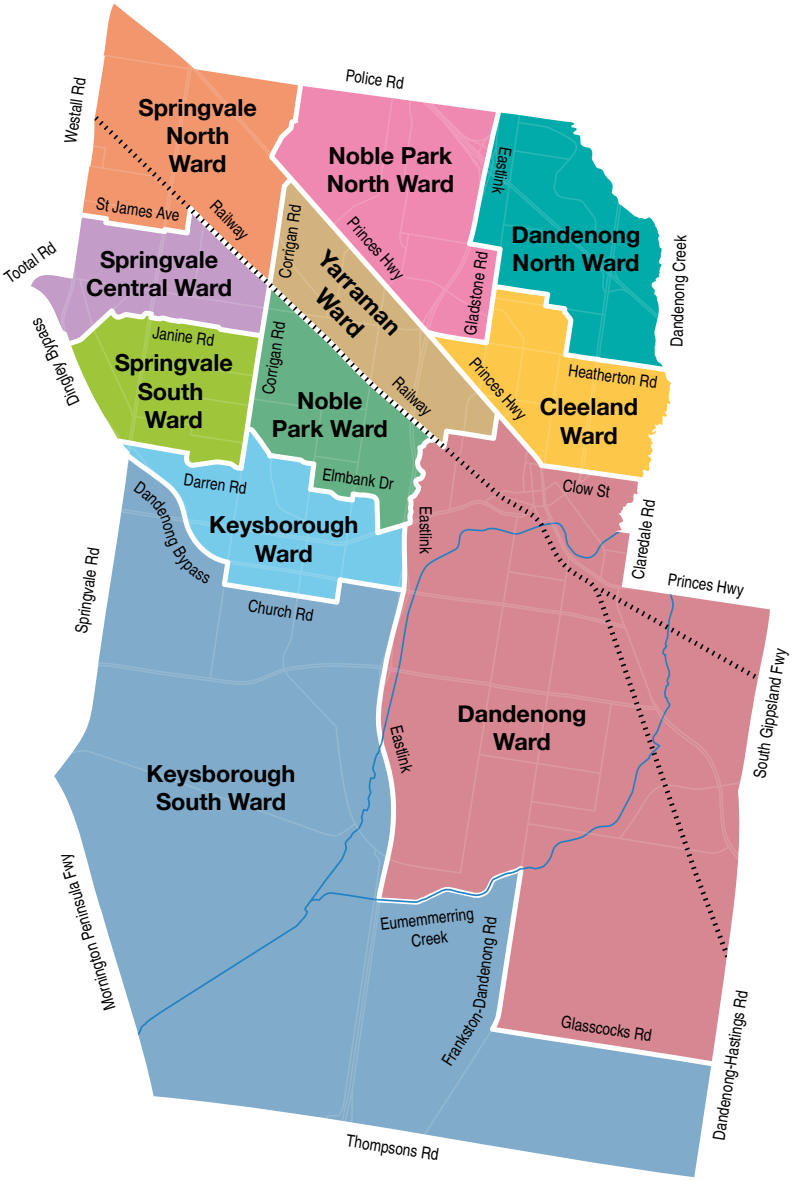
Cr Alice Phuong Le
Springvale Central Ward



Cr Loi Truong
Springvale South Ward



Cr Melinda Yim
Keysborough Ward



Challenges

Local Government continues to face challenges, financially, socially and environmentally which will continue to affect Council and the community over the coming years.

Greater Dandenong City Council is committed to addressing these challenges in the following ways:



Services and Infrastructure Priorities

Greater Dandenong City Council is committed to providing quality services and programs. Our services are designed to support our diverse community and balance the needs of residents with the growing business sector who represent a large part of our rates base.

Council's major infrastructure projects over the next four years will be the construction of the Dandenong Wellbeing Centre and Dandenong New Art along with a number of renewal projects as outlined in Council's ten-year Asset Plan.

Key services delivered by Council include:

CHILDREN, YOUTH AND FAMILIES	HEALTH AND WELLBEING	YOUR HOME	SPORT AND LEISURE	ROADS AND SAFETY	COMMUNITY
Youth services	Disability services	Planning permits	Sportsgrounds	Roads and footpaths	Libraries
Kindergartens	Home maintenance	Building permits	Swimming pools	Car parks	Volunteering
Maternal and child health	Home and community care	Pet registrations	Leisure centres	Street lighting	Theatre and the arts
Playgroups	Meals on wheels	Rubbish and recycling	Parks and gardens	School crossing supervision	Grants
Immunisation	Food safety	Graffiti removal	Festivals and events	Emergency management	Community centres

Advocacy

Greater Dandenong City Council is committed to strengthening the wellbeing of our residents and supporting our community to reach their ambitions and aspirations. Faced with complex issues and service gaps, Council cannot address our community's needs alone.

The Greater Dandenong Strategic Advocacy Framework helps Council take a coordinated and strategic approach to representing the varied voices and concerns of our community. This Framework directs our advocacy efforts towards other levels of government and organisations, providing Council with the tools to achieve positive change, secure funding and investment opportunities, and influence policy reforms for the benefit of our whole community.

The advocacy framework aims to:

- **Better influence policy and legislation**
  - Ensure Greater Dandenong City Council has a seat at the table with decision makers
  - Ensure community voices are being heard by State and Federal Governments when forming policy and legislation.
- **Secure more funding and resources**
  - Raise awareness of Council-led projects with funding bodies and different levels of government
  - Undertake grant submissions that help achieve the goals of the Council Plan and Community 2040 Vision.
- **Foster greater partnerships and collaboration**
  - Consult and work with the community on our advocacy priorities
  - Form strategic partnerships with other councils on issues affecting the region
  - Connect with politicians and policymakers, encouraging and assisting them to advocate for our community.
- **Continue to empower the community**
  - Elevate the voice of grassroots advocacy initiatives that align with the Council Plan.

Partnerships

Local Governments are well placed to influence many of the social, economic and environmental conditions to improve community wellbeing; however, Council cannot be as effective acting alone. Council is committed to work in partnership with community, agencies, other levels of Government and stakeholders on local priorities.

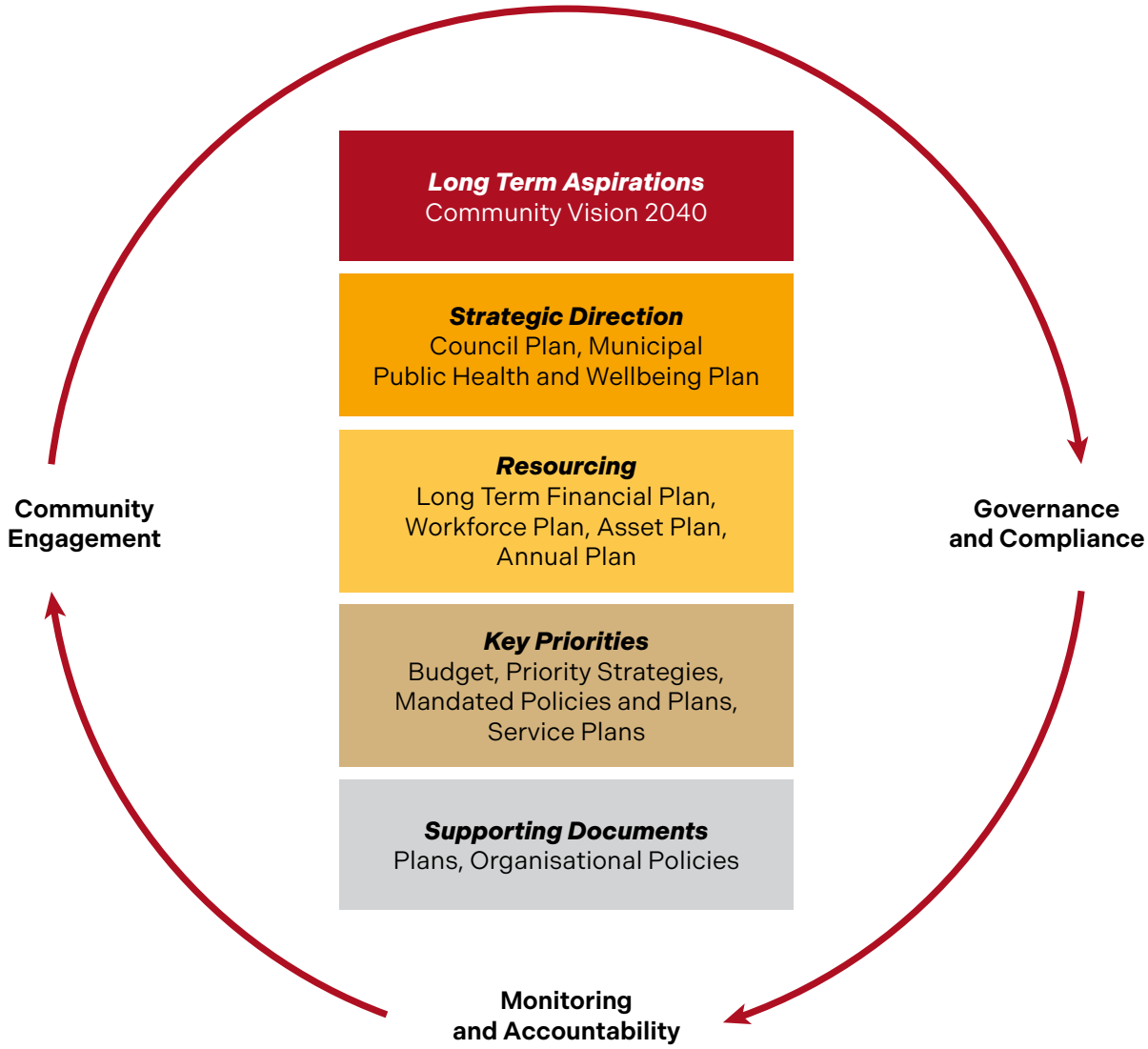
One of these partnerships is Greater South East Melbourne (GSEM) which is a regional partnership of eight south-east Melbourne local councils. GSEM advocates for jobs, infrastructure, investment, liveability, sustainability and wellbeing for the south-east and everyone who works and lives in the region.





Integrated Planning Framework

Greater Dandenong City Council's Integrated Planning Framework outlines Council's approach to strategic and operational planning. It considers the key priority areas for Council and the resourcing required to effectively implement the community's vision for our city. It also ensures effective monitoring and reporting mechanisms to ensure accountability and community engagement processes to capture and meet the needs and aspirations of our residents and business owners.



How was this plan developed?

The priorities as outlined in this Council Plan are the result of an intensive community consultation process combined with previous commitments, examination of municipal health data, legislative requirements and Council's ongoing investment and infrastructure projects.

The consultation process was split into two phases, broad consultation and a deliberative community panel. This process was designed to capture the diverse voices of our community and ensure participation by all genders, community groups from various cultural backgrounds, ages and sexual orientations. The engagement process was designed to connect with as many groups within Greater Dandenong as possible, in particular those who do not usually engage and those who face barriers in participating.

Broad Consultation

From April until October 2024 a number of activities were conducted to capture the thoughts and priorities of our community:

3,382 people participated

109 community conversations were held with over 1,500 participants

54 businesses participated in the online survey

9 pop-up events were held

311 people completed the online survey

Key Themes

- Health and nutrition
- Social connection and community participation
- Housing and community spaces
- Environment
- Transport and road infrastructure
- Business and jobs
- Council performance and communication
- Arts, culture and learning

These key themes have been used to influence the priorities reflected in this plan and the projects to be undertaken each year. They were also used in the community panel process to assist panel members in providing recommendations to Council that reflect their aspirations for the future.


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City of Opportunity

What our community loves about Greater Dandenong

As part of our community consultation we asked our community what they love most about our city. Here are some of the things we heard:

"I **love** Greater Dandenong because it's so much fun!"

"A lot of family oriented places for fun and getting close, playgrounds, Dandy Oasis, Dandy Market, **Love** Dandy :)"

"I **love** all the kind people that formed the Dandenong community and all the nature, greenery and parks that built up all the environments"

"The thing I **love** about Greater Dandenong is that they have so much wildlife and that they are doing everything to protect it"

"Kids are well supported, safe and protected, community supports everyone, peaceful community"

"Greater Dandenong seems to be committed to improve/upgrade playgrounds and parks in the local area, there is also good community events, Greater Dandenong is the best"

"The trees and the plants and the wildlife and wetlands. Basically, just our general connection to nature and the environment. I also like that the kids opinions matter"

"That it has lots of dog parks, that I take my dog to. Lots of local shops that I like to shop in. I like that I live in it and my school is there with lots of friends"

"I **love** how the air here is fresh. I **love** how people have bright smiles on their face. I **love** how thoughtful and kind the people are. I **love** how many cultures it has!!"

"I **love** the way everyone is caring and I feel safe here"

"What I **love** most about Greater Dandenong are the community events at the library. They bring the community together and they are completely free"

"I **love** all the places here. Also I like it here because I was born here. This is my home and I **love** my place"

"Beautiful parks and green spaces provide perfect spots for relaxation and recreation. Public transport is efficient, making it easy to explore the region and beyond"

"Friendly people, multiculturalism, good food and shops, amazing produce"

"CGD is welcoming of all people of all sizes, colours, languages and skill set. These people come here because they know they can grow together. Thank you."

"Location, location, location. Access to hospital, doctors, specialists, market. Easy access to freeways"

Greater Dandenong Community Panel

In accordance with the *Local Government Act 2020* Council formed its second Greater Dandenong Community Panel to undertake a deliberative engagement process to develop a new Council Plan, Long Term Financial Plan, and Asset Plan. This process involved the recruitment of randomly selected residents and business owners in the City of Greater Dandenong. This process was conducted by an external organisation to avoid any possible bias. 40 participants were originally selected with 37 completing the process.

The panel members chosen were representative of our broader community in a number of key demographic areas:

Gender



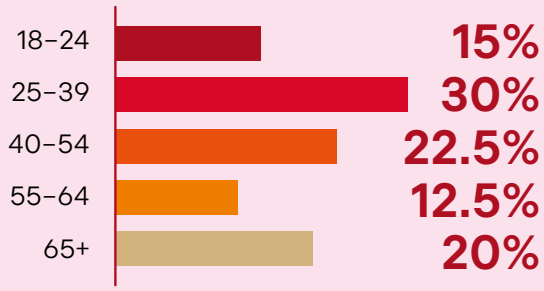
50% Male



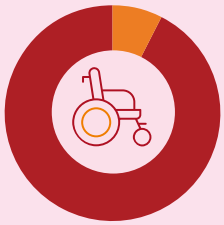
50% Female

0% Non-binary or other

Age



Disability



7.5% Yes

92.5% No

Business Owner



25% Yes

75% No

Housing Status



62.5% Home owner

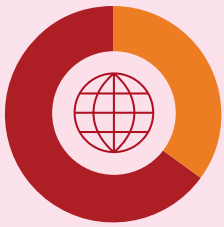
35% Private rental



2.5% Public housing



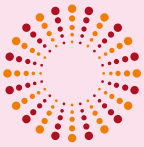
Born Overseas?



65% Yes

35% No

Aboriginal or Torres Strait Islander



0% Yes

100% No

The panel met over four days to discuss the future of our city and highlight the needs and aspirations of our community. They were provided with a range of resources including background information on Council's key challenges and the results of the broader community consultation. Guest speakers were also invited to engage with the panel and share their experience across a variety of areas including business, sustainability, assets, youth, safety and housing. This enabled the panel to have well-informed discussions and carefully consider multiple points of view and various options before coming to a consensus.

The panel's role was to provide recommendations to Council to consider when creating its roadmap for the next four years. These recommendations were:

1. **Community connection –** supporting community events and promoting connections
2. **Affordable housing –** reducing barriers to housing and advocating on behalf of the community
3. **Service awareness –** increasing community awareness of the services Council offers and how to access them
4. **Asset re-evaluation –** ensuring Council assets are effective and well-utilised
5. **Community safety –** increasing safety measures in public spaces
6. **Maintenance and preservation of assets –** ensuring buildings, public spaces and roads are adequately maintained.

These recommendations have influenced the priorities of this Council Plan, and the Long Term Financial Plan and Asset Plan where possible. They will also be used to influence future plans and strategies developed by Council to ensure the community's needs and aspirations continue to be met.

For more information on the consultation process and Greater Dandenong People's Panel visit our website **https://yoursay.greaterdandenong.vic.gov.au/our-city-our-future**

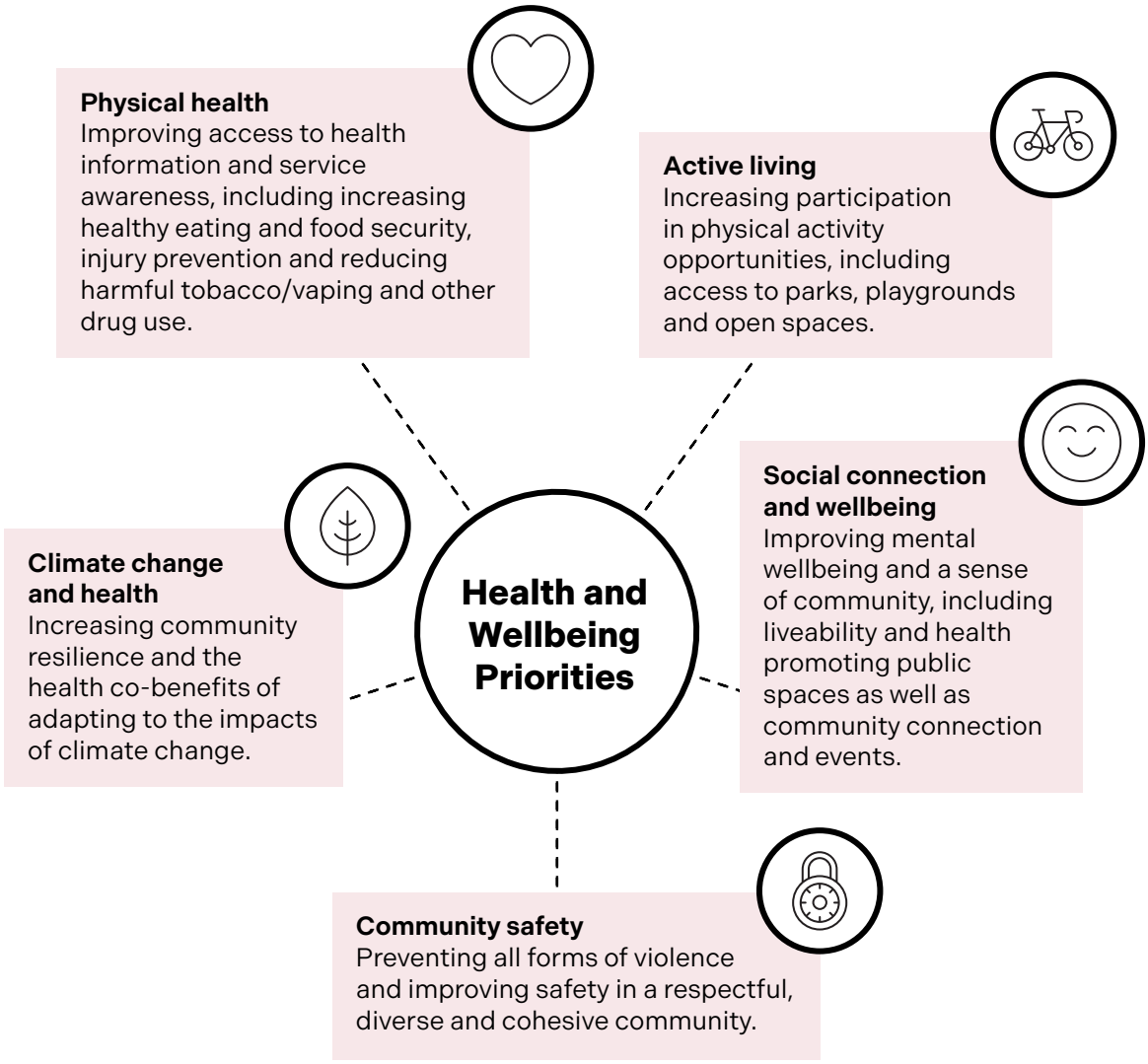


Our Health and Wellbeing Priorities

Our Council Plan has been integrated with our Municipal Public Health and Wellbeing Plan. This ensures the health and wellbeing of our community is part of everything we do at Council to support people of all ages to live, work and play in Greater Dandenong.

Throughout the development of this plan a review was undertaken of community engagement outcomes and local stakeholder priorities, our municipal health status and data, and key legislation and policy including the Victorian Public Health and Wellbeing Plan 2023–27.

Council will improve and prioritise health and wellbeing by focusing on the following priority areas:



Understanding our Health and Wellbeing

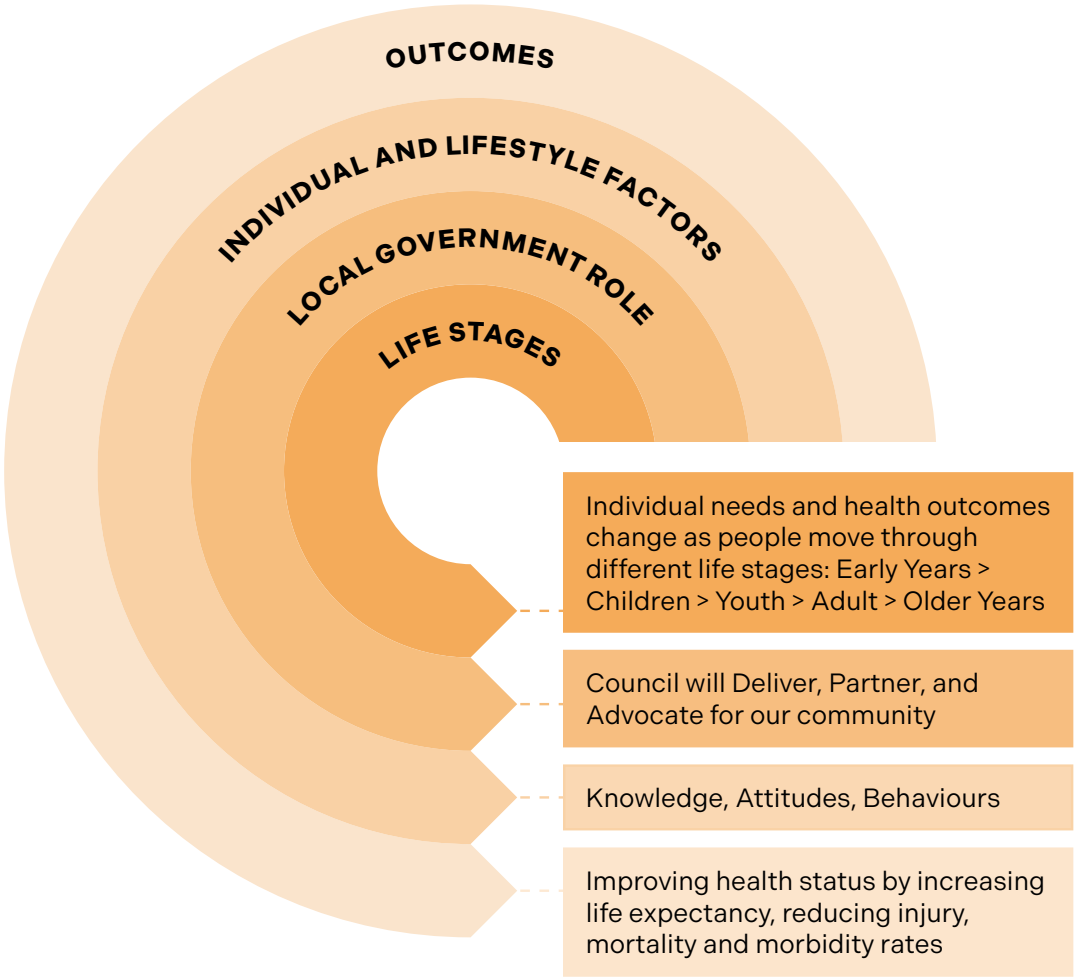
Our Council takes a people centred and place-based approach to improving health and wellbeing and meeting the needs of our community.

Council has recognised the foundations that contribute to good health and overall community wellbeing.

These include individual and lifestyle factors, social and community supports, living conditions and the environment. Consideration has been given to life stages, social positions, opportunities and challenges within our community.

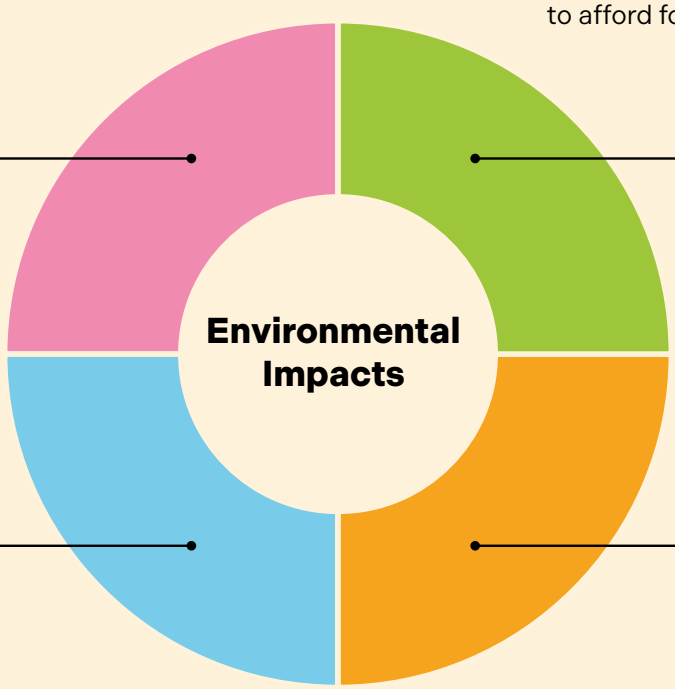
Local government is well positioned to directly influence many of these factors with a focus on equity for areas and population groups experiencing health inequalities.

For more information about local health and social conditions read the Profile of Health and Wellbeing in Greater Dandenong at **https://www.greaterdandenong.vic.gov.au/health-social-statistics**



Built Environment
Access to safe and adequate housing, playgrounds, community and sports facilities, shops, roads and footpaths, and transport infrastructure.

Economic Environment
Socio economic status and income, employment status, commercial and political influences, poverty and ability to afford food and shelter.



Social Environment
Social connection, feelings of safety, education pathways, community support services, cultural and biological influences, events and recreation opportunities.

Natural Environment
Access to quality open space, parks, trees, reserves, water and air quality, extreme weather events.

Health and Social Inequities	
Disadvantage factors	Health and social inequities may be increased by disadvantage associated with gender, cultures, religion, race, disability, age, sexual orientation and economic status.
At risk groups	Key groups most at risk of health inequities include people who are unemployed, people with a disability, older people, people experiencing or at risk of homelessness, refugees and people seeking asylum, LGBTQIA+, disengaged youth, and Aboriginal and Torres Strait Islander people.
Social isolation	Young people, older people, people with a disability, people who experience homelessness and LGBTQIA+ communities are more likely to experience social isolation and/or poor mental health than the general population.
Food insecurity and obesity	Food insecurity and obesity are more common among socio-economically disadvantaged communities, with young people most vulnerable to unhealthy diets.
Young people	Young people experience high rates of unemployment and disengagement.



Our commitment to tackling Climate Change

Individual action can make a difference. If we each make changes, together this adds up to collective action that makes an even bigger difference.

Climate Change – striving for a resilient low carbon City

Victoria's climate has changed in recent decades, becoming warmer and drier. Without intervention, the changing climate will have consequences that will disrupt our day to day lives, increase our cost of living and change our environment. It is an urgent problem with far reaching and catastrophic implications at the global, national, community and personal level.

This is why climate change has been described by the World Health Organisation as the biggest threat to health in the 21st century.

Climate change will also impact certain parts of the economy through increased unemployment, financial stress, health impacts, food insecurity, and rising social inequalities. At a time where many Australians are impacted by the cost of living, these economic impacts, as a result of climate change, will only make the cost of living impacts worse.

Local Governments play a critical role helping their communities reduce emissions and adapt to climate change. This is because the projected impacts of climate change cut across almost all areas of Local Government responsibility, including the critical assets, infrastructure, and essential services that Councils provide for their local communities.

Governments have a duty of care in exercising their functions and powers to manage the foreseeable and significant risks of climate change.

Whilst Greater Dandenong City Council can influence climate related outcomes, we cannot tackle it alone. 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 the global Climate and Ecological Emergency.

By taking a leadership role and mobilising our community, we can collectively make a significant difference. ***Small changes make big impacts.***

Recognising this, Greater Dandenong City Council declared a Climate and Ecological Emergency in January 2020.

Now is a critical decade to act on climate change. Since the last Council Plan, Council has made significant progress in emissions reduction and preparing for the impacts of a changing climate. Council has reduced its emissions by 82 percent compared to 2019 figures, this is a reduction of 17,559tCO_2-e.

This has been achieved through:

- Switching our electricity to renewable energies
- Installing over 600kW of Solar PV panels on Council buildings
- Transitioning over Council fleet vehicles to low emissions
- Replacing small gas assets with electric units

Council is focused on reducing its own emissions, while supporting the community to reduce emissions and prepare for the impacts of climate change. Some of the ways Council is responding to climate change and building resilience are demonstrated in the following themes.

Leadership and Governance

Goal: A city leading its community's climate change response

As the most socio-economically disadvantaged community in Melbourne, we will be more exposed to some of the worst impacts of the climate emergency, and likely to lack the resources to prepare for, respond to, or to recover from its impacts. By taking a leadership role, we will continue to advocate for and support our vulnerable community to increase their resilience to climate change and lead the recovery response related to its impacts.

Community Wellbeing and Culture

Goal: A climate resilient city shaped by its community's shared values

We are already seeing the effects of climate change on our environment, society and economy. By working to establish a climate resilient city, we will be better able to meet the future challenges posed by climate change, together, ensuring our community are prepared for more frequent and extreme weather events.

Business and Economy

Goal: A city with a thriving and resilient net zero carbon economy

Supporting local businesses to be sustainable and prosperous in a net-zero carbon future will help support local jobs and a thriving, resilient local economy, as well as making a significant contribution to reducing the overall carbon footprint of the municipality through new technologies and practices that support electrification and energy efficiency.



Waste and Resources

Goal: A city of low waste through efficient resource use

Implementing circular economy principles and reducing waste will help lower the amount of pollution entering our environment, reducing greenhouse gas emissions and helping control our unsustainable use of natural resources, whilst introducing new economies and supply chains.

Biodiversity and Open Space

Goal: A city that is cool and green

As part of our response to climate change, our community wants to see a greener cooler city to improve the quality of air and water and provide health and cooling benefits which reduces the urban heat island effect and provides UV protection. Green spaces also capture more carbon and increases the community's resilience to extreme heat events.

Transport and Movement

Goal: A city that is well connected through low carbon transport

Increasing uptake and availability of low carbon modes of transport will reduce emissions as well as provide a range of other benefits, such as reducing congestion on the road and reduced pollution – improving local air quality and the health and wellbeing of the local community.

Assets, Infrastructure and Land Development

Goal: A city with a built environment supporting the community's resilience to climate change

As our climate is already changing, we must consider its impacts on existing and new infrastructure. By doing so, our built environment will be able to withstand extreme weather events, increasing resilience and reducing repair costs and disruptions. More importantly, resilient infrastructure plays a key role in supporting local communities to withstand, respond to, and recover from natural disasters.

Energy and Buildings

Goal: A city of energy efficient buildings powered by clean energy

Council is supporting residents and businesses efforts towards energy efficient buildings powered by clean renewable energy sources– like solar and wind power. This will reduce our exposure to rising electricity and gas prices and alleviate the pressure felt in the current cost of living crisis. We are also transitioning our own buildings to become more energy efficient and powered by renewable energy.


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Our Plan for 2025–29

Council's strategic objectives form the Council Plan 2025–29 and reflect the hopes and aspirations of the community as expressed in the community vision and accompanying principles:

- 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



How to read this part of the plan

Strategic Objective	Our long-term aspirations for our community which reflect the Community Vision.
Community Outcome	What our priorities are aiming to achieve for our community.
Priority	How we plan to achieve our strategic objectives.
Measure	How we will measure our success in achieving each priority.
Council's role	We have many roles in providing services to the community: • **Advocate –** We work with State and Federal Governments and other agencies on behalf our community to influence their decision making and seek funding for projects. • **Deliver –** We directly deliver a large number of services and programs including youth and children's services, home and community care, parks and gardens, roads and footpaths, and theatre and the arts. • **Partner –** We partner with many other agencies working in our community to improve local wellbeing priorities and to assist them with delivering services to our community that we do not provide. • **Regulate –** We often play a role in areas which are ruled by legislation such as food safety, animal management and housing.

Health and Wellbeing Icons


Active living


Social connection and wellbeing


Physical health


Community safety


Climate change and health

How will we report to our community on the plan?

Every three months Council will provide an update on its progress against the priorities of this plan via its Quarterly Performance Report. This is presented at a Council meeting and is available on Council's website for our community to read.

Strategic Objective 1:

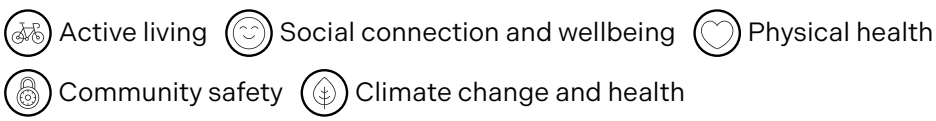
A socially connected, safe and healthy city



Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
Our city is accessible to all and supports health and wellbeing	Build the capacity of the community to lead safe, active and healthy lifestyles through all stages of life 	Satisfaction with recreation centres and/or aquatic centres (*Community Satisfaction Survey*) Satisfaction with sports ovals and other sporting facilities (*Community Satisfaction Survey*)	■ ● ◆
	Foster greater collaboration and partnerships with local agencies to address key health and wellbeing needs in the community 	Increase in number of reported partnerships and level of collaboration	● ◆
	Deliver and support initiatives that raise community awareness of gambling, harmful alcohol, tobacco/vaping and other drugs use 	% of Alcohol Harm Prevention and Management Framework actions complete	■ ● ◆
	Strengthen our commitment to the equitable participation and inclusion of people with a disability and their carers within our community 	Increase the number of consultation activities that consider accessibility for program and infrastructure design (Target – Minimum 6/ year)	■ ● ◆

Active living · Social connection and wellbeing · Physical health · Community safety · Climate change and health

Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
Our city supports people in need	Create and maintain safe, inclusive and well-designed public spaces and streetscapes that encourage community participation and expression 	Importance of the appearance of public areas as a responsibility of Council (*Community Satisfaction Survey*) How safe do you feel in public areas of the City of Greater Dandenong? (*Community Satisfaction Survey*)	● ◆
	Connect and support the community through education and promotion, working with local partners to address and prevent family violence 	Increase in education and awareness of family violence support options	● ◆
	Improve access to core services for those experiencing disadvantage and vulnerability in the community to support improved social, physical and mental wellbeing 	Increase number and range of referrals to the community connector program Number of, and attendance at, group MCH Key Age and Stage visits Importance of disadvantaged support services as a responsibility of Council (*Community Satisfaction Survey*)	■ ● ◆
	Advocate for an increase in services for those experiencing poverty, and homelessness 	Advocate and secure service funding to enhance the availability of services	■




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Strategic Objective 2:

A city that respects and celebrates diversity, our history and the arts



Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
We recognise that our rich diversity continues to be our greatest strength	Deliver and attract high-quality events, programs and initiatives that position the city as an arts and cultural destination	Satisfaction surveys from Council run events Increase community satisfaction with arts and cultural activities Increase attendance to programs in libraries and outreach visits	●
	Advocate for and assist People Seeking Asylum and Refugees living in the community	My community is welcoming and accepting of people from diverse cultures and backgrounds (*Community Satisfaction Survey*	■
	Advance the process of Reconciliation and support First Nations people to enable self-determination	Percentage of the Reconciliation Action Plan actions on track (100% target)	■ ● ◆
	Promote arts, culture and heritage to enrich and support the City's growth and development	Importance of community and cultural activities as a responsibility of Council (*Community Satisfaction Survey*)	● ▲
	Improve access and use of Council's arts, cultural and community facilities to support improved community connection, participation and lifelong learning	Increase visitation to cultural and community hubs Library visits per population	●

Active living · Social connection and wellbeing · Physical health · Community safety · Climate change and health

Strategic Objective 3:

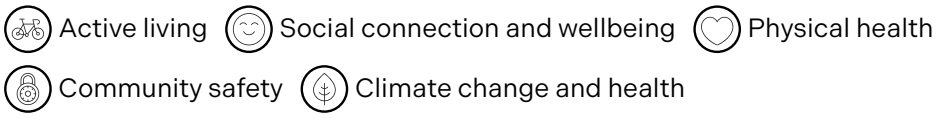
A city of accessible, vibrant centres and places



Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
Our city is vibrant and well planned for the future	Provide quality community facilities and amenity improvements that meet the current and future needs of our city	Satisfaction and engagement levels for public realm upgrade and usage Maintenance and appearance of public areas (*Community Satisfaction Survey*) All cultural and community hub reviews completed with business plans developed % of time aquatic and recreational facilities operational during opening hours Value for money in services and infrastructure (*Community Satisfaction Survey*)	● ◆
	Increase quality, affordable and social housing options with short-term and long-term options to improve supply and provide support to those on low incomes	Number of affordable or social dwellings delivered	■ ▲

Active living · Social connection and wellbeing · Physical health · Community safety · Climate change and health

Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
We have well-connected spaces and places	Improve liveability and civic pride through placemaking initiatives that attract and retain businesses, residents and visitors 	Dwell time within key public spaces Place score data to understand community satisfaction and quality of public spaces	●
	Plan for and support an accessible and active transport network which optimises connectivity and accelerates growth 	Maintain sealed local roads to meet condition standards, supporting improved access, connectivity and safety	■ ● ◆





Strategic Objective 4:

A green city committed to a sustainable future



Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
Our green space and waterways enhance our city's health and wellbeing	Enhance our tree canopy cover and urban forests and promote participation in protecting biodiversity values	Canopy coverage across the municipality increased to 15% by 2028 Number of trees planted each year less number of trees removed	●
	Manage stormwater and protect waterways alongside partners to improve water quality and reduce threats to public and environmental health	No. of Gross Pollutant Traps installed	●
	Increase the quantity and quality of diverse and accessible open spaces across the city	Number of existing open space areas improved (Target – 5)	■ ●
We are a resilient city that supports our environmental future	Transition to a resilient, net zero carbon emission city prepared for the social, environmental and health impacts of climate change	Number of public EV charging stations % of Council staff using green travel options (staff travel surveys) Continued reduction in Council's CO_2 emissions	■ ●
	Support local business and industry to enhance resilience to climate change and accelerate transition to a net zero economy	Number of engagements with local business and industry to enhance resilience to climate change and transition to net zero	■

Active living · Social connection and wellbeing · Physical health · Community safety · Climate change and health

Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
We are a resilient city that supports our environmental future	Provide, promote and advocate for a range of transport options for residents and business, to reduce carbon emissions and build resilience to the impacts of climate change	Decrease on-road transport emissions	■

Active living Social connection and wellbeing Physical health

Community safety Climate change and health


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Strategic Objective 5:

A city that supports business, entrepreneurship, quality education and employment outcomes



Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
Our city is a preferred destination for major business sectors	Attract investment that supports economic growth and employment, housing and liveability outcomes for our city	Increase in Gross Regional Product ($40.42 billion in 2024)	■ ●
	Partner with the manufacturing sector within the city to secure the economy and maintain future employment opportunities	Number of collaborative initiatives with the manufacturing sector	◆
We provide opportunities for our community to succeed	Support engagement in learning, skill development and employment pathways to improve social, economic and environmental outcomes	Number of personal and professional development programs conducted annually	● ◆
	Continue the focus on collaborative business partnerships, supporting work readiness and promoting local jobs for local people	Maintain efforts to partner with businesses to support the delivery of initiatives that promote inclusive employment, employment pathways and local skills development	◆
	Continue to facilitate active participation of young people in the community to enhance leadership and personal development opportunities	Number of programs delivered which enhance skill capability	●

Active living · Social connection and wellbeing · Physical health · Community safety · Climate change and health

Strategic Objective 6:

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



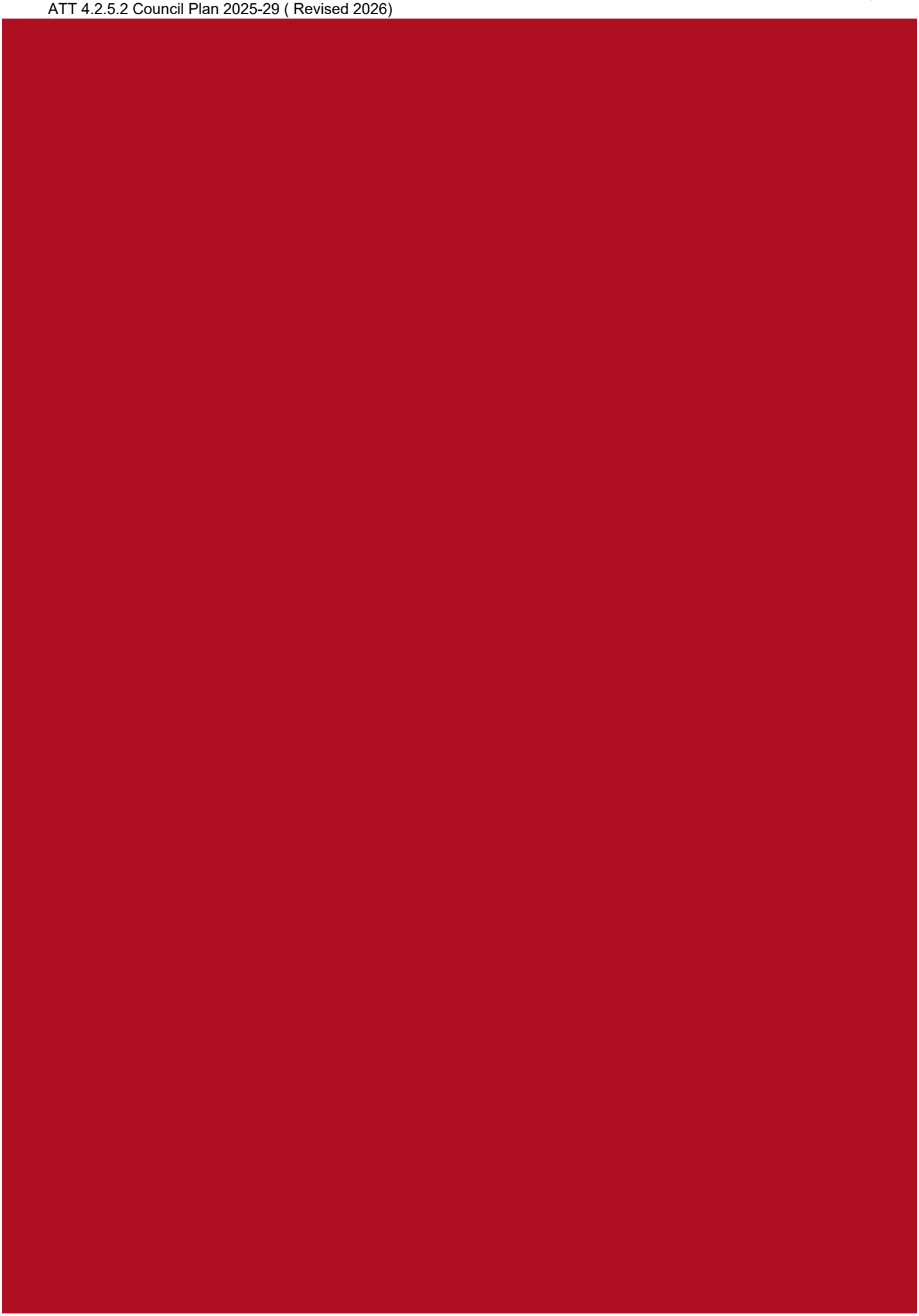
Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
We value the voices of our community in decision making	Capture the diverse voices of our community through respectful and inclusive engagement opportunities to inform Council decision making	Satisfaction with the opportunity to have your say on key issues affecting the community (*Community Satisfaction Survey*)	●
	Recognise the rights of children and young people and ensure their voices are valued, respected and celebrated	% of identified child safe actions completed	●
Our facilities and services are sustainable into the future	Manage Council's resources effectively and efficiently to ensure financial and service sustainability	Positive adjusted underlying result – Target >0%	●
	Renew and maintain infrastructure and facilities that are sustainable, fit for purpose and based on condition and community need	Maintain a high completion rate of the annual renewal program	●
We provide easy access to services for our community	Increase awareness of the services and supports available to our community and provide accurate and timely information	Increase subscription to digital Council News by 50%	●

Active living · Social connection and wellbeing · Physical health · Community safety · Climate change and health

Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
We provide easy access to services for our community	Improve the customer experience by making it easy for the community to engage with Council	Rate of First Contact Resolution through our call centre (% and increase year on year) How easy was it to deal with Council (*Community Satisfaction Survey*) Overall satisfaction with the customer service experience (*Community Satisfaction Survey*)	●
	Invest in smarter technologies to create a digitally enabled future that meets community needs, enhances services, and improves resource management	Percentage of Business systems implementations delivered on time and budget Percentage of Council's core cyber security controls operating at the target maturity level Number of services that are accessible to the community through digital channels	●

Active living Social connection and wellbeing Physical health
Community safety Climate change and health


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VICTORIA



4.2.6 Privacy and Personal Information Policy

Responsible Officer: Manager Governance, Integrity, Legal & Risk
Executive Director Strategy & Corporate Services

Attachments:
1. Privacy and Personal Information Policy - 2026 Endorsed by ARC ammended 15 April [**4.2.6.1** - 22 pages]
2. Privacy and Personal Information Policy - 2021 superseeded [**4.2.6.2** - 20 pages]
3. Privacy Policy - Table of Changes [**4.2.6.3** - 1 page]

Officer Recommendation

That Council ADOPTS *the Privacy and Personal Information Policy per Attachment 1 to this report as required under the Privacy and Data Protection Act 2014.*

Executive Summary

1. The Privacy and Personal Information Policy forms part of Council's operational policy framework and has been recently reviewed to ensure compliance with the *Privacy and Data Protection Act 2014* and *Health Records Act 2001*.
2. While operational in nature, the policy is mandated under legislation. Consistent with best practice, it is recommended that all legislatively required policies be formally adopted by Council to ensure transparency, accountability and organisational compliance.

Background

3. Council is required to manage personal and health information in accordance with Victorian privacy legislation, including the Information Privacy Principles (IPPs) under the *Privacy and Data Protection Act 2014* and the Health Privacy Principles (HPPs) under the *Health Records Act 2001*.
4. The current Privacy and Personal Information Policy was due for review to ensure continued alignment with legislative requirements, contemporary practice, and the Office of the Victorian Information Commissioner (OVIC) guidance.
5. A comprehensive review has now been completed. This review considered:
    - current legislative obligations
    - OVIC practice notes and guidelines
    - Council's operational needs
6. updates to internal processes and data-handling practices
7. emerging privacy risks and expectations for public sector organisations.

Key Issues and Discussion

8. The revised policy was endorsed by the Audit and Risk Committee without amendment.
9. The policy will be reviewed biennially to ensure legislative compliance, or earlier operational changes occur or if required under legislation.

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. There are no financial implications associated with this report.

Asset Implications

12. This item does not affect any existing assets.

Legal/Risk Implications

13. This policy is mandated under the *Privacy and Data Protection Act 2014* and is subject to oversight by the Office of the Victorian Information Commissioner (OVIC). Non-compliance may expose Council to regulatory scrutiny, enforcement action, reputational damage and potential legal liability. Implementation and adherence to this policy are essential to ensure compliance with statutory privacy obligations and to mitigate associated legal and operational risks.

Environmental Implications

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

Gender Impact Assessment

15. A gender impact assessment is not required.

Community Consultation

16. There was no requirement for community consultation.

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

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

    Not Applicable

18. 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

19. 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.

Privacy & Personal Information Policy June 2026

Greater Dandenong

Document Control

Date Created: 9 September 2002

Objective ID: A12210433

Date of Endorsement:

Version No: 005

Policy Superseded by this Policy: N/A

Responsible Department: Governance Integrity Legal & Risk

Responsible Directorate: Strategy & Corporate Services

Policy Type: Mandated under the Privacy and Data Protection Act 2014

Next Review: June 2028

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.

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1. POLICY OBJECTIVE

Greater Dandenong City Council (Council) views the protection of an individual's privacy as an integral part of its commitment towards complete accountability and integrity in all its services and programs. This policy outlines Council's management of personal and sensitive information as mandated by the *Privacy and Data Act 2014* (PDP Act) *and Health Records Act 2001 (*HR Act*).*

It is a statutory requirement that a local government organisation maintain a written policy governing the management of personal information. This policy must be made available to any individual who requests a copy.

2. BACKGROUND

Council has obligations under a broad range of Victorian legislation including responsibilities for managing and protecting the personal and health information of individuals that we collect, hold and use. These obligations are supported by our corporate and public policies and local laws.

The *PDP Act* and the *HR Act* prescribe a set of Information Privacy Principles (IPPs) and Health Privacy Principles (HPPs) outlined below that Council are required to comply with to promote and ensure the lawful, fair and responsible collection and handling of personal and health information.

Information Privacy Principles (IPPs)	Health Privacy Principles (HPPs)
Principle 1 Collection	Principle 1 Collection
Principle 2 Use and Disclosure	Principle 2 Use and Disclosure
Principle 3 Data Quality	Principle 3 Data Quality
Principle 4 Data Security	Principle 4 Data Security
Principle 5 Openness	Principle 5 Openness
Principle 6 Access and Correction	Principle 6 Access and Correction
Principle 7 Unique Identifiers	Principle 7 Unique Identifiers
Principle 8 Anonymity	Principle 8 Anonymity
Principle 9 Transborder Data Flows	Principle 9 Transborder Data Flows
Principle 10 Sensitive Information	Principle 10 Transfer or closure of the practice of a health service provider

Principle 11 Making information available to another health service provider

3. SCOPE

This policy applies to all personal and health related information collected, stored, used and disclosed by Council, including information obtained from a third party.

This policy also applies to all personal and health related information collected, stored, used and disclosed about people working for Council. This includes Councillors, Council officers, volunteers, agency staff and contracted service providers (including subcontractors) and those on work experience.

All Councillors, Council officers and third parties contracted by Council are responsible for protecting every individual's personal information collected, stored, used and disclosed by Council in accordance with the *PDP Act*, *HR Act* and this policy.

3.1 RELATIONSHIP OF THE PDP ACT TO OTHER LAWS

If a provision made by or under the PDP Act (other than Division 5, 6 or 7 of Part 3) is inconsistent with a provision made by or under any other Act, that provision in the other Act prevails to the extent of the inconsistency

3.2 GREATER DANDENONG CITY COUNCIL'S FUNCTIONS

Council's main services, functions and activities include:

- animal management
- arts and cultural programs
- business and trade development
- capital works and maintenance of parks and gardens, roads, pedestrian ways and public spaces of the city
- community health services
- elections administration
- environment and water management
- financial planning, budgets, valuations, rates and credit control
- food safety and regulation of food premises
- IT infrastructure
- land transfers and subdivisions
- library services
- marketing of the city and coordination of events
- maintenance of council-owned facilities, property and other assets

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- management of parks, gardens and sporting facilities and services
- public safety
- recycling and waste management
- regulation of parking and traffic
- regulation of filming, trading and other activities in the streets
- services for children, youth, aged people and people with disabilities
- social planning and housing
- tourism
- urban planning and building regulation

4. DEFINITIONS

Personal Information	Personal information is defined in the *Privacy and Data Protection Act 2014* (PDPA*)* as information or an opinion (including information or an opinion forming part of a database), that is recorded in any form and whether true or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion.
Information Privacy Principles (IPPs)	The Information Privacy Principles (IPPs) are a set of ten principles that regulate how personal information is handled. These principles underpin the PDPA.
Sensitive Information	Sensitive information is a subset of personal information. It is defined in the PDPA as information or an opinion about an individual's racial or ethnic origin, political opinions, membership of a political association, religious beliefs or affiliations, philosophical beliefs, membership of a professional or trade association, membership of a trade union, sexual orientation or practices, or criminal record.
Health Information	Health information is broadly defined to include information or an opinion about the physical, mental or psychological health of an individual, a disability, an individual's expressed wishes for future provision of health services or any health service provided to an individual, or other information collected to provide or in providing a health service.
Privacy Impact Assessment	A Privacy Impact Assessment (PIA) is a structured assessment undertaken to identify and manage privacy risks associated with

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	the collection, use, disclosure, or management of personal information.
Public Registers	Public registers are documents that councils are required to make publicly available pursuant to Victorian Government legislation. These registers are: • open to inspection by members of the public or made available on Council's website. • contain information required or permitted by legislation. • may contain personal information.
Primary Purpose	The primary purpose is one for which the individual concerned would expect their information to be used or disclosed. Using the information for this purpose would be within their reasonable expectations.
Secondary Purpose	A secondary purpose is related to the primary purpose of collection and the individual would reasonably expect the organisation to use or disclose the information for the secondary purpose.
Unique Identifier	An identifying name or code (usually a number) assigned by an organisation to an individual to uniquely identify that individual for the purposes of the operations of the organisation. This does not include an identifier that consists only of the individual's name.
Third Party	A third party refers to any individual, organisation, or entity that is not part of the Council but may be engaged to perform services or functions on behalf of the Council. This includes contractors, consultants, service providers, partner agencies and other external bodies.

5. POLICY

An individual's right to decide how their personal information is handled is considered a fundamental human right under the *Charter of Human Rights and Responsibilities Act 2006*, which stipulates individuals are not subjected to unlawful or arbitrary interference in one's life and to control personal information.

Council believes that the responsible handling of personal and health information is a key aspect of good governance and an integral part of its commitment towards accountability and integrity and is strongly committed to protecting an individual's right to privacy.

Council is committed to managing the personal and health information we hold in accordance with the IPPs in the PDP Act and the HPPs in HR Act. This Privacy Policy outlines some of these Principles and how they will apply.

How Greater Dandenong City Council manages information

The following describes the way in which Greater Dandenong City Council manages personal information.

5.1 PRINCIPLE 1 – COLLECTION (IPP1/HPP1)

Council collects personal and health information necessary by lawful and fair means and not in an unreasonably intrusive way. What we collect will differ from service to service.

Council collects health information where it is necessary to facilitate a health service or program such as maternal and child health service, childcare service, immunisation program, aged care service.

Typically, collection may include:

Personal Information	Health Information
Name	Information about an illness, injury or disability
Address (home, postal and e-mail)	Notes of symptoms or diagnosis
Telephone numbers (work, home, mobile)	Information about a health service had or that will be received
Date of birth	
Credit card and bank account numbers	
Signature	
Motor vehicle registration number	
Photograph and/or video footage	
Where you have opted in, audio recording of your phone conversations with customers service or participated on a recorded online training session	

Council will only collect sensitive or health information where consent or permission has been obtained or as required under legislation. This information will be collected by fair and lawful means and not in an unreasonably intrusive way.

If it is reasonable and practical to do so, Council will collect personal and health information directly from an individual. Council will only collect an individual's information from an authorised representative if the individual's consent is provided or as required by law.

All online communications with Council are protected by an industry standard 128-bit SSL encryption technology. Council employs firewall technology to help to protect internal systems and person information against intrusion from the internet.

Unsolicited information

Council may receive personal information that is not necessary for, or related to any purpose of Council, including when people send personal information to Council without Council asking for it or providing more that requested.

In circumstances where unsolicited personal information is not necessary for Council's functions, it may not be 'reasonable' to notify the individual concerned of the collection, in which case the information will simply be stored or destroyed in accordance with the *Public Records Act 1973*.

Privacy Impact Assessments

A Privacy Impact Assessment (PIA) must be conducted by the responsible Council officer where there is:

- A change to existing business operations or processes that involve personal information;
- The introduction of new or substantially changed systems or processes; and
- The proposed purchase, implementation, or use of new software applications or digital products.

Privacy Statement and Collection Notices

We will inform individuals of the matters set out in the relevant Acts via a collection notice that explains the purpose for which the information is being collected, the details of whom the information is usually disclosed to, how we will manage the information, any relevant legislation or laws requiring its collection, consequences for the individual if all or part of the information is not provided, how to access your personal information held by Council and how to make a complaint if you believe your personal information has been breached.

This notice could be provided in a form similar to below:

> *The City of Greater Dandenong is committed to complying with the **Privacy & Data Protection Act 2014 (Vic.)** and the **Health Records Act 2001**. Any personal information collected by Council will be used only for the purpose it was collected or for purposes that are related to one of our services or activities. It will be stored securely and destroyed when it is no longer required. It will not be disclosed to any third parties without your written request, unless required or authorised by law. If you do not provide the requested information, Council may be unable to deliver the necessary services. You have the right to access and correct any personal information you provide and should you have any privacy queries, feedback, or a complaint about the way your information has been handled, please contact Council on 8571 1000 or email council@cgd.vic.gov.au . For more information, including Council's **Privacy and Personal Information Policy**, please visit our website.*

Collection notices may be provided in a variety of ways, including verbally such as during phone calls, written format on physical and online forms, on our website, and signage

displayed at events including online events, such as Teams meetings where recording is taking place.

Child Safety

As a child safe organisation, Council may collect personal information about children, young people, and their families for the purposes of managing the risk of harm to children and ensuring child safety.

In cases where a child's safety is at risk and consent is not possible or appropriate, in accordance with the *Child Wellbeing and Safety Act 2005*, Council may act without consent to ensure the safety and wellbeing of a child. Council may disclose personal information to third parties without the consent of the individual or their parent/guardian, where required or authorised by law. This includes disclosures to Child Protection, the Police and the Commission of Children and Young People in cases where the child's safety or wellbeing is at risk.

Surveillance Activities

Council operates Closed Circuit Televisions (CCTV) at fixed and mobile locations across the municipality.

Council's Public Space CCTV Policy regulates the operation and management of Council owned surveillance systems used on Council property, assets and in public places to ensure that systems are installed in accordance with the *Surveillance Devices Act 1999*.

Victoria Police access, monitor and respond to CCTV footage in accordance with the signed Memorandum of Understanding between Council and VicPol and in accordance with the Information Privacy Principles outlined in the *Privacy and Data Protection Act 2014 (Vic)*.

Members of the public can request access to recordings containing their own personal information under the *Freedom of Information Act 1982*. This will be dependant of temporary storage of records that are not required for further action.

Recorded footage will be retained for a minimum period of 30 days. Access to this material is strictly limited to evidentiary purposes or other uses permitted under applicable legislation. This includes compliance with a duly authorised subpoena, requests made under the Freedom of Information Act 1982, or as otherwise required or permitted by law.

From time to time, Council may use covert surveillance cameras for compliance purposes in accordance with the *Surveillance Devices Act 1999.*

Body Worn Cameras

Body worn cameras are used by officers to assist in the deterrence, prevention and monitoring of incidents involving interactions with members of the public, to improve safety in the workplace and to assist with investigations. Officers may make recordings of members of the public using a body worn camera when:

- exercising an authorised legislated power and the recording would assist in collecting evidence; and
- other occasions when the officer believes a recording is necessary:
    - that an offence is being committed, has been committed or is about to be committed,
    - where there is an occupational health and safety issue;
    - that would provide transparency of a public interaction;
    - in connection with an enforcement or non-compliance activity.

The use of body worn cameras is in accordance with the *Surveillance Devices Act 1999*. Any personal and health information recorded using body worn cameras are managed in accordance with this policy.

Data recorded by an activated body worn camera may be used and disclosed to a third party by the Council for the purposes of:

- incident monitoring
- providing evidence in court proceedings
- investigation of incidents where claims or complaints have been made against Authorised Officers and employees
- identification of Council employee or public safety issue
- deterrence of aggressive behaviour towards Council officers
- improved collection of evidence for prosecutions
- prosecution of incidents of occupational violence
- law enforcement

Recorded data may be shared with a third party, for example a law enforcement agency in accordance with the Information Privacy Principles outlined in the *Privacy and Data Protection Act 2014 (Vic).*

Members of the public can request access to recordings obtained by body worn cameras containing their own personal information, which is held by Council, requests must be made in accordance with the *Freedom of Information Act 1982.* This will be dependant of temporary storage of records that are not required for further action.

Members of the public can request access to recordings containing their own personal information under the *Freedom of Information Act 1982*.

Recorded footage will be retained up to 90 days, while footage required for evidentiary or other purposes will be retained in accordance with legislative requirements. Access to this material is strictly limited to evidentiary purposes or other uses permitted under applicable legislation.

Photographs, Video and Audio Recordings

We may take photographs, video or audio recordings on Council premises, from assets (e.g. Waste trucks), in public places and when someone calls us.

Inbound calls are recorded and used as a tool to coach and train staff and improve customer service outcomes. Recordings may also be used to investigate and respond to complaints and incidents in accordance with our Complaints Policy.

Council meetings are recorded and live streamed as outlined in our Public Transparency Policy which aims to improve meeting accessibility, increase community awareness, and to build transparency and confidence in the integrity and accountability of the decision-making process. Recordings of the live stream are made publicly available on our website after the meeting. Public speakers addressing the Council are visible on the livestream and included on the recording. Any comments made by members of the gallery, may also be captured on the live stream, and recorded and publicly available on the meeting footage.

Images and recordings may also be taken for publicity purposes. Consent will be sought from individuals prior to capture (if practicable). Where it is not practical to obtain consent during public events or in public places, we may use other methods to inform individuals that recordings are being taken and how they will be used such as public signage, announcements, and flyers.

Website, Online Forums and Social Media

Council uses social media services (e.g. Facebook, Instagram, YouTube and Twitter), online forums (e.g. Have Your Say) and other websites to connect and interact with the community. This includes responding to customer enquiries, promoting Council facilities and services, and community consultation and feedback.

Council's various websites only collect or record personal information the person chooses to provide though Council's various platforms including our Contact Us section, subscription to various eNewsletters, initiatives or program updates and online applications.

Any personal or health information collected by Council via these online forums must be handled in accordance with this policy.

Any commentary on our social media accounts is public. To protect the privacy of individual's, personal or health information including phone numbers or email addresses are not to be included. Public commentary may be used by us in our publications.

Website Surveys

Council uses various applications, such as our community engagement platform Have Your Say, to conduct online surveys. This means the data collected online may be stored on several servers located in another country. To ensure you are fully informed on how any personal information you provide in the survey will be stored, please read the privacy policy which is contained on the online survey page, prior to participating.

Website Visits and Clickstream Data

When users visit the website, certain information is automatically collected and logged for statistical, security, and system administration purposes. This helps Council monitor website performance, identify popular and underused content, detect technical issues, and improve the user experience.

The information collected may include:

- IP address and approximate location (e.g. city level)
- Pages visited and time spent on each page
- Date and time of access
- Referring page (if the user clicked through from another site)
- Browser type and version, device type, and operating system
- Internet service provider
- Interactions with site content such as clicks, downloads, or video plays

This information is generally aggregated and anonymised. Council does not attempt to identify individuals unless required by law or to investigate improper activity.

Cookies

The website uses cookies to support functionality and improve user experience. A cookie is a small text file stored on a user's device when accessing the website. Cookies enable the website to recognise returning users, maintain secure sessions, and collect information about how the website is used.

Two types of cookies may be used:

- **Session cookies:** These exist only for the duration of a user's browsing session. They are automatically deleted once the browser is closed.
- **Persistent cookies:** These remain stored on a user's device after the browsing session ends and are deleted either manually by the user or automatically when they expire. Persistent cookies may be used to remember user preferences across sessions.

No personal information is stored within cookies used by the website. Users will not be personally identified through cookies unless legally required (for example, through a law enforcement request).

Users can manage or disable cookies through their browser settings; however, some features of the website may not function as intended if cookies are disabled.

Online Payments

Greater Dandenong City Council offers a range of secure online payment options to facilitate the payment of:

- Rates
- Infringement/fines
- Invoices or accounts
- Permit fees
- Animal registration renewal fees

Online payment options can be made via the following platforms:

- Payable
- mygreaterdandenong.com
- pay.greaterdandenong.vic.gov.au
- BPAY
- Post Billpay

These platforms utilise the Commonwealth Bank of Australia's (CBA) BPOINT payment gateway to process credit card transactions.

Council does not collect, store, or have access to any credit card information submitted through these payment services. All credit card data is securely processed by BPOINT, which is hosted in Australia and is fully compliant with the Payment Card Industry Data Security Standard (PCI DSS).

The BPOINT platform employs industry-standard encryption and secure protocols to protect users' payment information. For further details on BPOINT's security practices, please refer to the Commonwealth Bank's BPOINT website here.

Council retains only non-sensitive transaction metadata (such as payment reference numbers and confirmation details) for reconciliation, audit, and record-keeping purposes, in accordance with applicable legislation and Council's Records Management Policy.

5.2 PRINCIPLE 2 – USE AND DISCLOSURE (IPP2/HPP2)

We will only use or disclose personal or health information for the primary purpose for which it was collected. We may only use or disclose your personal information for a secondary purpose if in accordance with the relevant Acts or authorised or required by law to do so (e.g. where you have consented or where you would reasonably expect this to occur).

There are some limited exceptions that permit disclosure of sensitive information for a secondary purpose without your consent, including where it is required or authorised by or under law, or where a permitted general situation exists, like where the entity reasonably believes that the disclosure is necessary to lessen or prevent a serious threat to the life, health or safety of an individual or the public.

Feedback and Surveys

When individuals interact with us, we may use their personal information to invite them to provide feedback about their experience interacting with us to help us evaluate and improve services. Survey participation is voluntary.

Contracted Service Providers (Contractors)

Council outsources some of its functions to third parties (contractors) who perform various services for and on behalf of the Council. These contractors are bound to the provisions of the *PDP Act* and where relevant, the *HR Act* through contracts and agreements. Information provided to these contractors is limited to the information required by them to provide services on behalf of Council.

Other Agencies and Third Parties

Where authorised or required under law, we may also disclose personal and health information to the following external organisations:

- government agencies such as Department of Health and Human Services, Department of Transport, Victorian Workcover Authority, Road Traffic Authority, Department of Health, and Australian Immunisation Register.
- law enforcement agencies, including the courts and ~~the~~ Victoria Police, in instances where Council is required to respond to a subpoena or provide information to assist with a Police investigation.
- government agencies to enable them to advise you of works that may impact you or your property (such as road constructions/closures, underground drilling, property acquisition, etc.)
- Ombudsman and other regulators to assist in their investigation of a complaint received by them about Council.
- printer and mail services contractors to assist in mailing out Council correspondence.
- debt collection agencies to recover council monies.
- other agencies in the course of an investigation and defence of legal claims against Council. This includes Council's solicitors, consultants and investigators.
- organisations assisting the Council to perform statistical analysis for improving the services being delivered to the community. Where practicable and reasonable, steps will be taken to de-identify the information.
- an immediate family member of the individual, for compassionate reasons or if it is necessary to provide the appropriate care or health service to the individual, when permitted by law.
- any recipient outside Victoria, only if they are governed by substantially similar information privacy principles, or when the individual has consented to the transfer or would be likely to give it, if it was practicable to obtain that consent.
- other individuals or organisations only if Council believes that the disclosure is necessary to lessen or prevent a serious and imminent threat to an individual's life, health, safety or welfare or a serious threat to public health, safety or welfare.

If we are frequently asked to disclose personal information to another body, we will set out our policies in a written agreement between Council and the body to which it discloses the information

Publicly Available Information

Under various legislation Council is required to maintain various public registers, some registers may contain personal information. These registers are publicly accessibly under certain circumstances, for example by inspection.

Where the collection of personal information is required to be included on a public register individuals will be advised through a Collection Notice at the time of collection.

Employment with Greater Dandenong City Council

Where staff have undergone a Police Checks and/or Working with Children Check, results of these checks will not be disclosed to third parties unless authorised by law and will be

disposed of in accordance with the relevant retention and disposal authority issued by the Public Records Office Victoria.

Written submissions to Council and Committee meetings

Personal information provided as part of a public submission (name and suburb) to a Council or committee meeting will be included with the published agenda papers and minutes of the meeting, which are displayed online and are available in hardcopy format for an indefinite period.

Individuals may request that their last name be withheld by selecting the appropriate privacy option (e.g., ticking a box on a form). Where such a request is made, Council will take reasonable steps to ensure these details are not published or disclosed, except where required by law or necessary for the performance of Council functions.

Personal Information obtained through our Complaints Procedure

We will not disclose any personal information provided by an individual that lodges a complaint with us to any parties who are the subject of the complaint, without the complainant's prior consent, unless authorised or required by law, e.g. court subpoena.

We may also use personal information contained in complaints made to us as part of any prosecution undertaken as part of enacting law enforcement functions. We may be obliged to initiate legal proceedings because of an investigation to prosecute possible offenders.

5.3 PRINCIPLE 3 – DATA QUALITY (IPP3/HPP3)

Council will take reasonable steps to make sure that the personal and health information that it collects, uses or discloses, is accurate, complete and up-to-date.

You may amend any personal information you have supplied to Council as outlined in IPP 6 and HPP 6.

Council may need to contact an individual to confirm that the information we hold is correct to ensure we are meeting our obligations under IPP3 and HPP3.

5.4 PRINCIPLE 4 – DATA SECURITY (IPP4/HPP4)

Council will take all necessary steps to ensure that personal and health information is stored safely and securely to protect it from misuse, loss, and unauthorised modification and disclosure. This applies regardless of the format in which the information is held.

Council protects the personal and health information of individuals through several safeguards:

- policies and procedures;
- staff education and training;
- IT system and supplier procurement processes;
- physical and ICT security controls and systems.

Council's Information Security Policy establishes a framework for protecting Council information and IT systems against security attacks

Any personal or health information provided to us which is no longer necessary for Council's purposes, will be disposed of in accordance with the relevant retention and disposal authority issued by the Public Records Office Victoria.

Payment card data will be processed and handled in accordance with the Payment Card Industry Data Security Standards. Payment card details will not be stored once processed or transmitted.

Personal information will be archived or destroyed in accordance with the Public Records Act 1973 and the relevant Retention and Disposal Authority from the Public Records Office Victoria.

5.5 PRINCIPLE 5 – OPENNESS (IPP5/HPP5)

The following methods are used to advise individuals of how personal and health information is collected and managed:

- privacy statements and collection notices on forms;
- CCTV signage (may be shared with Victorian Police);
- signage and other notifications at Council meetings and public events to advice audio/visual recordings or photography;
- call message recordings and verbal notification during phone calls and other interactions with staff.

On request, we will inform an individual, in general terms, of what information it holds on the individual, for what purpose this information is held and how the information is collected, held, used and disclosed. If the individual then requests further details, the individual can access their personal and health information held by Council as outlined in Principle 6 - Access and Correction.

5.6 PRINCIPLE 6 – ACCESS AND CORRECTION (IPP6/HPP6)

Individuals can request access to information about themselves in departmental documents under *PDP Act* or *Freedom of Information Act 1982* (FOI Act). Access will be provided except in the circumstances outlined in the relevant *Act*, for example, where the information relates to legal proceedings, if it would pose a serious and imminent threat to life or health or impact the privacy of others.

For information on how to submit an FOI request, see How to make a FOI request

Individuals may request corrections to their personal or health information by submitting a written request to Council, including sufficient details to identify the relevant record and specify the correction required.

Council will take reasonable steps to correct the information so that it is accurate, complete, and up to date in accordance with the relevant Act.

Personal and health information cannot be removed from records of the Council, but a correcting statement may be added.

5.7 PRINCIPLE 7 – UNIQUE IDENTIFIERS (IPP7/HPP7)

A unique identifier is a number or code that is assigned to an individual's record to assist with identification, e.g. a driver's licence number. Council will only assign identifiers to an individual's record if it is necessary to enable us to carry out a function efficiently.

5.8 PRINCIPLE 8 – ANONYMITY (IPP8/HPP8)

Where it is lawful and practicable, Council must offer individuals the option of remaining anonymous when transacting with us.

Before a member of Council collect personal information, they must first establish whether that particular information is required to complete their function or activity. For example, does Council need to know the name, address and contact number to action a request that a bin is on fire? Or could they remain anonymous and only provide the location of the bin?

While Council respects your right to remain anonymous, please be aware that in some cases, anonymity may limit Council's ability to fully investigate or resolve a complaint or matter. If essential personal information is not provided, Council may be constrained in the actions it can take.

5.9 PRINCIPLE 9 – TRANSBORDER DATA FLOWS (IPP9/HPP9)

The development of new technologies, such as the internal and the 'cloud' has mean that trans-border data flows between organisations have become more common (many cloud service providers are located outside Australia).

IPP9 does not prohibit the transfer of personal information outside of Victoria but it does place restrictions on when it can occur. This is because the *PDP Act* is a Victorian law and therefore the IPPs will not apply to organisations in a different state, territory or country.

Council will only transfer personal information outside of Victoria in accordance with the provisions outlined in the *PDP Act*.

Council may only transfer personal information about an individual or organisation outside of Victoria in limited circumstances, some of which include:

- the individual has provided consent;
- the disclosure is otherwise authorised by law.
- the recipient of the information is subject to a law, binding scheme or contract similar to the principles in the *PDP Act* and *HR Act*;
- The transfer is for the benefit of the individual and it is impracticable to obtain their consent before transfer, however it is apparent that they would likely provide consent if it was practicable to obtain.

While Council uses cloud computing services based outside Victoria, it has taken all reasonable steps to ensure that the information which it transfers will not be held, used or disclosed by the host of the information inconsistently with the Victorian IPPs. It also ensures the hosts/recipients are subject to laws and/or binding contractual arrangements that provide similar protections afforded by under the *PDP Act*.

Purchase and implementation of software applications

All decisions relating to new or changed software applications will be managed on a case-by-case basis, with due regard to Council's legal obligations, risk appetite, and the protection of personal information and organisational interests.

A Council officer must conduct a Privacy Impact Assessment (PIA) prior to the purchase, configuration, implementation or material change of any software application.

The PIA must be completed early in the decision-making process and documented in accordance with Council record-keeping requirements.

Council recognises that, in limited and exceptional cases, the business benefits of a product or system may justify a departure from this policy. Any proposed departure:

- must be supported by a rigorous and proportionate PIA;
- must clearly articulate the business need and benefits;
- must identify, assess and mitigate privacy risks; and
- must demonstrate that any residual privacy risk is low and within Council's approved risk tolerance.

Where a departure from this policy is proposed, the PIA and associated risk assessment must be prepared by the relevant people leader and approved by the Governance Integrity Legal and Risk Team. Acceptance of residual privacy risk must be explicitly documented. Council will not approve solutions where privacy risks are assessed as medium or high and cannot be appropriately mitigated.

5.10 PRINCIPLE 10 – SENSITIVE INFORMATION (IPP10)

Council will not collect sensitive information about an individual unless the individual has consented, except in circumstances outlined in the *PDP Act*.

5.11 PRINCIPLE 11 – MAKING INFORMATION AVAILABLE TO ANOTHER HEALTH SERVICE PROVIDER (HPP11)

If an individual requests a Council operated health service provider to make health information relating to them available to another health service provider, or that person authorises another health service provider to request the health information from Council, Council will, on payment of a fee, provide a copy or written summary of the health information to the requesting health service provider in a timely manner.

6. RESPONSIBILITIES

Managing Privacy Complaints and Breaches

If a person believes Council has wrongly collected or handled their personal information, they can write to Council.

The complaint should include:

- what happened and how you believe your privacy has been interfered with;
- how you have been affected;

- what you would like Council to do in response to your complaint.

Council receives complaints through:

Email council@greaterdandenong.vic.gov.au

by mail to:
The Privacy Officer
Greater Dandenong City Council
PO Box 200
Dandenong VIC 3175

Council is committed to a quick and fair resolution of complaints. Every complaint will be investigated and complainants advised of the outcome.

If a person is unsatisfied with Council's response, they can write to the Office of the Victorian Information Commissioner (OVIC), or the Health Complaints Commissioner for the HPPs. The respective Commissioner requires a complaint to have been made with the relevant organisation in the first instance.

OVIC can receive privacy complaints through:

- the online Privacy Complaint form on the OVIC's website

by mail to:
PO Box 24274
MELBOURNE VIC 3001

Health Complaints Commissioner can receive privacy complaints through:

- the online Privacy Complaint form on the Health Complaints Commissioner website

by mail to:
Level 26, 570 Bourke Street
MELBOURNE VIC 3001

7. REPORTING, MONITORING REVIEW AND IMPLEMENTATION

Reporting	The Manager of Governance Integrity Legal and Risk alongside the Chief People Officer is responsible for oversight. Breaches will be reported to OVIC
Monitoring	The Privacy Officer is responsible for monitoring and evaluation the performance of this policy
Review	The policy will be reviewed annually in recognition of how quickly AI Technology is evolving to reflect technological advancements, legislative changes, and organisational needs.

Stakeholder Engagement	Governance Integrity Legal and Risk, Executive Management Team, Financial Services, Chief People Officer, Chief Information Officer, Media and Communications, Child Safety, Network Services, SCC, ARC
Implementation	This policy will be made available on Council's Website. Revised Policy will be communicated to all staff via the Source.

8. BREACH OF THIS POLICY

A breach of this policy will be managed in accordance with the most current Code of Conduct, Enterprise Agreement, the Performance and Behavioural Issues Policies, and the Privacy/Data Breach Procedure and reported to OVIC.

9. REFERENCES AND RELATED DOCUMENTS

Legislation

Charter of Human Rights and Responsibilities Act 2006
Children Youth and Families Act 2005
Child Wellbeing and Safety Act 2005 (Amended)
Climate Change Act 2017
Family Violence Protection Act 2008
Freedom of Information Act 1982
Gender Equality Act 2020
Health Records Act 2001
Local Government Act 2020.
Privacy and Data Protection Act 2014
Public Records Act 1973
Surveillance Devices Act 1999
Victorian Data Sharing Act 2017

Council Related Policies, Procedures, Strategies, Protocols, Guidelines

Greater Dandenong Website – Sustainability, Climate and Energy
Access Control Policy
Artificial Intelligence (AI) Policy
Complaints Policy
Community Engagement Policy
Code of Conduct – Contractor/Representative
Information Security Policy
Child Safety & Wellbeing Policy
Working with Children Check Guidelines
Freedom of Information Policy
Mobile Device Policy
Memorandum of Understanding between Council and VicPol
Model Councillor Code of Conduct

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Police Check Policy
Procurement Policy
Public Space CCTV Policy
Public Transparency Policy
Records Management Policy
Recruitment and employment privacy collection statement
Staff Code of Conduct

Other Related Policies, Procedures, Strategies, Protocols, Guidelines

Victorian Protective Data Security Framework
OVIC Guidelines to the Information Privacy Principles

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

DRAFT

Greater Dandenong Policy

Privacy & Personal Information Policy

File Number:	A37219	Authority:	Council
Directorate:	Corporate Services	Responsible Officer:	Manager Governance and Commercial Property
Policy Type:	Discretionary	Version No:	004
1st Adopted by Council	9 September 2002 Minute No.	Last Adopted by Council:	10 December 2018 Minute No. 906
Review Period:	Biennial	Next Review:	January 2021

1. Purpose

What has led to the need for this policy?

Greater Dandenong City Council (**Council**) is strongly committed to the transparent and responsible handling of personal and health information and to protecting every individual's right to privacy. Under the *Privacy and Data Protection Act* 2014 and *Health Records Act* 2001 we are bound by the Information Privacy Principles (IPP's) and the Health Privacy Principles (HPP's) outlined in these pieces of legislation.

What will the policy do?

This policy has been developed to meet the requirements of the *Privacy and Data Protection Act* 2014 in regard to the management, collection, use, disclosure and disposal of personal, sensitive and health information and to allow individuals the right to access and, if required, correct information about them which is held by Council or any organisation contracted by Council.

The *Privacy and Data Protection Act* 2014 came into effect on the 17 September 2014 and repealed the *Information Privacy Act* 2000 and the *Commissioner for Law Enforcement Data Security Act* 2005.

Under Part 4 of the *Privacy and Data Protection Act* 2014 (PDP Act) there is a single privacy and data protection framework and a set of standards (known as the Victorian Protective Data Security (VPDS) Standards and Framework) which are intended to strengthen the protection of personal information and other data held by the Victorian public sector. Local government agencies and councils are largely exempt from this part of PDP Act and their essential obligation is to operate in accordance with the Victorian Information Privacy Principles (IPP's) which remain identical in the PDP Act. However, where Council has been appointed as a Committee of Management under s14 of the *Crown Land (Reserves) Act* 1978, it may be subject to the VPDS standards and framework set out in Part 4 of the PDP Act. In this respect, Council will develop protective data security plans in line with the required legislation for the Committees of Management for which it has been appointed and when required to do so.

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The Victorian *Health Records Act* 2001 regulates the collection and handling of health information in both public and private sectors due to the likelihood of individuals receiving treatment from both sectors. The *Health Records Act* 2001 establishes 11 Health Principles (HPP's) which apply to the rights of both living and deceased persons.

Council's privacy commitment arises from the need to collect personal and health information to assist in:

- planning and delivering services;
- the follow up and response to concerns and complaints;
- obtaining feedback and monitoring performance;
- requirements to comply under Government legislation; and
- managing employees, contractors, volunteers and stakeholders.

2. Scope

Who does it apply to and what is covered?

This policy applies to:

- all employees, Councillors, contractors, volunteers and stakeholders of the Greater Dandenong City Council.
- all personal, sensitive and health information held by Council, i.e. information or an opinion about an individual whose identity is apparent, or can be reasonably ascertained from that information or opinion. This includes, but is not limited to, information Council has collected in any format including correspondence, in person, over the phone and by electronic means such as the internet.
- personal, sensitive and health information sourced from third parties.

Further, personal information must only be collected and used for the primary purpose for which it was collected, or for a related purpose the person would reasonably expect. For example, where a doctor's certificate informs Council of a person's medical condition, it would be reasonable to expect that the same information might also be used to make reasonable adjustments to support that person's interactions with Council.

This policy is available on Council's website and copies are made available to individuals upon request.

The obligations contained in this policy also apply to how Council will manage personal, sensitive and health information in relation to its employees.

Certain information is exempt from the provisions of the *Privacy & Data Protection Act* 2014. For instance, publicly available information (as defined in the *Local Government Act* 1989) by its very nature cannot be deemed to be private. Likewise information used for law enforcement is also exempt due to its required use for legal purposes.

The privacy legislation outlined in this policy is in addition to existing statutory and common law obligations that regulate the manner in which Greater Dandenong City Council handles personal Information. In

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particular, requirements under the *Freedom of Information Act* 1982 and the *Local Government Act* 1989 will apply.

All requests to access documents held by the Greater Dandenong City Council, need to be made in accordance with the *Freedom of Information Act* 1982**. FOI processes apply to staff for any information which is not readily accessible or routinely shared with them during the normal course of their employment.**

3. References

The primary legislative obligations applying to Council's treatment of personal, sensitive and health information are contained in the Victorian Government's *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. All relevant legislation, guidelines and sources are listed below:

Victorian Legislation, Principles and other reference sources (as amended or replaced from time to time)

- *Privacy and Data Protection Act* 2014
- *Health Records Act* 2001
- *Health Services Act* 2001
- *Occupational Health & Safety Act* 2004 and related regulations
- *Workplace Injury Rehabilitation and Compensation Act* 2013 and related regulations
- *Freedom of Information Act* 1982
- *Local Government Act* 1989
- *Public Records Act* 1973
- Privacy Victoria Website
- Privacy Victoria publications, guidelines and rulings
- Department of Human Services Website
- Office of the Commissioner for Privacy and Data Protection
- Office of the Health Services Commissioner
- *Criminal Act* 1958

4. Definitions

Personal information

Means information or an opinion about an individual whose identity is apparent, or can be reasonably ascertained, from the information or opinion.

Health information

Means information or an opinion about an individual's:

- physical, mental or psychological health (at any time);
- a disability (at any time);
- expressed wishes about the future provision of health services to him or her;
- a health service provided, or to be provided, that is also personal information;
- other personal information collected to provide, or in providing, a health service;

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- other personal information collected in connection with the donation, or intended donation, by the individual of his or her body parts, organs or body substances;
- other personal information that is genetic information about an individual in a form which is, or could be, predictive of the health (at any time) of the individual or of any of his or her descendants.

Sensitive information Means information or an opinion about an individual's:

- race or ethnic origin;
- political opinions;
- membership of a political association;
- philosophical beliefs;
- membership of a professional or trade association;
- membership of a trade union;
- sexual preferences or practices;
- criminal record

5. Council Policy

Objectives

Council has implemented practical measures and takes all reasonable steps to ensure full compliance with its obligations under the *Privacy and Data Protection Act* 2014 and the *Health Records Act* 2001 and the Privacy Principles contained in both Acts.

Context/ Rationale

The primary legislative obligations applying to Council's treatment of personal, sensitive and health information are contained in the Victorian Government's *Privacy and Data Protection Act 2014* and the Victorian *Health Records Act 2001*.

The legislation prescribes Information and Health Privacy Principles which are a legally binding set of principles that set the basic standard for which Council must comply with to promote and ensure the fair and responsible collection, storage, usage, disclosure and destruction of personal, sensitive and health information. The following is a list of the Information and Health Privacy Principles:

Principle 1 -Collection
Principle 2 - Use and disclosure
Principle 3 - Data Quality
Principle 4 - Data Security & Data Retention
Principle 5 - Openness
Principle 6 - Access and correction
Principle 7 - Identifiers & Unique identifiers
Principle 8 - Anonymity
Principle 9 - Trans-border data flows

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Principle 10 - Sensitive Information

The *Health Records Act* 2001 Principles vary slightly as follows, including an additional Principle:

Principle 10 – Transfer of closure of the practice of a health service provider

Principle 11 – Making information available to another health service provider

See the table in Appendix 1 for details of the full *Health and Information Privacy Principles,* extracted from the *Privacy and Data Protection Act* 2014 and *Health Records Act* 2001.

Health Records Act – www.health.vic.gov.au/hsc
Privacy and Data Protection Act – www.privacy.vic.gov.au

How is Personal and Health Information collected and stored?

Where it is reasonable and practical to do so, Council will collect personal and health information directly from an individual or their authorised representative. This may be in person, in writing, by telephone, or by electronic means such as Council's website.

Council will hold the information it collects on electronic systems, and where necessary, in paper format. Council has an electronic document and records management system that is compliant with current government archival standards and legislation.

All personal and health information stored by Council is protected against unauthorised access, alteration, disclosure or destruction. It is mandatory for all personnel authorised with access to Greater Dandenong City Council systems to ensure the information is kept secure and confidential in accordance with Council policies and procedures.

All personal and health information stored electronically is password protected and all personal and health information stored in paper form is in a locked facility with authorised access only.

Why is Personal and Health Information collected?

Council will only collect personal or health information that is necessary at the time of collection for specific and legitimate functions and activities of Council. Situations in which personal information may be collected include, but are not limited to:

- the processing of registration/membership application forms and any subsequent amendments to those details;
- when dealing with requests or applications for products or services;
- when required by law;

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- when dealing with individuals who contact us regarding our activities or services;
- when required to ensure compliance with health and safety obligations; or
- when reasonably necessary to ensure compliance with Council policies and procedures.

When will Personal and Health Information be destroyed?

Personal and health Information stored in paper files that is no longer required is destroyed in accordance with the Public Records Office of Victoria (PROV) - Records Disposal Authority.

Personal and health information stored electronically that is no longer required is deleted in a secure manner in accordance with Council policies and procedures. Audit trails are created where personal information is accessed, including amended or deleted records using Council's electronic systems.

How can I access my Personal or Health Information?

Requests to access your personal or health information should be made in writing to Council's Information Privacy Officer. Contact information for Council's Information Privacy Officer is available on Council's website www.greaterdandenong.com. All access to personal and health information is made in accordance with IPP6 and HPP6 *(Access and Correction)*.

Written requests for information will be responded to in writing within 10 business days from the date on which it is received by Council.

If the information provided by Council is considered by the individual to be inaccurate, out-of-date or incomplete, irrelevant or misleading for the purpose for which it is held, then a request can be made to amend the record in accordance with IPP6 and HPP6 *(Access and Correction)*.

How is Personal and Health Information disclosed?

Personal and health Information held by Council is not disclosed to other agencies or organisations without the consent of the individual or their authorised representative unless required to comply with health and safety obligations or Council policies and procedures or where otherwise required or authorised by law. Where this occurs, it will be disclosed in a manner consistent with the Privacy Principles.

Requests for information under the *Freedom of Information Act* 1982 override the provisions of the *Privacy & Data Protection Act* 2014 to the extent of the legislation.

When is Personal and Health Information disclosed to third

Council may have a legal obligation to disclose the personal and/or health information of individuals under the *Privacy and Data Protection Act* 2014, the *Health Records Act* 2001 and other Victorian legislation including, but not limited to, the *Victorian Data Sharing Act* 2017, the *Child Wellbeing*

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parties?	*and Safety Act* 2005 and the *Family Violence Protection Act* 2008. Where personal, sensitive and health information has been collected and needs to be passed onto others who are engaged to provide services on behalf of Council, information is only disclosed: • with the consent of the individual or their authorised representative; or • where the individual would reasonably expect, or has been told that, information of that kind is usually passed to those individuals, bodies or agencies. Where personal, sensitive and/or health information has been collected and needs to be passed onto others who are engaged in law enforcement, protective or other services, information is only disclosed: • if the request for disclosure is in writing; • details of the information request are provided; and • the disclosure of the information is authorised by law. Council must maintain a written record of all disclosures made to other agencies. An audit trail (notification) will be created on the specific database advising that personal information has been accessed and shared. This notification will be undertaken in the format specified by the guiding legislation. All third party recipients of personal or health information are required to treat the information in accordance with the Information and Health Privacy Principles outlined in the *Privacy & Data Protection Act* 2014.
Can I remain anonymous?	If a public request is received all individuals will be given the option of not identifying themselves when contacting Council where feasible and lawful. In circumstances where anonymity would impede the ability of the Council to properly provide a service, Council will ensure that individuals are aware of any limitations to services if the information is not provided.
What happens when I access Council's website or use online transactions?	When entering payment information, the transaction occurs directly between an individual's bank and Council's payment gateway providers, Securepay and Australia Post. Council cannot access credit card details. In instances where an individual is required to give personal information in any area of Council's websites, that information is retained only for as long as necessary to fulfill the purposes for which it was collected, or as required by law. Individuals who choose not to provide personal information are still able to access most areas of Council's websites. Council tracks visits to its website and uses the data to analyse for trends and statistics. This process does not collect any personal data or location details in regard to the individual or from where the source information

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originated.

Note: Council also has an internal Information Security Policy

What is the role of the Information Privacy Officer?

The Information Privacy Officer (or nominated delegate) handles enquires, complaints or adjustments regarding personal or health information. See below for contact details of the Information Privacy Officer/Health Records Officer.

Written complaints or requests for information will be responded to in writing within 10 business days from the date on which it is received by Council unless the request is covered by the *Freedom of Information Act* 1982.

Is there a complaints/ dispute resolution process?

If Council is alerted to any alleged breach of any of its electronic data base systems which store personal or health information of individuals, it will conduct a thorough and diligent investigation in accordance with its current Information Breach Protocol. This will involve notifying any person that may have been affected by the alleged breach.

If an individual feels aggrieved by Council's handling of personal information, in the first instance, they should lodge any concerns or complaints in writing to Council's Information Privacy Officer.

The Information Privacy Officer
City of Greater Dandenong
PO Box 200
DANDENONG Vic 3175

Tel: 8571 5100

The complainant will be provided with a written response within 10 business days from the date on which it is received by Council.

If the complainant is not satisfied with the response provided by Council they may contact either the Victorian Information Commissioner or the Health Complaints Commission for resolution.

Victorian Information Commissioner
PO Box 24274, Melbourne Victoria 3001
Tel: 1300 006 842
Email: enquiries@ovic.vic.gov.au
Website: www.ovic.vic.gov.au

Health Complaints Commissioner
Level 26, 570 Bourke Street, Melbourne Victoria 3000
Tel: 1300 582 113
Email: hcc@hcc.vic.gov.au
Website: https://hcc.vic.gov.au

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6. Related Documents

Related Council documents (as varied from time to time)	• Information Security Policy • Working with Children Check Guidelines • Police Check Policy • Recruitment Policy • Reasonable Adjustment Guidelines • Greater Dandenong City Council Information Breach Protocol • Greater Dandenong City Council Protective Data Security Plans (Committees of Management)

Appendix 1

Information Privacy Principles

IPP 1 Collection

1.1 An organisation must not collect personal information unless the information is necessary for one or more of its functions or activities.

1.2 An organisation must collect personal information only by lawful and fair means and not in an unreasonably intrusive way.

1.3 At or before the time (or, if that is not practicable, as soon as practicable after) an organisation collects personal information about an individual from the individual, the organisation must take reasonable steps to ensure that the individual is aware of –

(a) the identity of the organisation and how to contact it; and

(b) the fact that he or she is able to gain access to the information; and

(c) the purposes for which the information is collected; and

(d) to whom (or the types of individuals or organisations to which) the organisation usually discloses information of that kind; and

(e) any law that requires the particular information to be collected; and

(f) the main consequences (if any) for the individual if all or part of the information is not provided.

1.4 If it is reasonable and practicable to do so, an organisation must collect personal information about an individual only from that individual.

1.5 If an organisation collects personal information about an individual from someone else, it must take reasonable steps to ensure that the individual is or has been made aware of the matters listed in IPP 1.3 except to the extent that making the individual aware of the matters would pose a serious threat to the life or health of any individual.

IPP 2 Use and Disclosure

2.1 An organisation must not use or disclose personal information about an individual for a purpose (the secondary purpose) other than the primary purpose of collection unless –

(a) both of the following apply –

(i) the secondary purpose is related to the primary purpose of collection and, if the personal information is sensitive information, directly related to the primary purpose of collection;

(ii) the individual would reasonably expect the organisation to use or disclose the information for the secondary purpose; or

(b) the individual has consented to the use or disclosure; or

(c) if the use or disclosure is necessary for research, or the compilation or analysis of statistics, in the public interest, other than for publication in a form that identifies any particular individual –

(i) it is impracticable for the organisation to seek the individual's consent before the use or disclosure; and

(ii) in the case of disclosure – the organisation reasonably believes that the recipient of the information will not disclose the information; or

(d) the organisation reasonably believes that the use or disclosure is necessary to lessen or prevent –

(i) a serious threat to an individual's life, health, safety or welfare; or

(ii) a serious threat to public health, public safety, or public welfare; or

(e) the organisation has reason to suspect that unlawful activity has been, is being or may be engaged in, and uses or discloses the personal information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities; or

(f) the use or disclosure is required or authorised by or under law; or

(g) the organisation reasonably believes that the use or disclosure is reasonably necessary for one or more of the following by or on behalf of a law enforcement agency –

(i) the prevention, detection, investigation, prosecution or punishment of criminal offences or breaches of a law imposing a penalty or sanction;

(ii) the enforcement of laws relating to the confiscation of the proceeds of crime;

(iii) the protection of the public revenue;

(iv) the prevention, detection, investigation or remedying of seriously improper conduct;

(v) the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of the orders of a court or tribunal; or

(h) the Australian Security Intelligence Organization (ASIO) or the Australian Secret Intelligence Service (ASIS), in connection with its functions, has requested the organisation to disclose the personal information and –

(i) the disclosure is made to an officer or employee of ASIO or ASIS (as the case requires) authorised in writing by the Director-General of ASIO or ASIS (as the case requires) to receive the disclosure; and

Appendix 1

(ii) an officer or employee of ASIO or ASIS (as the case requires) authorised in writing by the Director-General of ASIO or ASIS (as the case requires) for the purposes of this paragraph has certified that the disclosure would be connected with the performance by ASIO or ASIS (as the case requires) of its functions.

2.2 If an organisation uses or discloses personal information under paragraph 2.1(g), it must make a written note of the use or disclosure

IPP 3 Data Quality

3.1 An organisation must take reasonable steps to make sure that the personal information it collects, uses or discloses is accurate, complete and up to date.

IPP 4 Data Security

4.1 An organisation must take reasonable steps to protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure.

4.2 An organisation must take reasonable steps to destroy or permanently de-identify personal information if it is no longer needed for any purpose.

IPP 5 Openness

5.1 An organisation must set out in a document clearly expressed policies on its management of personal information. The organisation must make the document available to anyone who asks for it.

5.2 On request by a person, an organisation must take reasonable steps to let the person know, generally, what sort of personal information it holds, for what purposes, and how it collects, holds, uses and discloses that information.

IPP 6 Access and Correction

6.1 If an organisation holds personal information about an individual, it must provide the individual with access to the information on request by the individual, except to the extent that –

(a) providing access would pose a serious threat to the life or health of any individual; or

(b) providing access would have an unreasonable impact on the privacy of other individuals; or

(c) the request for access is frivolous or vexatious; or

(d) the information relates to existing legal proceedings between the organisation and the individual, and the information would not be accessible by the process of discovery or subpoena in those proceedings; or

(e) providing access would reveal the intentions of the organisation in relation to negotiations with the individual in such a way as to prejudice those negotiations; or

(f) providing access would be unlawful; or

(g) denying access is required or authorised by or under law; or

(h) providing access would be likely to prejudice an investigation of possible unlawful activity; or

(i) providing access would be likely to prejudice –

(i) the prevention, detection, investigation, prosecution or punishment of criminal offences or breaches of a law imposing a penalty or sanction; or

(ii) the enforcement of laws relating to the confiscation of the proceeds of crime; or

(iii) the protection of public revenue; or

(iv) the prevention, detection, investigation or remedying of seriously improper conduct; or

(v) the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of its orders –

by or on behalf of a law enforcement agency; or

(j) ASIO, ASIS or a law enforcement agency performing a lawful security function asks the organisation not to provide access to the information on the basis that providing access would be likely to cause damage to the security of Australia.

6.2 However, where providing access would reveal evaluative information generated within the organisation in connection with a commercially sensitive decision-making process, the organisation may give the individual an explanation for the commercially sensitive decision rather than direct access to the information.

6.3 If the organisation is not required to provide the individual with access to the information because of one or more of paragraphs 6.1(a) to (j) (inclusive), the organisation must, if reasonable, consider whether the use of mutually agreed intermediaries would allow sufficient access to meet the needs of both parties.

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6.4 If an organisation charges for providing access to personal information, the organisation –

(a) must advise an individual who requests access to personal information that the organisation will provide access on the payment of the prescribed fee; and

(b) may refuse access to the personal information until the fee is paid.

6.5 If an organisation holds personal information about an individual and the individual is able to establish that the information is not accurate, complete and up to date, the organisation must take reasonable steps to correct the information so that it is accurate, complete and up to date.

6.6 If the individual and the organisation disagree about whether the information is accurate, complete and up to date, and the individual asks the organisation to associate with the information a statement claiming that the information is not accurate, complete or up to date, the organisation must take reasonable steps to do so.

6.7 An organisation must provide reasons for denial of access or a refusal to correct personal information.

6.8 If an individual requests access to, or the correction of, personal information held by an organisation, the organisation must –

(a) provide access, or reasons for the denial of access; or

(b) correct the personal information, or provide reasons for the refusal to correct the personal information; or

(c) provide reasons for the delay in responding to the request for access to or for the correction of personal information—

as soon as practicable, but no later than 45 days after receiving the request.

IPP 7 Unique Identifiers

7.1 An organisation must not assign unique identifiers to individuals unless the assignment of unique identifiers is necessary to enable the organisation to carry out any of its functions efficiently.

7.2 An organisation must not adopt as its own unique identifier of an individual a unique identifier of the individual that has been assigned by another organisation unless –

(a) it is necessary to enable the organisation to carry out any of its functions efficiently; or

(b) it has obtained the consent of the individual to the use of the unique identifier; or

(c) it is an outsourcing organisation adopting the unique identifier created by a contracted service provider in the performance of its obligations to the organisation under a State contract.

7.3 An organisation must not use or disclose a unique identifier assigned to an individual by another organisation unless –

(a) the use or disclosure is necessary for the organisation to fulfil its obligations to the other organisation; or

(b) one or more of paragraphs 2.1(d) to 2.1(g) applies to the use or disclosure; or

(c) it has obtained the consent of the individual to the use or disclosure.

7.4 An organisation must not require an individual to provide a unique identifier in order to obtain a service unless the provision of the unique identifier is required or authorised by law or the provision is in connection with the purpose (or a directly related purpose) for which the unique identifier was assigned.

IPP 8 Anonymity

8.1 Wherever it is lawful and practicable, individuals must have the option of not identifying themselves when entering transactions with an organisation.

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IPP 9 Trans-border Data Flows

9.1 An organisation may transfer personal information about an individual to someone (other than the organisation or the individual) who is outside Victoria only if –

(a) the organisation reasonably believes that the recipient of the information is subject to a law, binding scheme or contract which effectively upholds principles for fair handling of the information that are substantially similar to the Information Privacy Principles; or

(b) the individual consents to the transfer; or

(c) the transfer is necessary for the performance of a contract between the individual and the organisation, or for the implementation of pre-contractual measures taken in response to the individual's request; or

(d) the transfer is necessary for the conclusion or performance of a contract concluded in the interest of the individual between the organisation and a third party; or

(e) all of the following apply –

(i) the transfer is for the benefit of the individual;

(ii) it is impracticable to obtain the consent of the individual to that transfer;

(iii) if it were practicable to obtain that consent, the individual would be likely to give it; or

(f) the organisation has taken reasonable steps to ensure that the information which it has transferred will not be held, used or disclosed by the recipient of the information inconsistently with the Information Privacy Principles.

IPP 10 Sensitive Information

10.1 An organisation must not collect sensitive information about an individual unless –

(a) the individual has consented; or

(b) the collection is required under law; or

(c) the collection is necessary to prevent or lessen a serious threat to the life or health of any individual, where the individual whom the information concerns –

(i) is physically or legally incapable of giving consent to the collection; or

(ii) physically cannot communicate consent to the collection; or

(d) the collection is necessary for the establishment, exercise or defence of a legal or equitable claim.

10.2 Despite IPP 10.1, an organisation may collect sensitive information about an individual if –

(a) the collection –

(i) is necessary for research, or the compilation or analysis of statistics, relevant to government funded targeted welfare or educational services; or

(ii) is of information relating to an individual's racial or ethnic origin and is collected for the purpose of providing government funded targeted welfare or educational services; and

(b) there is no reasonably practicable alternative to collecting the information for that purpose; and

(c) it is impracticable for the organisation to seek the individual's consent to the collection.

Health Privacy Principles

HPP 1--Collection

When health information may be collected

1.1 An organisation must not collect health information about an individual unless the information is necessary for one or more of its functions or activities and at least one of the following applies--

(a) the individual has consented;

(b) the collection is required, authorised or permitted, whether expressly or impliedly, by or under law (other than a prescribed law);

(c) the information is necessary to provide a health service to the individual and the individual is incapable of giving consent within the meaning of section 85(3) and--

(i) it is not reasonably practicable to obtain the consent of an authorised representative of the individual within the meaning of section 85; or

(ii) the individual does not have such an authorised representative;

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(d) the information is disclosed to the organisation in accordance with HPP 2.2(a), (f), (i) or (l) or HPP 2.5;

(e) if the collection is necessary for research, or the compilation or analysis of statistics, in the public interest--

(i) that purpose cannot be served by the collection of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained; and

(ii) it is impracticable for the organisation to seek the individual's consent to the collection; and

(iii) the information is collected in accordance with guidelines issued or approved by the Health Services Commissioner under section 22 for the purposes of this subparagraph;

(f) the collection is necessary to prevent or lessen--

(i) a serious threat to the life, health, safety or welfare of any individual; or

(ii) a serious threat to public health, public safety or public welfare--

and the information is collected in accordance with guidelines, if any, issued or approved by the Health Services Commissioner under section 22 for the purposes of this paragraph;

(g) the collection is by or on behalf of a law enforcement agency and the organisation reasonably believes that the collection is necessary for a law enforcement function;

(h) the collection is necessary for the establishment, exercise or defence of a legal or equitable claim;

(i) the collection is in the prescribed circumstances.

How health information is to be collected

1.2 An organisation must collect health information only by lawful and fair means and not in an unreasonably intrusive way.

1.3 If it is reasonable and practicable to do so, an organisation must collect health information about an individual only from that individual.

1.4 At or before the time (or, if that is not practicable, as soon as practicable thereafter) an organisation collects health information about an individual from the individual, the organisation must take steps that are reasonable in the circumstances to ensure that the individual is generally aware of--

(a) the identity of the organisation and how to contact it; and

(b) the fact that he or she is able to gain access to the information; and

(c) the purposes for which the information is collected; and

(d) to whom (or the types of individuals or organisations to which) the organisation usually discloses information of that kind; and

(e) any law that requires the particular information to be collected; and

(f) the main consequences (if any) for the individual if all or part of the information is not provided.

1.5 If an organisation collects health information about an individual from someone else, it must take any steps that are reasonable in the circumstances to ensure that the individual is or has been made aware of the matters listed in HPP 1.4 except to the extent that making the individual aware of the matters would pose a serious threat to the life or health of any individual or would involve the disclosure of information given in confidence.

1.6 An organisation is not required to notify the individual of the identity of persons, or classes of persons, to whom health information may be disclosed in accordance with HPP 2.2(f).

Information given in confidence

1.7 If personal information is given in confidence to a health service provider about an individual by a person other than--

(a) the individual; or

(b) a health service provider in the course of, or otherwise in relation to, the provision of health services to the individual--

with a request that the information not be communicated to the individual to whom it relates, the provider must--

(c) confirm with the person that the information is to remain confidential; and

(d) if the information remains confidential--

(i) record the information only if it is relevant to the provision of health services to, or the care of, the individual; and

(ii) take reasonable steps to ensure that the information is accurate and not misleading; and

(e) take reasonable steps to record that the information is given in confidence and is to remain confidential.

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HPP 2--Use and Disclosure

2.1 An organisation may use or disclose health information about an individual for the primary purpose for which the information was collected in accordance with HPP 1.1.

2.2 An organisation must not use or disclose health information about an individual for a purpose (the "**secondary purpose**") other than the primary purpose for which the information was collected unless at least one of the following paragraphs applies:

(a) both of the following apply--

(i) the secondary purpose is directly related to the primary purpose; and

(ii) the individual would reasonably expect the organisation to use or disclose the information for the secondary purpose; or

(b) the individual has consented to the use or disclosure; or

(c) the use or disclosure is required, authorised or permitted, whether expressly or impliedly, by or under law (other than a prescribed law); or

(d) all of the following apply--

(i) the organisation is a health service provider providing a health service to the individual; and

(ii) the use or disclosure for the secondary purpose is reasonably necessary for the provision of the health service; and

(iii) the individual is incapable of giving consent within the meaning of section 85(3) and—

(A) it is not reasonably practicable to obtain the consent of an authorised

representative of the individual within the meaning of section 85; or

(B) the individual does not have such an authorised representative; or

(e) all of the following apply--

(i) the organisation is a health service provider providing a health service to the individual; and

(ii) the use is for the purpose of the provision of further health services to the individual by the organisation; and

(iii) the organisation reasonably believes that the use is necessary to ensure that the further health services are provided safely and effectively; and

(iv) the information is used in accordance with guidelines, if any, issued or approved by the Health Services Commissioner under section 22 for the purposes of this paragraph; or

(f) the use or disclosure is for the purpose of—

(i) funding, management, planning, monitoring, improvement or evaluation of health services; or

(ii) training provided by a health service provider to employees or persons working with the organisation--

and--

(iii) that purpose cannot be served by the use or disclosure of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the individual's consent to the use or disclosure; or

(iv) reasonable steps are taken to de-identify the information--

and--

(v) if the information is in a form that could reasonably be expected to identify individuals, the information is not published in a generally available publication; and

(vi) the information is used or disclosed in accordance with guidelines, if any, issued or approved by the Health Services Commissioner under section 22 for the purposes of this sub-paragraph; or

(g) if the use or disclosure is necessary for research, or the compilation or analysis of statistics, in the public interest--

(i) it is impracticable for the organisation to seek the individual's consent before the use or disclosure; and

(ii) that purpose cannot be served by the use or disclosure of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained; and

(iii) the use or disclosure is in accordance with guidelines issued or approved by the Health Services Commissioner under section 22 for the purposes of this subparagraph; and

(iv) in the case of disclosure—

(A) the organisation reasonably believes that the recipient of the health information will not disclose the health information; and

(B) the disclosure will not be published in a form that identifies particular individuals or from which an individual's identity can reasonably be ascertained; or

(h) the organisation reasonably believes that the use or disclosure is necessary to lessen or prevent--

(i) a serious threat to an individual's life, health, safety or welfare; or

(ii) a serious threat to public health, public safety or public welfare—

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and the information is used or disclosed in accordance with guidelines, if any, issued or approved by the Health Services Commissioner under section 22 for the purposes of this paragraph; or

(i) the organisation has reason to suspect that unlawful activity has been, is being or may be engaged in, and uses or discloses the health information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities and, if the organisation is a registered health service provider, the use or disclosure would not be a breach of confidence; or

(j) the organisation reasonably believes that the use or disclosure is reasonably necessary for a law enforcement function by or on behalf of a law enforcement agency and, if the organisation is a registered health service provider, the use or disclosure would not be a breach of confidence; or

(k) the use or disclosure is necessary for the establishment, exercise or defence of a legal or equitable claim; or

(l) the use or disclosure is in the prescribed circumstances.

Note: Nothing in HPP 2 requires an organisation to disclose health information about an individual. An organisation is always entitled not to disclose health information in the absence of a legal obligation to disclose it.

2.3 If an organisation discloses health information under paragraph (i) or (j) of HPP 2.2, it must make a written note of the disclosure.

2.4 Despite HPP 2.2, a health service provider may disclose health information about an individual to an immediate family member of the individual if—

(a) either--

(i) the disclosure is necessary to provide appropriate health services to or care of the individual; or

(ii) the disclosure is made for compassionate reasons; and

(b) the disclosure is limited to the extent reasonable and necessary for the purposes mentioned in paragraph (a); and

(c) the individual is incapable of giving consent to the disclosure within the meaning of section 85(3); and

(d) the disclosure is not contrary to any wish--

(i) expressed by the individual before the individual became incapable of giving consent and not changed or withdrawn by the individual before then; and

(ii) of which the organisation is aware or could be made aware by taking reasonable steps; and

(e) in the case of an immediate family member who is under the age of 18 years, considering the circumstances of the disclosure, the immediate family member has sufficient maturity to receive the information.

2.5 Despite HPP 2.2, an organisation may use or disclose health information about an individual where—

(a) it is known or suspected that the individual is dead; or

(b) it is known or suspected that the individual is missing; or

(c) the individual has been involved in an accident or other misadventure and is incapable of consenting to the use or disclosure--

and the use or disclosure is to the extent reasonably necessary--

(d) to identify the individual; or

(e) to ascertain the identity and location of an immediate family member or other relative of the individual for the purpose of--

(i) enabling a member of the police force, a coroner or other prescribed organisation to contact the immediate family member or other relative for compassionate reasons;

or

(ii) to assist in the identification of the individual--

and, in the circumstances referred to in paragraph (b) or (c)--

(f) the use or disclosure is not contrary to any wish--

(i) expressed by the individual before he or she went missing or became incapable of consenting and not withdrawn by the individual; and

(ii) of which the organisation is aware or could have become aware by taking reasonable steps; and

(g) the information is used or disclosed in accordance with guidelines, if any, issued or approved by the Health Services Commissioner under section 22 for the purposes of this paragraph.

HPP 3--Data Quality

3.1 An organisation must take steps that are reasonable in the circumstances to make sure that, having regard to the purpose for which the information is to be used, the health information it collects, uses, holds or discloses is accurate, complete, up to date and relevant to its functions or activities.

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HPP 4--Data Security and Retention

4.1 An organisation must take reasonable steps to protect the health information it holds from misuse and loss and from unauthorised access, modification or disclosure.

4.2 A health service provider must not delete health information relating to an individual, even if it is later found or claimed to be inaccurate, unless--

(a) the deletion is permitted, authorised or required by the regulations or any other law; or

(b) the deletion is not contrary to the regulations or any other law and occurs--

(i) in the case of health information collected while the individual was a child, after the individual attains the age of 25 years; or

(ii) in any case, more than 7 years after the last occasion on which a health service was provided to the individual by the provider--

whichever is the later.

4.3 A health service provider who deletes health information in accordance with HPP 4.2 must make a written note of the name of the individual to whom the health information related, the period covered by it and the date on which it was deleted.

4.4 A health service provider who transfers health information to another individual or organisation and does not continue to hold a record of that information must make a written note of the name and address of the individual or organisation to whom it was transferred.

4.5 An organisation other than a health service provider must take reasonable steps to destroy or permanently de-identify health information if it is no longer needed for the purpose for which it was collected or any other purpose authorised by this Act, the regulations made under this Act or any other law.

HPP 5 Openness

5.1 An organisation must set out in a document--

(a) clearly expressed policies on its management of health information; and

(b) the steps that an individual must take in order to obtain access to their health information.

The organisation must make the document available to anyone who asks for it.

5.2 On request by an individual, an organisation must take reasonable steps--

(a) to let the individual know--

(i) whether the organisation holds health information relating to the individual; and

(ii) the steps that the individual should take if the individual wishes to obtain access to the information; and

(b) if the organisation holds health information relating to the individual, to let the individual know in general terms--

(i) the nature of the information; and

(ii) the purposes for which the information is used; and

(iii) how the organisation collects, holds, uses and discloses the information.

HPP 6 Access and Correction

Access

6.1 If an organisation holds health information about an individual, it must provide the individual with access to the information on request by the individual in accordance with Part 5, unless--

(a) providing access would pose a serious threat to the life or health of any person under section 26 and refusing access is in accordance with guidelines, if any, issued or approved by the Health Services Commissioner under section 22 for the purposes of this paragraph; or

(b) providing access would have an unreasonable impact on the privacy of other individuals and refusing access is in accordance with guidelines, if any, issued or approved by the Health Services Commissioner under section 22 for the purposes of this paragraph; or

(c) the information relates to existing legal proceedings between the organisation and the individual and the information would not be accessible by the process of discovery in those proceedings or is subject to legal professional privilege; or

(d) providing access would reveal the intentions of the organisation in relation to negotiations, other than about the provision of a health service, with the individual in such a way as to expose the organisation unreasonably to disadvantage; or

(e) the information is subject to confidentiality under section 27; or

(f) providing access would be unlawful; or

(g) denying access is required or authorised by or under law; or

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(h) providing access would be likely to prejudice an investigation of possible unlawful activity; or

(i) providing access would be likely to prejudice a law enforcement function by or on behalf of a law enforcement agency; or

(j) a law enforcement agency performing a lawful security function asks the organisation not to provide access to the information on the basis that providing access would be likely to cause damage to the security of Australia; or

(k) the request for access is of a kind that has been made unsuccessfully on at least one previous occasion and there are no reasonable grounds for making the request again; or

(l) the individual has been provided with access to the health information in accordance with Part 5 and is making an unreasonable, repeated request for access to the same information in the same way.

6.2 However, where providing access would reveal evaluative information generated within the organisation in connection with a commercially sensitive decision-making process, the organisation may give the individual an explanation for the commercially sensitive decision rather than access to the information.

Note: An organisation breaches HPP 6.1 if it relies on HPP 6.2 to give an individual an explanation for a commercially sensitive decision in circumstances where HPP 6.2 does not apply.

6.3 If access is refused on the ground that it would pose a serious threat to the life or health of the individual, the procedure in Division 3 of Part 5 applies.

6.4 Without limiting sections 26 and 27, nothing in this Principle compels an organisation to refuse to provide an individual with access to his or her health information.

Correction

6.5 If an organisation holds health information about an individual and the individual is able to establish that the information is inaccurate, incomplete, misleading or not up to date, the organisation must take reasonable steps to correct the information so that it is accurate, complete and up to date but must not delete the information otherwise than in accordance with HPP 4.2.

6.6 If--

(a) the organisation is not willing to correct the health information in accordance with a request by the individual; and

(b) no decision or recommendation to the effect that the information should be corrected wholly or partly in accordance with the request, is pending or has been made under this Act or any other law; and

(c) the individual gives to the organisation a written statement concerning the requested correction--

the organisation must take reasonable steps to associate the statement with the information.

6.7 If the organisation accepts the need to correct the health information but—

(a) the organisation considers it likely that leaving incorrect information, even if corrected, could cause harm to the individual or result in inappropriate health services or care being provided; or

(b) the form in which the health information is held makes correction impossible; or

(c) the corrections required are sufficiently complex or numerous for a real possibility of confusion or error to arise in relation to interpreting or reading the record if it were to be so corrected—

the organisation must place the incorrect information on a record which is not generally available to anyone involved in providing health services to the individual, and to which access is restricted, and take reasonable steps to ensure that only the corrected information is generally available to anyone who may provide health services to the individual.

6.8 If an organisation corrects health information about an individual, it must--

(a) if practicable, record with the correction the name of the person who made the correction and the date on which the correction is made; and

(b) take reasonable steps to notify any health service providers to whom the organisation disclosed the health information before its correction and who may reasonably be expected to rely on that information in the future.

6.9 If an individual requests an organisation to correct health information about the individual, the organisation must take reasonable steps to notify the individual of a decision on the request as soon as practicable but in any case not later than 30 days after the request is received by the organisation.

Written reasons

6.10 An organisation must provide written reasons for refusal of access or a refusal to correct health information.

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HPP 7 Identifiers

7.1 An organisation may only assign identifiers to individuals if the assignment of identifiers is reasonably necessary to enable the organisation to carry out any of its functions efficiently.

7.2 Subject to HPP 7.4, a private sector organisation may only adopt as its own identifier of an individual an identifier of an individual that has been assigned by a public sector organisation (or by an agent of, or contractor to, a public sector organisation acting in its capacity as agent or contractor) if--

(a) the individual has consented to the adoption of the same identifier; or

(b) the use or disclosure of the identifier is required or authorised by or under law.

7.3 Subject to HPP 7.4, a private sector organisation may only use or disclose an identifier assigned to an individual by a public sector organisation (or by an agent of, or contractor to, a public sector organisation acting in its capacity as agent or contractor) if--

(a) the use or disclosure is required for the purpose for which it was assigned or for a secondary purpose referred to in one or more of paragraphs (c) to (l) of HPP 2.2; or

(b) the individual has consented to the use or disclosure; or

(c) the disclosure is to the public sector organisation which assigned the identifier to enable the public sector organisation to identify the individual for its own purposes.

7.4 If the use or disclosure of an identifier assigned to an individual by a public sector organisation is necessary for a private sector organisation to fulfil its obligations to, or requirements of, the public sector organisation, a private sector organisation may either--

(a) adopt as its own identifier of an individual an identifier of the individual that has been assigned by the public sector organisation; or

(b) use or disclose an identifier of the individual that has been assigned by the public sector organisation.

HPP 8 Anonymity

8.1 Wherever it is lawful and practicable, individuals must have the option of not identifying themselves when entering transactions with an organisation.

HPP 9 Transborder Data Flows

9.1 An organisation may transfer health information about an individual to someone (other than the organisation or the individual) who is outside Victoria only if--

(a) the organisation reasonably believes that the recipient of the information is subject to a law, binding scheme or contract which effectively upholds principles for fair handling of the information that are substantially similar to the Health Privacy Principles; or

(b) the individual consents to the transfer; or

(c) the transfer is necessary for the performance of a contract between the individual and the organisation, or for the implementation of pre-contractual measures taken in response to the individual's request; or

(d) the transfer is necessary for the conclusion or performance of a contract concluded in the interest of the individual between the organisation and a third party; or

(e) all of the following apply--

(i) the transfer is for the benefit of the individual;

(ii) it is impracticable to obtain the consent of the individual to that transfer;

(iii) if it were practicable to obtain that consent, the individual would be likely to give it; or

(f) the organisation has taken reasonable steps to ensure that the information which it has transferred will not be held, used or disclosed by the recipient of the information inconsistently with the Health Privacy Principles; or

(g) the transfer is authorised or required by any other law.

HPP 10 Transfer or closure of the practice of a health service provider

10.1 This Principle applies if the practice or business of a health service provider (**"the provider"**) is to be--

(a) sold or otherwise transferred and the provider will not be providing health services in the new practice or business; or

(b) closed down.

10.2 The provider or, if the provider is deceased, the legal representatives of the provider, must--

(a) publish a notice in a newspaper circulating in the locality of the practice or business stating--

(i) that the practice or business has been, or is about to be, sold, transferred or closed down, as the case may be; and

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(ii) the manner in which the provider proposes to deal with the health information held by the practice or business about individuals who have received health services from the provider, including whether the provider proposes to retain the information or make it available for transfer to those individuals or their health service providers;

and

(b) take any other steps to notify individuals who have received a health service from the provider in accordance with guidelines issued or approved by the Health Services Commissioner under section 22 for the purposes of this paragraph.

10.3 Not earlier than 21 days after giving notice in accordance with HPP 10.2, the person giving the notice must, in relation to health information about an individual held by, or on behalf of, the practice or business, elect to retain that information or transfer it to--

(a) the health service provider, if any, who takes over the practice or business; or

(b) the individual or a health service provider nominated by him or her.

10.4 A person who elects to retain health information must continue to hold it or transfer it to a competent organisation for safe storage in Victoria, until the time, if any, when the health information is destroyed in accordance with HPP 4.

10.5 Subject to HPP 10.2, a person must comply with the requirements of this Principle as soon as practicable.

10.6 Despite any other provision of the Health Privacy Principles, a person who transfers health information in accordance with this Principle does not, by so doing, contravene the Health Privacy Principles.

10.7 If—

(a) an individual, in response to a notice published under HPP 10.2, requests that health information be transferred to him or her or to a health service provider nominated by him or her; and

(b) the person who published the notice elects to retain the health information

the request must be taken to be--

(c) in the case of a request that the health information be transferred to him or her, a request for access to that health information in accordance with Part 5 or HPP 6; and

(d) in the case of a request that the health information be transferred to a health service provider nominated by him or her, a request for the transfer of that health information in accordance with HPP 11--

and it must be dealt with in accordance with this Act.

10.8 This Principle operates subject to any other law, including the **Public Records Act 1973**.

10.9 For the purposes of HPP 10.1(a), a business or practice of a provider is transferred if--

(a) it is amalgamated with another organisation; and

(b) the successor organisation which is the result of the amalgamation is a private sector organisation.

HPP 11 Making information available to another health service provider

11.1 If an individual--

(a) requests a health service provider to make health information relating to the individual held by the provider available to another health service provider; or

(b) authorises another health service provider to request a health service provider to make health information relating to the individual held by that provider available to the requesting health service provider--

a health service provider to whom the request is made and who holds health information about the individual must, on payment of a fee not exceeding the prescribed maximum fee and subject to the regulations, provide a copy or written summary of that health information to that other health service provider.

11.2 A health service provider must comply with the requirements of this Principle as soon as practicable.

11.3 Nothing in Part 5 or HPP 6 limits the operation of this Principle.

11.4 For the purposes of HPP 10.7, this Principle applies to a legal representative of a deceased health service provider in the same way that it applies to a health service provider.

Policy Review - Table of Changes

POLICY NAME: – Privacy and Personal Information Policy

REVIEW DATE: - November 2025

Policy section *(examples for reference)*	**Change proposed** *(examples for reference)*	**Reason for proposed change** *(examples for reference)*
Document control	Policy type is mandatory	Legislative requirement
Document control	Annual review	Increased review frequency based on OVIC's recommendations and the introduction of the use of AI in the workplace.
Throughout	Updated policy template	Use of new Council Policy Template/Logo
Throughout	The update enhances compliance with **Information Privacy Principle 5 – Openness** by improving transparency about how Council manages personal information	OVIC's recommendation to contextualise policy in how Council manages information including: • Council's functions and the types of personal information collected and held to deliver those functions. • Explains how personal information is used, and to whom it may be routinely disclosed. • States whether providing personal information is compulsory or optional, referencing relevant legislation. • Details how personal information is secured and how access is managed. • Specifies protections when information is transferred or stored outside Victoria.

4.2.7 Draft Disability Action Plan - Endorsement for Consultation

Responsible Officer: Executive Director Community Strengthening

Attachments:
1. DRAFT Disability Action Plan 2026-2030 [**4.2.7.1** - 23 pages]

Officer Recommendation

That Council:

1. **NOTES that the Draft Disability Action Plan 2026-30 (per Attachment 1) builds on Council's previous five Disability Action Plans and has been informed from consultation with the community and the Disability Advisory Committee; and**
2. **ENDORSES the Draft Disability Action Plan 2026-30 be released for the purposes of community consultation from 17 June until 14 July 2026.**

Executive Summary

1. The Draft Disability Action Plan has been developed with input from the community and the Disability Advisory Committee.
2. The draft Plan is tabled at the Council Meeting on 15 June 2026, seeking Council endorsement for public consultation to commence on 17 June until 14 July 2026.
3. Councillor and community feedback will be considered and, where appropriate, reflected in the final Plan for Council endorsement in September 2026.

Background

4. A Disability Action Plan sets out how Council will improve access, inclusion and participation for people with disability. Under the Victorian Disability Act 2006, councils must have a plan in place that reduces barriers to access and employment, supports inclusion and participation, and helps address attitudes and practices that discriminate against people with disability.
5. This plan replaces the 2017–2023 Disability Action Plan and continues Council's commitment to removing barriers, increasing participation, and ensuring people with disability have equitable access to opportunities across our community.
6. The draft Plan has been shaped by input from the Disability Advisory Committee, disability service providers, community networks and people with disability. It also draws on feedback from earlier engagement, including the Council Plan deliberative engagement process and the 2023 Aged and Disability Services Review.
7. Council endorsement is being sought at the 15 June Council meeting so the draft Plan can proceed to public consultation. Subject to Council approval, consultation will run from 17 June to 14 June 2026.
8. Feedback received through public consultation will be reviewed and, where appropriate, incorporated into the final Plan for Council consideration at the 21 September 2026 Council meeting.

Key Issues and Discussion

9. The draft Plan is built around four key themes:
    a. Employment and Economic Participation,
    b. Accessible and Inclusive Community Infrastructure,
    c. Support to Carers, Families and Access to Services, and
    d. Community Inclusion, Awareness and Leadership.
10. The Disability Action Plan is a Tier Three mandated plan within Council's Integrated Planning Framework. It is required under the Victorian Disability Act 2006 and sits alongside Council's other mandated plans.
11. The Plan supports Greater Dandenong City Council's Community Vision 2040 by setting out how Council will improve access, equity and participation for people with disability. In doing so, it supports a community that is welcoming, healthy and inclusive for everyone.
12. Earlier plans focused on improving access to buildings and facilities. Council has since delivered significant improvements in areas such as public transport access, inclusive parks and public spaces, and support a strong network of disability service providers in the municipality. More recent plans have also focused on inclusive communication, participation in community life and challenging attitudes that create barriers. These learnings have informed the priorities and actions in this Plan.
13. This sixth Disability Action Plan is the next step in Council's ongoing commitment to inclusion.
14. Government disability policy and programs may change over the four-year life of the Plan. As a result, some actions may need to be reviewed and adjusted to keep the Plan aligned with any policy changes that affect delivery.
15. In areas where Council has limited influence or direct control, the draft Plan highlights Council's advocacy role in helping to drive better outcomes.
16. The actions in the draft Plan will be delivered through existing equivalent full-time resources across Council and within current business and strategic plans. No additional resources are required beyond Council's annually adopted budget.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

17. Once the final plan is endorsed, existing workforce priorities will be reviewed to ensure the align to the plan deliverables.

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

Operating Budget Implications

18. Once the final plan is endorsed, existing operational budgets will be refocussed to ensure the align to the plan deliverables. Any new initiatives will be subject to Council's annual budget process.

Asset Implications

19. This report does not affect any existing assets, though all asset development should be underpinned by the principles outlined in the plan and related legislation.

Legal/Risk Implications

20. Under the Victorian Disability Act 2006, councils must have a plan in place that reduces barriers to access and employment, supports inclusion and participation, and helps address attitudes and practices that discriminate against people with disability.

Environmental Implications

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

Gender Impact Assessment

22. A Gender Impact Assessment will be completed as part the development of this Draft Action Plan.

Community Consultation

Purpose	Seek community feedback to help ensure the new Disability Action Plan reflects the views and lived experience of people with disability, builds on earlier engagement, and confirms practical and supported actions for the next four years.
Engagement period	17 June to 14 July 2026
Level of Influence:	Consult
Engagement Activities:	• Have Your say survey promoted through Council channels, Council facilities, email lists and networks • Drop-in sessions at hub locations for people with lived experience of disability, family and carers
Communication reach and engagement numbers:	The consultation is intended to reach broadly across the community. Analysis of engagement will be completed once consultation is finalised.
Summary of feedback:	To be provided once consultation is complete.

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

23. This report aligns with the following principles in Community Vision 2040:
    - Safe and peaceful community.
    - Education, training, entrepreneurship and employment opportunities.
    - Embrace diversity and multiculturalism.
      Mind, body and spirit.
24. This report aligns with the following strategic objectives in the Council Plan 2021-25:
    - 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.

Legislative and Policy Obligations

25. This report has considered Council's legislative and policy obligations, where applicable, as outlined in the Report Considerations section at the front of this Agenda. The relevant obligations considered and applied are:

    - The Overarching Governance Principles of the *Local Government Act* 2020.
    - *Victorian Charter of Human Rights and Responsibilities* 2006.
    - Related Council Policies, Strategies or Frameworks.



Draft Disability Action Plan

2026-2030

Greater Dandenong

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Version control:

Version	Date	Author
1.0	1/4/2026	Coordinator Community Access

Acknowledgement of Country

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

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

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

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



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Executive Summary

Greater Dandenong City Council is committed to ensuring people with disability, their families and carers feel welcome, respected and included in community life.

This Disability Action Plan shows how we will make our community easier to access and more inclusive. It helps Council understand local needs, improve our services, and work with other organisations when issues are outside Council's control.

Through this plan, Council will:

- Support inclusion so people with disability can take part in all parts of community life.
- Make it easier to access Council services by identifying barriers and planning improvements.
- Support Council staff with training and resources to deliver inclusive services.

This plan replaces the 2017–2023 Disability Action Plan. It continues our commitment to removing barriers, increasing participation, and making sure everyone has equal opportunities.

Key themes included in this plan:

1	**Employment and Economic Participation**	Supporting fair access to jobs, training and opportunities to help earn an income.
2	**Accessible and Inclusive Community Infrastructure**	Making community spaces, buildings and public areas safe, welcoming and easy to use for everyone.
3	**Support for Carers, Families and Access to Services**	Improving support and making it easier for people with disability and their carers to find and use services.
4	**Community Inclusion, Awareness and Leadership**	Building a community that understands, includes and values people of all abilities.

Integrated Planning Framework

Council's Integrated Planning Framework (IPF) outlines Council's planning in the long, medium, and short term. This planning approach is required by law and helps Council plan well, measure progress, and deliver better outcomes for the community.

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



The Disability Action Plan (DAP) is one of Council's key plans. It is required under the Victorian Disability Act 2006, along with other important Council plans.

The DAP supports the Greater Dandenong City Council's Community Vision 2040 by explaining how Council will improve access, fairness and participation for people with disability. This helps create a community that is welcoming, healthy and supports everyone to thrive.

By improving access, participation and wellbeing for people with disability, the DAP directly supports the goals of the Council Plan 2025-2029. This includes a strong focus on inclusion, community wellbeing and fair access to services.

The DAP also guides Council's internal policies and procedures and links with other plans. These help staff turn the actions in the DAP into everyday practice and support ongoing improvements to accessibility across Council.

Background

This Disability Action Plan uses the same meaning of disability as the United Nations Convention on the Rights of Persons with Disability. Disability is described as a long-term physical, mental, intellectual or sensory condition. Disability happens when these conditions interact with barriers that stop people from taking part in society on an equal basis.

This way of understanding disability is called the social model of disability. It focuses on removing barriers rather than changing the person. This definition is also used in *Inclusive Victoria: State Disability Plan 2022–2026*.

Inclusive Victoria's State Disability Plan is the Victorian Government's plan for improving access, inclusion and rights for people with disability across Victoria. It sets clear priorities and guides how councils, including Greater Dandenong City Council, develop, deliver and review their Disability Action Plans.

Inclusive Victoria focuses on improving outcomes for people with disability, including:

- better access to healthcare
- more inclusive sport and recreation opportunities
- improved inclusion in schools
- better support for children with complex disability support needs.

 International	• United Nations Convention on the Rights of Persons with Disabilities
National	• Australia's Disability Strategy (2021–2031) • Disability Discrimination Act 1992 • NDIS • Information Linkages and Capacity Building program • Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability
 Victorian	• Disability Act 2006 (Vic) • The Victorian Aboriginal Affairs Framework 2018-2023 • Equal Opportunity Act 2010 (Vic) • Charter of Human Rights and Responsibilities Act 2006 (Vic) • Inclusive Victoria: State Disability Plan (2022-2026)
 Local Government	• Disability Action Plans

Australia's Disability Strategy 2021–2031 is a national plan to improve inclusion, participation and wellbeing for people with disability.

The Strategy focuses on important areas such as jobs, health, education, community life, safety, community attitudes, and access to support. It aims to make everyday life fairer and more inclusive for people with disability.

The Strategy highlights the need for governments, services and the community to work together to remove barriers, protect rights and support people with disability to take part fully in society.

It also recognises that some people with disability face extra challenges. The Strategy aims to improve outcomes for these groups through more inclusive policies and better services.

This Disability Action Plan supports the same aims of equity and inclusion as the Victorian Government and Australian Government plans. It turns these plans into clear, practical actions at a local level. All three plans work together to improve inclusion for people with disability.

Council will continue to keep track of Victorian Government and Australian Government policies and programs that may affect our community. If there are any changes, Council will update future actions in the Disability Action Plan to reflect these changes.

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Achievements of the Disability Action Plan

This Disability Action Plan is the sixth plan delivered by Greater Dandenong City Council.

The first four Disability Action Plans helped improve access and inclusion by making buildings and public spaces easier to use, supporting inclusive community programs, and building disability awareness and inclusion across Council services.

During the fifth Disability Action Plan, Council showed strong leadership in disability inclusion. This included better planning, strong partnerships with the community, improved access to facilities and services, new inclusive employment initiatives, and targeted support for people with disability and their carers.

Together, this work shows steady progress toward creating a more fair and accessible community for all residents.

Some key highlights from our previous DAPs include:

- Developed several inclusive employment programs at Council. These included a disability internship program, self-employment program for people with intellectual disability, school-based apprenticeships in parks and gardens, and involvement in a Municipal Association of Victoria project sharing the stories of employees and interns with disability.
- Delivered and promoted accessible community events that celebrate inclusion, such as inclusive sports days and Council festivals, and created an accessible events guide.
- Delivered International Day of People with Disability celebrations designed with people who have lived experience of disability. Events included activities at Noble Park Community Centre and Disability at Dusk, delivered with the City of Casey and Cardinia Shire.
- Supported people in the community to better understand and access the NDIS.
- Improved access to information, including making Council's website more accessible.



- Strengthened support for carers through programs such as the Carers Walking Group and by increasing carer-focused information on the Council website.
- Made accessibility upgrades to Council buildings and facilities, including Springvale Hub, Keysborough Hub and Dandenong Wellbeing Centre.
- Supported community connection through inclusive events, regional partnerships and community-led activities.
- Involved the community in the design and development of the All Abilities Playground in Noble Park.
- Strongly advocated for better accessibility across public transport, including for the redevelopment of Noble Park Station.
- Produced and supported the development of a range of videos to raise awareness about disability inclusion.
- Partnered with Sport4All to support local schools and sports clubs to become more inclusive.
- Introduced the Hidden Disabilities Sunflower Program to better support people with hidden disability.





Community Snapshot

Many more people live with disability than the Census shows. This is because the Census only counts people who need help with everyday activities and relies on people self-reporting. It does not include many people who have a disability but do not need this type of assistance.

Another survey, called the Survey of Disability, Ageing and Carers (SDAC), gives a clearer picture. It shows that 21% of Australians have a mild, moderate, severe or profound disability. Such a proportion would be equivalent to 36,000 people in Greater Dandenong.

The same survey concluded that 12% of Australians were carers, equivalent to 20,000 Greater Dandenong residents. Among them, 4.8% were primary carers, representing 8,000 residents.

The survey also shows the following:

Disability and Age

Disability is more common as people get older.



Young Children

~6%

Have disability



Older Adults

~33%

About 1 in 3 have disability



Aged 90+

80%+

Live with disability

Work and Disability

People with mild disability are much more likely to work full-time than those with severe disability.



Many workers with disability face limits on the type or amount of work they can do



Just over half receive support at work, such as flexible hours or special equipment

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Greater Dandenong Snapshot

Women are more likely to be carers than men.



11.2%

Residents care for someone with disability

13.5% of Aboriginal and Torres Strait Islander residents live with disability - almost double the rate for non-Indigenous residents

NDIS Participation



Greater Dandenong has **4241** NDIS participants

This is only **12.7%** of all residents with disability, meaning most people with disability do not receive NDIS supports

What this means for Council

- Our community includes many people with disability who aren't in the NDIS but still face barriers.
- Council planning needs to support everyone, with:
  - accessible buildings and spaces
  - inclusive services and programs
  - community supports for people who don’t qualify for or need the NDIS.

For further information about our community visit www.greaterdandenong.vic.gov.au/disability-and-carers-social-statistics.

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Challenges and Opportunities

Greater Dandenong City Council faces some challenges in delivering the actions outlined in the Disability Action Plan.

Research shows that people with disability still experience poorer health, lower levels of education, fewer job opportunities, and difficulties accessing buildings, services and transport. This happens even though accessibility standards are in place. Research also shows that negative attitudes and a lack of understanding in the community continue to limit full inclusion and participation. Many of these issues are outside Council's direct control. Because of this, advocating to other organisations and levels of government is an important role for Council.

There are also many opportunities to improve outcomes. Council has already completed considerable work to improve access to public transport, create inclusive parks and public spaces, and support a strong network of disability service providers have arrived in the municipality.

These strengths provide opportunities to improve access, strengthen services, promote universal design, and increase community understanding and positive attitudes. Through this work, the Disability Action Plan will create a more inclusive, fair and supportive community for everyone.







Consultation – How was this Developed?

To date, Council has consulted with the City of Greater Dandenong's Disability Advisory Committee, disability service providers, networks, and people with disability to help set priorities for this new plan. Council used both formal and informal consultation.

These consultations took place during Disability Advisory Committee meetings, community sessions about Council's future role in aged and disability services, and through community input into the Council Plan. Council also gathered feedback through disability networks where it regularly shares and collects information.

Together, these activities involved around 1438 people, including people with disability, their families and carers, service providers, employers and business owners. Combined with feedback from Council staff, this helped Council understand the needs and goals of the community. One clear message stood out: people want facilities, services and the community to be more accessible and inclusive.

This sixth Disability Action Plan is the next step in Council's ongoing commitment to inclusion. Each new plan builds on the last one, using feedback, lived experience and what Council has learned over time.

Earlier plans focused on improving access to buildings and facilities. More recent plans looked at inclusive communication, taking part in community life, and changing attitudes that create barriers. These learnings have helped shape the priorities and actions in this new plan.

This plan recognises the progress to date, while also recognising that barriers still exist. It focuses on making accessibility and inclusion part of everyday Council work and strengthening advocacy on issues outside Council's control, such as transport, jobs and community attitudes. Through this work, Council continues to move towards a more inclusive and accessible community for people with disability.

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Key Themes Identified



1. Employment and Economic Participation

The community shared several challenges about work, including:

- **Limited employment opportunities:** People with disability often find it harder to get jobs or move forward in their careers. Many employers and the wider community do not always understand the skills and strengths of people with disability. People with disability report limited knowledge about inclusive hiring and workplace supports. This can lead to people with disability being underemployed.
- **Balancing work and caring:** Caring responsibilities can make it harder for people with disability and their families to take part in work or study.



2. Accessible and Inclusive Community Infrastructure

The community identified a number of access issues, including:

- **Accessible buildings and spaces:** Public spaces, buildings and facilities are not always designed or maintained to be accessible for everyone.
- **Transport barriers:** Limited access to reliable and accessible transport reduces independence and makes it harder to take part in community life.
- **Parking access:** Disability parking rules are not always well understood, creating barriers for people who rely on these spaces.

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3. Support for Carers, Families and Access to Services

The community identified opportunities to improve services and support, including:

- **Access to services:** People with disability report facing barriers accessing specialist health and allied health services.
- **Support for families and carers:** Families and carers need better coordinated support to manage caring responsibilities.
- **Accessible information:** Information about services, including the NDIS and accessibility, is not always easy to find, understand or use.



4. Community Inclusion, Awareness and Leadership

The community raised issues about inclusion and participation, including:

- **Stigma and lack of understanding:** Negative attitudes, misunderstandings, and limited disability awareness still affect social connection and participation.
- **Representation and leadership:** There are limited leadership opportunities for people with disability, reducing their ability to influence decisions and community outcomes.
- **Inclusive design:** When people with disability are not involved early in planning and design, facilities, programs and services may not be fully accessible or inclusive.

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Action Plan

Theme 1: Employment and Economic Participation

No	Priority Outcome Area	Measure
1.1	Promote employment programs and skill building opportunities through partnerships.	Increase number of disability employment programs promoted to the community.
1.2	Support employers to access inclusive hiring resources to support employees with disabilities.	Increase contribution to Greater Dandenong Business Network and other relevant networks to promote employment inclusion.
1.3	Identify opportunities to support carers to balance work and caring responsibilities.	Identify and implement new initiatives that strengthen support for carers balancing work and care.
1.4	Increase inclusive employment opportunities within Council.	The number of activities identified and implemented that lead to increased opportunities for employment and support of Council staff with disability.

Theme 2: Accessible and Inclusive Community Infrastructure

No	Action	Measurable Outcome
2.1	Improve the accessibility of public spaces including car parking.	Community reported accessibility barriers in public spaces are addressed.
2.2	Advocate to improve access to public transport.	Public transport accessibility issues are identified and raised with responsible government organisations.
2.3	Provide opportunities for people with disabilities to contribute to the planning and design of Council facilities.	The number of Council facility and infrastructure projects that include formal consultation with people with disability.
2.4	Increase accessibility awareness among businesses and service providers.	Increase the number of businesses and service providers who participate in information sessions and access resources.

Theme 3: Support for Carers, Families and Access to Services

No	Action	Measurable Outcome
3.1	Expand peer support programs to include new members.	Increase the number of families and carers participating in peer support programs.
3.2	Promote resources to local healthcare and service providers to increase access and inclusion by people with disability.	The number of local healthcare and service providers reached through promotion activities.
3.3	Improve access to disability related and Council service information including supports focused on carers.	Increase the availability of accessible disability related information across Council platforms (e.g., website, printed materials, translated resources).

Theme 4: Community Inclusion, Awareness and Leadership

No	Action	Measurable Outcome
4.1	Increase disability awareness within the community to promote inclusion, and improve understanding of accessibility, rights, and participation for people with disability.	The number of disability awareness campaigns delivered.
4.2	Strengthen leadership development for people with disabilities through meaningful involvement in committees, advisory groups and consultation activities.	Increase the number of people with disability participating in Council committees, advisory groups and consultation processes.
4.3	Provide opportunities for people with lived experience of disability, including carers, to be actively involved in planning and designing community facilities, programs and spaces.	Increase the number of Council planning and design projects that include engagement with people with lived experience of disability and carers.
4.4	Encourage greater participation by people with disability in Council programs, services, and activities by proactively addressing access barriers and promoting inclusive practices.	The number of Council programs that promote accessibility and inclusion.

Implementation, Monitoring and Reporting

Greater Dandenong City Council will implement the DAP using a whole-of-Council approach. This means all Council departments are responsible for making sure their work is accessible and inclusive. Council will work closely with people with disability, carers, service providers and local businesses to support this work.

The Disability Advisory Committee plays an important role by providing advice and guidance on the plan. The Committee helps identify new and emerging needs, gaps in services, and links to Victorian Government and Australian Government priorities.

Each year, Council will review progress in consultation with the Disability Advisory Committee. The review will align with Council's planning and reporting processes and assess progress against the Plan's long-term goals and actions, including what has been achieved.

These steps help ensure transparency, accountability and continuous improvement, and support Council's commitment to creating an inclusive community.



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Supporting Documents

The Disability Action Plan supports the goals of the Council Plan 2025-29 by helping build inclusion, encouraging people to take part in community life, celebrating diversity, and strengthening social connections.

The Council Plan emphasises priorities including:

- Our city is accessible to all and supports health and wellbeing
- Our city supports people in need
- Our city is vibrant and well planned for the future
- We have well-connected spaces and places
- We provide opportunities for our community to succeed
- We value the voices of our community in decision making
- We provide easy access to services for our community

The Disability Action Plan helps put these priorities into action by making sure Council services, buildings and planning remove barriers and support inclusion.



Appendices

Disability Discrimination Act 1992
www.legislation.gov.au

Australia's Disability Strategy 2021-31
www.health.gov.au/our-work/australias-disability-strategy

Inclusive Victoria: State Disability Plan
www.vic.gov.au/state-disability-plan

Australian Institute of Health and Welfare (AIHW)
www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/social-support/community-attitudes

Centre of Research Excellence in Disability and Health
www.credh.org.au

Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability 2023
www.disability.royalcommission.gov.au/publications/final-report

Engaging with our community and stakeholders to understand Council's future role in aged and disability services
www.greaterdandenong.vic.gov.au/aged-care-reforms

Council Plan 2025-2029
www.greaterdandenong.vic.gov.au/council-plan-2025-29

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4.3 FINANCE AND BUDGET

4.3.1 Adoption of 2026-27 Budget and Long Term Financial Plan 2027-2036

Responsible Officer: Chief Financial Officer

Attachments:
1. 2026-27 Budget [**4.3.1.1** - 165 pages]
2. Long Term Financial Plan 2027-2036 [**4.3.1.2** - 74 pages]

Officer Recommendation 1 – Dandenong Market Pty Ltd Projects

1. **That Council APPROVES the following capital expenditure projects in relation to the Dandenong Market Pty Ltd, prior to adoption of the 2026-27 Budget:**
   - **3 Dandenong Market Renewal Program (Public Announcement System)**
   - **9 Dandenong Market Basement Carpark Rectification and Compliance works**
   - **10 Dandenong Market – Fire Services Upgrade**
   - **14 Dandenong Market – Fruit and Vegetable Eastern Roof Awning**
   - **15 Dandenong Market – Carpark/Pedestrian Interface**
   - **16 Dandenong Market – Power and gas demand/supply assessment**
   - **17 Dandenong Market – Stormwater upgrade**

Officer Recommendation 2 – Glass Bin Implementation

2. **RESOLVES that:**
   a) **where Council determines to proceed with the Glass Bin Service in 2026–27, the provision included in the 2026-27 Budget remains unchanged; and**
   b) **where Council determines not to proceed with the Glass Bin Service in 2026–27, the associated funding provision:**
      i. **will remain quarantined in the adopted 2026-27 Budget on an interim basis; and**
      ii. **will be subsequently removed, along with the associated transfer from reserves funding, as part of the 2026-27 Mid-Year Budget Review.**

Officer Recommendation 3 – Declaration of Rates and Charges

3. **DECLARES the rates and charges for the 2026-27 financial year, as detailed in Section 4.1.1 of the 2026-27 Budget, including payment by instalments and due dates, the application of differential rates and any municipal or service charges, in accordance with the Local Government Act 1989;**
4. **AUTHORISES the Chief Executive Officer to levy and recover the declared rates and charges in accordance with the Local Government Act 2020 and section 181H(1)(b) of the Local Government Act 1989.**

Officer Recommendation 4 – Parking Infringements

5. **FIXES the penalties for parking infringements in contravention of the Regulations made under the Road Safety Act 1986 as specified in the Schedule of Fees and Charges (Section 6, page 27) of the 2026-27 Budget, until Council resolves otherwise.**

Officer Recommendation 5 – South East Leisure

6. **DELEGATES authority to the Chief Executive Officer to make payments to South East Leisure Pty Ltd for the provision of management services in the 2026-27 financial year, in accordance with the Management Services Agreement dated 13 September 2021 (Clauses 5.2 and 5.3) and South East Leisure's Annual Budget 2026-27.**

Officer Recommendation 6 – New Borrowings in 2025-26 and 2026-27

7. **APPROVES the raising of new loan borrowings of up to $38.9 million for the 2026-27 financial year, as outlined in the 2026-27 Budget.**
8. **DELEGATES authority to the Chief Executive Officer and Chief Financial Officer, jointly, to:**
   a) **negotiate, finalise and execute all required loan documentation and agreements relating to the approved 2026-27 borrowings; and**
   b) **take all necessary actions to give effect to this resolution by 30 June 2027.**
9. **NOTES revised borrowings for 2025-26 of up to $21.45 million (previously $36.50 million in the 2025-26 Budget), associated with the Oasis Aquatics and Wellbeing project, based on updated cash flow projections.**
10. **DELEGATES authority to the Chief Executive Officer and Chief Financial Officer, jointly, to:**
    a) **negotiate, finalise and execute all necessary loan documentation and agreements relating to the adjusted borrowings for the Oasis Aquatics and Wellbeing project within the current financial year; and**
    b) **undertake all actions required to give effect to this resolution by 30 June 2026.**

Officer Recommendation 7 – Adoption of 2026-27 Budget and Long Term Financial Plan 2027-2036

11. **THANKS community members who participated in the community engagement process to inform the 2026-27 Budget and Long-Term Financial Plan 2027-2036 (LTFP) and notes their feedback has been considered.**
12. **ADOPTS the proposed 2026-27 Budget including the 2026-27 Schedule of Fees and Charges as attached to this report.**
13. **ADOPTS the Long-Term Financial Plan 2027-2036 as attached to this report.**
14. **AUTHORISES the Chief Executive Officer or their delegate to make any necessary administrative or minor editorial amendments to the 2026-27 Budget and Long-Term Financial Plan 2027-2036, and to finalise and publish the adopted documents.**

Executive Summary

1. This report seeks Council's adoption of the 2026-27 Budget and the Long Term Financial Plan (LTFP) 2027–2036, forming part of Council's Integrated Strategic Planning and Reporting Framework.
2. Council previously considered the proposed Budget and LTFP at its meeting on 18 May 2026 and approved the documents in principle for the purpose of community consultation.
3. The 2026-27 Budget delivers an operating surplus of $7.0 million, a cash surplus of $0.8 million and a capital works program of $105.5 million. The capital program is primarily focused on the Oasis Aquatics and Wellbeing project and asset renewal across the region.
4. The Budget is supported by a combination of rates, fees and charges, grants, borrowings and reserve funding. Borrowings of $38.9 million are included to support intergenerational infrastructure delivery.
5. The LTFP 2027-2036 confirms Council's short-term financial stability, however, highlights ongoing structural challenges, including constrained revenue growth under rate capping, increasing service delivery costs, underlying operating deficits across the forecast period and emerging asset renewal funding gaps following the peak investment period.
6. Since the draft budget documents were presented for consultation, the primary change has been the incorporation of final certified valuation data from the Valuer-General Victoria. As a result, Section 4.1.1 of the 2026-27 Budget has been updated to reflect the final rating valuations and updates to a small number of indicators impacted by the final rates and valuation data. Outside of this mandated change, only minor clarification edits have been made to the remainder of the document.
7. Community consultation has been undertaken in accordance with legislative requirements. Feedback received has been considered in finalising the Budget and LTFP, with no changes required to the proposed financial settings.

Background

8. The 2026-27 Budget and Long Term Financial Plan 2027–2036 have been prepared as part of Council's Integrated Strategic Planning and Reporting Framework.
9. The draft Budget and LTFP were considered by Council at its meeting on 18 May 2026 and approved in principle for community consultation, in accordance with the Local Government Act 2020. Feedback received has been considered in finalising these documents for adoption.
10. The Budget provides the detailed financial plan for the 2026-27 financial year, including operating activities, capital works, funding sources and service delivery priorities.
11. The LTFP provides a ten-year financial outlook, supporting long-term financial sustainability goals and aligning with Council's strategic objectives, asset management planning and service delivery requirements.
12. Following the exhibition period, updates have been made to reflect final certified valuation data, along with minor editorial updates and adjustments to indicators impacted by final rating data.

Key Issues and Discussion

2026-27 Budget Overview

13. The 2026-27 Budget delivers a balanced operating position, including an operating surplus of $7.0 million, a cash surplus of $0.8 Million and a capital works program of $105.5 million.
14. Rates and charges have been set in accordance with the State Government rate cap, with a general rate increase of 2.75 per cent.

15. The Budget reflects ongoing cost pressures, including inflation, contract cost increases and service demand growth, which have been managed through prioritisation and efficiency measures.

Capital Works Program

16. The 2026-27 capital works program totals $105.5 million and is primarily focused on asset renewal, with approximately $94.3 million allocated to upgrading and renewing existing infrastructure.
17. In addition, the program includes significant investment in major projects, most notably Oasis Aquatics and Wellbeing, representing a substantial intergenerational infrastructure investment for the municipality.
18. The program is funded through a mix of operating cash flows, grants, borrowings and reserve funding.

Borrowings

19. Borrowings associated with the Oasis Aquatics and Wellbeing Project have been updated to reflect revised cash flow projections. This has reduced the borrowing requirement in 2025–26, with borrowings deferred into 2026-27 and 2027–28 in line with the updated cash flow schedule.
20. These changes do not alter the overall project scope or total funding requirement, but ensure borrowings are aligned with forecast expenditure timing. The revised borrowings profile is reflected in Officer Recommendations 9 and 10.
21. Borrowings of $38.9 million are included in the 2026-27 Budget to support the delivery of major capital projects.
22. This approach supports intergenerational equity by spreading the cost of long-life infrastructure across current and future beneficiaries.
23. While borrowings remain within Council's prudential limits, they reduce financial flexibility in the short to medium term and require careful ongoing management to ensure long-term sustainability.

Long Term Financial Plan 2027-2036

24. The Long-Term Financial Plan 2027–2036 provides a ten-year financial outlook and supports informed long-term decision-making.
25. The LTFP confirms that, while Council is in a stable financial position in the short term, there are ongoing structural challenges. These include constrained revenue growth under rate capping, increasing service delivery costs and underlying operating deficits across the forecast period.
26. The LTFP also identifies emerging asset renewal funding gaps following the peak capital investment period, highlighting the need for continued prioritisation and disciplined financial management.
27. These challenges will require ongoing monitoring, efficiency improvements and careful resource allocation across the planning horizon.

Community Consultation

28. Community consultation was undertaken in accordance with the Local Government Act 2020, with the draft Budget and LTFP publicly exhibited and submissions invited.
29. Council previously approved the documents in principle on 18 May 2026 to support this consultation process.
30. Feedback received from the community reinforced key themes including affordability, service levels, level of borrowings and infrastructure investment priorities.

31. Submissions have been considered in finalising the Budget and LTFP, with no changes required to the proposed financial settings.

32. Since exhibition, the primary updates relate to the incorporation of final certified valuation data from the Valuer-General Victoria. This has resulted in updates to Section 4.1.1 (valuation and rating data) of the 2026-27 Budget and minor adjustments to a small number of financial indicators. Other changes are limited to minor editorial updates.

Key Risks and Considerations

33. Key considerations for Council in adopting the Budget and LTFP include:

- Ongoing cost pressures associated with inflation and service delivery
- Constrained revenue growth under the rate capping framework
- Reliance on borrowings to fund major capital projects
- Emerging asset renewal funding gaps in the medium to long term

34. These factors highlight the importance of continued financial monitoring, prioritisation and careful long-term planning.

35. These risks are actively managed through Council's budgeting process, financial monitoring and long-term planning framework.

Council Resolutions

36. To implement the 2026-27 Budget and LTFP 2027-2036, a number of related resolutions are required as part of this report, as outlined below.

Dandenong Market Pty Ltd Capital Projects

37. Approval is sought for a suite of critical capital works at Dandenong Market, prior to formal Budget adoption to enable conflict of interest declaration and requirements to be met.

Glass Bin Service Implementation

38. Provision has been included in the 2026-27 Budget to support implementation of a city-wide glass bin service, funded from reserves.

39. Council is asked to consider the service via a separate report at the 15 June 2026 Council meeting.

40. Where Council determines not to proceed with the Glass Bin Service in 2026–27, the associated funding will remain quarantined in the 2026-27 Budget on an interim basis and may be removed (along with associated transfer from reserve funding) as part of the 2026-27 Mid-Year Budget Review.

Declaration of Rates and Charges

41. The 2026-27 Budget includes the basis for the declaration of rates and charges in Section 4.1.1. Council is required to formally declare these rates and charges as part of adopting the Budget.

42. Key elements include:

- a 2.75% rate increase, in line with the State cap
- application of statutory service charges and fees

43. Annual valuations do not increase total rate revenue but redistribute rates across properties based on updated property values.

44. Authority is delegated to the CEO to levy and recover these amounts.

Parking Infringement Penalties

45. Parking fines are set in accordance with the Schedule of Fees and Charges, supporting compliance and enforcement activities.

South East Leisure Payments

46. Delegation is provided to the CEO to make payments to South East Leisure Pty Ltd, in accordance with the Management Services Agreement dated 13 September 2021 (Clauses 5.2 and 5.3) and SEL's Annual Budget 2026-27.

Borrowings

47. Council is requested to approve (a) and note (b):
    a) up to $38.9 million in new borrowings for 2026–27
    b) revised 2025–26 borrowings of $21.45 million
48. Borrowings are required to part-fund delivery of the Oasis Aquatics and Wellbeing project, with the balance of funding to be drawn in 2027-28, in line with project cash flow forecasts.
49. Debt levels:
    a) remain within prudential limits
    b) are forecast to peak and then reduce over time
50. Delegation is requested to be provided to the CEO and CFO to finalise loan documentation.

Adoption of Budget and LTFP

51. Council is requested to:
    a) acknowledge community input
    b) adopt the 2026-27 Budget
    c) adopt the LTFP 2027-2036
    d) authorise minor administrative updates prior to publication

Financial Implications

52. Adoption of the 2026-27 Budget and LTFP 2027-2036 establishes Council's financial framework for the financial year and longer term.
53. Updates since the proposed documents were approved in principle and are limited to the incorporation of final valuation data and minor adjustments to associated indicators, with no change to the overall financial position.
54. The Budget includes a $105.5 million capital works program and an operating surplus, supported by a combination of rates, fees and charges, grants, borrowings and reserves.
55. The LTFP highlights that, while the short-term position is stable, ongoing structural financial pressures will require continued financial discipline and prioritisation to maintain long-term sustainability.
56. The 2026-27 Budget and LTFP 2027-2036:
    - maintain compliance with financial sustainability principles
    - support delivery of Council services and infrastructure
    - require ongoing financial discipline and monitoring
57. Quarterly reporting will continue to ensure transparency and early identification of emerging financial risks.

Community Consultation

58. Community consultation on the Proposed 2026-27 Budget and LTFP was undertaken in accordance with Council's Community Engagement policy and legislative requirements.
59. Consultation occurred through a two stage process (Nov 2025 and May 2026), comprising early engagement to inform priorities and a subsequent formal consultation period on the draft documents.
60. Participation identified key community priorities including safety, environment, infrastructure and service delivery. Twelve formal submissions were received on the draft Budget and LTFP, reflecting diverse views on spending priorities, financial sustainability, capital investment, borrowings, workforce resourcing and affordability within a constrained funding environment.
61. Overall, feedback highlighted the need to balance service delivery, asset renewal, major projects and ratepayer affordability. While the submissions informed the development of the Budget and LTFP, they did not identify any required changes to the proposed financial strategy, priorities or key assumptions.

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

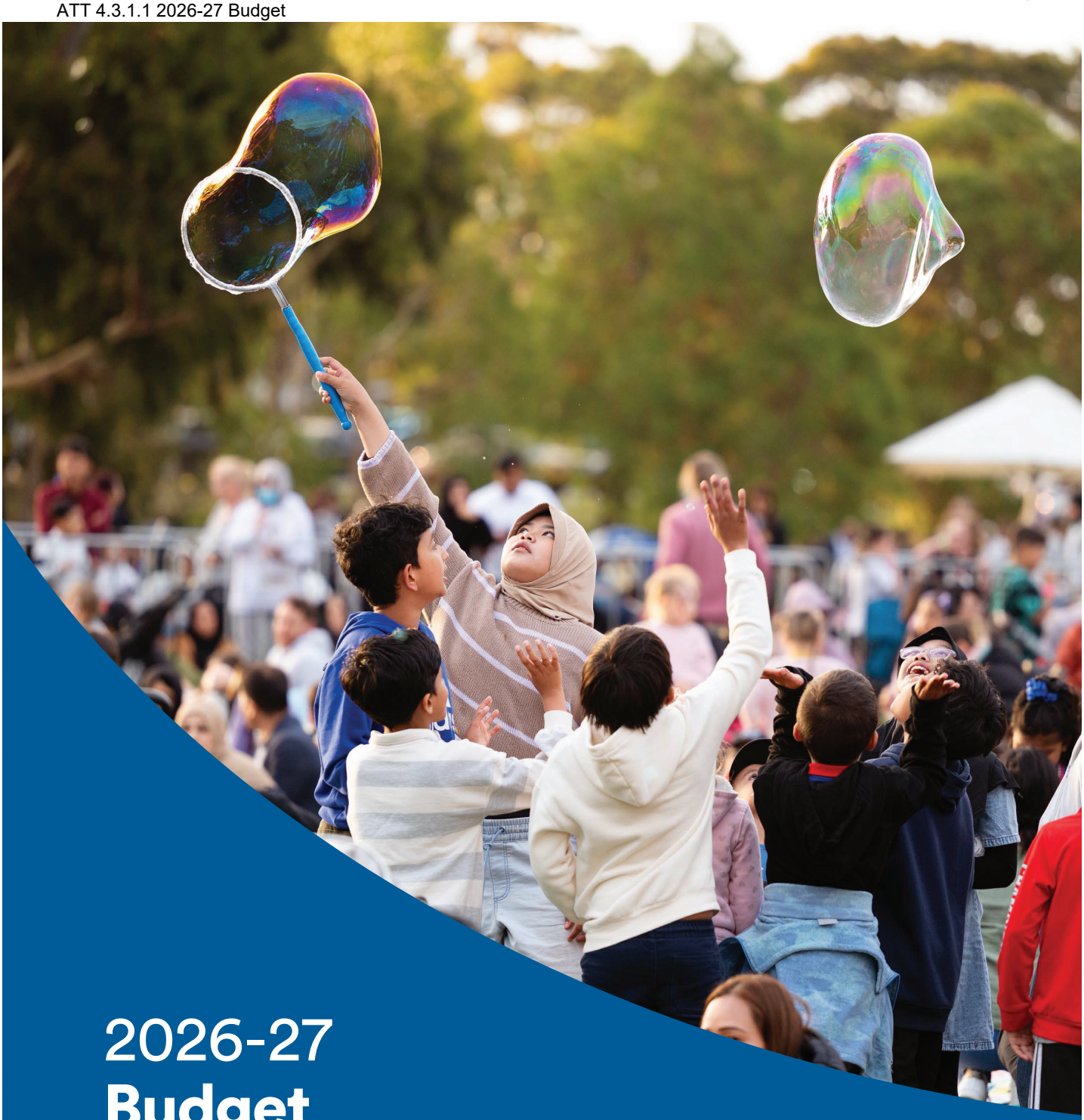
62. This report is consistent with the following principles in the Community Vision 2040:
    - Safe and peaceful community.
    - Education, training, entrepreneurship and employment opportunities.
    - Embrace diversity and multiculturalism.
    - Sustainable environment.
    - Mind, body and spirit.
    - Art and culture.
63. 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

64. 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.
65. The preparation and adoption of the 2026-27 Budget and LTFP 2027-2036 comply with the requirements of the Local Government Act 2020.
66. The Budget includes all required financial statements, disclosures and supporting information, including the declaration of rates and charges and the Schedule of Fees and Charges.

Conclusion

67. The 2026-27 Budget and Long-Term Financial Plan 2027–2036 provide a responsible and balanced financial framework for Council's operations and investment program.
68. While the short-term financial position is stable, the LTFP highlights ongoing structural challenges that will require continued prioritisation and disciplined financial management.
69. It is recommended that Council adopt the 2026-27 Budget and LTFP 2027-2036 to support service delivery, infrastructure investment and long-term financial sustainability.



2026-27 Budget

Greater Dandenong

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Mayor's Introduction

On behalf of the City of Greater Dandenong, I am pleased to present the 2026–27 Budget for Greater Dandenong City Council. This budget reflects our ongoing commitment to investing in the long-term future of our municipality while continuing to deliver the services and facilities our community relies on every day.

The 2026–27 Budget includes a significant capital works program of $105.5 million, supporting projects that will strengthen liveability, connection and opportunity across Greater Dandenong.

At the centre of this investment is the continued delivery of Oasis Aquatics and Wellbeing, one of the most significant community infrastructure projects ever undertaken by Council. This landmark facility will support the health, wellbeing and recreation needs of our growing and diverse community for generations to come.

We're progressing our Dandenong New Art (DNA) project which will be a contemporary exhibition space for our community. We are also continuing to invest in local roads and drainage, the Dandenong Market, public safety initiatives, parks, playgrounds, sporting facilities and waste and recycling infrastructure.

These projects are important to maintaining vibrant neighbourhoods, supporting local jobs and ensuring our city continues to grow and thrive. Importantly, this Budget maintains our strong focus on delivering essential services that support residents at every stage of life, including libraries, maternal and child health, community safety, youth services, cultural programs and the maintenance of parks and open spaces.

We know many households and businesses continue to face cost-of-living pressures and economic uncertainty. In this environment, we remain committed to being responsive to community needs, maintaining service levels and supporting affordability wherever possible. We have applied the Victorian Government's 2.75% rate cap for 2026–27, with the average residential rate increase sitting at 2.12% after property revaluations and differential rates are taken into account. Flexible payment arrangements and targeted hardship support also remain available for those experiencing financial difficulty.

This Budget represents a balanced and responsible plan for the year ahead — one that continues to invest in the future of Greater Dandenong while ensuring our community remains supported, connected and resilient.

Councillor Sophie Tan
Mayor, City of Greater Dandenong



CEO's Introduction

We have developed the 2026–27 Budget to support the delivery of Council's strategic priorities under the Community Vision 2040 and Council Plan 2025–2029, while maintaining a disciplined and sustainable approach to financial management.

This budget delivers a balanced operating position and reflects careful planning in a challenging economic environment. Rising costs associated with construction, utilities, materials and service delivery — combined with ongoing revenue constraints under the Victorian Government's rate-capping framework — continue to place pressure on councils across Victoria. Global uncertainty, including supply chain disruptions and volatility in fuel and energy markets, has also contributed to a more complex operating environment.

In response, we have taken a measured and responsible approach to budgeting for 2026–27. The organisation will continue to prudently manage borrowings, operating cash flows and cash reserves as major capital projects progress, ensuring financial sustainability is maintained while continuing to deliver important community outcomes.

Alongside our significant infrastructure program, the budget supports the continued delivery of essential services across Greater Dandenong. We know our community values clean streets, safe and healthy open spaces, and well-maintained facilities, and we will continue to provide strong neighbourhood amenity. We also understand the important role libraries, arts and frontline services for older people, families and children play in community wellbeing, and we remain committed to delivering quality services in these areas.

A significant part of our expenditure is on our people – hardworking, skilled and experienced people who are highly motivated to serve this community. We deliver services with a human connection. We're proud that this budget includes bringing some of our parks functions back in house and reducing our reliance on contract labour.

The budget also reflects our ongoing focus on operational efficiency, sound governance and transparent decision-making. Through careful prioritisation and strong financial oversight, Council is well positioned to respond to future challenges while continuing to deliver high-quality services and infrastructure for the Greater Dandenong community.

Jacqui Weatherill
Chief Executive Officer

Executive Budget Summary

The 2026-27 Budget has been prepared based on Council's current financial position, including existing cash balances, asset base and borrowing capacity. Council maintains sufficient liquidity to support day-to-day operations and planned capital expenditure in 2026-27, and all prudential and statutory requirements are met. The operating position for 2026-27 is balanced, with reserves and borrowings utilised to fund major capital projects with long-term community benefit.

At the time of finalising the Budget, economic conditions remain uncertain. Ongoing volatility in fuel and energy markets, supply chain disruptions and inflationary pressures continue to affect both operating and capital costs. In response, the Budget incorporates updated CPI and fuel assumptions over the first three years of the financial plan to better reflect current cost conditions.

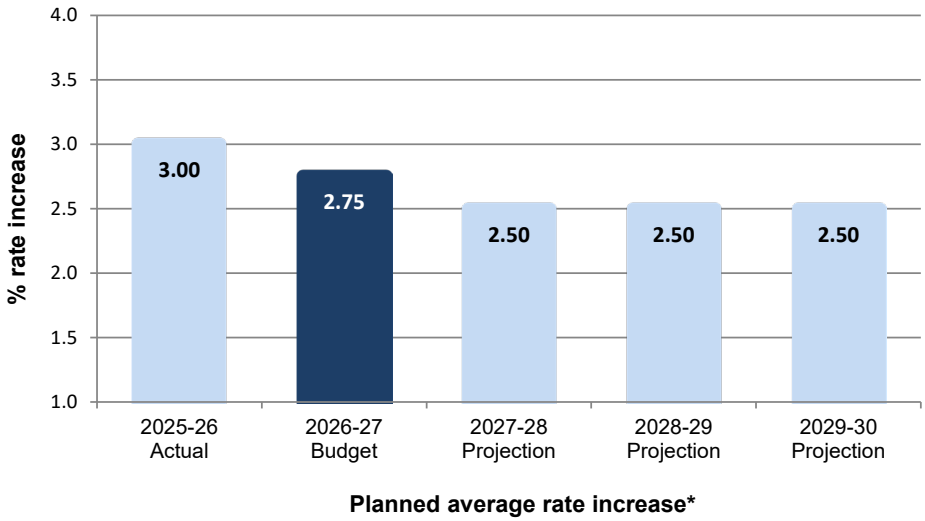
Forward projections show increasing pressure on operating cash flows and unrestricted cash balances over the medium term, particularly as major capital projects progress and capital expenditure remains elevated. These trends highlight the importance of continued monitoring and active financial management.

The Budget also includes a range of measures to manage affordability and forecast risk. These include the application of a targeted labour vacancy offset, the introduction of an efficiency dividend, ongoing service review and prioritisation, improvements to cost recovery, and the use of external funding sources where available.

Council's financial performance and underlying assumptions will continue to be monitored. Any required changes to budget settings or forecasts will be considered through future budget and financial plan reviews, subject to Council approval.

The following graphs provide key information about the rates increase, operating result, capital works and financial sustainability of Council, focusing on the 2025-26 forecast actual, 2026-27 Budget and the next 3 years budget.

Rate percentage increases

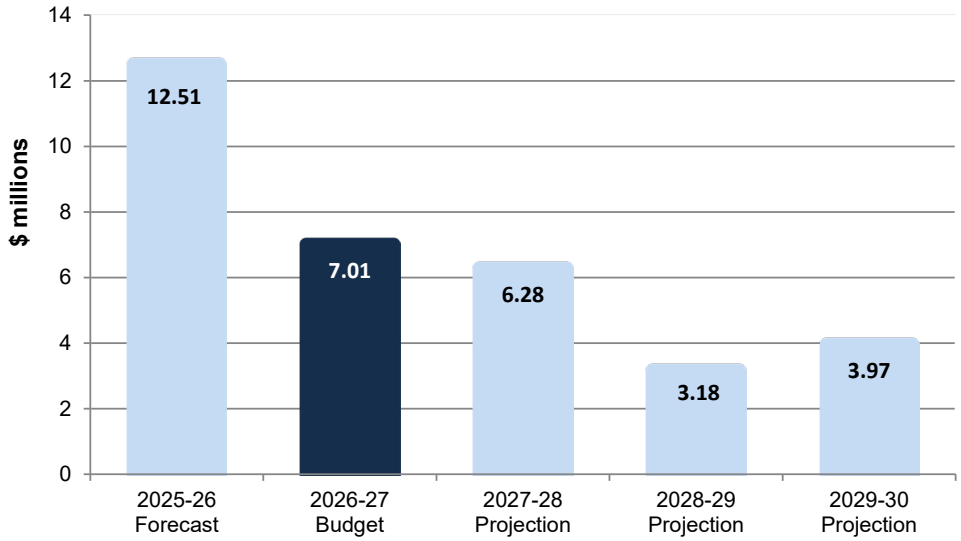


Note: the planned average rate increases are subject to future year rate cap determinations by the Minister for Local Government.

In 2026-27, rates will increase by 2.75% in line with the Victorian State Government imposed rate cap. Total rates and charges (excluding waste and interest) will increase to $160.56 million (2025-26 forecast $155.30 million) including $1 million generated from supplementary rates on new and redeveloped properties. Refer to Section 4.1.1 Rates and charges for more information.

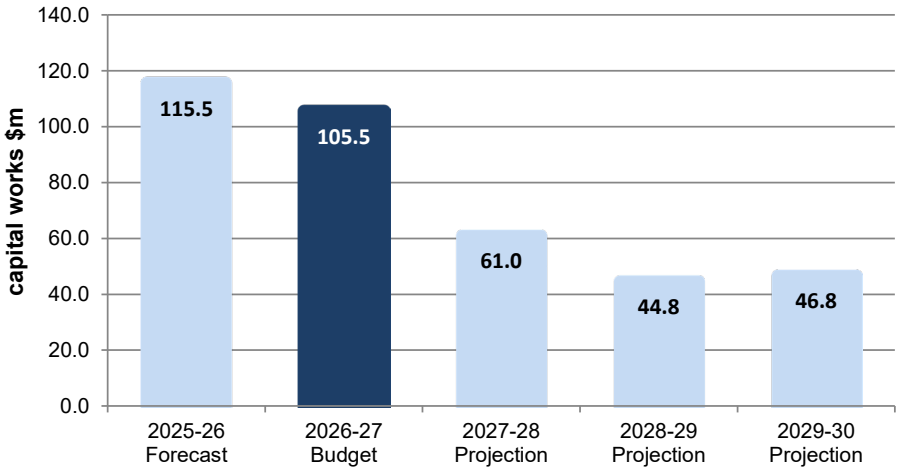
Future rate increases are estimated using the Department of Treasury and Finance forecast of the Consumer Price Index. However, this does not commit Council to any predetermined increase. The Financial Plan is reviewed annually as part of Council's budget deliberations and future rate increases will be considered in light of prevailing economic conditions, community needs and the rate cap set by the Minister for Local Government.

Operating result



The expected operating result for 2026-27 is a surplus of $7 million, which is a decrease from the forecast surplus of $12.5 million for 2025-26. The operating result and future years can vary depending upon operating initiatives and projects planned, and the level of capital grants received.

Capital works



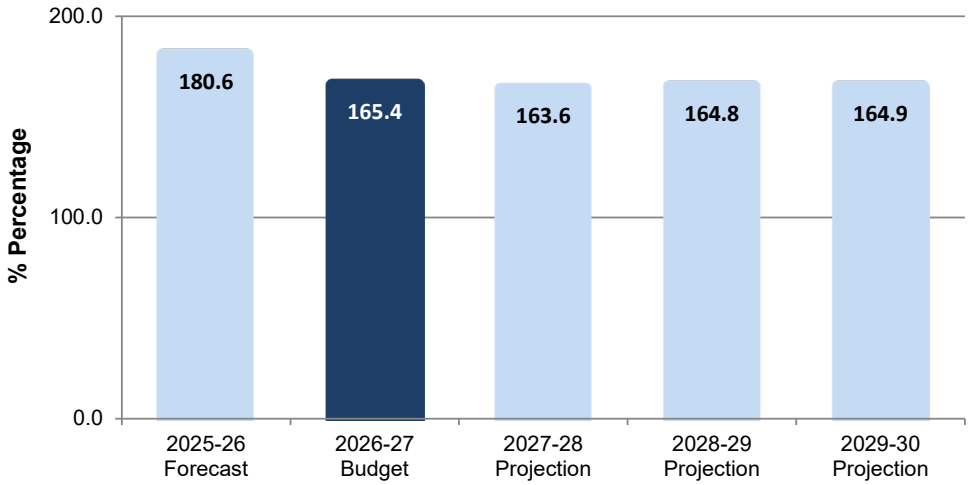
The 2026-27 Capital Works Program is budgeted to be $105.5 million, which includes $94.3 million to renew and upgrade some of the city's existing $3.2 billion community assets, $11.2 million is allocated for new and expanded assets. Of this total capital budget, funding sources other than rates include $38.9 million from borrowings, $14.6 million from external grants and contributions and $13.1 million from existing council reserves.

The elevated investment over 2025-26 and 2026-27 is attributable to the Oasis Aquatics and Wellbeing project (replacement of Dandenong Oasis).

Key capital projects in 2026-27 include:

- $55.0 million Oasis Aquatics and Wellbeing (previously described as the Dandenong Wellbeing Centre)
- $10.4 million Road Renewal programs
- $3.8 million South East Leisure Building Renewal Program.
- $3.8 million Council Building Renewal Program including Community Wellbeing buildings and Drum Theatre.
- $3.6 million Glass bin implementation program to support the four-bin system
- $3.3 million J.C. Mills Reserve Hockey Field Surface and Fencing
- $3.4 million Dandenong Market - required works to support the operation of the Market, including basement carpark, fire services upgrades, stormwater works and utility capacity assessments. Also includes renewal of the public announcement system.
- $3.0 million Dandenong New Art
- $1.6 million Security and CCTV Infrastructure
- $2.4 million Active and Pass Reserves Renewal programs
- $1.0 million Dandenong Park Playground Redevelopment

Financial position (working capital)



The working capital is expected to decrease in 2026-27 as Council draws down on reserves (total $24 million) to fund capital projects and the Core System Replacement program. Forecast projections remain steady. Council has established statutory and discretionary reserves through quality planning and ongoing management. Refer to Section 3. Financial Statements for the Budgeted Balance Sheet and Section 4.2 for an analysis of Council's financial position including working capital.

Financial Sustainability Indicators – Victorian Auditor General's Office

Indicator	Forecast 2025-26	Budget 2026-27	Financial Plan Projections 2027-28	2028-29	2029-30	Trend
Net result margin (%)	4%	2%	2%	1%	1%	
Adjusted underlying result (%)	(8%)	(6%)	(2%)	(2%)	(2%)	
Liquidity (ratio)	1.81	1.65	1.64	1.65	1.65	
Internal financing (%)	64%	51%	87%	127%	131%	
Indebtedness (%)	29%	42%	41%	38%	34%	
Capital replacement (ratio)	2.17	1.94	1.10	0.79	0.81	
Renewal gap (ratio)	1.70	1.74	1.08	0.77	0.73	

Key to Forecast Trend:
+ Forecasts improvement in Council's financial performance/financial position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The 2026-27 Budget presents a balanced financial position for the year ahead, while also highlighting the growing financial pressures facing Council over the medium term. The graphs and indicators in this section illustrate how short-term stability is being maintained alongside a period of significant capital investment and constrained revenue growth.

Rates for 2026-27 have been set in line with the Victorian Government's rate cap of 2.75%. Total rates and charges (excluding waste and interest) are forecast to increase to $160.6 million, supported by continued growth in the municipality through supplementary rates. Forward estimates have been prepared using conservative assumptions, noting that future rate increases remain subject to annual rate cap determinations.

Council is forecasting an operating surplus of $7.0 million for 2026-27 and more importantly, delivers a forecast cash surplus of $821,000, supporting short-term financial stability.

The adjusted underlying result, however, shows deficits across all years of the forecast. This reflects the structural challenge facing local government, where operating costs and service demands continue to grow faster than rate-capped revenue, with higher CPI and fuel cost pressures now embedded in the early years of the Plan.

The capital works program remains historically high at $105.5 million in 2026-27, driven primarily by the delivery of the Oasis Aquatics and Wellbeing project. This investment significantly lifts renewal and upgrade expenditure in the short term and is reflected in strong asset renewal ratios during 2025-26 and 2026-27. Beyond this peak investment period, the charts highlight the challenge of maintaining a renewal ratio of 100% using rates funding alone, reinforcing the need for prioritisation and external funding.

Council's working capital and unrestricted cash balances are expected to decline in 2026-27 as reserves are drawn down to fund major capital projects and the Core System Replacement program. While liquidity remains sufficient and above minimum thresholds, forward projections indicate pressure on cash balances over the next three years.

The conversion-to-cash results show that cash balances are broadly managed over the medium term, with only a minor cash deficit forecast in 2028-29, followed by a return to cash surpluses in subsequent years. This highlights the importance of continued focus on cash flow management and disciplined financial decision-making as major projects are delivered.

Borrowings will increase in 2026-27 to support delivery of major intergenerational infrastructure. Debt ratios are forecast to peak during this period but remain within Council's prudential limits and Victorian Treasury Corporation covenant requirements. From 2027-28 onwards, debt levels are expected to stabilise and gradually reduce, with no further borrowings currently assumed beyond committed projects.

Council's financial sustainability indicators show a satisfactory position in the short term, with emerging risks in the medium term. Key pressures include constrained revenue growth, rising employee and contract costs, declining unrestricted cash balances and future renewal funding gaps from 2027-28 onwards. These indicators reinforce the importance of disciplined financial management, service prioritisation and ongoing review of Council's operating model to ensure long term sustainability.

The 2026-27 Budget represents a prudent and balanced response to current economic conditions. It supports essential services and major community infrastructure while clearly identifying the financial challenges that will need to be addressed through future budgets and strategic planning.

Budget influences

This section outlines the key external and internal factors that have influenced the development of the 2026-27 Budget. These influences reflect the broader economic, regulatory and community environment in which Council operates, as well as Council-specific pressures, strategic priorities and decisions necessary to maintain financial sustainability while continuing to deliver essential services and invest in the community.

About the City of Greater Dandenong

Location

Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east, approximately 35 kilometres from the central business district. It is bounded by Police Road in the north, Dandenong Creek and South Gippsland Freeway to the east, Thompson Road in the south, and by Westall and Springvale Roads to the west.

The suburbs of Greater Dandenong are Dandenong, Dandenong North, Dandenong South, Bangholme, Springvale, Springvale South, Noble Park, Noble Park North, Lyndhurst, Keysborough and Keysborough South. Neighbouring councils include Casey, Knox, Monash, Kingston and Frankston.

Greater Dandenong maintains 35 sports reserves, 1,151 kilometres of footpaths, 5 leisure facilities, 61 bushland areas and 235 parks and land reserves totalling 555 hectares of open space.

Population

Greater Dandenong had a population of approximately 172,000 in 2025 and is expected to grow to over 190,000 in the next decade. 615 residents are of Aboriginal and Torres Strait Islander heritage and nearly two thirds of residents were born overseas, making this the most culturally diverse municipality in Victoria, with residents from over 154 different birthplaces.

Reflecting its cultural diversity Greater Dandenong also has a wide diversity of spoken languages including Vietnamese, Khmer, Mandarin, Cantonese, Greek, Punjabi, Sinhalese, Arabic and Dari.

Housing

Rising housing costs and interest rates, combined with low incomes among many Greater Dandenong residents have caused increasing financial hardship for many local families with one in five renting households at risk of housing related financial stress or homelessness. The cost of purchasing a home in this city has risen by 34 % in the decade to 2024. The median house price in 2021 was 10.3 times the average household income. In 2021 2,366 people were homeless in the City of Greater Dandenong.

Employment within Greater Dandenong

Greater Dandenong provides 25,000 jobs in manufacturing for the region with construction and health care and social assistance the next largest industries with over 13,000 and 11,000 jobs respectively. 114,506 jobs are supported within our city however the unemployment rate is still high at 6.4 per cent compared to the Victorian average of 4%.

Health and wellbeing

The 2023 Population Health Survey indicated that 11.8% of residents ran out of food and could not afford more at some point in the year, and many did not meet dietary guidelines for either fruit or vegetable consumption. 17% of residents rated their health as fair or poor, slightly less than the metropolitan level of 20%.

External Influences

Economic and Cost of Living Environment

Council continues to operate in a challenging economic environment characterised by sustained cost-of-living pressures, elevated inflationary impacts and ongoing uncertainty in global and domestic markets. While inflation remains higher than expected, price pressures remain elevated across key expenditure categories, including wages, utilities, construction materials, insurance, fuel and contracted services. Many of these costs continue to grow faster than Council's capped revenue base, placing ongoing pressure on operating budgets and the affordability of service delivery.

Global economic uncertainty, including market volatility and geopolitical and trade-related pressures, also continues to create challenges for cost forecasting and investment returns. These factors increase the risk of variability in both operating and capital project costs, particularly for large construction programs.

Rate Capping and Revenue Constraints

The Victorian State Government has set the rate cap for 2026-27 at 2.75% (2025-26: 3%). While providing certainty and protection for ratepayers, rate capping continues to constrain Council's ability to grow revenue in line with rising costs and service demands. The rate cap applies to the total amount of rates Council can raise, rather than individual properties, meaning individual rate movements vary depending on property valuations and rating differentials.

Council remains heavily reliant on rate revenue as its primary source of recurrent income. When combined with rate capping, this reliance amplifies the financial impact of cost escalation in areas largely outside Council's control.

Government Funding and Cost Shifting

Grant funding from State and Commonwealth Governments remains a critical component of Council's funding mix. However, many grants do not increase in line with the true cost of delivering services, contributing to ongoing cost shifting to local government. This is particularly evident in services such as libraries, community care, school crossing supervision and regulatory functions.

While Council's Financial Assistance Grant allocation has improved in recent years, long-term funding growth has not kept pace with inflation or service demand. As a result, Council has adopted a prudent approach to forecasting grant income, recognising the uncertainty and variability inherent in future government funding decisions.

Legislative and Regulatory Changes

Ongoing legislative and regulatory changes continue to influence Council's financial position and budget settings. In December 2025, the Minister for Local Government issued updated Ministerial Guidelines relating to ratepayer hardship and debt management, which require councils to apply more flexible hardship arrangements and limit the recovery of interest and charges on rate arrears. While supporting fairness and affordability for ratepayers, these changes are expected to reduce interest income in future years and have been reflected through more conservative budgeting assumptions.

Changes to State Government policy settings continue to place pressure on Council's financial sustainability. The introduction of the Waste Services Good Practice Guidelines for Service Rates and Charges has clarified expectations around full cost recovery and transparent pricing of waste services. At this stage, Council is not adhering with all suggested elements of the guidelines, as immediate implementation would have adverse impacts on overall financial sustainability. Council will continue to assess opportunities to move toward adherence to the guidelines over time, where it is financially prudent and achievable.

In addition, the replacement of the Fire Services Property Levy with the Emergency Services and Volunteers Fund from 1 July 2025 has increased collection impacts for ratepayers and resulted in higher costs on Council-owned properties. Council continues to act as a collection agency on behalf of the State Government, with these amounts fully remitted and having no discretion over their application.

Demographic and Community Factors

Greater Dandenong continues to experience population growth, increasing cultural diversity and significant social and economic disadvantage compared to metropolitan averages. Cost-of-living pressures are disproportionately impacting many residents, particularly renters, low-income households and vulnerable community members.

These demographic characteristics drive increasing demand for Council services, community support programs, accessible infrastructure and inclusive facilities, at a time when Council's financial capacity is constrained. Balancing affordability for the community with the need to maintain service quality and infrastructure standards remains a key challenge.

Internal influences

Financial Sustainability and Budget Rebalancing

The 2026-27 Budget has been developed within the context of Council's Long Term Financial Plan, which identifies structural operating pressures and short-term cash constraints during a period of elevated capital investment, while confirming that financial sustainability can be maintained with disciplined financial management and ongoing reform. While the 2026-27 Budget delivers a modest operating surplus and a positive cash position, forward projections highlight emerging pressures over the medium term arising from rate-capped revenue growth and rising costs.

In response, the 2026-27 Budget reflects a strong focus on budget rebalancing, cost containment and improving forecast accuracy. This includes the application of prior-year surpluses, tighter control of discretionary expenditure, the ongoing application of a targeted labour vacancy offset informed by historical staffing experience, and the introduction of an efficiency dividend to embed productivity improvements and value for money over time. Together, these measures support short-term financial stability, provide capacity to manage updated CPI and fuel cost pressures now reflected in the Budget, and position Council to respond proactively to emerging medium-term sustainability challenges.

Enterprise Agreement and Workforce Costs

Employee costs represent Council's largest area of expenditure. The expiry of the current Enterprise Agreement and the commencement of a new multi-employer bargaining process introduce a level of uncertainty regarding future wage outcomes.

To manage this risk, employee cost assumptions in the 2026-27 Budget are aligned to the rate cap, with additional allowances incorporated into the forward estimates to account for potential outcomes of bargaining and normal staff progression. Workforce planning, vacancy management and productivity improvements remain critical to maintaining affordability and service continuity.

Major Capital Projects and Borrowings

Council is undertaking a period of significant capital investment, most notably the delivery of the Oasis Aquatics and Wellbeing This project represents a major investment in community infrastructure and requires a combination of borrowings, grants, contributions and reserve funding.

While borrowings are being used strategically to support intergenerational equity, the scale of these investments increases debt servicing costs and reduces available funding for other capital priorities in the short to medium term. This has required Council to carefully prioritise capital programs and defer or rescope non-essential projects.

Asset Renewal Pressures

Council manages a large and ageing asset base, and ongoing asset renewal remains a significant financial challenge. While renewal investment is strong in 2026-27 due to major projects, funding shortfalls are forecast in the next two years, particularly for rate-funded renewal programs.

This position reinforces the need for rigorous asset prioritisation, improved asset condition data and continued review of service levels to ensure long-term sustainability and risk management.

Organisational Reform and Systems Modernisation

The 2026-27 Budget includes initial investment to commence replacement of Council's core corporate systems that are at end-of-life. While representing a significant upfront commitment, this investment is essential to keep core corporate support teams operational, reduce operational risk, improve efficiency, strengthen cyber-security and support contemporary service delivery.

More broadly, Council continues to pursue organisational reform, process improvement and technology enablement to work smarter, reduce duplication and better align resources with strategic priorities in a constrained financial environment.

Economic Assumptions

The 2026-27 Budget and forward estimates have been prepared in a period of greater economic uncertainty. Recent conditions have been characterised by inflation that has been higher and more persistent than initially forecast, increased volatility in fuel supply and pricing, and broader global and domestic economic pressures. These factors continue to influence both operating and capital costs and create uncertainty around the timing and magnitude of future impacts. In response, the Budget has been developed using a prudent and conservative approach, with key assumptions updated where cost pressures are most evident.

Consistent with this approach, CPI and fuel escalation assumptions have been revised upward in the first three years of the forecast to reflect current market conditions, with more moderate escalation assumptions applied beyond this period. The table below outlines the key escalation parameters used in preparing the 2026-27 Budget and the subsequent three financial years. While these parameters provide a broad framework, Council has not applied uniform percentage increases across all expenditure categories.

Instead, the financial modelling process adopts a targeted and risk-based approach, with certain accounts subject to manual adjustment or nil growth assumptions where appropriate. This includes areas such as consultants, professional services, printing and stationery, and temporary staffing, reflecting active cost containment, prioritisation and improved forecasting discipline. As a result, the outcomes presented cannot be derived by simply applying a single percentage uplift to prior-year budgets.

Given the ongoing uncertainty in the economic environment, these assumptions will continue to be closely monitored throughout the financial year. Should there be sustained and material changes in economic conditions, Council will consider adjustments to its financial settings at the next appropriate review point, in accordance with legislative requirements and subject to Council approval.

Description	Notes	Budget 2026-27	Projections Year 2 2027-28	Year 3 2028-29	Year 4 2029-30
CPI forecast	1	5.00%	4.00%	3.00%	2.50%
Rate revenue cap	2	2.75%	2.50%	2.50%	2.50%
Fees and charges - Council	3	2.75%	2.50%	2.50%	2.50%
Fees and fines - statutory	3	2.00%	2.00%	2.00%	2.00%
Financial Assistance Grants	4	1.00%	1.00%	1.00%	1.00%
Grants operating	4	2.00%	2.00%	2.00%	2.00%
Grants capital	4	*Based on committed funding*			
Contributions monetary	5	*Based on committed funding*			
Contributions non monetary	5	0.00%	0.00%	0.00%	0.00%
Employee costs (EA)	6	2.75%	2.50%	2.50%	2.50%
Employee costs (incremental costs)	6	0.50%	0.50%	0.50%	0.50%
Materials and services (general)	7	5.00%	4.00%	3.00%	2.50%
Electricity	7	5.00%	4.00%	3.00%	2.50%
Water	7	5.00%	4.00%	3.00%	2.50%
Gas	7	10.00%	10.00%	10.00%	3.00%
Fuel	7	20.00%	10.00%	5.00%	3.00%
Insurance	7	15.00%	10.00%	5.00%	5.00%

Notes:

1. **Consumer Price Index (CPI)** - CPI has been assumed at 5.0% in 2026–27, reflecting heightened inflationary pressures and prevailing economic conditions at the time of budget preparation. Inflation is assumed to moderate progressively over the forward estimates, decreasing to 4.0% in 2027–28, 3.0% in 2028–29, and 2.5% in 2029–30, consistent with expectations of easing price pressures over the medium term. CPI and other economic assumptions will continue to be reviewed annually and updated through future budget and Long Term Financial Plan processes as required.

2. **Rate Revenue Cap -** Rate revenue has been modelled in line with the Victorian Government's rate cap of 2.75% for 2026-27, as directed by the Minister for Local Government. Future years have been forecast at 2.5%, subject to annual rate cap determinations. While CPI assumptions for operating expenditure have been increased in the short term to improve forecast accuracy, rates income assumptions continue to be modelled conservatively, aligned to the CPI estimate used in determining the 2026-27 rate cap.

   In addition, supplementary rate revenue of approximately $1 million per annum has been assumed over the life of the plan to reflect growth from new and redeveloped properties.

3. **Fees and Charges -** Council-controlled fees and charges are assumed to increase by 2.75% in 2026-27 and 2.5% in subsequent years. In practice, fees have been reviewed on a service-by-service basis rather than applying a blanket increase, with consideration given to cost recovery, labour inputs, pricing principles, community affordability and policy objectives, including where subsidisation is appropriate. Consistent with the treatment of rate revenue, fees and charges income assumptions continue to be modelled conservatively, aligned to the CPI estimate used in determining the 2026-27 rate cap, notwithstanding higher short-term CPI assumptions applied to operating expenditure.

   Statutory fees are set by legislation and are not automatically indexed. A modest increase of 2% has been assumed to reflect changes in activity volumes rather than fee rate increases.

4. **Grants -** Operating grants have been budgeted on conservative growth assumptions of 2%, with Victorian Local Government Grants Commission (VLGGC) funding assumed to increase by 1%. These assumptions reflect the ongoing risk of cost-shifting, as grant funding typically does not increase in line with the true cost of delivering services.

   Capital grants are based on confirmed funding agreements and project-specific approvals and are not indexed by a standard escalation factor. The most significant capital grant in 2026-27 relates to the Oasis Aquatics and Wellbeing under the Priority Community Infrastructure Program.

5. **Contributions -** Monetary contributions are based on committed funding and are not incremented.

   Non-monetary contributions are inherently difficult to forecast and are estimated at $7.5 million in 2026-27, with no allowance for growth in future years.

6. **Employee costs** - Represent approximately 50% of Council's adjusted operational expenditure. Given uncertainty surrounding outcomes of the next Enterprise Agreement, employee cost escalation has been conservatively aligned with the rate cap, with an additional allowance of 0.5% for incremental progression. Superannuation is assumed to remain at the legislated rate of 12% across the life of the Long-Term Financial Plan.

   A targeted labour vacancy offset has been applied on an ongoing basis to selected areas to improve forecast realism, based on Council's historical staffing experience. In addition, the Budget and forward estimates incorporate an efficiency dividend, reflecting expected productivity improvements and more efficient ways of working over time, rather than reductions to service levels.

7. **Materials and Services** - Includes utilities, maintenance, consumables and a wide range of contracted services. General materials and services costs have been escalated using the updated CPI assumptions, noting that many inputs are driven by market conditions rather than standard inflation alone.

   Short-term escalation assumptions for fuel, gas and electricity have been increased in response to current market conditions, with moderation assumed over the longer term.

   Specific items, including insurance, waste levy costs and election expenses, have been manually assessed based on known pricing, contractual arrangements and sector trends. Materials and services assumptions will continue to be monitored and reviewed through future budgets and LTFP updates.

1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision, Financial Plan and Asset Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative Planning and Accountability Framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.1 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services — such as animal management, local roads, food safety and statutory planning — most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works. Community consultation needs to be in line with a council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our vision

The vision for Greater Dandenong was developed by the Greater Dandenong People's Panel through a deliberative engagement process. It highlights the long-term aspirations for our community to 2040 and highlights the key principles that Council can focus on to help achieve this.

Community Vision 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.

Our values

At the City of Greater Dandenong, we have adopted a set of values we call 'REACH' which define who we are and how we interact with each other and our community. REACH stands for:

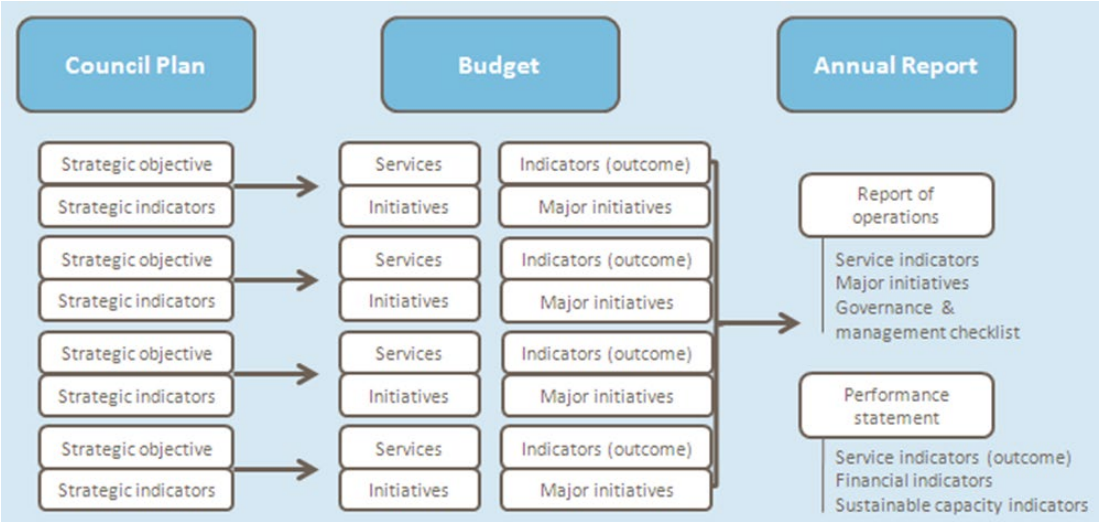
- Respectful
- Engaged
- Accountable
- Creative
- Honest

1.3 Strategic objectives

Strategic Objective	Description
1. A socially connected, safe and healthy city	Council acknowledges that creating a connected, healthy and safe community is at the core of everything we do. We make a commitment to improving participation in sport and recreation, supporting our residents to build greater social connections, and facilitate collaborations and partnerships which enhance health, wellbeing and resilience in our community.
2. A city that respects and celebrates diversity, our history and the arts	The cultural diversity of Greater Dandenong is the defining point of difference for this city. There are many aspects of diversity in addition to multiculturalism. Diversity of culture, ability, age, gender, faith and sexuality are all acknowledged and considered in the development and delivery of our services. Support for the arts and our local history are also key priorities for our municipality.
3. A city of accessible, vibrant centres and places	The appearance and amenity of the city defines its space. Council strives for best practice urban design and planning to create a city for the future that has high quality amenity for current and future residents, and appropriate levels of development. Planning and development within the city are regulated through the Greater Dandenong Planning Scheme which sets out the vision for the city through zoning, style and type of development, and regulatory functions.
4. A green city committed to a sustainable future	Council is committed to a proactive and collaborative approach to climate change. Council's Our Bright Green Future Strategy provides guidance on many key priorities, such as reducing waste, increasing transport options, improving our built environment, protecting our natural environment and tackling the effects of climate change.
5. A city that supports business, entrepreneurship, quality education and employment outcomes	A key priority of Council is that Greater Dandenong will be a place where people of all ages and backgrounds can reach their potential, gain the skills and education they need for success in life, and be part of a prosperous economy where all trade, manufacturing and business activity flourishes. Council is committed to supporting and strengthening the manufacturing presence in the city as well as promoting local jobs for local people and supporting women in business.
6. A Council that demonstrates leadership, responsible use of public resources and a commitment to investing in the community	Council is committed to the effective management of assets and resources to ensure our financial sustainability. Proactive engagement with residents to ensure that communication about all of council's services, planning activities and decisions are accessible to everyone is key. Community input into decision making is actively encouraged through a range of consultation opportunities throughout the year.

2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2026-27 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Government Services

2.1 Strategic Objective 1 - A socially connected, safe and healthy city

Council acknowledges that creating a connected, healthy and safe community is at the core of everything we do. We make a commitment to improving participation in sport and recreation, supporting our residents to build greater social connections, and facilitate collaborations and partnerships which enhance health, wellbeing and resilience in our community.

Please note that some service areas contribute to more than one strategic objective, however, for the purposes of the financial tables in Section 2, the service area has been allocated to the most relevant strategic objective.

Services

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Community Strengthening Executive	This function provides the oversight and leadership of the provision of Community Strengthening services to the municipality.	Income	-	-	-
		Expenditure	(581)	(763)	(691)
		Surplus/(deficit)	*(581)*	*(763)*	*(691)*
Community Wellbeing	This function focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families. This includes family day care, family support services, kindergarten and child care committee support, preschool field officer program, 'Best Start' and early years projects, immunisation, festivals and events, maternal and child health, parenting programs and youth services.	Income	15,532	15,994	15,301
		Expenditure	(20,496)	(27,513)	(22,472)
		Surplus/(deficit)	*(4,964)*	*(11,519)*	*(7,171)*
Safe, Active & Connected Communities	Focuses on community advocacy, leisure planning, sport and recreation programs, community grant funding and emergency management. Responsible for the areas of community safety, community engagement and support for partner organisations including neighbourhood houses and material aid organisations.	Income	541	570	634
		Expenditure	(9,883)	(10,181)	(10,876)
		Surplus/(deficit)	*(9,342)*	*(9,611)*	*(10,242)*
Community Care	Community Care provides services and programs to assist older people and people with a disability to remain living in the community including home based and centre based services, specialised community transport and support for clubs and groups within the city.	Income	11,999	9,457	10,637
		Expenditure	(13,116)	(14,320)	(14,913)
		Surplus/(deficit)	*(1,117)*	*(4,863)*	*(4,276)*

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Special Projects and DNA	Actuals for 2024-25 relates to special projects including coordinating the planning, advocacy / funding and development of projects that provide social, community and economic benefits for Greater Dandenong in line with the strategic priorities of Council. The Budget 2026-27, on the other hand is a placeholder for Dandenong New Art operational costs (pro-rata 50%).	Income	-	-	-
		Expenditure	(170)	-	(381)
		Surplus/(deficit)	*(170)*	-	*(381)*
Community Compliance & Amenity	Provides compliance, education and enforcement functions related to animal management, fire prevention, local laws, planning compliance, litter prevention and school crossings.	Income	10,119	9,988	11,942
		Expenditure	(10,217)	(10,661)	(11,330)
		Surplus/(deficit)	*(98)*	*(673)*	*612*
TOTAL STRATEGIC OBJECTIVE 1 - Surplus/(deficit)			**(16,272)**	**(27,429)**	**(22,149)**

Initiatives

- Develop and implement a Positive Ageing Strategy to ensure older people are supported, valued and remain active members of the community.
- Review Council's current and future role in Aged and Disability Services in response to National Aged Care Reforms.
- Develop and implement a Disability Action Plan to support people with a disability to remain active members of our community.
- Develop and implement the Community Safety Strategy 2026-30 and Action Plan.
- Develop and implement a new integrated Children, Youth and Families Strategy.
- Review Council's Local Laws to improve relevance and effectiveness to manage community safety and public amenity issues.
- Improve the perceptions of community safety through infrastructure upgrades, including improved lighting, streetscape enhancements, CCTV, fencing and other interventions.
- Review Council's Fee-for-Service Vaccination program to improve community access to free vaccines.
- Explore options for Palm Plaza redevelopment as per the Dandenong Market Precinct Plan.

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

The cultural diversity of Greater Dandenong is the defining point of difference for this city. There are many aspects of diversity in addition to multiculturalism. Diversity of culture, ability, age, gender, faith and sexuality are all acknowledged and considered in the development and delivery of our services. Support for the arts and our local history are also key priorities for our municipality.

Services

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Creative and Engaged City	This business unit supports the management of civic, community and cultural venues/hubs, the Drum Theatre, festivals and events, public art, cultural development and planning and precinct operations. Library services provide access to a wide range of information for all ages and cultures in a range of formats and locations and are committed to lifelong learning and self-improvement opportunities. Branches include Springvale, Dandenong , Keysborough and online.	Income	3,047	3,020	2,950
		Expenditure	(12,045)	(15,484)	(15,529)
		Surplus/(deficit)	*(8,998)*	*(12,464)*	*(12,579)*
TOTAL STRATEGIC OBJECTIVE 2 - Surplus/(deficit)			**(8,998)**	**(12,464)**	**(12,579)**

Initiatives

- Work with Bunurong Land Council and the wider local Aboriginal community to advance Reconciliation and implement the Reconciliation Action Plan.
- Develop a new Creative and Cultural Strategy to guide future services.
- Finalise the strategic and operational plan for the Dandenong New Art redevelopment.
- Develop and implement the Community Hubs Framework to guide the planning, delivery and activation of Community Hubs.
- Partner with South East Leisure to prepare and implement operational plans for the new Oasis Aquatics and Wellbeing.

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

The appearance and amenity of the city defines its space. Council strives for best practice urban design and planning to create a city for the future that has high quality amenity for current and future residents, and appropriate levels of development. Planning and development within the city are regulated through the Greater Dandenong Planning Scheme which sets out the vision for the city through zoning, style and type of development, and regulatory functions.

Services

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Roads & Drains	Responsible for the maintenance of the city's road, drainage and footpath network. Road maintenance is a key function of Council, funding the ongoing upkeep of local roads.	Income	22	12	13
		Expenditure	(5,751)	(8,650)	(10,456)
		Surplus/(deficit)	*(5,729)*	*(8,638)*	*(10,443)*
Infrastructure Strategy, Transport and Civil Development	Responsible for long-term planning of transport networks and systems, road safety initiatives, parking infrastructure management, traffic impact assessments, advocacy for improvements to public transport, major road network and rail and road grade separations, development of transport strategies and policies, submissions on transport policies/strategies.	Income	4,840	5,452	5,716
		Expenditure	(4,823)	(5,665)	(5,607)
		Surplus/(deficit)	*17*	*(213)*	*109*
Building Maintenance	Building Maintenance services cover everyday building issues and helps maintain other Council properties and structures, including bus shelters, fencing and building lighting. Als includes nominated building demolitions.	Income	44	30	35
		Expenditure	(10,876)	(12,236)	(12,950)
		Surplus/(deficit)	*(10,832)*	*(12,206)*	*(12,915)*
City Futures Executive	This function is focused on the built and natural environment and provides the oversight of the planning, development, building, engineering, infrastructure, revitalisation, economic development and place making services. These expenditure figures include a one off $1.2 million Council contribution to the Dandenong Market Bazaar project, split over two years ($300,000 in 2025–26 and $900,000 in 2026–27).	Income	406	373	229
		Expenditure	(634)	(966)	(1,576)
		Surplus/(deficit)	*(228)*	*(593)*	*(1,347)*
Statutory Planning	This unit administers and applies the provisions of the Planning and Environment Act 1987, Subdivision Act 1988, Greater Dandenong Planning Scheme and other relevant planning acts, regulations, codes of practice, policies and the like, on matters affecting land use development and management across the municipality.	Income	1,553	1,846	1,964
		Expenditure	(3,031)	(3,390)	(3,546)
		Surplus/(deficit)	*(1,478)*	*(1,544)*	*(1,582)*
TOTAL STRATEGIC OBJECTIVE 3 - Surplus/(deficit)			**(18,250)**	**(23,194)**	**(26,178)**

Initiatives

- Improve the amount and diversity of affordable housing through the adoption and implementation of the new Housing Strategy.
- Develop and implement a Sport and Recreation needs assessment framework to support the prioritisation of future sport and recreation facility development.
- Implement the Springvale Revitalisation Action Plan including decorative lighting in Buckingham Avenue.
- Deliver road safety upgrades and foot path works as per the capital works program.
- Advocate for funding for a pilot program with the manufacturing sector to enable modern construction methods for faster and more affordable housing delivery.

2.4 Strategic Objective 4 – A green city committed to a sustainable future

Council is committed to a proactive and collaborative approach to climate change. Council has a Sustainability Strategy and a Climate Emergency Strategy that provide guidance on many key priorities, such as reducing waste, increasing transport options, improving our built environment, protecting our natural environment and tackling the effects of climate change.

Services

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Waste, Cleansing and Fleet	Responsible for waste collection services, Spring Valley landfill maintenance and rehabilitation and fleet management. ** Please note this Service area excludes waste income, fleet sale proceeds and cost of fleet sold.*	Income	707	1,840	761
		Expenditure	(30,543)	(35,146)	(35,084)
		Surplus/(deficit)	*(29,836)*	*(33,306)*	*(34,323)*
Parks & Open Spaces	The Parks and Open Spaces unit maintains the City of Greater Dandenong's parks and public open spaces in order to improve the health and wellbeing of the community, provide accessible, usable open spaces for residents and improve the value of assets within the municipality.	Income	725	255	267
		Expenditure	(19,365)	(20,123)	(21,388)
		Surplus/(deficit)	*(18,640)*	*(19,868)*	*(21,121)*
Chief Infrastructure Office	The Chief Infrastructure Office provides leadership and specialist resourcing to deliver Council's capital works program, including the planning and delivery of major projects, construction and alteration of city buildings and infrastructure, and the safe demolition of redundant building assets to support high quality, well managed municipal assets.	Income	-	1	-
		Expenditure	(4,303)	(4,366)	(2,209)
		Surplus/(deficit)	*(4,303)*	*(4,365)*	*(2,209)*
Building and Compliance Services	Building and Compliance Services maintain standards of amenity, habitation and safety in buildings. The unit provides services including building inspections, enforcement of safety standards, advice and consultation on building regulations issues and issuing of building permits. This unit is also responsible for environmental health and food legislation.	Income	2,519	2,397	2,179
		Expenditure	(5,458)	(5,225)	(4,679)
		Surplus/(deficit)	*(2,939)*	*(2,828)*	*(2,500)*
Strategic and Environmental Planning	This function coordinates, leads and initiates the development of strategic planning, design and open space planning and sustainability planning as they relate to land use and development planning policy.	Income	5	5	27
		Expenditure	(2,817)	(2,890)	(3,216)
		Surplus/(deficit)	*(2,812)*	*(2,885)*	*(3,189)*
TOTAL STRATEGIC OBJECTIVE 4 - Surplus/(deficit)			**(58,530)**	**(63,252)**	**(63,342)**

Initiatives

- Implement the Open Space Five Year Improvement Plan to improve the facilities in various parks across the municipality.
- Progress the transition of Council owned vehicles to hybrid or electric vehicles.
- Implement the annual Action Plan items in the 'Our Bright Green Future Strategy' to enhance Council and the community's response to climate change.
- Advocate to the State Government, in partnership with regional bodies, to improve transport options including the Dandenong Station upgrade and Derring Trail.
- Ensure major infrastructure projects, including the Webster Street Level Crossing Removal Project, incorporate appropriate integrated water management measures.

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

Greater Dandenong will be a place where people of all ages and backgrounds can reach their potential, gain the skills and education they need for success in life, and be part of a prosperous economy where all trade, manufacturing and business activity flourishes. Council is committed to supporting and strengthening the manufacturing presence in the city as well as promoting local jobs for local people and supporting women in business.

Services

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Business Development and Investment	The unit leads and coordinates the revitalisation of activity centres, economic development, supporting existing businesses and measures and monitors the local and regional economy to enhance the economic prosperity of the city. Also includes business networking - bringing people and companies together to protect the economic viability of the region by ensuring a stronger, more resilient and globally engaged business community, and promoting the role of women in business and the development and integration of our diverse community into the workplace.	Income	189	330	365
		Expenditure	(3,526)	(3,840)	(3,441)
		Surplus/(deficit)	*(3,337)*	*(3,510)*	*(3,076)*
TOTAL STRATEGIC OBJECTIVE 5 - Surplus/(deficit)			**(3,337)**	**(3,510)**	**(3,076)**

Initiatives

- Develop and implement the Greater Dandenong Economy and Place Strategy to support economic growth, investment attraction and new housing.
- Deliver the Dandenong Pathway to Employment Hub to connect residents with local jobs, training, and support services to build work readiness and strengthen participation in employment pathways.
- Partner with local employers and industry peak bodies, leveraging the Dandenong Pathway to Employment Hub, to support industry-ready skills and promote local jobs for local people.
- Provide young people with targeted skills development that increases their readiness for future education and employment.

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

Council is committed to the effective management of assets and resources to ensure our financial sustainability. Proactive engagement with residents to ensure that communication about all of council's services, planning activities and decisions are accessible to everyone is key. Community input into decision making is actively encouraged through a range of consultation opportunities throughout the year.

Services

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Governance, Integrity, Legal and Risk	Governance, Legal and Risk is responsible for the overall governance of the organisation, insurance and risk management.	Income	57	45	19
		Expenditure	(4,944)	(5,792)	(5,537)
		Surplus/(deficit)	*(4,887)*	*(5,747)*	*(5,518)*
People, Safety and Culture	Responsible for supporting the human resource capital within the organisation. This function also includes occupational health and safety, industrial relations, professional development and continuous improvement.	Income	11	-	-
		Expenditure	(3,701)	(3,906)	(3,715)
		Surplus/(deficit)	*(3,690)*	*(3,906)*	*(3,715)*
Strategic Communications & Engagement	This unit is responsible for all media management, marketing and communications campaigns and activities, web management and community engagement.	Income	1	-	-
		Expenditure	(2,248)	(2,483)	(2,362)
		Surplus/(deficit)	*(2,247)*	*(2,483)*	*(2,362)*
Strategy & Corporate Services Executive	The Strategy & Corporate Executive function provides strategic leadership and specialist support across governance, legal and risk functions, as well as community development, social research, social policy, health and wellbeing planning, and community facilities planning.	Income	-	-	-
		Expenditure	(675)	(465)	(548)
		Surplus/(deficit)	*(675)*	*(465)*	*(548)*
Organisational Planning & Strategy	The Organisational Planning and Strategy function leads whole of organisation service and strategic planning, manages Council's asset and property portfolios through robust asset management and infrastructure planning, and oversees community focused policy, engagement and safety initiatives, including social research, health and wellbeing planning, grant funded place based projects and partnerships that support inclusive, sustainable community outcomes across the municipality.	Income	2,687	2,668	1,436
		Expenditure	(4,784)	(5,055)	(4,707)
		Surplus/(deficit)	*(2,097)*	*(2,387)*	*(3,271)*
Customer Experience	The Customer Experience team delivers Council's front line customer service by staffing key service centres and the call centre, and by providing after hours call handling, ensuring residents and customers receive timely, accessible and consistent assistance across all channels.	Income	-	-	-
		Expenditure	(2,210)	(2,359)	(2,573)
		Surplus/(deficit)	*(2,210)*	*(2,359)*	*(2,573)*

Service area	Description of services provided		Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000
Chief Executive	Resources necessary in the provision of executive and overall organisational leadership in accordance with the core provisions of the Local Government Act.	Income	-	-	-
		Expenditure	(900)	(798)	(788)
		Surplus/(deficit)	*(900)*	*(798)*	*(788)*
Customer & Information Office	This unit supports Council's operations and service delivery by managing records and information systems, maintaining core business and ICT infrastructure, providing technical and systems support, and leading the transition to modern, secure digital solutions that ensure reliable, compliant and future ready technology services across the organisation. The unit is also responsible for the management, storage and disposal of corporate records to support business transactions and for evidentiary purposes.	Income	1	251	127
		Expenditure	(7,734)	(10,444)	(10,474)
		Surplus/(deficit)	*(7,733)*	*(10,193)*	*(10,347)*
Core System Replacement	CSR includes the planning, procurement, and delivery of modern, secure, and integrated Software as a Service (SaaS) solutions to replace the Council's legacy core business systems. The program is designed to ensure the Council's core systems remain reliable, support statutory obligations, and are fit for purpose to meet current and future service delivery needs.	Income	-	-	-
		Expenditure	-	(870)	(8,526)
		Surplus/(deficit)	-	*(870)*	*(8,526)*
Financial Services	The Financial Services function provides core financial governance and support by ensuring statutory compliance, delivering strategic financial advice, managing rates, valuations and property revenue, and overseeing procurement, contracts and resource monitoring to enable the effective delivery of Council services.	Income	221	495	609
		Expenditure	(4,094)	(5,075)	(5,436)
		Surplus/(deficit)	*(3,873)*	*(4,580)*	*(4,827)*
TOTAL STRATEGIC OBJECTIVE 6 - Surplus/(deficit)			**(28,312)**	**(33,788)**	**(33,949)**

Initiatives

- Undertake Strategic Service Planning to ensure Council's services remain financially sustainable and responsive to community needs.
- Develop a Financial Sustainability Strategy to ensure the organisation can continue to deliver long term sustainable outcomes.
- Deliver Council's Capital Improvement Program including construction of the Oasis Aquatics and Wellbeing.
- Implement the Asset Plan 2025-35 through the development of Asset Management Plans and the Capital Improvement Program.
- Implement the Customer Experience Strategy including improving the chatbot and live chat web experience.
- Develop and implement a digital improvement plan, including system upgrades and service improvements.
- Upgrade Council's highest risk systems to modern, reliable platforms to enable safer, more efficient service delivery.

2.7 Performance statement

The service performance outcome indicators detailed in the following section will be reported on within the Performance Statement which is prepared at the end of the year as required by section 98 of the Act and included in the 2026-27 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.8 Local Government Performance Reporting Framework (LGPRF) Service Performance Outcome Indicators

Domain	Indicator	Performance Measure	Computation
Governance	Community engagement	Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions (community satisfaction rating out of 100 with the consultation and engagement efforts of Council).	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
	Financial decisions	Total unpaid rates and charges (total unpaid rates and charges and unpaid interest on rates and charges for all financial years as a percentage of all rates and charges for the financial year).	[Sum of unpaid rates and charges and unpaid interest on rates and charges for all financial years / Sum of all rates and charges for the financial year] x100
Community	Library services	Library membership (percentage of the population that are registered library members)	[Number of registered library members / Population] x100
	Maternal and Child Health services	Participation in MCH Service (percentage of children enrolled who participate in the MCH service).	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x 100
		Participation in MCH Service by Aboriginal Children (percentage of Aboriginal children enrolled who participate in the MCH service).	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x 100

Domain	Indicator	Performance Measure	Computation
Environment	Roads	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
	Waste management	Kerbside collection waste to landfill per serviced property (amount of waste collected from kerbside waste collection services that is sent to landfill per serviced property).	Amount of waste in tonnes (t) collected from kerbside waste collection services that is sent to landfill / Number of serviced properties
Responsiveness	Food safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council).	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
	Statutory planning	Planning applications decided within the relevant required time (percentage of regular and VicSmart planning application decisions made within the relevant required time).	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Cost	Library services	Cost of library services (direct cost of library services per head of population).	Direct cost of library services / Population
	Waste management	Cost of kerbside waste collection services (direct cost of kerbside waste collection services per serviced property).	Direct cost of kerbside waste collection services / Number of serviced properties

2.9 Reconciliation with budgeted operating result

	2026-27		
	Surplus/ (Deficit) $'000	Expenditure $'000	Income / Revenue $'000
Strategic objective 1	(22,149)	(60,663)	38,514
Strategic objective 2	(12,579)	(15,529)	2,950
Strategic objective 3	(26,178)	(34,135)	7,957
Strategic objective 4	(63,342)	(66,576)	3,234
Strategic objective 5	(3,076)	(3,441)	365
Strategic objective 6	(42,475)	(44,666)	2,191
Total services	**(169,799)**	**(225,010)**	**55,211**
Non-attributable expenditure			
Depreciation	(54,294)		
Depreciation - right of use assets	(715)		
Borrowing costs	(4,086)		
Interest charges - leases	(58)		
Written down value of assets sold/scrapped	(45)		
Other non attributable *	(1,157)		
Total non-attributable expenditure	**(60,355)**		
Surplus/(Deficit) before funding sources	**(230,154)**		
Funding sources			
Rates and charges	160,991		
Waste charge revenue	29,783		
Financial Assistance Grants	14,556		
Interest earnings	7,200		
Asset sales	565		
Contributions - non-monetary	7,500		
Contributions - monetary	2,318		
Capital grant funding	14,248		
Total funding sources	**237,161**		
Surplus for the year	**7,007**		

* *Other non-attributable includes bank charges, external audit fees, annual leave and long service leave provisions and Emergency Services Volunteer Fund levy payable on Council owned properties.*

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2026-27 has been supplemented with projections to 2028-29.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

An additional statement - 'Conversion to Cash Result' is also provided after the Comprehensive Income Statement.

2025-26 Forecast

Please note that 2025-26 Forecast Actual figures included in the following Financial Statements are current at the time of preparing this document and may be subject to change as results are recorded noting they are monitored through to 30 June 2026.

Greater Dandenong

Comprehensive Income Statement

For the four years ending 30 June 2030

	Notes	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000
Income						
Rates and charges	4.1.1	184,700	190,774	196,758	202,831	209,057
Statutory fees and fines	4.1.2	11,987	13,598	13,256	13,419	13,764
User fees	4.1.3	9,848	10,841	13,003	13,934	14,273
Grants - operating	4.1.4	32,503	39,463	38,294	38,699	38,831
Grants - capital	4.1.4	20,880	14,248	3,230	1,418	-
Contributions - monetary	4.1.5	6,519	2,318	2,912	2,000	2,000
Contributions - non-monetary	4.1.5	7,500	7,500	7,500	7,500	7,500
Net gain on disposal of property, infrastructure, plant and equipment		1,722	520	520	520	520
Other income	4.1.6	14,893	13,268	12,138	10,615	10,730
Total income		**290,552**	**292,530**	**287,611**	**290,936**	**296,675**
Expenses						
Employee costs	4.1.7	113,167	113,930	112,777	115,645	118,509
Materials and services	4.1.8	100,691	104,886	98,695	100,016	102,070
Depreciation	4.1.9	53,229	54,294	55,380	56,487	57,617
Depreciation - right of use assets	4.1.10	715	715	715	715	715
Allowance for impairment losses	4.1.11	1,615	1,577	2,311	2,426	2,547
Borrowing costs		2,740	4,086	6,288	6,378	5,932
Finance costs - leases		57	58	61	62	64
Other expenses	4.1.12	5,833	5,977	5,103	6,032	5,253
Total expenses		**278,047**	**285,523**	**281,330**	**287,761**	**292,707**
Surplus/(deficit) for the year		**12,505**	**7,007**	**6,281**	**3,175**	**3,968**
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods:						
Net asset revaluation gain/(loss)		-	-	-	-	-
Total comprehensive result		**12,505**	**7,007**	**6,281**	**3,175**	**3,968**

CITY OF GREATER DANDENONG 2026-27 BUDGET

Conversion to Cash Result

For the four years ending 30 June 2030

	Budget	Projections		
	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000
Net operating result	**7,007**	**6,281**	**3,175**	**3,968**
Add (less) cash items not included in operating result				
Capital expenditure	(105,529)	(61,038)	(44,815)	(46,794)
Loan repayments	(5,282)	(7,099)	(7,866)	(7,170)
Loan proceeds	38,932	8,471	-	-
Repayment of lease liabilities	(680)	(680)	(680)	(680)
Transfer from reserves	24,519	11,575	6,091	6,137
Transfer to reserves	(5,700)	(5,700)	(5,700)	(5,700)
Sub total	**(53,740)**	**(54,471)**	**(52,970)**	**(54,207)**
Add (less) non-cash items included in operating result				
Depreciation	54,294	55,380	56,487	57,617
Amortisation - intangible assets	-	-	-	-
Depreciation - right of use assets	715	715	715	715
Written down value of assets sold	45	45	45	45
Contributions - non-monetary	(7,500)	(7,500)	(7,500)	(7,500)
Sub total	**47,554**	**48,640**	**49,747**	**50,877**
Surplus (deficit) for the year	**821**	**450**	**(48)**	**638**
Accumulated surplus / (deficit) brought forward	**-**	**821**	**1,271**	**1,223**
Accumulated surplus / (deficit) brought forward	**821**	**1,271**	**1,223**	**1,861**

Accumulated Cash Outcome Methodology

Council measures its financial position using an accumulated cash outcome for two key reasons:

- Council is a not-for-profit, break-even organisation.
- Its primary purpose is to deliver services to the community rather than generate profits.

This approach differs from the Annual Financial Statements, which are prepared in accordance with accounting standards and include a range of non-cash items while excluding certain cash movements. The accumulated cash outcome provides a complementary view of Council's financial position by focusing on actual cash movements, taking into account changes in working capital that can otherwise distort reported cash balances. It also ensures that all Council reserves are cash-backed and available for their intended purposes.

While the 2026-27 Budget delivers a forecast cash surplus of $821,000, the forward outlook highlights emerging pressures on cash balances during a period of significant capital investment. The updated projections indicate that cash positions are largely managed over the medium term, with only a single, minor cash deficit forecast in 2028-29, followed by a return to cash surpluses in subsequent years. These outcomes reflect the timing of major capital works, borrowings and reserve movements under current assumptions, rather than any immediate deterioration in Council's underlying financial position.

Several factors influence the projected cash position in future years. These include assumptions regarding lower interest income compared to recent years, reflecting an expectation at the time of budget development that interest rates may moderate over the medium term, combined with a reduction in funds available for investment as major capital works projects progress.

Additional impacts arise from variability in plant sale proceeds, rising debt servicing costs associated with planned borrowings, and the timing and uncertainty of grant funding. While some revenue streams are forecast to increase, overall expenditure growth is projected to continue to place pressure on cash flows in the absence of ongoing efficiency, prioritisation and financial reform.

Given ongoing economic uncertainty, including evolving interest rate and inflation conditions, these assumptions will continue to be closely monitored. Council will review its financial position on a regular basis and, where required, consider adjustments through future budget reviews or revised budget processes, subject to Council approval and legislative requirements.

Balance Sheet

For the four years ending 30 June 2030

	Notes	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000
Assets						
Current assets						
Cash and cash equivalents		32,044	28,011	32,739	34,304	40,602
Trade and other receivables		32,584	33,422	34,256	35,105	35,972
Other financial assets		155,000	137,000	119,000	115,000	110,000
Prepayments		2,000	2,000	2,020	2,040	2,061
Other assets		3,503	3,515	3,527	3,539	3,552
Total current assets	4.2.1	**225,131**	**203,948**	**191,542**	**189,988**	**192,187**
Non-current assets						
Trade and other receivables		183	183	183	183	183
Property, infrastructure, plant and equipment		3,096,467	3,155,157	3,168,270	3,164,053	3,160,685
Investment property		6,865	6,865	6,865	6,865	6,865
Right-of-use assets		664	649	634	619	604
Total non-current assets	4.2.1	**3,104,179**	**3,162,854**	**3,175,952**	**3,171,720**	**3,168,337**
Total assets		**3,329,310**	**3,366,802**	**3,367,494**	**3,361,708**	**3,360,524**
Liabilities						
Current liabilities						
Trade and other payables		39,128	34,718	26,356	23,897	24,563
Trust funds and deposits		3,300	3,350	3,400	3,450	3,500
Contract and other liabilities *		54,354	55,024	55,644	56,214	56,734
Provisions		22,112	22,586	23,281	23,977	24,711
Interest-bearing liabilities	4.2.3	5,282	7,099	7,866	7,170	6,496
Lease liabilities		507	521	534	548	561
Total current liabilities	4.2.2	**124,683**	**123,298**	**117,081**	**115,256**	**116,565**
Non-current liabilities						
Trust funds and deposits		3,052	3,151	3,246	3,343	3,443
Provisions		1,718	1,649	1,570	1,501	1,429
Interest-bearing liabilities	4.2.3	60,263	92,097	92,702	85,532	79,036
Lease liabilities		251	257	264	270	277
Total non-current liabilities	4.2.2	**65,284**	**97,154**	**97,782**	**90,646**	**84,185**
Total liabilities		**189,967**	**220,452**	**214,863**	**205,902**	**200,750**
Net assets		**3,139,343**	**3,146,350**	**3,152,631**	**3,155,806**	**3,159,774**
Equity						
Accumulated surplus		1,011,974	1,037,800	1,049,956	1,053,522	1,057,927
Asset revaluation reserve		2,027,966	2,027,966	2,027,966	2,027,966	2,027,966
Reserves		99,403	80,584	74,709	74,318	73,881
Total equity		**3,139,343**	**3,146,350**	**3,152,631**	**3,155,806**	**3,159,774**

** Contract and other liabilities primarily relate to unearned income from Development Contribution Plan levies and operating and capital grants of which the timing of recognition is difficult to predict.*

Greater Dandenong

Statement of Changes in Equity

For the four years ending 30 June 2030

	Notes	Total $'000	Accumulated surplus $'000	Revaluation reserve $'000	Other reserves $'000
2026					
Balance at beginning of the financial year		3,126,838	993,868	2,027,966	105,004
Surplus/(deficit) for the year		12,505	12,505	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(22,372)	-	22,372
Transfers from other reserves		-	27,973	-	(27,973)
Balance at end of the financial year		**3,139,343**	**1,011,974**	**2,027,966**	**99,403**
2027					
Balance at beginning of the financial year		3,139,343	1,011,974	2,027,966	99,403
Surplus/(deficit) for the year		7,007	7,007	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	(5,700)	-	5,700
Transfers from other reserves	4.3.1	-	24,519	-	(24,519)
Balance at end of the financial year	4.3.2	**3,146,350**	**1,037,800**	**2,027,966**	**80,584**
2028					
Balance at the beginning of the financial year		3,146,350	1,037,800	2,027,966	80,584
Surplus/(deficit) for the year		6,281	6,281	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(5,700)	-	5,700
Transfers from other reserves		-	11,575	-	(11,575)
Balance at end of the financial year		**3,152,631**	**1,049,956**	**2,027,966**	**74,709**
2029					
Balance at the beginning of the financial year		3,152,631	1,049,956	2,027,966	74,709
Surplus/(deficit) for the year		3,175	3,175	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(5,700)	-	5,700
Transfers from other reserves		-	6,091	-	(6,091)
Balance at end of the financial year		**3,155,806**	**1,053,522**	**2,027,966**	**74,318**
2030					
Balance at the beginning of the financial year		3,155,806	1,053,522	2,027,966	74,318
Surplus/(deficit) for the year		3,968	3,968	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(5,700)	-	5,700
Transfers from other reserves		-	6,137	-	(6,137)
Balance at end of the financial year		**3,159,774**	**1,057,927**	**2,027,966**	**73,881**

CITY OF GREATER DANDENONG 2026-27 BUDGET

Greater Dandenong

Statement of Cash Flows

For the four years ending 30 June 2030

	Forecast Actual 2025-26 $'000 Inflows (Outflows)	Budget 2026-27 $'000 Inflows (Outflows)	Projections 2027-28 $'000 Inflows (Outflows)	2028-29 $'000 Inflows (Outflows)	2029-30 $'000 Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	184,868	190,209	196,202	202,266	208,478
Statutory fees and fines	9,830	11,813	10,733	10,776	10,997
User fees	10,974	11,868	14,245	15,268	15,639
Grants - operating	34,541	41,854	40,553	40,984	41,114
Grants - capital	20,860	14,248	3,230	1,418	-
Contributions - monetary	7,319	3,068	3,612	2,650	2,600
Interest received	7,879	7,200	5,000	4,000	4,000
Trust funds and deposits taken	32,195	62,000	62,050	62,100	62,150
Other receipts	7,593	6,732	7,909	7,334	7,460
Net GST refund	17,852	17,469	12,122	10,658	10,939
Employee costs	(112,697)	(113,245)	(112,071)	(114,918)	(117,759)
Materials and services	(108,289)	(130,405)	(123,119)	(117,047)	(116,379)
Short-term, low value and variable lease payments	(861)	(802)	(746)	(768)	(787)
Trust funds and deposits repaid	(31,954)	(61,851)	(61,905)	(61,953)	(62,000)
Other payments	(5,656)	(6,053)	(4,957)	(5,967)	(5,079)
Net cash provided by operating activities	**74,454**	**54,105**	**52,858**	**56,801**	**61,373**
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(115,485)	(105,529)	(61,038)	(44,815)	(46,794)
Proceeds from sale of property, infrastructure, plant and equipment	1,847	565	565	565	565
Proceeds from investments	274,708	268,000	268,000	254,000	255,000
Payments for investments	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Net cash (used in) investing activities	**(88,930)**	**(86,964)**	**(42,473)**	**(40,250)**	**(41,229)**
Cash flows from financing activities					
Finance costs	(2,740)	(4,086)	(6,288)	(6,378)	(5,932)
Proceeds from borrowings	30,172	38,932	8,471	-	-
Repayment of borrowings	(12,997)	(5,282)	(7,099)	(7,866)	(7,170)
Interest paid - lease liability	(57)	(58)	(61)	(62)	(64)
Repayment of lease liabilities	(680)	(680)	(680)	(680)	(680)
Net cash provided by / (used in) financing activities	**13,698**	**28,826**	**(5,657)**	**(14,986)**	**(13,846)**
Net increase (decrease) in cash and cash equivalents	(778)	(4,033)	4,728	1,565	6,298
Cash & cash equivalents at beginning of financial year	32,822	32,044	28,011	32,739	34,304
Cash and cash equivalents at end of financial year	**32,044**	**28,011**	**32,739**	**34,304**	**40,602**

CITY OF GREATER DANDENONG 2026-27 BUDGET

Greater Dandenong

Statement of Capital Works

For the four years ending 30 June 2030

	Notes	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000
Property						
Buildings		63,838	70,904	21,590	7,258	10,704
Leasehold improvements		10	80	-	-	-
Total buildings		63,848	70,984	21,590	7,258	10,704
Total property		**63,848**	**70,984**	**21,590**	**7,258**	**10,704**
Plant and equipment						
Plant, machinery and equipment		5,759	2,500	2,590	2,509	2,985
Fixtures, fittings and furniture		1,365	329	245	237	468
Computers and telecommunications		3,361	-	50	49	111
Library collections		866	1,179	1,056	1,023	1,195
Total plant and equipment		**11,351**	**4,008**	**3,941**	**3,818**	**4,759**
Infrastructure						
Roads		28,052	11,010	21,012	22,000	17,045
Bridges		262	400	2,739	112	130
Footpaths and cycleways		1,627	1,352	2,136	2,461	2,471
Drainage		1,726	710	2,335	2,344	3,206
Recreational, leisure and community facilities		2,966	8,424	2,713	2,316	2,936
Parks, open space and streetscapes		4,959	4,987	4,451	4,389	5,352
Off street car parks		694	52	121	117	191
Waste management		-	3,602	-	-	-
Total infrastructure		**40,286**	**30,537**	**35,507**	**33,739**	**31,331**
Total capital expenditure	4.5.1	**115,485**	**105,529**	**61,038**	**44,815**	**46,794**
Represented by:						
New asset expenditure		20,234	11,227	1,500	1,500	4,929
Asset renewal expenditure		47,291	35,025	42,074	40,815	37,411
Asset upgrade expenditure		43,028	59,277	17,464	2,500	4,454
Asset expansion expenditure		4,932	-	-	-	-
Total capital works expenditure	4.5.1	**115,485**	**105,529**	**61,038**	**44,815**	**46,794**
Funding sources represented by:						
Grants		20,880	14,248	3,230	1,418	-
Contributions		4,297	318	912	-	-
Council cash		45,495	38,894	39,127	39,397	42,794
Borrowings		21,447	38,932	8,471	-	-
Reserves		23,366	13,137	9,298	4,000	4,000
Total capital works expenditure	4.5.1	**115,485**	**105,529**	**61,038**	**44,815**	**46,794**

Statement of Human Resources

For the four years ending 30 June 2030

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000
Staff expenditure					
Employee costs - operating	113,167	110,502	112,777	115,645	118,509
Core System Replacement program (CSR)	-	3,428	-	-	-
Total staff expenditure	**113,167**	**113,930**	**112,777**	**115,645**	**118,509**

	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	808.7	852.8	851.8	850.8	850.8
Core System Replacement program (CSR)	-	19.0	-	-	-
Total staff numbers	**808.7**	**871.8**	**851.8**	**850.8**	**850.8**

The number of budgeted full-time equivalent (FTE) positions in the 2026-27 Budget reflects a net increase relative to the 2025-26 Forecast, primarily arising from service delivery and program delivery models rather than expansion of ongoing staffing levels.

The most significant change occurs within City Futures and primarily reflects the implementation of a revised service delivery model for Parks and Open Spaces. This results in a higher number of directly employed FTE in 2026-27; however, it does not represent an increase in overall resourcing or service levels. Rather, the change reflects a planned transition from externally contracted services to an in-house workforce model. This approach is intended to reduce reliance on contractor expenditure, improve cost certainty and deliver net savings over the medium to long term. While the 2026-27 Budget reflects a short-term increase associated with the transition, savings are expected to be realised over time through lower external service costs.

Secondly, there is a 19 FTE temporary increase in 2026-27 due to the Core System Replacement (CSR) Program. These positions are program-based and time-limited to support the delivery of a major corporate transformation initiative.

Importantly, the 2026-27 workforce profile reflects careful balancing of service needs with Council's financial sustainability objectives, with a continued focus on:

- limiting growth in ongoing employee costs
- substituting higher-cost external expenditure with more efficient delivery models
- ensuring temporary program resources are clearly quarantined and time-bound.

This approach supports Council's commitment to containing operating cost pressures while maintaining essential services, and positions the organisation to better manage affordability risks over the forward estimates.

3.1 Summary of Planned Human Resources

Summary of Planned Human Resources Expenditure

For the four years ended 2029-30

	Budget	Financial Plan Projections		
	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000
CEO Services				
Permanent - Full time				
- Women	676	698	719	740
Total Chief Executive	**676**	**698**	**719**	**740**
City Futures				
Permanent - Full time				
- Women	12,493	12,549	12,895	13,197
- Men	24,357	24,467	25,140	25,730
- Positions pending hire	4,896	4,918	5,053	5,172
Permanent - Part time				
- Women	1,289	1,295	1,331	1,362
- Men	1,304	1,310	1,346	1,378
- Positions pending hire	416	418	429	440
Total City Futures	**44,755**	**44,957**	**46,194**	**47,279**
Community Strengthening				
Permanent - Full time				
- Women	17,386	17,934	18,470	19,024
- Men	5,247	5,411	5,573	5,740
- Positions pending hire	1,657	1,709	1,760	1,813
Permanent - Part time				
- Women	14,395	14,842	15,286	15,747
- Men	2,282	2,353	2,424	2,496
- Persons of self-described gender	62	64	66	68
- Positions pending hire	2,214	2,283	2,352	2,422
Total Community Strengthening	**43,243**	**44,596**	**45,932**	**47,311**
Customer & Information Office				
Permanent - Full time				
- Women	2,211	2,340	2,365	2,435
- Men	2,648	2,804	2,833	2,918
- Positions pending hire	483	512	517	533
Permanent - Part time				
- Women	782	577	583	599
- Men	204	150	152	156
- Positions pending hire	104	76	77	79
Total Customer & Information Office	**6,431**	**6,459**	**6,526**	**6,720**
Strategy & Corporate Services				
Permanent - Full time				
- Women	5,235	5,056	5,122	5,275
- Men	2,947	2,847	2,884	2,970
- Positions pending hire	649	627	635	654
Permanent - Part time				
- Women	1,102	1,066	1,080	1,111
- Men	70	68	69	71
- Positions pending hire	38	37	37	38
Total Strategy & Corporate Services	**10,041**	**9,701**	**9,826**	**10,119**

Summary of Planned Human Resources Expenditure (continued)

For the four years ended 2029-30

	Budget	Financial Plan Projections		
	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000
Chief Financial Office				
Permanent - Full time				
- Women	2,387	2,453	2,527	2,602
- Men	1,554	1,598	1,646	1,695
- Positions pending hire	93	96	98	101
Permanent - Part time				
- Women	336	347	357	367
Total Chief Financial Office	**4,370**	**4,494**	**4,627**	**4,765**
Casuals and other				
- Women	372	416	427	440
- Men	252	281	290	301
- Positions pending hire	30	33	34	35
Other employee related costs	4,018	4,939	4,980	4,826
Core System Replacement program (CSR)	3,428	-	-	-
Labour vacancy rate & Efficiency dividend	(3,685)	(3,796)	(3,910)	(4,027)
Total casuals and other	**4,415**	**1,872**	**1,821**	**1,575**
Total staff expenditure	**113,930**	**112,777**	**115,645**	**118,509**

Summary of Planned Human Resources FTE

For the four years ended 2029-30

	Budget	Financial Plan Projections		
	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE
CEO Services				
Permanent - Full time				
- Women	2.0	2.0	2.0	2.0
Total Chief Executive	**2.0**	**2.0**	**2.0**	**2.0**
City Futures				
Permanent - Full time				
- Women	94.0	94.0	94.0	94.0
- Men	178.0	178.0	178.0	178.0
- Positions pending hire	43.0	43.0	43.0	43.0
Permanent - Part time				
- Women	12.9	12.9	12.9	12.9
- Men	13.8	13.8	13.8	13.8
- Positions pending hire	4.3	4.3	4.3	4.3
Total City Futures	**346.0**	**346.0**	**346.0**	**346.0**
Community Strengthening				
Permanent - Full time				
- Women	128.0	128.0	127.0	127.0
- Men	42.0	41.0	41.0	41.0
- Positions pending hire	16.0	16.0	16.0	16.0
Permanent - Part time				
- Women	122.7	122.7	122.7	122.7
- Men	23.2	23.2	23.2	23.2
- Persons of self-described gender	0.6	0.6	0.6	0.6
- Positions pending hire	22.7	22.7	22.7	22.7
Total Community Strengthening	**355.2**	**354.2**	**353.2**	**353.2**
Customer & Information Office				
Permanent - Full time				
- Women	19.0	19.0	19.0	19.0
- Men	17.0	17.0	17.0	17.0
- Positions pending hire	3.0	3.0	3.0	3.0
Permanent - Part time				
- Women	7.6	7.6	7.6	7.6
- Men	1.5	1.5	1.5	1.5
- Positions pending hire	1.1	1.1	1.1	1.1
Total Customer & Information Office	**49**	**49**	**49**	**49**
Strategy & Corporate Services				
Permanent - Full time				
- Women	31.0	31.0	31.0	31.0
- Men	20.0	20.0	20.0	20.0
- Positions pending hire	4.0	4.0	4.0	4.0
Permanent - Part time				
- Women	8.4	8.4	8.4	8.4
- Men	0.6	0.6	0.6	0.6
- Positions pending hire	0.3	0.3	0.3	0.3
Total Strategy & Corporate Services	**64**	**64**	**64**	**64**

Note – FTE = Full time equivalent

Summary of Planned Human Resources FTE (continued)

For the four years ended 2029-30

	Budget	Financial Plan Projections		
	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE
Chief Financial Office				
Permanent - Full time				
- Women	16.5	16.5	16.5	16.5
- Men	10.0	10.0	10.0	10.0
- Positions pending hire	1.0	1.0	1.0	1.0
Permanent - Part time				
- Women	2.7	2.7	2.7	2.7
Total Chief Financial Office	**30**	**30**	**30**	**30**
Casuals				
- Women	3.3	3.3	3.3	3.3
- Men	2.5	2.5	2.5	2.5
- Positions pending hire	0.1	0.1	0.1	0.1
Total casuals	**5.9**	**5.9**	**5.9**	**5.9**
Core System Replacement program (CSR)	19.0	-	-	-
Total casuals	**19.1**	**-**	**-**	**-**
Total staff numbers	**871.8**	**851.8**	**850.8**	**850.8**

Note – FTE = Full time equivalent

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

Underlying surplus (deficit)

	Notes	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Operating					
Total income		290,552	292,530	1,978	0.7%
Total expenses		(278,047)	(285,523)	(7,476)	2.7%
Surplus for the year		**12,505**	**7,007**	**(5,498)**	**(44.0%)**
Less non-operating income and expenditure					
Grants - capital non-recurrent	4.1.4	(19,192)	(12,314)	6,878	(35.8%)
Contributions - non-monetary	4.1.5	(7,500)	(7,500)	-	0.0%
Capital contributions - other sources	4.1.5	(6,519)	(2,318)	4,201	(64.4%)
Adjusted underlying surplus (deficit)		**(20,706)**	**(15,125)**	**5,581**	**(27.0%)**

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can mask the operating result.

The adjusted result for 2026-27 is a deficit of $15 million which is a decrease of $5.6 million from the 2025-26 Forecast. The $5.6 million reduced deficit is caused by:

- An increase in income budgeted in 2026-27 from operating grants ($7 million) and rates and charges ($6.1 million).

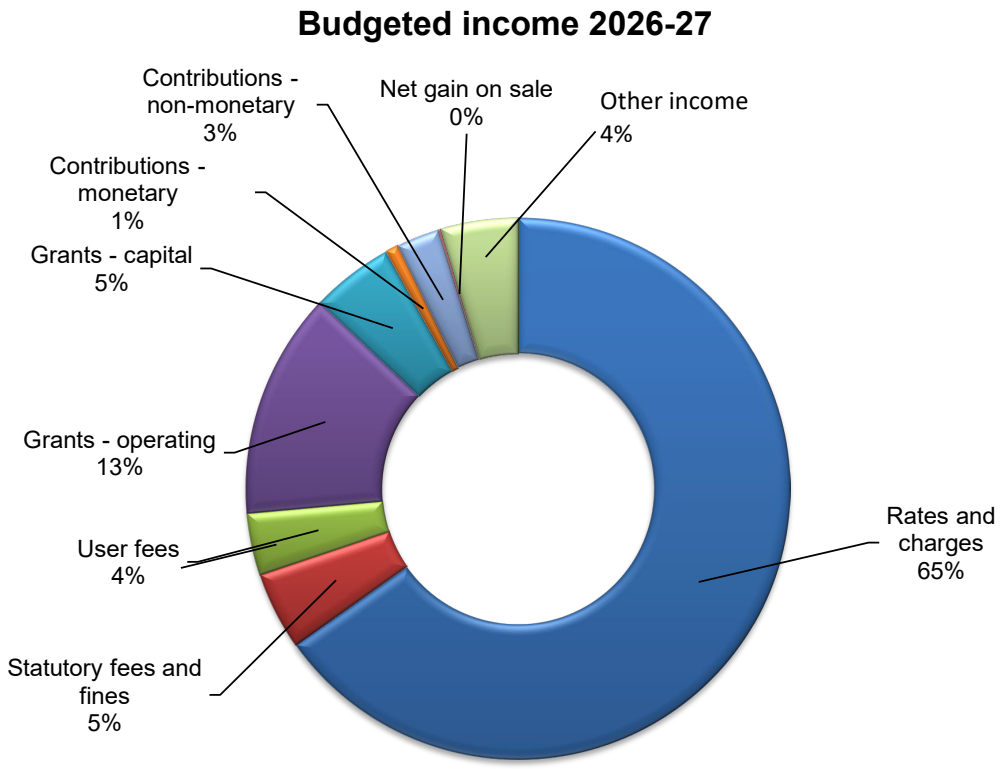
Partly offset by:

- An increase in expenditure budgeted in 2026-27 materials and services partly due to recently revised CPI assumptions ($4.2 million) and borrowing costs ($1.3 million).

In calculating the underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

Income

Income types	Notes	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Rates and charges	4.1.1	184,700	190,774	6,074	3.3%
Statutory fees and fines	4.1.2	11,987	13,598	1,611	13.4%
User fees	4.1.3	9,848	10,841	993	10.1%
Grants - operating	4.1.4	32,503	39,463	6,960	21.4%
Grants - capital	4.1.4	20,880	14,248	(6,632)	(31.8%)
Contributions - monetary	4.1.5	6,519	2,318	(4,201)	(64.4%)
Contributions - non-monetary	4.1.5	7,500	7,500	-	0.0%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		1,722	520	(1,202)	(69.8%)
Other income	4.1.6	14,893	13,268	(1,625)	(10.9%)
Total income		**290,552**	**292,530**	**1,978**	**0.7%**



4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four-year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2026-27 the rate cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.75% in line with the rate cap.

This will raise total rates and charges for 2026-27 of $190,774,030 (including supplementary rates and other charges as per the table included in section 4.1.1(a) below).

The general rate declared in respect of the 2026-27 financial year will be raised by the application of differential rates (refer to section 4.1.1(n) for further information).

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Change $'000	Change %
General rates *	152,701	157,973	5,272	3.5%
Service rates and charges	28,425	29,783	1,358	4.8%
Supplementary rates and rate adjustments	1,000	1,000	0	0.0%
Keysborough Maintenance Levy	1,800	1,800	0	0.0%
Interest on rates and charges	976	430	(546)	(55.9%)
Less abandoned rates	(202)	(212)	(10)	5.0%
Total rates and charges	**184,700**	**190,774**	**6,074**	**3.3%**

** General rates are subject to the rate cap established under the rate capping legislation. For 2026-27, the rate cap has been set at 2.75%. The Forecast Actual 2025-26 for General rates does not reflect the annualisation of supplementary rates received during the financial year, therefore, the percentage change will not equate to the rate cap of 2.75%. To comply with the rate cap of 2.75%, the base rate must include the annualisation of supplementary rate income received during the year (see 4.1.1(c) below).*

Council's rates and charges revenue of $191 million is made up using the following assumptions:

- An average increase in rates across all property types of 2.75%.
- The annual residential waste charge in 2026-27 for the standard Option A service is $547.00, an increase of $31.00 (6%) from 2025-26. This charge is set on a full cost-recovery basis and covers a fortnightly kerbside recycling and garden waste service, an annual hard waste collection, and the ongoing collection of general waste. The charge also includes the Victorian Government waste levy at $177.21 per tonne for 2026-27 (up from $169.79 per tonne in 2025-26), which equates to around $106 per household ($99 in 2025-26).
- $1 million is estimated to be derived from supplementary rates (from new developments and improvements to existing properties) based on consistent development activity in 2026-27.
- An estimated $1.8 million is expected to be collected from the Keysborough Maintenance Levy at a rate of $350 per household. These funds will be transferred to a reserve and fully expended on costs relating to this area.

The below table highlights the impacts of the rate increase on the average residential property in City of Greater Dandenong.

Residential rate in the dollar	Forecast 2025-26	Budget 2026-27	% Variance	$ Variance
Median residential valuation in Greater Dandenong	$ 683,800	$ 710,000		
Residential rate in the dollar	0.0015320	0.0015067		
General rates	$ 1,047.58	$ 1,069.79	2.12%	$ 22.21
Waste charge (including State Government waste levy) *	$ 516.00	$ 547.00	6.01%	$ 31.00
Total rates and charges median residential property	**$ 1,563.58**	**$ 1,616.79**	**3.40%**	**$ 53.21**

** Includes a State Government waste levy of $106 in 2026-27 ($99 in 2025-26).*

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	Budget 2025-26 cents/$CIV	Budget 2026-27 cents/$CIV	Change %
General rate for rateable residential properties	0.0015319951	0.0015067430	(1.65%)
General rate for rateable commercial properties	0.0025277919	0.0025614632	1.33%
General rate for rateable industrial properties	0.0032171897	0.0032394975	0.69%
General rate for rateable vacant residential properties	0.0022979926	0.0022601146	(1.65%)
General rate for rateable farm properties	0.0011489963	0.0011300573	(1.65%)

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	Budget 2025-26 $'000	Annualised levied 2025-26 $'000	Budget 2026-27 $'000	Change (2025-26 Annualised to 2026-27 Budget) $'000	Change (2025-26 Annualised to 2026-27 Budget) %
General	60,801	61,156	62,451	1,294	2.12%
Commercial	13,925	13,930	14,271	341	2.45%
Industrial	76,410	77,154	79,736	2,582	3.35%
Vacant residential	1,023	963	989	26	2.66%
Farm	542	542	527	(15)	(2.74%)
Total amount to be raised by general rates	**152,701**	**153,745**	**157,973**	**4,228**	**2.75%**

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	Budget 2025-26 Number	Budget 2026-27 Number	Change Number	Change %
General	58,493	58,737	244	0.42%
Commercial	3,406	3,416	10	0.29%
Industrial	6,924	6,958	34	0.49%
Vacant residential	537	567	30	5.59%
Farm	53	53	0	0.00%
Total number of assessments	**69,413**	**69,731**	**318**	**0.46%**

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

Council rates are levied on the Capital Improved Value (CIV) of properties as determined by and certified by the Valuer General of Victoria.

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type or class of land	Budget 2025-26 $'000	Forecast 2025-26 $'000	Budget 2026-27 $'000	Change (2025-26 Annualised to 2026-27 Budget) $'000	Change (2025-26 Annualised to 2026-27 Budget) %
General	39,687,745	39,919,305	41,447,410	1,528,105	3.83%
Commercial	5,508,789	5,510,933	5,571,521	60,589	1.10%
Industrial	23,750,591	23,981,696	24,613,601	631,905	2.63%
Vacant residential	445,148	419,188	437,565	18,378	4.38%
Farm	471,568	471,568	466,318	(5,250)	(1.11%)
Total value of land	**69,863,839**	**70,302,688**	**72,536,414**	**2,233,726**	**3.18%**

4.1.1(g) Council does not levy a municipal charge under Section 159 of the Act.

4.1.1(h) The estimated total amount to be raised by municipal charges is $0, compared with the previous financial year ($0).

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.

An annual service charge is declared in respect of the 2026-27 financial year for the collection and disposal of refuse.

Type of charge	Per rateable property 2025-26 $	Per rateable property 2026-27 $	Change $	Change %
Option A: 120 litre waste, 240 litre recycling, 240 litre garden bin *	417.00	441.00	24.00	5.76%
Option B: 80 litre waste, 240 litre recycling, 240 litre garden bin *	379.00	400.00	21.00	5.54%
Option C: 120 litre waste, 240 litre recycling, 120 litre garden bin *	396.00	418.00	22.00	5.56%
Option D: 80 litre waste, 240 litre recycling, 120 litre garden bin *	358.00	378.00	20.00	5.59%
Option E: 120 litre waste, 240 litre recycling, no garden bin *	337.00	356.00	19.00	5.64%
Option F: 80 litre waste, 240 litre recycling, no garden bin *	302.00	319.00	17.00	5.63%
Minimum waste charge for each residential property	302.00	319.00	17.00	5.63%
State Government waste levy	99.00	106.00	7.00	7.07%
Bin change of selection charge	22.00	23.00	1.00	4.55%
Additional bin services				
120 litre waste bin service *	216.00	228.00	12.00	5.56%
(Plus a "one off" fee for the purchase of the bin)	*45.00*	*46.50*	1.50	3.33%
240 litre recycling bin service	55.00	58.00	3.00	5.45%
(Plus a "one off" fee for the purchase of the bin)	*54.00*	*55.50*	1.50	2.78%
240 litre garden bin service	115.00	121.00	6.00	5.22%
(Plus a "one off" fee for the purchase of the bin)	*54.00*	*55.50*	1.50	2.78%
Bin delivery	23.00	24.00	1.00	4.35%
Recycling bin option - upgrade of 240 litre to 360 litre	118.50	122.00	3.50	2.95%

** Note – The State Government waste levy is applicable in addition to these Council service charges.*

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of charge	Budget 2025-26 $'000	Budget 2026-27 $'000	Change $'000	Change %
Option A: 120 litre waste, 240 litre recycling, 240 litre garden bin	11,286	11,859	573	5.08%
Option B: 80 litre waste, 240 litre recycling, 240 litre garden bin	2,038	2,112	74	3.63%
Option C: 120 litre waste, 240 litre recycling, 120 litre garden bin	3,808	4,021	213	5.59%
Option D: 80 litre waste, 240 litre recycling, 120 litre garden bin	2,199	2,253	54	2.46%
Option E: 120 litre waste, 240 litre recycling, no garden bin	1,989	2,019	30	1.51%
Option F: 80 litre waste, 240 litre recycling, no garden bin	877	907	30	3.42%
Additional bin services	348	393	45	12.93%
State Government waste levy	5,762	6,101	339	5.88%
Supplementary income *	118	118	0	0.00%
Total	**28,425**	**29,783**	**1,358**	**4.78%**

** Note – Supplementary income varies from year to year and is an estimate only.*

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	Budget 2025-26 $'000	Budget 2026-27 $'000	Change $'000	Change %
General rates	152,701	157,973	5,272	3.45%
Waste charges	28,425	29,783	1,358	4.78%
Rates and charges	**181,126**	**187,756**	**6,630**	**3.66%**

4.1.1(l) Compliance with rate capping legislation

Greater Dandenong City Council is required to comply with the State Government's rate capping legislation (Fair Go Rates System). The table below details the budget assumptions consistent with the requirements of the rate capping legislation.

		Budget 2025-26		Budget 2026-27
Total rates (including supplementary rates income)	$	148,253,817	$	153,745,453
Number of rateable properties		69,413		69,731
Base average rate	$	2,135.82	$	2,204.84
Maximum rate increase (set by the State Government)		**3.00%**		**2.75%**
Capped average rate	$	2,199.90	$	2,265.47
Maximum general rates and charges revenue	$	152,701,432	$	157,973,453
Budgeted				
General rates	$	152,701,432	$	157,973,453

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations ($1 million forecast in 2025-26 and 2026-27).
- The variation of returned levels of value (e.g. valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

A differential rate is declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

- Residential (refer to Schedule A in this section) - Any land which does not have the characteristics of Commercial, Industrial, Residential Vacant or Farm Land.
- Commercial Land (refer to Schedule B) - Any land which is primarily used for commercial purposes.
- Industrial Land (refer to Schedule C) - Any land which is primarily used for industrial purposes.
- Residential Vacant Land (refer to Schedule D) - Any land which is vacant residential land.
- Farm Land (refer to Schedule E) - Any land which is primarily used for the purposes of farming.

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.15067430% (0.0015067430 cents in the dollar of capital improved value) for all rateable residential (general).
- A general rate of 0.25614632% (0.0025614632 cents in the dollar of capital improved value) for all rateable commercial land.
- A general rate of 0.32394975% (0.0032394975 cents in the dollar of capital improved value) for all rateable industrial land.
- A general rate of 0.22601146% (0.0022601146 cents in the dollar of capital improved value) for all rateable residential vacant land.
- A general rate of 0.11300573% for (0.0011300573 cents in the dollar of capital improved value) rateable farm land.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in the following Schedules A-E) by the relevant percentages indicated above. Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions.

Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out on the following pages.

Schedule A - GENERAL (Residential)

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and Community Strengthening.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations.

Types and classes:

Any land which does not have the characteristics of Commercial, Industrial, Residential Vacant or Farm Land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Schedule B - COMMERCIAL LAND

The Commercial rate is to promote economic development objectives for the City including the retail development of the Dandenong, Springvale and Noble Park Activity Centre's and the ongoing development of strip shopping centres.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the commercial sector.
2. Enhancement of the economic viability of the commercial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of commercial objectives.

Types and classes:

Any land which is primarily used for commercial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Schedule C - INDUSTRIAL LAND

The Industrial rate is to promote economic development objectives for the municipality including industrial development in appropriately zoned areas.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the industrial sector.
2. Enhancement of the economic viability of the industrial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that street scaping and promotional activity is complementary to the achievement of industrial objectives.

Types and classes:

Any land which is used primarily for industrial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.
Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Schedule D - RESIDENTIAL VACANT LAND

The residential vacant land rate is to promote housing development objectives for the municipality including the development of vacant land in residential zoned areas.

Objective:

To provide an economic incentive for the development of residential vacant land and a disincentive for residential land-banking in order that all rateable land makes an equitable contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and Community Strengthening.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is vacant residential land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Schedule E - FARM LAND

The main objectives of having a farm rate are:

- To promote and support the use of sound agricultural practices.
- To conserve and protect areas which are suited to certain agricultural pursuits.
- To encourage proper land use consistent with genuine farming activities.

Objective:

To provide a financial subsidy to rateable farm land to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.

2. Development and provision of health and Community Strengthening.

3. Provision of general support services.

4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is primarily used for the purposes of farming.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

Not applicable.

4.1.1(o) Revenue and Rating Plan

The *Local Government Act 2020* requires each Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Council which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan. This plan is an important part of Council's integrated planning framework, all of which is created to achieve our Community's Vision for 2040.

This plan explains how the funding burden will be apportioned between ratepayers and other users of Council facilities and services. This plan will set out the decisions that Council has made in relation to rating options available under local government legislation to ensure the fair and equitable distribution of rates across property owners.

At present the legislative provisions that outline rates and charges are still contained in the *Local Government Act 1989.*

4.1.1(p) Rate capping

Council has established the rating increase for 2026-27 at 2.75% in line with the rate cap set by the Minister of Local Government. Beyond this period, rates are assumed to increase by a conservative 2.5%. The forward three years of the plan (2027-28 to 2029-30 in the table below) are indicative rate increases only and will be subject to the rate cap set by the Minister of Local Government.

Assumed future rate increases

	Actual	Budget	Projections		
	2025-26	2026-27	2027-28	2028-29	2029-30
Rate increase	3.00%	2.75%	2.50%	2.50%	2.50%

Council has significant challenges in terms of meeting asset renewal requirements. It will not be possible to meet this challenge with rate increases linked solely to CPI or less than CPI. With Council monitoring grant revenues that do not keep pace with CPI and the cost of providing Council services escalating at a rate higher than the CPI, this approach is not sustainable.

4.1.1(q) Understanding the impact of the 2026 general revaluation

The Valuer-General is the valuation authority for annual valuations of all land in Victoria for council rates and the Emergency Services Volunteer Fund (ESVF). Each year, all rateable properties are revalued with a valuation date of 1 January.

A revaluation does NOT provide Council with any additional rate revenue but can significantly re-align how rates are distributed between ratepayers at both a rating group and individual level.

The following table highlights the impact of the 2026 Council revaluation, with total capital improved value (CIV) across all land categories increasing by 3.18% between the 2025-26 forecast and the 2026-27 budget revaluation. The largest increase was recorded in Vacant Residential (4.38%) followed by General land (3.83%) and Industrial (2.63%). Commercial land experienced a more moderate increase of 1.10%, while Farm land values decreased slightly by 1.11% over the period.

Type or class of land	Forecast 2025-26 Revaluation CIV $'000	Budget 2026-27 Revaluation CIV $'000	Movement in valuations %
General	39,919,305	41,447,410	3.83%
Commercial	5,510,933	5,571,521	1.10%
Industrial	23,981,696	24,613,601	2.63%
Vacant residential	419,188	437,565	4.38%
Farm	471,568	466,318	(1.11%)
Total value of land	**70,302,688**	**72,536,414**	**3.18%**

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy to ensure that rises and falls in Council rates remain affordable and that rating 'shocks' are mitigated to some degree.

The table below highlights the rating impact on the various land types with the current rate differential structure (outcomes are based on the annual increase in rates of 2.75% in 2026-27).

Type or class of land	Proposed rates 2026-27 $'000	% movement
General	63,363	3.61%
Commercial	14,054	0.89%
Industrial	79,019	2.42%
Vacant residential	1,003	4.16%
Farm	535	(1.32%)
Total	**157,973**	**2.75%**

As shown in the table the rating experiences between rating groups is reasonably dynamic with residential properties on average increasing by 3.61% and commercial increasing by 0.89%.

Council has sought a rating model that more evenly applies the rate increase to each of the major rating sectors (General, Commercial, and Industrial).

On this basis, the rating strategy recommends the following differential rates be applied. This model results in the average residential rate and commercial rate both being below the rate cap of 2.75%. It is recommended that the following differential rates be applied.

Type or class of land	Existing rating differential 2025-26	Proposed rating differential 2026-27	% increase 2025-26 to 2026-27
General	100%	100%	2.12%
Commercial	165%	170%	2.45%
Industrial	210%	215%	3.35%
Vacant residential	150%	150%	2.66%
Farm	75%	75%	(2.74%)
			2.75%

The proposed rating model increases the differential applied to commercial properties from 165% to 170% and industrial properties from 210% to 215%. Differentials for general, vacant residential and farm land remain unchanged.

Under this model, four of the five land categories experience rate increases below the rate cap of 2.75%, with farm land recording a reduction of 2.74%. All categories remain below the assumed inflation rate of 5%.

On this basis, it is recommended that Council adopt the proposed amendments to the rating differential structure to reflect the impacts of the 2026 revaluation.

4.1.1(r) Rebates and Concessions

Council provides concessions of 10% and 40% of the relevant rate for qualifying properties under the *Cultural and Recreational Lands Act*.

4.1.1(s) Incentives

No incentive is declared for early payment of the general rates and annual service charge.

4.1.1(t) Interest

Council requires any person to pay interest on any amount of rates and charges to which:

a) that person is liable to pay, and
b) has not been paid by the date specified for their payment.

4.1.1(u) Payment methods and due dates

In accordance with Section 167 of the *Local Government Act 1989*, Council declares that Council rates will be payable by four (4) quarterly instalments on or before the following dates:

- Instalment 1 - 30 September 2026
- Instalment 2 - 30 November 2026
- Instalment 3 - 28 February 2027
- Instalment 4 - 31 May 2027

Where the payment due date falls on a weekend or public holiday, the payment date will be the next business day.

or

Council offers a variety of flexible payment options available to residents who register online at pay.greaterdandenong.vic.gov.au.

Payments can be spread across the financial year until 31 May, and can be direct debited weekly, fortnightly, monthly, or quarterly from your bank account, debit or credit card. Once registered payment details can be changed and updated anytime, and SMS reminders can be set to stay on track with payments.

or

Residents can also pay in full online at Council's website (mygreaterdandenong.com).

4.1.1(v) Valuation movements between Proposed Budget and Adopted Budget (2026-27)

Valuation figures used in rating income calculations in the 2026-27 Budget are final certified valuations provided by the Valuer General's office.

The changes in the 2026-27 valuations and rate in the dollar for each differential category are minor and are detailed in the table below.

	Total Value of Land (2026-27 Valuation)			Rate in the $		
Rating Type	2026-27 Proposed Budget ($)	2026-27 Adopted Budget ($)	Mvmt ($)	2026-27 Proposed Budget ($)	2026-27 Adopted Budget ($)	Mvmt ($)
General	41,440,350,000	41,447,410,000	7,060,000	0.0015070298	0.0015067430	(0.0000002868)
Commercial	5,595,391,000	5,571,521,000	(23,870,000)	0.0025619507	0.0025614632	(0.0000004875)
Industrial	24,606,860,500	24,613,600,500	6,740,000	0.0032401141	0.0032394975	(0.0000006165)
Res vacant	433,865,000	437,565,000	3,700,000	0.0022605447	0.0022601146	(0.0000004301)
Farm	466,317,500	466,317,500	0	0.0011302724	0.0011300573	(0.0000002151)
Total	**72,542,784,000**	**72,536,414,000**	**(6,370,000)**			

4.1.2 Statutory fees and fines

A schedule of fees and charges is contained in **Section 6** which highlights the GST status of each fee category and whether the fee is determined by Council or is fixed by State Government legislation.

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Infringements and costs	6,571	8,212	1,641	25.0%
Court recoveries	2,205	2,246	41	1.9%
Building and town planning fees	1,919	1,930	11	0.6%
Permits	538	699	161	29.9%
Subdivision fees	501	315	(186)	(37.1%)
Land information certificates	130	125	(5)	(3.8%)
Election fines	123	71	(52)	(42.3%)
Total statutory fees and fines	**11,987**	**13,598**	**1,611**	**13.4%**

The table above shows the statutory fees and fines received by Council with the primary source from infringements and costs of $8.21 million plus $2.25 million in Infringement Court (Fines Victoria) recoveries expected to be received. Parking infringements make up $5.54 million of the infringements and costs in the 2026-27 Budget with the balance relating to other fines including local laws, litter, animal control, food and health.

The increase in infringement income in the 2026-27 Budget largely reflects a revision to the 2025-26 forecast, which accounted for temporary impacts associated with workforce transitions across regulatory service areas. As these impacts stabilise, revenue is expected to return to more typical levels over time.

Permit income has increased following a review of fees to better align charges with the cost of administering services, consistent with Council's cost-recovery principles.

Building and town planning fees remain a major component of statutory income, estimated at $1.93 million, and are driven primarily by activity levels and legislated settings.

4.1.3 User fees

Council derives user fees from several sources including on-street parking, multi-deck car parks, aged care services, family day care, asset protection permits, hire of Council halls and meeting rooms (Drum Theatre, The Castle).

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Aged and health services	1,255	1,465	210	16.7%
Child care/children's programs	1,640	1,705	65	4.0%
Parking	3,816	4,401	585	15.3%
Registration and other permits	2,378	2,485	107	4.5%
Asset protection fees	441	453	12	2.7%
Other fees and charges	318	332	14	4.4%
Total user fees	**9,848**	**10,841**	**993**	**10.1%**

User fees are projected to increase by $993,000 (10.1%) compared to the 2025-26 Forecast. This mainly reflects higher Aged and Health services fees and increased parking income. The 2025-26 Forecast included a reduction in aged services activity, resulting in a lower base for comparison, while parking income is expected to increase following the rollout of cashless paid parking and the expansion of paid parking areas.

A detailed schedule of fees and charges is contained in **Section 6**.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget. Overall, grant income is anticipated to slightly increase by 0.6% in the 2026-27 Budget.

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Summary of grants				
Commonwealth funded grants	35,821	44,191	8,370	23.4%
State funded grants	17,562	9,520	(8,042)	(45.8%)
Total grants	**53,383**	**53,711**	**328**	**0.6%**

Operating grants

Operating grants include all monies received from State and Commonwealth sources, as well as some grants from other organisations, for the purposes of funding the delivery of Council's services to ratepayers.

The tables below detail operating grants by type and source, classified into recurrent and non-recurrent.

Recurrent operating grants

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Recurrent				
Commonwealth Government				
Financial Assistance Grant	7,119	14,556	7,437	104.5%
Home and Community Care	7,278	8,253	975	13.4%
Family Day Care	6,530	6,800	270	4.1%
Libraries	235	137	(98)	(41.7%)
Community Health	12	12	-	0.0%
Social Inclusion	85	175	90	105.9%
Community Safety	8	10	2	25.0%
State Government				
Maternal and Child Health	3,443	2,571	(872)	(25.3%)
Family and Children Services	3,817	3,595	(222)	(5.8%)
Libraries	1,116	1,077	(39)	(3.5%)
Home and Community Care	971	975	4	0.4%
School Crossings	569	568	(1)	(0.2%)
Education and Employment	300	300	0	0.0%
Community Health	264	262	(2)	(0.8%)
Emergency Management	40	40	-	0.0%
Total recurrent operating grants	**31,787**	**39,331**	**7,544**	**23.7%**

Recurrent operating grants are projected to increase by $7.54 million compared to the 2025-26 Forecast due to the early receipt of 50% of the Financial Assistance Grant allocation at the end of 2024-25 which has reduced the level of grant funding reflected in the 2025-26 Forecast ($7.12 million). As a result, the 2026-27 Budget includes a full year's allocation (100%) of Financial Assistance Grant funding, which contributes to an increase of $7.44 million compared with the 2025-26 Forecast.

Excluding the impact of this timing difference, there is no material change in the underlying level of recurrent operating grant income, with the year-on-year movement largely attributable to the timing of grant receipts rather than an increase in ongoing funding.

Home and Community Care grant income is expected to increase by $979,000 in the 2026-27 Budget, mainly due to a reduced 2025-26 Forecast based on current year service delivery. This increase is partially offset by a decrease of $872,000 in Maternal and Child Health grant income, largely attributable to the conclusion of sleep and settling initiatives.

Non-recurrent operating grants

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Non recurrent				
Commonwealth Government				
Libraries	1	0	(1)	(100.0%)
State Government				
Community Health	18	0	(18)	(100.0%)
Family and Children Services	8	0	(8)	(100.0%)
Community Safety	114	0	(114)	(100.0%)
Libraries	18	20	2	11.1%
Social Inclusion	30	19	(11)	(36.7%)
Information Management and Digitisation	131	0	(131)	(100.0%)
Level Crossing Removal Program	179	0	(179)	(100.0%)
Environment	67	93	26	38.8%
Housing	150	0	(150)	(100.0%)
Total non-recurrent operating grants	**716**	**132**	**(584)**	**(81.6%)**
Total operating grants	**32,503**	**39,463**	**6,960**	**21.4%**

The reduction in non-recurrent operating grant funding of $584,000 is due mainly to grant funding or grant funded programs that will conclude in 2025-26 including:

- Level Crossing Support Payments ($179,000)
- Housing Innovation Support Program ($150,000)
- Digitisation of Building Permits ($131,000)
- Cladding Rectification Program ($94,000).

Capital grants

Capital grants include all monies received from State, Commonwealth, and community sources for the purposes of funding the capital works program. Overall, the level of capital grants has decreased by $6.83 million compared to the 2025-26 Forecast. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Recurrent				
Commonwealth Government				
Roads to Recovery	1,688	1,935	247	14.6%
Total recurrent capital grants	**1,688**	**1,935**	**247**	**14.6%**

Note re Roads to Recovery – Council will receive $8.96 million for the five-year funding period 1 July 2024 to 30 June 2029. To be eligible for this funding, certain conditions must be followed, and audited annual reports submitted.

Non-recurrent capital grants

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Non recurrent				
Commonwealth Government				
Black Spot Program	4,377	0	(4,377)	(100.0%)
Recreational, Leisure and Community Facilities	0	846	846	100.0%
Parks, Open Space and Streetscapes	0	1,755	1,755	100.0%
Oasis Aquatics and Wellbeing - Priority Community Infrastructure Program	8,488	9,393	905	10.7%
Buildings	0	319	319	100.0%
State Government				
Buildings	693	0	(693)	(100.0%)
Level Crossing Removal Program	1,200	0	(1,200)	(100.0%)
Roads	3,475	0	(3,475)	(100.0%)
Recreational, Leisure and Community Facilities	290	0	(290)	(100.0%)
Parks, Open Space and Streetscapes	469	0	(469)	(100.0%)
Intangibles	200	0	(200)	(100.0%)
Total non-recurrent capital grants	**19,192**	**12,313**	**(6,879)**	**(35.8%)**
Total capital grants	**20,880**	**14,248**	**(6,632)**	**(31.8%)**

The decrease of $6.88 million in non-recurrent capital grants in the 2026-27 Budget is due to:

Grant funded projects nearing completion:

- Black Spot program ($4.38 million)
- Safe Local Roads program ($2.0 million)
- IP43 Road Safety Infrastructure – Clow St & Cleeland St ($1.39 million)
- Level Crossing Removal – Fowler Rd & South Gippsland Path ($1.2 million)

Increased grant funding in 2026-27:

- Oasis Aquatics and Wellbeing - Priority Community Infrastructure Program ($905,000)

New grant funding in 2026-27:

- Security and CCTV Infrastructure ($1.6 million)
- Ross Reserve Athletics Shade Structures ($377,000)
- Dandenong Park Playground ($270,000)
- Police Paddocks Disability Discrimination Act Access ($195,000)
- Ross Reserve Athletics Change Room ($124,000)

4.1.5 Contributions

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Monetary	6,519	2,318	(4,201)	(64.4%)
Non-monetary	7,500	7,500	-	0.0%
Total contributions	**14,019**	**9,818**	**(4,201)**	**(30.0%)**

The $4.2 million decrease in contributions is mainly attributable to Development Contribution Plan contributions (levies) in 2025-26 for the capital project Keysborough Community Hub ($4.23 million).

Also included in monetary contributions are public open space contributions. Depending on the amount of development activity in progress, Council receives contributions from developers. These represent funds to enable Council to improve the necessary integrated infrastructure for new developments. They are for very specific purposes and often require Council to outlay funds for infrastructure works some time before the receipt of these contributions. These contributions are statutory contributions and are transferred to reserves until utilised for a complying purpose through the capital works program. Both the 2026-27 Budget and the 2025-26 Forecast estimate that the level of open space contributions will be around $2 million, which will be transferred to reserves.

The non-monetary contributions (non-cash) primarily relate to the Development Contribution Plan's (DCP) in Dandenong South and Keysborough and will be in the form of infrastructure assets (gifted assets). Non-monetary assets are difficult to budget, cannot be accurately predicted and represents a non-cash accounting entry.

4.1.6 Other income

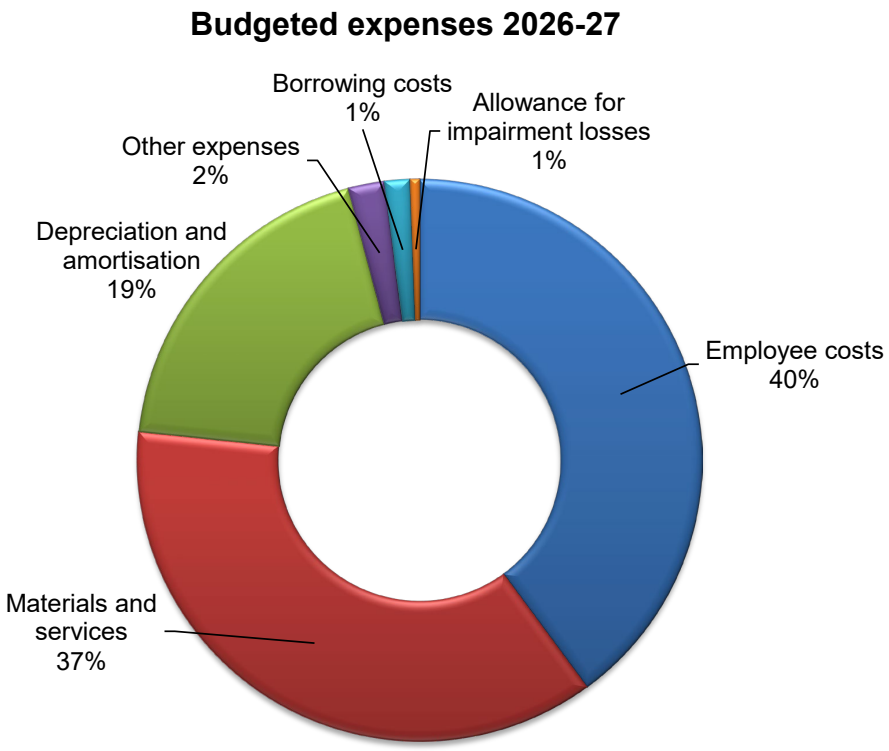
	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Interest on investments	7,800	7,200	(600)	(7.7%)
Dandenong Market rental	373	229	(144)	(38.6%)
Property rental	1,663	1,696	33	2.0%
Other rent	998	1,069	71	7.1%
Recoveries	3,116	2,142	(974)	(31.3%)
Other	943	932	(11)	(1.2%)
Total other income	**14,893**	**13,268**	**(1,625)**	**(10.9%)**

The $1.62 million decrease in other income from the 2025-26 Forecast is due to:

- Recovery income for Spring Valley Landfill is lower in 2026-27 ($1.04 million), reflecting changes in the timing of planned works. Most of the project costs are shared with partner councils, with approximately 80% recovered from participating councils and Council's share funded from reserves. The reduction in recovery income is mainly due to delays in planned expenditure arising from a long-standing legal matter, which has shifted the timing of both works and related income.
- Anticipated investment returns ($600,000). The sustained high interest rates in the current year (2025-26) combined with higher than anticipated funds available for investment (due mainly to delayed capital expenditure) have resulted in an estimated $7.8 million in interest on investments in 2025-26. Interest rates are expected to drop towards the end of next financial year combined with reduced funds available for investment due to the progression of major capital works projects, resulting in a lower estimate of interest returns in 2026-27 ($7.2 million). The outlook for inflation and in turn interest rates has evolved considerably over the past two years and will continue to be closely being monitored.

Expenditure

	Notes	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Employee costs	4.1.7	113,167	113,930	763	0.7%
Materials and services	4.1.8	100,691	104,886	4,195	4.2%
Depreciation	4.1.9	53,229	54,294	1,065	2.0%
Depreciation - right of use assets	4.1.10	715	715	0	0.0%
Allowance for impairment losses	4.1.11	1,615	1,577	(38)	(2.4%)
Borrowing costs		2,740	4,086	1,346	49.1%
Finance costs - leases		57	58	1	1.8%
Other expenses	4.1.12	5,833	5,977	144	2.5%
Total expenses		**278,047**	**285,523**	**7,476**	**2.7%**



4.1.7 Employee costs

Employee costs represent a significant component of the 2026-27 Budget and include salaries, statutory on-costs (such as WorkCover insurance, superannuation and leave entitlements) and staff development. These costs are influenced by Council's Enterprise Agreement, which expired on 30 June 2025. The commencement of a new multi-employer bargaining process introduces uncertainty regarding future wage outcomes, which has been managed through conservative budgeting assumptions.

For planning purposes, employee cost growth of 2.75%, aligned with the rate cap, has been assumed for 2026-27. Provision has also been made for normal annual progression for banded staff. In addition, the budget incorporates a labour vacancy offset and a modest efficiency dividend, reflecting Council's historical experience that a proportion of funded positions remain unfilled at any point in time and that ongoing operational efficiencies are realised across the organisation. Together, these measures improve forecast realism and support Council's focus on affordability and financial sustainability.

Changes in employee costs and full-time equivalent (FTE) staff in 2026-27 largely reflect service delivery and program requirements rather than ongoing workforce levels. Temporary increases in FTE are associated with the Core System Replacement (CSR) Program, which is time-limited in nature and has been separately identified to avoid embedding short-term resourcing into Council's long-term workforce base.

Within Parks and Open Spaces, an increase in FTE reflects a changed resourcing model, transitioning service delivery from external contractors to a greater proportion of in-house delivery. This change does not represent increased service levels or ongoing cost growth; rather, it is intended to improve cost certainty and deliver efficiency benefits over time through reduced reliance on higher-cost external arrangements.

Overall, the 2026-27 workforce position reflects a balanced approach that supports essential service delivery while maintaining a strong focus on financial sustainability, efficiency and transparency.

The compulsory Superannuation Guarantee Charge rate remains at 12% in 2026-27.

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Directorate	Budget 2026-27 $'000	Comprises Permanent Full time $'000	Comprises Permanent Part time $'000
CEO Services	**676**	676	-
City Futures	**44,755**	41,746	3,009
Community Strengthening	**43,243**	24,290	18,953
Customer & Information Office	**6,431**	5,342	1,090
Strategy & Corporate Services Office	**10,041**	8,831	1,210
Chief Financial Office	**4,370**	4,034	336
Total permanent staff expenditure	**109,515**	**84,918**	**24,598**
***Casuals and other expenditure**	**4,672**		
Core System Replacement program (CSR)	**3,428**		
****Labour vacancy rate & Efficiency dividend**	**(3,685)**		
Total employee cost expenditure	**113,930**		

Notes:

** Casuals and other expenditure include casual staff costs, temporary agency staff, training and conferences, Fringe Benefits Tax (FBT), occupational health and safety programs, protective clothing and materials and other staff related costs.*

*** Labour vacancy offset and efficiency dividend provisions represent an allowance for the proportion of budgeted salary expenditure that is not expected to be incurred in practice, reflecting normal staff turnover, recruitment lead times and ongoing operational efficiencies. This provision recognises the difference between approved FTE funding and actual staffed positions at a point in time, and improves the accuracy of employee cost forecasting while supporting Council's financial sustainability objectives.*

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Directorate	Budget 2026-27 FTE	Comprises Permanent Full time FTE	Comprises Permanent Part time FTE
CEO Services	**2.0**	2.0	-
City Futures	**346.0**	315.0	31.0
Community Strengthening	**355.2**	186.0	169.2
Customer & Information Office	**49.2**	39.0	10.2
Strategy & Corporate Services Office	**64.3**	55.0	9.3
Chief Financial Office	**30.2**	27.5	2.7
Total permanent staff	**846.9**	**624.5**	**222.4**
Casual staff	**5.9**		
Core System Replacement program (CSR)	**19.0**		
Total staff	**871.8**		

4.1.8 Materials and services

Materials and services represent the materials and consumables required for maintenance and repair of Council buildings, roads, drains, footpaths, playground equipment and occupancy costs including utilities. Other costs included are a range of expert services to assist in systems related advice and support, audit services, debt collection, and legal services. It also includes the cost of materials used in providing home-based community care and food services to the aged community. The majority of contract costs were increased by a revised forecast CPI assumption of 5% in the 2026-27 Budget.

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Contract payments	64,885	69,037	4,152	6.4%
Materials and services	7,554	6,977	(577)	(7.6%)
Office administration	5,312	5,254	(58)	(1.1%)
Consultants and professional services	8,857	6,764	(2,093)	(23.6%)
Utilities	4,365	4,616	251	5.8%
Information technology	7,055	9,844	2,789	39.5%
Insurance	2,663	2,394	(269)	(10.1%)
Total materials and services	**100,691**	**104,886**	**4,195**	**4.2%**

There is an increase in Materials and Services of $4.2 million (4.2%) in 2026-27, mainly due to increases in contract payments and information technology costs which are partially offset by a reduction in consultants and professional services.

The most significant items include:

- Contract payments (increase of $4.15 million)
    - Roads and Drains ($1.76 million) due to transfers from the capital to operating budget to reflect reactive maintenance works, rather than planned proactive renewal that was originally included in the capital program. This movement reflects a change in the treatment of works based on asset condition and maintenance requirements.
    - South East Leisure reflects a net increase of $761,000 from the 2025-26 forecast to the 2026-27 budget relating to higher utility costs, particularly gas, as existing pricing arrangements conclude and new contract rates take effect, as well as pre-opening establishment and initial operating costs associated with the Oasis Aquatics and Wellbeing facility, ahead of its planned opening in 2027.
    - Waste Management ($954,000) due to higher gate fees, waste levy costs and changes to service delivery arrangements.
- Information Technology (increase of $2.79 million) mainly due to the IT costs of $2.36 million associated with the Core System Replacement works in 2026-27 reflecting the scale and complexity of replacing Council's critical corporate systems. Half of these costs will be funded through a transfer from the Major Projects Reserve. The other 50% relates to ongoing core system software maintenance costs. This program will replace Council's critical corporate systems and reflects the scale and complexity of modernising core technology platforms.

Partly offset by a decrease in consultants and professional services ($2.09 million) caused by:

- Building Disposal program ($1.83 million) due to the completion of one-off works in 2025-26, with no budget provision required for 2026-27.
- Strategic Asset Planning ($414,000) due to the completion of specific professional services engagements, including flood mitigation and level crossing support works.

4.1.9 Depreciation

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains, from delivering services to the community.

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Property	12,762	13,017	255	2.0%
Plant and equipment	5,988	6,108	120	2.0%
Infrastructure	34,479	35,169	690	2.0%
Total depreciation	**53,229**	**54,294**	**1,065**	**2.0%**

The increase of $1.07 million for 2026-27 is based on a revised estimate considering several factors including the current property, infrastructure, plant and equipment balances in the asset register and the anticipated impact of the capital works program.

4.1.10 Depreciation – Right of use assets

Amortisation of right of use assets relates to eligible assets leased by Council and remains unchanged in the 2026-27 Budget.

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Right of use assets	715	715	-	0.0%
Total Depreciation - right of use assets	**715**	**715**	**-**	**0.0%**

4.1.11 Allowance for impairment losses

Allowance for impairment losses represent bad and doubtful debts expense. Primarily relates to parking fines forwarded to Fines Victoria for collection and an assessment of collection rates. The slight decrease reflects a reassessment of bad and doubtful debts based on current outstanding aged receivables and revised collection assumptions.

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Allowance for impairment losses	1,615	1,577	(38)	(2.4%)
Total Allowance for impairment losses	**1,615**	**1,577**	**(38)**	**(2.4%)**

4.1.12 Other expenses

This expenditure category includes other expenses such as lease rentals, audit costs, Councillor allowances and Council election costs. The community grants program which funds diverse community groups towards promoting sporting, religious, cultural and leisure activities within the city is also provided for under this category. Costs associated with the Emergency Services Volunteer Fund which has replaced the Fire Services Property Levy on Council owned properties are also included in this category.

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Community grants and contributions	2,455	2,371	(84)	(3.4%)
Council election	54	-	(54)	(100.0%)
Operating lease/rentals	882	750	(132)	(15.0%)
Councillor allowances	597	614	17	2.8%
ESVF (Formerly Fire Service Levy)	401	412	11	2.7%
Contributions	525	1,107	582	110.9%
Auditors' remuneration - internal	174	199	25	14.4%
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittal	86	89	3	3.5%
Other expenses	369	434	65	17.6%
Refund of prior year unspent grant funding	290	1	(289)	(99.7%)
Total other expenses	**5,833**	**5,977**	**144**	**2.5%**

The $144,000 increase in other expenses is mainly due to a $900,000 contribution towards Stage Two of the Dandenong Market Bazaar works (compared to $300,000 in 2025-26), which is funded from reserves.

This increase is partly offset by a $290,000 refund of unspent grant funding in 2025-26 for the PYP Linkages program, along with changes reflected in the 2025-26 Forecast for operating lease costs for IT equipment such as monitors and laptops, where demand has increased.

4.2 Balance Sheet

This section of the Budget report analyses the movements in assets, liabilities and equity between the 2025-26 Forecast and the 2026-27 Budget.

4.2.1 Assets

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Current assets				
Cash and cash equivalents	32,044	28,011	(4,033)	(12.6%)
Trade and other receivables	32,584	33,422	838	2.6%
Other financial assets	155,000	137,000	(18,000)	(11.6%)
Prepayments	2,000	2,000	-	0.0%
Other assets	3,503	3,515	12	0.3%
Total current assets	**225,131**	**203,948**	**(21,183)**	**(9.4%)**
Non-current assets				
Trade and other receivables	183	183	-	0.0%
Property, infrastructure, plant and equipment	3,096,467	3,155,157	58,690	1.9%
Investment property	6,865	6,865	-	0.0%
Right-of-use assets	664	649	(15)	(2.3%)
Total non-current assets	**3,104,179**	**3,162,854**	**58,675**	**1.9%**
Total assets	**3,329,310**	**3,366,802**	**37,492**	**1.1%**

Current assets include cash, investments and receivables, which include outstanding rate arrears. The decrease between the two years of $21.2 million is due mainly to a reduction in cash and cash equivalents and other financial assets (term deposits invested for a period of greater than 3 months) due to the level of capital expenditure investment required in 2026-27 for the Oasis Aquatics and Wellbeing major project.

In the current interest rate and cost-of-living environment, Council's anticipates that rate arrears will continue to remain at steady levels. The *Local Government Legislation Amendment (Rating and Other Matters) Act 2022* restricts Council's ability to recover and charge interest on unpaid rates and charges.

Non-current assets represent Council's fixed assets such as land, buildings, roads, drains and footpaths. The $58.7 million increase in property, infrastructure, plant and equipment is attributable to:

- $105.5 million in capital expenditure (refer Section 4.5 – Capital Works Program for a detailed listing of projects)
- Receipt of assets from developers through their obligations under the two Development Contribution Plans ($7.5 million).

These increases are partly offset by $54.3 million in depreciation expenditure.

4.2.2 Liabilities

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Current liabilities				
Trade and other payables	39,128	34,718	(4,410)	(11.3%)
Trust funds and deposits	3,300	3,350	50	1.5%
Contract and other liabilities	54,354	55,024	670	1.2%
Provisions	22,112	22,586	474	2.1%
Interest-bearing liabilities	5,282	7,099	1,817	34.4%
Lease liabilities	507	521	14	2.8%
Total current liabilities	**124,683**	**123,298**	**(1,385)**	**(1.1%)**
Non-current liabilities				
Trust funds and deposits	3,052	3,151	99	3.2%
Provisions	1,718	1,649	(69)	(4.0%)
Interest-bearing liabilities	60,263	92,097	31,834	52.8%
Lease liabilities	251	257	6	2.4%
Total non-current liabilities	**65,284**	**97,154**	**31,870**	**48.8%**
Total liabilities	**189,967**	**220,452**	**30,485**	**16.0%**

Current liabilities represent obligations that Council must pay within the next year and include borrowings, annual leave and long service leave entitlements, contract and other liabilities (eg – unearned income), trust monies and payables to suppliers.

The increase in liabilities of 16% reflects new borrowings in 2026-27 of $38.9 million partly offset by repayment of existing borrowings.

The remaining increase in current liabilities in 2026-27 is due to higher trade and other payables caused by higher operating and capital expenditure.

Non-current liabilities are obligations that will be satisfied at some point after 12 months and include long term borrowings and long service leave entitlements for staff.

4.2.3 Borrowings

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Projections 2025-26 $'000	2026-27 $'000	2027-28 $'000
Amount borrowed as at 30 June of the prior year	48,371	65,545	99,196	100,568	92,702
Amount proposed to be borrowed	30,172	38,932	8,471	-	-
Amount projected to be redeemed	(12,998)	(5,281)	(7,099)	(7,866)	(7,170)
Amount of borrowings as at 30 June	**65,545**	**99,196**	**100,568**	**92,702**	**85,532**

Debt Strategy

When used responsibly, the use of loans to fund capital expenditure can be an effective mechanism of linking the payment for the asset (via debt redemption payments) to the successive Council populations who receive benefits over the life of that asset. This matching concept is frequently referred to as 'inter-generational equity'.

Greater Dandenong City Council has accessed debt funding in the past years to complete a range of major infrastructure projects including the construction of the Keysborough South Community Hub, Springvale Community Hub and Library, Dandenong Civic Centre and Library, redevelopment of the Drum Theatre, Dandenong Market and Noble Park Aquatic Centre that will be enjoyed by the populations of the future (refer table below).

Project	Total cost ($ million)	Loan funds used ($ million)
Drum Theatre	13.0	9.0
Dandenong Market	26.0	20.0
Noble Park Aquatic Centre	21.0	5.0
Dandenong Civic Centre	65.5	47.2
Springvale Community Hub	52.7	20.0
Keysborough South Community Hub	29.5	6.12
Total	**207.7**	**107.3**

One of the key considerations for Council in the application of future loan borrowing is the premise that its long-term financial strategies should strive for a financial structure where its annual operational and asset renewal needs can be met from annual funding sources. That is, Council does not have to access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual expenditure needs.

Proposed future borrowings

	Forecast	Budget	Financial Plan Projections		
	2025-26	2026-27	2027-28	2028-29	2029-30
	$'000	$'000	$'000	$'000	$'000
Opening balance	48,371	65,545	99,196	100,568	92,702
New loan proceeds	30,172	38,932	8,471	-	-
Less principal repayments	(12,997)	(5,282)	(7,099)	(7,866)	(7,170)
Closing balance of borrowings	**65,545**	**99,196**	**100,568**	**92,702**	**85,532**

The replacement of Dandenong Oasis with the exciting Oasis Aquatics and Wellbeing is estimated to cost a total of $122.15 million. It will be part funded by new borrowings of $68.85 million to be drawn down over the next two years commencing 2026-27. Included in the 2025-26 Forecast new loan proceeds is $8.7 million of refinancing of existing borrowings.

Council's indebtedness will peak at just under 53% of rate revenue in 2027 within prudential limits. In undertaking a large-scale project of this nature, Council has made strategic decisions to reduce future annual capital programs to service the debt commitments associated with the Oasis Aquatics and Wellbeing project borrowings. As a result, discretionary funding has been eroded in some future years and results in shortfalls in meeting projected asset renewal requirements. The annual reduction in future years peaks at just over $7 million to service debt commitments associated with the Oasis Aquatics and Wellbeing.

Historically, Council has aimed to keep its 'Indebtedness to Rate Revenue' ratio around 40% before new borrowings. Council will continue to responsibly consider debt for major community assets, with all projects undergoing community consultation and review. External funding opportunities will be maximised to benefit the community.

Given the current renewal funding challenges, which impact Council's ability to maintain essential infrastructure and services, along with existing debt obligations, long-term constraints on discretionary funding, and factors such as rate capping, further borrowings are not recommended at this time.

Prudential debt limits

Utilisation of debt funding is an appropriate means of funding capital projects providing Council remains within prudential debt limits.

The maximum levels of indebtedness are prescribed for Council by way of prudential limits established by the State Government. The three principle prudential limits are:

- Debt servicing (interest repayments) as a percentage of total revenue should not exceed 5%.
- Total indebtedness as a percentage of rate revenue should not exceed 80% (with this latter prudential limit – where ratios exceed 60%, councils are required to demonstrate long-term strategies to reduce indebtedness prior to undertaking further borrowings).
- Working capital ratio (current assets/current liabilities) to remain in excess of 1.0.

Treasury Corporation of Victoria (TCV) loans

The Victorian Government has approved the Treasury Corporation of Victoria (TCV) to become a direct lender to councils. This framework will enable Victorian councils to access low-interest loans and achieve interest cost savings.

The TCV have two financial covenant requirements for councils to comply with if undertaking borrowings with the TCV:

- *Interest cover ratio* – earnings before interest, depreciation/amortisation and non-cash contributions compared to interest expense (on borrowings and leases). The ratio result is not to be less than 2:1.
- *Financial indebtedness ratio* – total interest-bearing loans and borrowings including leases over own-source revenue. The ratio result is not to exceed 60%.

In terms of highlighting the impact of Council's current borrowings portfolio on Council's indebtedness to rates ratio, the following table provides these outcomes. It also shows TCV financial covenant ratios which are calculated slightly differently to the prudential limits. These financial covenant ratios must remain with the limits for the life of the loan agreement with TCV.

The following table shows Council will remain within the financial covenant limits defined by TCV.

Impact of future borrowings on prudential limits

In terms of highlighting the impact of these borrowings on Council's Indebtedness to rates ratio, the following table provides these outcomes. Projected future borrowings have been structured to ensure at no point does Council exceed the prudential limit of an indebtedness level in excess of 80% of annual rate revenue.

Financial year ending	New/ refinance borrowings $'000	Principal paid $'000	Interest expense $'000	Balance 30 June $'000	LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	TCV Interest Cover Ratio	TCV Financial Indebted-ness Ratio
2026	30,172	12,997	2,740	65,545	181%	35.8%	5.4%	19.3	29.7%
2027	**38,932**	**5,282**	**4,086**	**99,196**	165%	52.5%	3.2%	12.4	43.7%
2028	8,471	7,099	6,288	100,568	164%	51.6%	4.7%	8.9	43.0%
2029	-	7,866	6,378	92,702	165%	46.1%	4.9%	8.6	38.8%
2030	-	7,170	5,932	85,532	165%	41.3%	4.4%	9.5	34.8%
2031	-	6,496	5,504	79,036	164%	37.0%	4.0%	10.5	31.4%
2032	-	6,939	5,078	72,097	166%	32.7%	3.9%	11.7	27.9%
2033	-	7,401	4,616	64,695	168%	28.5%	3.8%	13.0	24.4%
2034	-	7,897	4,126	56,799	171%	24.3%	3.7%	15.2	20.8%
2035	-	8,365	3,604	48,434	176%	20.1%	3.6%	17.8	17.3%
2036	-	8,214	3,062	40,219	184%	16.2%	3.3%	21.4	14.1%

		LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	Treasury Corp Victoria TCV Interest Cover Ratio	Treasury Corp Victoria TCV Financial Indebted-ness Ratio
Prudential ratio limits: Risk assessment criteria	High	Below 110%	Above 80%	Above 10%	Less than 2	Above 60%
	Medium	110% - 120%	60% - 80%	5% - 10%		
	Low	Above 120%	Below 60%	Below 5%	Above 2	Below 60%

The above table highlights that whilst Council forecasts significant new borrowings in the forthcoming years to part fund Oasis Aquatics and Wellbeing, Council's debt ratios as per the Local Government Performance Reporting Framework (LGPRF) and the Treasury Corporation of Victoria (TCV) are within prudential limits over the budget period.

Ratio calculations are outlined below:

LGPRF Liquidity ratio
Current assets compared to current liabilities
= (Current assets / Current liabilities)

LGPRF Debt management
Loans and borrowings compared to rates
= (Current + Non-current Interest bearing liabilities / Rates and charges less Keysborough Maintenance Levy)

Debt servicing
Borrowing costs compared to rates
= (Interest expense + principal debt repayments / Rates and charges less Keysborough Maintenance Levy)

TCV Interest Cover Ratio
Ratio of earnings before interest, taxes, depreciation and amortisation (EBITDA) to interest expenses.
= (Net surplus - interest income - non-monetary contributions + borrowing costs + finance lease costs + depreciation and amortisation) / (Borrowing costs + finance lease costs)

TCV Financial Indebtedness Ratio
Value of interest bearing loans and borrowings as a percentage of own source revenue
= (Current + Non-current Interest bearing liabilities / (Total income - grants operating - grants capital - contributions monetary - contributions non-monetary)

4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

Description	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Right-of-use assets				
Property	486	464	(22)	(4.6%)
Plant and Equipment	194	185	(9)	(4.6%)
Total right-of-use assets	**680**	**649**	**(31)**	**-4.6%**
Lease liabilities				
Current lease liabilities				
Property	379	390	10	2.8%
Plant and Equipment	128	131	4	2.8%
Total current lease liabilities	**507**	**521**	**14**	**2.8%**
Non-current lease liabilities				
Property	188	192	4	2.4%
Plant and Equipment	63	65	2	2.4%
Total non-current lease liabilities	**251**	**257**	**6**	**2.4%**
Total lease liabilities	**758**	**778**	**20**	**2.6%**

4.3 Statement of Changes in Equity

	Notes	Total $'000	Accumulated surplus $'000	Revaluation reserve $'000	Other reserves $'000
2026					
Balance at beginning of the financial year		3,126,838	993,868	2,027,966	105,004
Surplus/(deficit) for the year		12,505	12,505	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(22,372)	-	22,372
Transfers from other reserves		-	27,973	-	(27,973)
Balance at end of the financial year		**3,139,343**	**1,011,974**	**2,027,966**	**99,403**
2027					
Balance at beginning of the financial year		3,139,343	1,011,974	2,027,966	99,403
Surplus/(deficit) for the year		7,007	7,007	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	(5,700)	-	5,700
Transfers from other reserves	4.3.1	-	24,519	-	(24,519)
Balance at end of the financial year	4.3.2	**3,146,350**	**1,037,800**	**2,027,966**	**80,584**

4.3.1 Reserves

Reserve	Opening balance 2026-27 $'000	Transfer to reserves $'000	Transfer from reserves $'000	Closing balance 2026-27 $'000
Major projects reserve	47,490	-	11,618	35,872
Open space reserve - planning, developments and improvements	8,493	2,000	2,908	7,585
Open space reserve - acquisitions	6,000	-	-	6,000
Development Contribution Plan - Council funded	13,558	900	393	14,065
Keysborough Maintenance Levy	3,451	1,800	1,439	3,812
Self insurance	1,179	-	230	949
Spring Valley Landfill reserve	5,134	-	3,663	1,471
Springvale Activity Precinct parking and development	236	-	-	236
Dandenong Activity Precinct parking and development	3,768	1,000	3,829	939
General reserve (Community Services)	6,386	-	150	6,236
Future maintenance reserve (LXRA)	3,359	-	257	3,102
Digital technology reserve	218	-	-	218
Native revegetation reserves	131	-	32	99
Total reserves	**99,403**	**5,700**	**24,519**	**80,584**

The $24.5 million net decrease in reserves in the 2026-27 Budget is mainly due to transfers from reserves to fund:

- Capital works projects $13.1 million (refer section 4.5.6(d) for details).
- Core System Replacement program $7.3 million

Purpose of reserves

- *Major projects reserve* - holds proceeds from the sale of Council's property assets or surplus Council funds and will be utilised for investing in other properties or funding future major projects. Can be used as a source of contingent funding.
- *Open space - planning, development and improvements* - Funds will be utilised exclusively for allocation towards enhancing the City's open space via planning, development and improvements.
- *Open space – acquisitions* - funds set aside in this reserve will be utilised exclusively for open space land acquisitions.
- *Development Contribution Plan – Council funded* - For Council funded development contribution plans holds funds in respect of Council's contribution to the two major developments in Dandenong South (C87) and Keysborough (C36).
- *Keysborough Maintenance Levy* - this reserve has been established to ensure full accountability of the levies received for the Keysborough and Somerfield Estates reflecting costs of maintaining an additional 15% open space beyond that of traditional estates.
- *Self-insurance* - this fund has been created to meet large and unexpected policy excesses on multiple insurance claims.

- *Spring Valley Landfill reserve* - to rehabilitate the Spring Valley landfill site at Clarke Road, Springvale South.
- *Springvale Activity Precinct parking and development reserve* - to fund development in the Springvale Activity Centre.
- *Dandenong Activity Precinct parking and development reserve* - to fund development in the Dandenong Activity Centre.
- *General reserve (Community Services)* - relates to financial impacts of future aged care sector reforms and community service programs.
- *Future maintenance reserve (LXRA)* - holds contribution funds for future works to address level crossing removal authority defects and asset maintenance obligations.
- *Digital technology reserve* - Funds for investment in critical digital systems and technology initiatives that support efficient service delivery, cybersecurity, data management and long-term organisational capability.
- *Native revegetation reserves* - These funds are to meet native re-vegetation requirements on Council's reserves.

4.3.2 Equity

Council's equity represents the difference between assets and liabilities which is expected to grow by $7 million in the 2026-27 financial year.

4.4 Statement of Cash Flows

This section analyses the expected cash flows from the operating, investing and financing activities of Council. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves to provide operational cash flow.

The analysis is based on three main categories of cash flows:

- **Operating activities** – refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services for the community may be available for investment in capital works or repayment of debt.
- **Investing activities** – refers to cash generated or used in the enhancement or creation of infrastructure or other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, plant and equipment.
- **Financing activities** – refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan requirements for the year.

4.4.1 Cash flows provided by operating activities

	Forecast Actual 2025-26 $'000 Inflows (Outflows)	Budget 2026-27 $'000 Inflows (Outflows)	Variance $'000	Variance %
Cash flows from operating activities				
Rates and charges	184,868	190,209	5,341	2.9%
Statutory fees and fines	9,830	11,813	1,983	20.2%
User fees	10,974	11,868	894	8.1%
Grants - operating	34,541	41,854	7,313	21.2%
Grants - capital	20,860	14,248	(6,612)	(31.7%)
Contributions - monetary	7,319	3,068	(4,251)	(58.1%)
Interest received	7,879	7,200	(679)	(8.6%)
Trust funds and deposits taken	32,195	62,000	29,805	92.6%
Other receipts	7,593	6,732	(861)	(11.3%)
Net GST refund	17,852	17,469	(383)	(2.1%)
Employee costs	(112,697)	(113,245)	(548)	0.5%
Materials and services	(108,289)	(130,405)	(22,116)	20.4%
Short-term, low value and variable lease payments	(861)	(802)	59	(6.9%)
Trust funds and deposits repaid	(31,954)	(61,851)	(29,897)	93.6%
Other payments	(5,656)	(6,053)	(397)	7.0%
Net cash provided by operating activities	**74,454**	**54,105**	**(20,349)**	**(27.3%)**

Council is estimating to generate a net cash surplus of $54.1 million from its operations in 2026-27, a decrease of $20.35 million compared to the 2025-26 Forecast.

The decrease in net operating cash flows is largely driven by increased payments for materials and services ($22.6 million), reflecting higher contract costs, information technology expenditure, and the impact of Goods and Services Tax (GST) on a significantly larger capital works program. These movements are also influenced by changes in trade payables resulting from the timing of large capital and operating payments occurring toward the end of the financial year.

Cash receipts from capital grants and monetary contributions are lower in 2026-27 ($6.6 million and $4.3 million respectively), primarily due to the completion or near-completion of several grant-funded projects in the prior year and the one-off nature of Development Contribution Plan receipts received in 2025-26, particularly for the Keysborough South Community Hub and Perry Road projects.

These unfavourable movements are partly offset by higher operating cash inflows, including increased operating grants ($7.3 million) and higher rates and charges collections ($5.3 million). The increase in operating grant receipts mainly reflects timing differences associated with Financial Assistance Grant payments, while higher rate receipts are consistent with the 2.75% rate cap and increased waste service charges to recover higher State Government waste levy and contract costs.

Overall, while operating cash flows remain positive, the forecast reduction highlights the ongoing pressure on Council's cash position arising from rising operating costs, constrained revenue growth under rate capping, and the timing of non-recurrent funding sources, reinforcing the importance of careful cash flow management over the medium term.

Noting that trust funds and deposits taken and repaid can involve significant cash movements during the year, but these transactions generally net off and therefore do not materially affect the underlying operating cash flow position.

Reconciliation of surplus/(deficit) to cash flows from operating activities

The net cash flows from operating activities does not equal the surplus (deficit) as the expected revenues and expenses of Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to the budgeted cash flows available from operating activities as set in the following table.

	Forecast Actual 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Surplus for the year	**12,505**	**7,007**	**(5,498)**	**(44.0%)**
Depreciation	53,229	54,294	1,065	2.0%
Depreciation - right of use assets	715	715	-	0.0%
Gain on sale of assets	(1,722)	(520)	1,202	(69.8%)
Contributions non-monetary	(7,500)	(7,500)	-	0.0%
Borrowing costs	2,740	4,086	1,346	49.1%
Finance costs - leases	57	58	1	1.8%
Net movement in other assets and liabilities	14,430	(4,036)	(18,466)	(128.0%)
Cash flows available from operating activities	**74,454**	**54,105**	**(20,349)**	**(27.3%)**

4.4.2 Cash flows used in investing activities

	Forecast Actual 2025-26 $'000 Inflows (Outflows)	Budget 2026-27 $'000 Inflows (Outflows)	Variance $'000	Variance %
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(115,485)	(105,529)	9,956	(8.6%)
Proceeds from sale of property, infrastructure, plant and equipment	1,847	565	(1,282)	(69.4%)
Proceeds from investments	274,708	268,000	(6,708)	(2.4%)
Payments for investments	(250,000)	(250,000)	-	-
Net cash (used in) investing activities	**(88,930)**	**(86,964)**	**1,966**	**(2.2%)**

Investing activities comprise cash inflows from sale of assets and outflows from expenditure on purchasing and constructing assets (capital works).

Council will have a net cash outflow from investing activities of $87 million in 2026-27, made up of cash outflows for capital works of $105.5 million, partly offset by net proceeds from investments of $16 million and proceeds from the sale of property, infrastructure, plant and equipment of $565,000. No major asset sales are forecast in 2026-27.

The net cash used in investing activities has decreased by $1.97 million compared to the 2025-26 Forecast. This improvement is mainly due to lower capital works expenditure in 2026-27, reflecting multi-year project cash flow profiles, partially offset by lower anticipated proceeds from the maturity of investments (greater than 90 days) and reduced proceeds from asset sales. Overall, investing cash flows remain dominated by the delivery of Council's capital works program.

4.4.3 Cash flows provided by financing activities

	Forecast Actual 2025-26 $'000 Inflows (Outflows)	Budget 2026-27 $'000 Inflows (Outflows)	Variance $'000	Variance %
Cash flows from financing activities				
Finance costs	(2,740)	(4,086)	(1,346)	49.1%
Proceeds from borrowings	30,172	38,932	8,760	29.0%
Repayment of borrowings	(12,997)	(5,282)	7,715	(59.4%)
Interest paid - lease liability	(57)	(58)	(1)	1.8%
Repayment of lease liabilities	(680)	(680)	-	0.0%
Net cash provided by financing activities	**13,698**	**28,826**	**15,128**	**110.4%**

Financing activities relate to cash inflows from any new borrowings and outflows from repayments of loan principal and interest.

The increase in cash flows provided by financing activities is due mainly to the $38.9 million in proposed loan borrowing proceeds in 2026-27 to part fund the Oasis Aquatics and Wellbeing major capital project.

4.4.4 Unrestricted and restricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations.

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Total cash and investments	**187,044**	**165,011**	**(22,033)**	**(11.8%)**
Restricted cash items				
Statutory reserves	14,493	13,585	(908)	(6.3%)
Discretionary reserves	84,910	66,999	(17,911)	(21.1%)
Employee entitlements	22,471	23,156	685	3.0%
Trust funds and deposits	6,352	6,501	149	2.3%
Contract and other liabilities (DCP)	42,215	42,965	750	1.8%
Total restricted cash and investments	**170,441**	**153,206**	**(17,235)**	**(10.1%)**
Total unrestricted cash and investments	**16,603**	**11,805**	**(4,798)**	**(28.9%)**

The budgeted cash flow statement in Section 3 indicates that Council is estimating at 30 June 2027 it will have cash and investments (including financial assets balance) of $165 million, of which $153.2 million or 93% has been restricted comprising:

- Statutory reserves ($13.6 million) - These funds comprise open space contributions. They must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Whilst these funds earn interest revenues for Council, they are not available for other purposes.

- Discretionary reserves ($67 million) - Funds set aside by Council for a specific purpose but are not protected by statute. The decrease in discretionary reserves of $7.3 million in 2026-27 is due to significant reserve funding for capital projects including Oasis Aquatics and Wellbeing, Perry Road Stage 3 and Dandenong New Art and the investment in the Core System Replacement program.

- Employee entitlements ($23.2 million) - Includes amounts required to meet Council's long service leave, annual leave and rostered day off liabilities.

- Trust funds and deposits ($6.5 million) - Represent monies held in trust to be refunded and mainly relate to road deposits, other refundable deposits and fire services property levy.

- Contract and other liabilities ($43 million) - Unearned Development Contribution Plan (DCP) income which represents DCP income not yet earned and constitute developer monies relating to the two major Developer Contribution Plans. Operating and capital grants where specific obligations are yet performed are recognised here.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2026-27 year, classified by expenditure type and funding source. Works relate to the 2026-27 budget and do not represent carry overs from the prior year.

4.5.1 Summary of capital works

Total capital expenditure

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
Property	63,848	70,984	7,136	11.2%
Plant and equipment	11,351	4,008	(7,343)	(64.7%)
Infrastructure	40,286	30,537	(9,749)	(24.2%)
Total	**115,485**	**105,529**	**(9,956)**	**(8.6%)**

Capital expenditure by asset type

	Budget 2026-27 $'000	Asset expenditure type New $'000	Renewal $'000	Upgrade $'000	Expansion $'000
Property	70,984	5,091	15,308	50,585	-
Plant and equipment	4,008	-	3,914	94	-
Infrastructure	30,537	6,136	15,803	8,598	-
Total	**105,529**	**11,227**	**35,025**	**59,277**	**-**

Capital expenditure by funding source

	Budget 2026-27 $'000	Summary of funding sources Grants $'000	Contrib. $'000	Council cash $'000	Reserves $'000	Borrowings $'000
Property	70,984	9,712	-	16,286	6,054	38,932
Plant and equipment	4,008	-	-	4,008	-	-
Infrastructure	30,537	4,536	318	18,600	7,083	-
Total	**105,529**	**14,248**	**318**	**38,894**	**13,137**	**38,932**

Current year capital works

A detailed listing of the capital works program for 2026-27 is included on the following pages, including classification by expenditure type and funding sources.

* Please note that grant funding included in these tables are subject to review and funding body approval.

CITY OF GREATER DANDENONG 2026-27 BUDGET

		Asset expenditure type					Funding sources					
No.	Project name	Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		$	$	$	$	$	$	$	$	$	$	$
	PROPERTY											
	Buildings											
1	Drum Theatre Renewal Programs	**434,450**	-	434,450	-	-	**434,450**	-	-	434,450	-	-
2	Building Renewal Program	**3,074,250**	-	3,074,250	-	-	**3,074,250**	-	-	3,074,250	-	-
3	Dandenong Market Renewal Program (Public Announcement System)	**122,000**	-	122,000	-	-	**122,000**	-	-	122,000	-	-
4	Community Wellbeing Building Renewal Program	**270,800**	-	270,800	-	-	**270,800**	-	-	270,800	-	-
5	South East Leisure Building Renewal Program	**3,826,295**	-	3,826,295	-	-	**3,826,295**	-	-	2,626,295	1,200,000	-
6	Oasis Aquatics and Wellbeing (previously described as Dandenong Wellbeing Centre)	**55,000,000**	5,000,000	7,500,000	42,500,000	-	**55,000,000**	9,393,000	-	6,271,233	403,767	38,932,000
7	Police Paddocks DDA Access Improvements	**195,000**	-	-	195,000	-	**195,000**	195,000	-	-	-	-
8	Ross Reserve Athletics Change Room	**390,309**	-	-	390,309	-	**390,309**	124,491	-	265,818	-	-
9	Dandenong Market Basement Carpark Rectification and Compliance Works	**2,383,000**	-	-	2,383,000	-	**2,383,000**	-	-	1,383,000	1,000,000	-
10	Dandenong Market - Fire Services Upgrade	**598,000**	-	-	598,000	-	**598,000**	-	-	598,000	-	-
11	Dandenong Civic Centre Cladding (Stage 3 of 4)	**598,000**	-	-	598,000	-	**598,000**	-	-	598,000	-	-
12	Creative Studio Hub (Stage 2 of 2)	**10,140**	10,140	-	-	-	**10,140**	-	-	10,140	-	-
13	Dandenong Stadium Level 1 Social Room - New Entry Gate & Handrail	**250,000**	-	-	250,000	-	**250,000**	-	-	250,000	-	-
14	Dandenong Market – Fruit and Vegetable Eastern Roof Awning	**62,500**	62,500	-	-	-	**62,500**	-	-	62,500	-	-
15	Dandenong Market - Carpark / pedestrian interface (northern carpark)	**18,600**	18,600	-	-	-	**18,600**	-	-	18,600	-	-
16	Dandenong Market – Power and gas demand / supply assessment	**62,500**	-	-	62,500	-	**62,500**	-	-	62,500	-	-
17	Dandenong Market - Stormwater upgrade	**123,000**	-	-	123,000	-	**123,000**	-	-	123,000	-	-
18	Paddy O'Donoghue MCH HVAC upgrade	**35,000**	-	-	35,000	-	**35,000**	-	-	35,000	-	-
19	Drum Theatre Façade & Illumination (Stage 2 of 2)	**450,000**	-	-	450,000	-	**450,000**	-	-	-	450,000	-
20	Dandenong New Art	**3,000,000**	-	-	3,000,000	-	**3,000,000**	-	-	-	3,000,000	-
	Sub-total buildings	**70,903,844**	**5,091,240**	**15,227,795**	**50,584,809**	**-**	**70,903,844**	**9,712,491**	**-**	**16,205,586**	**6,053,767**	**38,932,000**
	Leasehold improvements											
21	Parkmore Customer Service Lease Refurbishment	**80,000**	-	80,000	-	-	**80,000**	-	-	80,000	-	-
	Sub-total leasehold improvements	**80,000**	**-**	**80,000**	**-**	**-**	**80,000**	**-**	**-**	**80,000**	**-**	**-**
	TOTAL PROPERTY	**70,983,844**	**5,091,240**	**15,307,795**	**50,584,809**	**-**	**70,983,844**	**9,712,491**	**-**	**16,285,586**	**6,053,767**	**38,932,000**

CITY OF GREATER DANDENONG 2026-27 BUDGET

4.5.2. 2026-27 Capital Works Program by Project

		Asset expenditure type					Funding sources					
No.	Project name	Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		$	$	$	$	$	$	$	$	$	$	$
	PLANT AND EQUIPMENT											
	Plant, machinery and equipment											
22	Fleet Renewal Program	**2,500,000**	-	2,500,000	-	-	**2,500,000**	-	-	2,500,000	-	-
	Sub-total plant, machinery and equipment	**2,500,000**	**-**	**2,500,000**	**-**	**-**	**2,500,000**	**-**	**-**	**2,500,000**	**-**	**-**
	Fixtures, fittings and furniture											
23	Furniture and Equipment Renewal Program	**235,100**	-	235,100	-	-	**235,100**	-	-	235,100	-	-
24	Provision of MCH Height Adjustable Measuring / Examination Tables (Stage 2 of 2)	**93,650**	-	-	93,650	-	**93,650**	-	-	93,650	-	-
	Sub-total fixtures, fittings and furniture	**328,750**	**-**	**235,100**	**93,650**	**-**	**328,750**	**-**	**-**	**328,750**	**-**	**-**
	Library resources											
25	Library books and resources	**1,178,630**	-	1,178,630	-	-	**1,178,630**	-	-	1,178,630	-	-
	Sub-total library resources	**1,178,630**	**-**	**1,178,630**	**-**	**-**	**1,178,630**	**-**	**-**	**1,178,630**	**-**	**-**
	TOTAL PLANT AND EQUIPMENT	**4,007,380**	**-**	**3,913,730**	**93,650**	**-**	**4,007,380**	**-**	**-**	**4,007,380**	**-**	**-**

CITY OF GREATER DANDENONG 2026-27 BUDGET

4.5.2. 2026-27 Capital Works Program by Project

No.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		$	$	$	$	$	$	$	$	$	$	$
	INFRASTRUCTURE											
	Roads											
26	Road Renewal Program	**10,427,914**	-	10,427,914	-	-	**10,427,914**	1,933,839	-	8,494,075	-	-
27	Road Safety Infrastructure Renewal Program	**62,500**	-	62,500	-	-	**62,500**	-	-	62,500	-	-
28	Clow Street Cleeland Street Intersection Upgrade (Stage 1 of 3)	**120,000**	120,000	-	-	-	**120,000**	-	-	120,000	-	-
29	DCP Perry Road Stage 3 (KR01c)	**400,000**	-	400,000	-	-	**400,000**	-	237,797	-	162,203	-
	Sub-total roads	**11,010,414**	**120,000**	**10,890,414**	**-**	**-**	**11,010,414**	**1,933,839**	**237,797**	**8,676,575**	**162,203**	**-**
	Bridges											
30	Bridges Renewal Program	**399,500**	-	399,500	-	-	**399,500**			399,500		
	Sub-total bridges	**399,500**	**-**	**399,500**	**-**	**-**	**399,500**	**-**	**-**	**399,500**	**-**	**-**
	Footpaths and cycleways											
31	Lois Twohig Reserve - Gravel path	**47,160**	47,160	-	-	-	**47,160**	-	-	-	47,160	-
32	Ross Reserve - Pedestrian path connection	**120,000**	120,000	-	-	-	**120,000**	-	-	-	120,000	-
33	New Palm Plaza Design	**250,000**	-	-	250,000	-	**250,000**	-	-	250,000	-	-
34	Footpath Network Renewal Program	**779,500**	-	779,500	-	-	**779,500**	-	-	779,500	-	-
35	Tirhatuan Park Sensory Trail	**155,350**	155,350	-	-	-	**155,350**	155,350	-	-	-	-
	Sub-total footpaths and cycleways	**1,352,010**	**322,510**	**779,500**	**250,000**	**-**	**1,352,010**	**155,350**	**-**	**1,029,500**	**167,160**	**-**
	Drainage											
36	Stormwater Renewal Program	**710,200**	-	710,200	-	-	**710,200**			710,200		
	Sub-total drainage	**710,200**	**-**	**710,200**	**-**	**-**	**710,200**	**-**	**-**	**710,200**	**-**	**-**

CITY OF GREATER DANDENONG 2026-27 BUDGET

4.5.2. 2026-27 Capital Works Program by Project

		Asset expenditure type					Funding sources					
No.	Project name	Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		$	$	$	$	$	$	$	$	$	$	$
	INFRASTRUCTURE											
	Drainage											
36	Stormwater Renewal Program	**710,200**	-	710,200	-	-	**710,200**			710,200		
	Sub-total drainage	**710,200**	**-**	**710,200**	**-**	**-**	**710,200**	**-**	**-**	**710,200**	**-**	**-**
	Recreational, leisure & community facilities											
37	Active Reserves Renewal Program	**1,220,758**	-	1,220,758	-	-	**1,220,758**	-	-	1,220,758	-	-
38	Dandenong Park Playground Redevelopment	**1,000,000**	-	-	1,000,000	-	**1,000,000**	269,700	-	730,300	-	-
39	Ross Reserve Athletics Shade Structures	**800,000**	-	-	800,000	-	**800,000**	376,680	-	423,320	-	-
40	Apex Park Reserve - Playground and Park Amenities	**240,000**	-	-	240,000	-	**240,000**	-	-	-	240,000	-
41	Various Playground and Park Amenity works at Gerard Reserve, Gatley Court Reserve, Bergen Reserve, Rosette Crescent (18) Reserve, Avard Court (4-6) Reserve and Mills Reserve	**21,600**	7,200	-	14,400	-	**21,600**	-	-	-	21,600	-
42	Tyers Lane (60) Reserve - Playground design	**10,000**	-	-	10,000	-	**10,000**	-	-	-	10,000	-
43	Greaves Reserve - Playground, picnic and BBQ facilities	**780,000**	780,000	-	-	-	**780,000**	-	-	-	780,000	-
44	Rowley Allen Reserve - Playground and picnic facilities	**480,000**	480,000	-	-	-	**480,000**	-	-	-	480,000	-
45	Bakers Road Reserve - Playground equipment	**480,000**	-	-	480,000	-	**480,000**	-	-	-	480,000	-
46	Springvale South Reserve - Recreational and open space facilities	**34,000**	-	-	34,000	-	**34,000**	-	-	-	34,000	-
47	J.C. Mills Reserve Hockey Field Surface and Fencing	**3,300,000**	-	-	3,300,000	-	**3,300,000**	-	-	3,300,000	-	-
48	Shepley Oval Cricket Wickets & Nets	**57,905**	-	-	57,905	-	**57,905**	-	-	57,905	-	-
	Sub-total recreational, leis & comm facilities	**8,424,263**	**1,267,200**	**1,220,758**	**5,936,305**	**-**	**8,424,263**	**646,380**	**-**	**5,732,283**	**2,045,600**	**-**

CITY OF GREATER DANDENONG 2026-27 BUDGET

4.5.2. 2026-27 Capital Works Program by Project

		Asset expenditure type					Funding sources					
No.	Project name	Total	New	Renewal	Upgrade	Expansion	Total	* Grants	Contrib'ns	Council cash	Reserves	Loans
		$	$	$	$	$	$	$	$	$	$	$
	INFRASTRUCTURE											
	Parks, open space and streetscapes											
49	CCTV and Safe Cities Renewal Program	**181,500**	-	181,500	-	-	**181,500**	-	-	181,500	-	-
50	Passive Reserves Renewal Program	**1,179,570**	-	1,179,570	-	-	**1,179,570**	-	-	1,179,570	-	-
51	Public Lighting Renewal Program	**300,500**	-	300,500	-	-	**300,500**	-	-	300,500	-	-
52	Public Art Renewal Program	**89,900**	-	89,900	-	-	**89,900**	-	-	89,900	-	-
53	Security and CCTV Infrastructure	**1,600,000**	-	-	1,600,000	-	**1,600,000**	1,600,000	-	-	-	-
54	Currajong Street (1-9) Reserve - Landscaping, path signage, park furniture and planting	**180,000**	180,000	-	-	-	**180,000**	-	-	-	180,000	-
55	Simpson Drive (35) Reserve - West park fencing, signage, bins, seats, gravel path and tree planting	**84,000**	84,000	-	-	-	**84,000**	-	-	-	84,000	-
56	Goodman Reserve - Dog off leash area	**70,000**	70,000	-	-	-	**70,000**	-	-	-	70,000	-
57	Norman Luth Reserve - Master Plan	**12,000**	-	-	12,000	-	**12,000**	-	-	-	12,000	-
58	Warner Reserve - Dog off leash area, Southern Community Parkland recreation area	**290,000**	290,000	-	-	-	**290,000**	-	-	-	290,000	-
59	Fotheringham Reserve - Dog off leash area	**60,000**	-	-	60,000	-	**60,000**	-	-	-	60,000	-
60	195 Hutton Road Keysborough South - Paths, Pedestrian Bridge and Open Space	**200,000**	200,000	-	-	-	**200,000**	-	-	-	200,000	-
61	Police Paddocks Pitch 3 Lighting (Stage 2 of 2)	**290,000**	-	-	290,000	-	**290,000**	-	80,000	-	210,000	-
62	Warner Reserve Southern Soccer Field Lighting	**450,000**	-	-	450,000	-	**450,000**	200,000	-	250,000	-	-
	Sub-total parks, open space & streetscapes	4,987,470	824,000	1,751,470	2,412,000	-	4,987,470	1,800,000	80,000	2,001,470	1,106,000	-
	Off street car parks											
63	Car Park Renewal Program	**51,500**	-	51,500	-	-	**51,500**	-	-	51,500	-	-
	Sub-total off street car parks	51,500	-	51,500	-	-	51,500	-	-	51,500	-	-
	Waste management											
64	Glass bin implementation	**3,602,378**	3,602,378	-	-	-	**3,602,378**	-	-	-	3,602,378	-
	Sub-total waste management	3,602,378	3,602,378	-	-	-	3,602,378	-	-	-	3,602,378	-
	TOTAL INFRASTRUCTURE	**30,537,735**	**6,136,088**	**15,803,342**	**8,598,305**	-	**30,537,735**	**4,535,569**	**317,797**	**18,601,028**	**7,083,341**	-
	GRAND TOTAL	**105,528,959**	**11,227,328**	**35,024,867**	**59,276,764**	-	**105,528,959**	**14,248,060**	**317,797**	**38,893,994**	**13,137,108**	**38,932,000**

4.5.3. Property

The property class comprises land acquisitions, building and building improvements including community facilities, sports facilities and pavilions.

The more significant projects in 2026-27 include:

- $55 million — Oasis Aquatics and Wellbeing *(funded by borrowings of $38.9 million, grant funding $9.39 million, rates of $6.27 million and reserve transfers of $404,000).* Continued investment, based on revised project cash flows, in the flagship community wellbeing facility, supporting aquatic, health and recreation services for the municipality.
- $7.61 million — A coordinated package of renewal works across key community facilities, including the Building Renewal Program, South East Leisure Centre, Community Wellbeing buildings and Drum Theatre, aimed at maintaining safe, functional and fit-for-purpose assets.
- $3.37 million — Dandenong Market - Works to support the operation of the Market, including basement carpark, fire services upgrades, stormwater works and utility capacity assessments. Also includes renewal of the public announcement system.
- $3 million — Dandenong New Art - continued delivery of the landmark public art and cultural infrastructure project in central Dandenong. Based on revised project cash flows *(funded by reserves of $3 million).*

4.5.4 Plant and equipment

The plant and equipment category includes:

- $2.5 million — Fleet Renewal Program – Ongoing replacement of Council's vehicle and plant fleet to maintain safe, reliable and compliant operational assets, and manage whole-of-life costs.
- $1.18 million — Library Collections - Investment in library books and resources to maintain relevant, accessible and contemporary collections for the community.

4.5.5 Infrastructure

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreational, leisure and community facilities, parks, open space and streetscapes, off-street carparks and waste management assets.

Most of the expenditure in this category is critical to addressing Council's asset renewal challenge, improving safety and accessibility, and maintaining a high level of amenity across the City of Greater Dandenong.

Renewal and Maintenance Budget Transfer

An amount of $2.75 million has been transferred from the capital renewal program to operating expenditure and maintenance budgets to better reflect the expected nature of the works in 2026-27. At present, a higher proportion of works are anticipated to be reactive rather than proactive, due to limitations in available asset condition data. As asset condition information continues to improve, it is expected that these budgets will progressively transition back to planned renewal and proactive works, with future capital programs informed by more robust data to target the most effective renewal outcomes.

5 Year Open Space Plan (Year 1)

A number of infrastructure projects represent a combined investment of approximately $2.91 million, reflecting Year 1 of Council's five-year Open Space Plan implementation program. These works are funded from the Open Space Planning, Developments and Improvements Reserve, which is planned to contribute approximately $3 million per year over five years.

The 2026-27 program progresses a broad package of open space improvements across multiple asset classes, delivered through a number of smaller, location-specific projects rather than a single major capital build.

In 2026-27, the reserve funding supports:

- Recreational, leisure and community facilities - 8 projects totalling approximately $2.05 million, including playground redevelopments and upgrades, park amenity improvements and recreational infrastructure across multiple active and neighbourhood reserves.
- Parks, open space and streetscapes - 6 projects totalling approximately $700,000, focused on landscaping, paths, lighting, dog-off-leash areas and general amenity improvements within local parks and open spaces.
- Footpaths and shared paths (open space-related connections) - 2 projects totalling approximately $170,000, providing improved pedestrian connectivity within reserves and open space areas.

Together, these projects represent the first tranche of delivery under the 5 Year Open Space Plan, establishing a pipeline of planned works that will continue to be rolled out over the remaining four years as part of Council's long-term investment in open space quality, access and community amenity.

The more significant programs and projects in the Infrastructure asset category in 2026-27 include:

Roads and drainage

- $10.43 million — Road Renewal program to resurface and rehabilitate Council's local road network, improving safety, ride quality and asset longevity *(partly funded by Roads to Recovery grant of $1.93 million)*.
- $710,200 — Stormwater Drainage Renewal program.
- $400,000 — DCP Perry Road Stage 3 (KR01c), supporting development staging and improved traffic function in a key growth area *(fully funded by reserves and DCP contributions).*

Recreational, leisure and community facilities, parks, open space and streetscapes

- $3.30 million — J.C. Mills Reserve Hockey Field Surface and Fencing - Major renewal of the hockey field and associated fencing, supporting high-use sporting infrastructure and regional participation.
- $1.60 million — Security and CCTV Infrastructure - Installation and renewal of CCTV and security infrastructure across public spaces to improve community safety.
- $1.22 million — Active Reserves Renewal Program - Renewal works across multiple active reserves, including sports surfaces, goals, irrigation and supporting infrastructure to maintain safe and usable facilities.
- $1.18 million — Passive Reserves Renewal Program - Upgrade of neighbourhood parks and open spaces, including paths, furniture, barbeques, fencing and public lighting.
- $1.00 million — Dandenong Park Playground Redevelopment - Comprehensive redevelopment of a key metropolitan-scale playground to improve safety, accessibility and play value.

Footpaths and cycleways

- $780,000 — Footpath Renewal Program.

Waste management

- $3.60 million — Delivery of the glass bin implementation program to support the four-bin system. This purchase is funded from reserves in 2026-27 and will be recovered progressively via the waste charge over the life of the bins (8 years).

4.5.6 Capital works funding sources

Council's capital expenditure program for 2026-27 will be funded as follows:

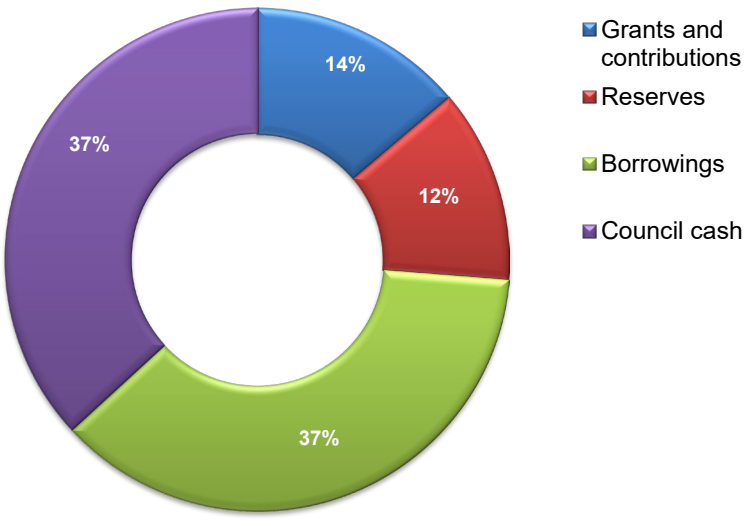
Sources of funding	Ref	Original Budget 2025-26 $'000	Budget 2026-27 $'000	Variance $'000	Variance %
External					
Capital grants	(a)	20,870	14,248	(6,622)	(31.7%)
Capital contributions	(b)	1,162	318	(844)	(72.6%)
Borrowings	(c)	36,502	38,932	2,430	6.7%
Total external		**58,534**	**53,498**	**(5,036)**	**(8.6%)**
Internal					
Transfer from reserves	(d)	26,189	13,137	(13,052)	(49.8%)
Council cash	(e)	35,148	38,894	3,746	10.7%
Total internal		**61,337**	**52,031**	**(9,306)**	**(15.2%)**
Total capital works		**119,871**	**105,529**	**(14,342)**	**(12.0%)**

A detailed listing of all projects that comprise the above totals of expenditure for the various asset groupings is included in the previous section (4.5.2).

The table above shows a $14 million reduction in total capital works expenditure compared to the 2025-26 Original Budget. This change primarily reflects the timing and phasing of works on several major projects, including the Oasis Aquatics and Wellbeing, Dandenong New Art, and DCP Perry Road, rather than a reduction in Council's overall commitment to capital investment.

Capital works in both 2025-26 and 2026-27 continue to be supported by a diverse range of funding sources, including grants, contributions and reserves, in addition to rates. This approach helps spread costs over time and reduces reliance on rates while progressing important infrastructure and community projects.

Budgeted total funding sources 2026-27



(a) Capital grants

Capital grant funding sources for 2026-27 are $14.2 million. The most significant grants include:

- $9.4 million Federal Government grant funding relating to Oasis Aquatics and Wellbeing– which represents part of a $20 million grant from the Priority Community Infrastructure Grant Program.
- $1.93 million Roads to Recovery - an Australian Government grant program that provides councils with ongoing funding to maintain and renew local roads, improving safety and road condition.
- $1.6 million Federal Government funding to deliver CCTV and security infrastructure upgrades across key locations in Dandenong, supporting improved community safety and crime prevention.

(b) Capital contributions

Capital contribution funding has decreased by $844,000 between 2026-27 Budget and 2025-26 Budget. This change reflects the timing of Development Contribution Plan (DCP) income associated with Perry Road Upgrade – Stage 3.

DCP income can vary between years depending on development activity and project delivery schedules, and the adjusted funding profile aligns with the current timing of works for this project.

(c) Borrowings

Borrowings of $38.9 million forecast in 2026-27 relate to Oasis Aquatics and Wellbeing.

(d) Reserve funds

The more significant transfers from reserves contributing to the $13.1 million funding for the 2026-27 capital program are summarised below.

- Spring Valley Landfill Reserve funding of $3.6 million for Glass Bin rollout.
- Open Space Developments and Improvements Reserve funding of $2.9 million for multiple projects as part of the adopted 5 Year Open Space Plan.
- Major Project Reserve funding of:
  - $1.2 million for Dandenong Stadium Court Resurfacing
  - $1.1 million for Dandenong New Art
- Dandenong Activity Centre Parking Reserve funding of:
  - $1.9 million for Dandenong New Art.
  - $1.0 million for Dandenong Market Basement Carpark.

(e) Rate funding applied to capital works

Funding from rate revenue for capital expenditure in the 2026-27 Budget is $38.9 million which is $3.74 million up from the 2025-26 Original Budget.

Capital expenditure funding sources	Budget 2025-26 $'000	Budget 2026-27 $'000	Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000
Capital grants	20,870	14,248	3,230	1,418	-	-
Capital contributions	1,162	318	912	-	-	-
Transfer from reserves	26,189	13,137	9,298	4,000	4,000	4,000
Loan proceeds	36,502	38,932	8,471	-	-	-
Funded from operational surplus	35,148	38,894	39,127	39,397	42,794	44,219
Total capital works funding	**119,871**	**105,529**	**61,038**	**44,815**	**46,794**	**48,219**

The $3.74 million increase in capital works funded from the operating surplus primarily reflects updated cash flow projections for the Oasis Aquatics and Wellbeing. As a result of revised cash flow timing, the full $36.5 million budgeted in 2025-26 won't be required and can instead be deferred over the next two financial years.

This change reduced the level of new borrowings required in 2025-26 and lowered finance and debt servicing costs, generating savings of approximately $3 million in 2026-27, which have been reinvested into the 2026-27 Capital Program to support priority projects.

Renewal Funding Gap

In 2027-28 and 2028-29, forecast rates revenue is not sufficient to fully fund Council's base asset renewal requirements, with funding shortfalls of approximately $2.6 million and $5.3 million respectively. As a result, all available rates-funded capital allocations in these two years are required to meet essential renewal needs, leaving no capacity for discretionary capital projects to be funded from rates.

This position means Council will need to prioritise investment in its most critical infrastructure to ensure assets remain safe, functional and fit for purpose. Projects that are not essential to asset renewal may need to be deferred, re-scoped or funded from alternative sources, such as grants, contributions or reserves, where available.

Over the medium term, Council's ability to deliver additional or new capital projects will be influenced by changes in rates revenue, external funding opportunities and improvements in asset planning and prioritisation. This approach ensures a continued focus on financial sustainability and responsible asset management while maintaining core services for the community.

CITY OF GREATER DANDENONG 2026-27 BUDGET

4.6 Summary of planned capital works expenditure

For the years ending 30 June 2028, 2029 and 2030

	Asset expenditure type					Funding sources					
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contribut-ions	Council cash	Reserves	Loans
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
2027-28											
Property											
Buildings	21,590	-	6,626	14,964	-	21,590	1,195	-	6,626	5,298	8,471
Total buildings	21,590	-	6,626	14,964	-	21,590	1,195	-	6,626	5,298	8,471
Total property	**21,590**	**-**	**6,626**	**14,964**	**-**	**21,590**	**1,195**	**-**	**6,626**	**5,298**	**8,471**
Plant and equipment											
Plant, machinery and equipment	2,590	-	2,590	-	-	2,590	-	-	2,590	-	-
Fixtures, fittings and furniture	245	-	245	-	-	245	-	-	245	-	-
Computers and telecommunications	50	-	50	-	-	50	-	-	50	-	-
Library collections	1,056	-	1,056	-	-	1,056	-	-	1,056	-	-
Total plant and equipment	**3,941**	**-**	**3,941**	**-**	**-**	**3,941**	**-**	**-**	**3,941**	**-**	**-**
Infrastructure											
Roads	21,012	-	21,012	-	-	21,012	2,035	912	18,065	-	-
Bridges	2,739	-	2,739	-	-	2,739	-	-	2,739	-	-
Footpaths and cycleways	2,136	-	2,136	-	-	2,136	-	-	2,136	-	-
Drainage	2,335	-	2,335	-	-	2,335	-	-	2,335	-	-
Recreational, leisure and community facilities	2,713	750	1,213	750	-	2,713	-	-	1,213	1,500	-
Parks, open space and streetscapes	4,451	750	1,951	1,750	-	4,451	-	-	1,951	2,500	-
Off street car parks	121	-	121	-	-	121	-	-	121	-	-
Total infrastructure	**35,507**	**1,500**	**31,507**	**2,500**	**-**	**35,507**	**2,035**	**912**	**28,560**	**4,000**	**-**
Total capital works expenditure	**61,038**	**1,500**	**42,074**	**17,464**	**-**	**61,038**	**3,230**	**912**	**39,127**	**9,298**	**8,471**

Note: Figures for future years may be amended due to the impact of rate capping.

CITY OF GREATER DANDENONG 2026-27 BUDGET

4.6 Summary of planned capital works expenditure

For the years ending 30 June 2028, 2029 and 2030

	Asset expenditure type					Funding sources					
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contribut-ions	Council cash	Reserves	Loans
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
2028-29											
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	7,258	-	7,258	-	-	7,258	-	-	7,258	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	7,258	-	7,258	-	-	7,258	-	-	7,258	-	-
Total property	**7,258**	**-**	**7,258**	**-**	**-**	**7,258**	**-**	**-**	**7,258**	**-**	**-**
Plant and equipment											
Plant, machinery and equipment	2,509	-	2,509	-	-	2,509	-	-	2,509	-	-
Fixtures, fittings and furniture	237	-	237	-	-	237	-	-	237	-	-
Computers and telecommunications	49	-	49	-	-	49	-	-	49	-	-
Library collections	1,023	-	1,023	-	-	1,023	-	-	1,023	-	-
Total plant and equipment	**3,818**	**-**	**3,818**	**-**	**-**	**3,818**	**-**	**-**	**3,818**	**-**	**-**
Infrastructure											
Roads	22,000	-	22,000	-	-	22,000	1,418	-	20,582	-	-
Bridges	112	-	112	-	-	112	-	-	112	-	-
Footpaths and cycle ways	2,461	-	2,461	-	-	2,461	-	-	2,461	-	-
Drainage	2,344	-	2,344	-	-	2,344	-	-	2,344	-	-
Recreational, leisure and community facilities	2,316	750	816	750	-	2,316	-	-	816	1,500	-
Parks, open space and streetscapes	4,389	750	1,889	1,750	-	4,389	-	-	1,889	2,500	-
Off street car parks	117	-	117	-	-	117	-	-	117	-	-
Total infrastructure	**33,739**	**1,500**	**29,739**	**2,500**	**-**	**33,739**	**1,418**	**-**	**28,321**	**4,000**	**-**
Total capital works expenditure	**44,815**	**1,500**	**40,815**	**2,500**	**-**	**44,815**	**1,418**	**-**	**39,397**	**4,000**	**-**

Note: Figures for future years may be amended due to the impact of rate capping.

CITY OF GREATER DANDENONG 2026-27 BUDGET

4.6 Summary of planned capital works expenditure

For the years ending 30 June 2028, 2029 and 2030

	Asset expenditure type					Funding sources					
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash	Reserves	Loans
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
2029-30											
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	10,704	2,024	8,174	506	-	10,704	-	-	10,704	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	10,704	2,024	8,174	506	-	10,704	-	-	10,704	-	-
Total property	**10,704**	**2,024**	**8,174**	**506**	**-**	**10,704**	**-**	**-**	**10,704**	**-**	**-**
Plant and equipment											
Plant, machinery and equipment	2,985	54	2,931	-	-	2,985	-	-	2,985	-	-
Fixtures, fittings and furniture	468	54	414	-	-	468	-	-	468	-	-
Computers and telecommunications	111	11	57	43	-	111	-	-	111	-	-
Library collections	1,195	-	1,195	-	-	1,195	-	-	1,195	-	-
Total plant and equipment	**4,759**	**119**	**4,597**	**43**	**-**	**4,759**	**-**	**-**	**4,759**	**-**	**-**
Infrastructure											
Roads	17,045	538	15,969	538	-	17,045	-	-	17,045	-	-
Bridges	130	-	130	-	-	130	-	-	130	-	-
Footpaths and cycle ways	2,471	54	2,417	-	-	2,471	-	-	2,471	-	-
Drainage	3,206	75	2,829	302	-	3,206	-	-	3,206	-	-
Recreational, leisure and community facilities	2,936	992	952	992	-	2,936	-	-	1,436	1,500	-
Parks, open space and streetscapes	5,352	1,073	2,206	2,073	-	5,352	-	-	2,852	2,500	-
Off street car parks	191	54	137	-	-	191	-	-	191	-	-
Total infrastructure	**31,331**	**2,786**	**24,640**	**3,905**	**-**	**31,331**	**-**	**-**	**27,331**	**4,000**	**-**
Total capital works expenditure	**46,794**	**4,929**	**37,411**	**4,454**	**-**	**46,794**	**-**	**-**	**42,794**	**4,000**	**-**

Note: Figures for future years may be amended due to the impact of rate capping.

5. Performance and Financial Indicators

5.1 Targeted performance indicators (Council selected)

The following table highlights Council's current and projected performance across eight targeted performance indicators selected by Council from the range of prescribed performance measures contained in the *Local Government (Planning and Reporting) Regulations 2020*. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Target 2026-27	Target Projections 2027-28	2028-29	2029-30	Trend +/o/-
Governance								
Transparency *(Councillors actively participate in the decision-making process, ensuring that all decisions are made in an open and transparent manner)*								
Council resolutions made at meetings closed to the public (Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors) x 100	1	2.1%	< 2%	< 2%	< 2%	< 2%	< 2%	o
The percentage of attendance at Council meetings by Councillors Sum of the number of councillors who attended each council meeting / ((Number of council meetings) × (Number of councillors elected at the last Council general election)) x 100	2	86.78%	> 85%	> 85%	> 85%	> 85%	> 85%	o
Financial decisions								
Unpaid rates and charges (The sum of unpaid rates and charges and unpaid interest on rates and charges for all financial years / The sum of all rates and charges for the financial year) x 100	3	7.24%	< 10%	< 10%	< 10%	< 10%	< 10%	o

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Target 2026-27	Target Projections 2027-28	2028-29	2029-30	Trend +/o/-
Community								
Aquatic facilities								
Utilisation of aquatic facilities Number of visits to aquatic facilities / Population	4	4.89	> 4.5	> 4.5	> 5.0	> 5.1	> 5.2	+
Responsiveness								
Animal management								
Time taken to action animal management requests Median number of days between receipt of an animal management request and the action to respond to the request	5	1.16	< 1.25	< 1.25	< 1.25	< 1.25	< 1.25	o
Food safety								
Critical and major non-compliance outcome notifications (Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises) x 100	6	100%	100%	100%	100%	100%	100%	o
Time taken to action food complaints The median number of days between receipt of a food complaint and the action to respond to the complaint.	7	2.87	< 3	< 3	< 3	< 3	< 3	o
Financial management								
Operating position								
Adjusted underlying surplus (or deficit) (Adjusted underlying surplus (or deficit) / Adjusted underlying revenue) x 100	8	3.76%	> 0%	> 0%	> 0%	> 0%	> 0%	o

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

5.2 Targeted performance indicators (Mandatory)

Service performance indicators

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Target 2026-27	Target Projections 2027-28	2028-29	2029-30	Trend +/o/-
Governance ***Community engagement*** *(Council decisions made and implemented with community input).*								
Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	9	77.00	70.00	70.00	70.00	70.00	70.00	o
Environment ***Roads*** *(sealed local roads are maintained and renewed to ensure a safe network)*								
Sealed local roads below the intervention level Number of kilometres (km) of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	10	99.94%	95.50%	96.00%	96.50%	97.00%	97.50%	+
Responsiveness ***Statutory Planning*** *(Councils decide on planning applications and fulfill their legislative duties in a timely manner)*								
Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	11	84.28%	85.00%	85.00%	85.00%	85.00%	85.00%	o
Environment ***Waste management*** *(waste is minimised and sustainability is promoted)*								
Kerbside collection waste to landfill per serviced property Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties	12	46.46%	47.00%	48.00%	49.00%	50.00%	51.00%	+

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Financial performance indicators

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	Projections 2028-29	Projections 2029-30	Trend +/o/-
Financial management								
Liquidity *(sufficient working capital and cash is available to cover expenses)*	13	229.35%	180.56%	165.41%	163.60%	164.84%	164.88%	-
Current assets compared to current liabilities Current assets / current liabilities								
Financial forecasting								
Asset renewal and upgrade *(renewal and upgrade of assets is planned and delivered)*	14	66.99%	169.68%	173.69%	107.51%	76.68%	72.66%	-
Asset renewal and upgrade compared to depreciation Asset renewal and upgrade expenses / Asset depreciation								
Financial management								
Rates concentration *(revenue is generated from a range of sources)*								
Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	15	65.90%	71.06%	69.89%	70.40%	71.43%	72.17%	o
Expenditure and revenue level *(resources are used efficiently in the delivery of services)*	16	$3,712.00	$4,005.69	$4,094.64	$4,011.49	$4,079.92	$4,126.64	-
Expenses per property assessment Total expenses / no. of property assessments								

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

5.3 Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 2 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	Projections 2028-29	Projections 2029-30	Trend +/o/-
Financial forecasting								
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)								
Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue	17	22.64%	29.26%	42.43%	41.49%	37.56%	33.90%	-
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)								
Loans and borrowings compared to own-source revenue Interest bearing loans and borrowings / own-source revenue	18	22.30%	29.37%	43.32%	42.67%	38.41%	34.44%	-
Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	19	3.02%	7.05%	4.09%	5.68%	5.90%	5.28%	-
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)								
Expenses per head of population Total expenses / Population	20	$1,540.13	$1,660.91	$1,703.87	$1,677.17	$1,713.79	$1,741.51	-
Infrastructure per head of population Value of infrastructure / Population	21	$9,670.62	$9,691.96	$9,711.33	$9,730.73	$9,750.17	$9,769.65	+
Revenue and grants (revenue is generated from a range of sources to fund the delivery of services to the community)								
Own-source revenue per head of population Own-source revenue / Population	22	$1,296.28	$1,332.99	$1,366.57	$1,404.99	$1,437.20	$1,477.56	+
Recurrent grants per head of population Recurrent grants / Population	23	$294.15	$199.96	$246.25	$240.42	$238.92	$231.03	+

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	Projections 2028-29	Projections 2029-30	Trend +/o/-
Financial management								
Liquidity *(sufficient working capital and cash is available to cover expenses)*								
Cash compared to current liabilities Cash / current liabilities	24	30.03%	25.70%	22.72%	27.96%	29.76%	34.83%	o
Operating position (an adjusted underlying surplus is generated in the ordinary course of business)								
Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	25	3.76%	(8.02%)	(5.59%)	(1.59%)	(2.25%)	(1.93%)	-
Rates effort (rating level is set based on the community's capacity to pay)								
Rates compared to property values Rate revenue / CIV of rateable properties in the municipal district	26	0.26%	0.26%	0.26%	0.26%	0.27%	0.27%	o
Expenditure and revenue level (resources are used efficiently in the delivery of services)								
Average rate per property assessment General rates and municipal charges / no. of property assessments	27	$2,053.24	$2,204.10	$2,269.36	$2,330.90	$2,392.81	$2,455.91	+
Rates collection (rates and charges are being responsibly collected)								
Rates and charges debt Unpaid rates and charges / all rates and charges	28	7.24%	6.99%	6.83%	6.69%	6.55%	6.42%	o

Key to forecast trend

\+ Forecasts improvement in Council's financial performance/position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

\- Forecasts deterioration in Council's financial performance/financial position indicator

5.4 Notes to measures

Targeted performance indicators (Council selected)

Note 1 – Council resolutions made at meetings closed to the public

This ratio measures the proportion of Council decisions made in closed session rather than in public meetings. The 2024-25 actual result shows 2.1% of decisions were made in closed session, reflecting strong transparency. Targets remain consistently low across future years, indicating Council's intention to maintain open decision-making.

Note 2 – Councillor attendance at Council meetings

This ratio measures councillor participation in formal Council decision-making. Attendance in 2024-25 was high at 86.78%. The future target remains steady at a high level, indicating continued strong governance engagement and effective collective oversight by Councillors.

Note 3 – Unpaid rates and charges

This ratio measures outstanding rates and charges as a proportion of total rates and charges levied. The 2024-25 actual result was 7.24%. The target trend over future years of less than 10% indicates continued strong collection performance, supporting cash flow stability while balancing affordability and hardship considerations.

Note 4 – Utilisation of aquatic facilities

This ratio measures community use of aquatic facilities relative to population. Actual utilisation in 2024-25 was 4.89 visits per member of population, indicating strong demand for aquatic services. Increasing future targets reflect population growth and the delivery of the Oasis Aquatics and Wellbeing.

Note 5 – Animal management response times

This ratio measures the median response time (in days) to animal management requests. The 2024-25 result was 1.16 days. Targets across future years are less than 1.25 days, signalling an intention to maintain service standards without significant additional resourcing pressure.

Note 6 – Critical and major food non-compliance follow-up

This ratio measures the proportion of serious food safety non-compliances followed up by Council. The 2024-25 actual result achieved full compliance. Targets remain at 100%, reflecting strong regulatory control and low public health and legal risk.

Note 7 – Food complaint response times

This ratio measures the median response time (in days) to food-related complaints. The 2024-25 result was 2.87 days. The steady future target of less than 3 days indicates Council expects to maintain service responsiveness.

Note 8 – Adjusted underlying surplus (operating position)

This ratio measures the sustainability of Council's operating result after removing non-recurrent and capital items. In 2024-25, Council recorded an underlying surplus of 3.76%. Forecast results move into a small underlying deficit in future years, indicating emerging structural pressure where operating costs grow faster than ongoing revenue. The target for future years to have an adjusted underlying surplus (ie – a result greater than 0%).

Targeted service performance indicators (Mandatory)

Note 9 – Community engagement satisfaction

This ratio measures community satisfaction with opportunities to be consulted and engaged. The 2024-25 actual result was strong at 77. Future targets of greater than 70 remain steady, indicating Council's intent to maintain engagement outcomes at current levels or greater.

Note 10 – Sealed local roads below the intervention level

This ratio measures the proportion of sealed roads that do not yet require renewal. The 2024-25 actual result was very high at 99.94%, reflecting good asset condition. Improving future targets indicate sustained renewal investment, reducing long-term maintenance and service risk.

Note 11 – Planning applications decided within required timeframes

This ratio measures the timeliness of statutory planning decisions. The 2024-25 actual result was 84.28%. Stable future targets at 83% signal an intention to maintain service performance while managing volume and complexity pressures.

Note 12 – Kerbside waste diverted from landfill

This ratio measures the proportion of kerbside waste diverted away from landfill. The 2024-25 result was 46.46%. Increasing targets reflect waste reform initiatives, which improve environmental outcomes.

Targeted financial performance indicators (Mandatory)

Note 13 – Liquidity (current assets compared to current liabilities)

This ratio measures Council's ability to meet short-term obligations from available assets. The 2024-25 actual result shows strong liquidity with 229.35%. The declining trend reflects planned cash and reserve drawdowns to fund major capital projects. While ratios remain above minimum benchmarks, liquidity pressure increases over the medium term.

Note 14 – Asset renewal and upgrade compared to depreciation

This ratio measures whether assets are being renewed at least as fast as they are wearing out. In 2024-25 the ratio was 66.99% which is below 100%, indicating a renewal lag. Results are expected to improve significantly in 2025-26 and 2026-27 primarily due to the major capital investment in Oasis Aquatics and Wellbeing, before declining again, highlighting future renewal funding gaps.

Note 15 – Rates concentration

This ratio measures the share of total operating revenue derived from rates. The 2024-25 result already shows a moderate reliance on rates at 65.90%. The upward trend reflects constrained growth in other revenue sources, reducing financial flexibility over time.

Note 16 – Expenses per property assessment

This ratio measures operating costs per rateable property. The 2024-25 result was $3,712 per property assessment. Continued growth in future targets reflects wage and contract inflation, reinforcing the need for service prioritisation and efficiency improvements.

Financial Performance Indicators

Note 17 – Non-current liabilities compared to own-source revenue

This ratio measures the long-term debt burden relative to Council-controlled revenue. The 2024-25 actual result was moderate at 22.64%. An increase in 2025-26 to 2027-28 reflects new borrowings to part fund the Oasis Aquatics and Wellbeing major capital project, followed by a declining trend as debt stabilises. This represents a deliberate but temporary increase in financial risk.

Note 18 – Loans and borrowings compared to own-source revenue

This ratio measures interest-bearing debt relative to own-source revenue. Debt levels were relatively low in 2024-25 at 22.30%. In future years, due to the Oasis Aquatics and Wellbeing borrowings the ratio result is expected to peak and then decline. These results are within prudential limits, however, it does reduce short-term budget flexibility.

Note 19 – Loan repayments compared to own-source revenue

This ratio measures the affordability of debt servicing costs. The 2024-25 burden was low at 3.02%. Higher future ratios reflect increased borrowings for Oasis Aquatics and Wellbeing, placing pressure on operating budgets and limiting discretionary expenditure.

Note 20 – Expenses per head of population

This ratio measures the average cost of services per resident. The 2024-25 actual result was $1,540.13 expenses per resident. The increasing trend reflects both population growth and cost escalation, signalling the need for productivity gains to maintain affordability.

Note 21 – Infrastructure per head of population

This ratio measures the value of infrastructure assets available per resident. The 2024-25 result was $9,670.62 per member of population, with a steady upward trend reflecting ongoing capital investment. While positive for service capacity, it also increases future maintenance obligations.

Note 22 – Own-source revenue per head of population

This ratio measures Council-controlled revenue generated per resident. The 2024-25 result was $1,296.28 per resident. The improving trend reflects rate and fee growth but does not fully offset rising cost pressures.

Note 23 – Recurrent grants per head of population

This ratio measures recurrent grant funding relative to population. The 2024-25 result was $294.15 which was higher than 2025-26 Forecast due to the timing of Financial Assistance grant allocations from the Victoria Local Government Grants Commission. The declining trend highlights ongoing cost-shifting and increased reliance on Council-generated revenue.

Note 24 – Cash compared to current liabilities

This ratio measures Council's immediate cash coverage of short-term obligations. The 2024-25 result was 30.03%. The declining trend reflects deliberate use of cash for capital investment, increasing the importance of active cash management.

Note 25 – Adjusted underlying surplus (or deficit)

This ratio measures the underlying sustainability of Council's operations. The 2024-25 actual surplus confirms a 3.76% result in that year. Forecast deficits highlight emerging structural imbalance that will need to be addressed to avoid ongoing reliance on reserves.

Note 26 – Rates effort

This ratio measures rate revenue relative to total property values (CIV). The 2024-25 result was 0.26%. The gradual increase indicates a slightly higher rate burden over time, though still within reasonable affordability limits.

Note 27 – Average rate per property assessment

This ratio measures the average rates paid per assessment. The 2024-25 result was $2,053.24 per assessment. The steady increase reflects assumed rate-cap parameters.

Note 28 – Rates and charges debt

This ratio measures overdue rates and charges as a proportion of total levies. The 2024-25 actual result is 7.24% and is expected to improves further over time, indicating strong collection performance.

6. Schedule of Fees and Charges

The City of Greater Dandenong provides a range of services to the community. Some of these services have an associated fee or charge levied. Services funded by fees and charges provide enhanced community wellbeing.

This section presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the 2026-27 financial year.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Note that this schedule only includes fees set by Council. There are other fees that are set by statute and charged by Council in addition to this listing. These are statutory fees and are made in accordance with legislative requirements. These fees are updated as of 1 July 2026 and will be reflected on Council's website.

Goods and Services Tax (GST)

The current GST status of goods and services provided by Council is shown in this Schedule against each item. It is indicated in the right-most column on each page, as follows:

- **Y** - GST applies and is included in the amount shown
- **N** - GST does not apply to this good or service

The GST status of Council's fees and charges is determined in accordance with relevant provisions of *A New Tax System (Goods and Services Tax) Act* and rulings issued by the Australian Taxation Office.

The GST legislation deems that Council's fees and charges are to include GST (taxable supply) unless they are identified for specific exemption from GST.

This determination under section 81-5 of the GST Act identifies those Council fees and charges that are exempted from GST. The application of GST to the Fees and Charges schedule is therefore based on current Australian Taxation Office (ATO) legislation including this determination.

Council may be required to further amend the GST status of specific fees and charges when the ATO approves and issues further legislation or regulations. The impact of further ATO amendments may therefore require Council to alter prices in this Schedule to reflect changes in the GST status of particular goods or services.

Deposits, when initially paid, do not attract GST. If part or all of a deposit is retained, due to damage to a hall, for example, GST is then applicable. If the deposit does not cover the full (GST-inclusive) charge, the extra amount will be requested of the hirer.

Basis of fee

While many of the fees and charges in the Schedule are set at Council's discretion, a number are established by a range of external bodies such as Government Departments or professional organisations. In the column headed "Basis of Fee", an indication is given of the body responsible for determining the price. The following legend explains the abbreviations:

a) CNCL - Greater Dandenong Council
b) REG - Regulation associated with the relevant Act, or the Act itself

REG – Regulatory/Statutory fees

Where fees are set by Government statute, Council has no ability to alter the fee. The statutory fees and charges disclosed in the following schedule are current at the time of preparing this report, however, they are subject to change during the financial year. Council is required to apply the revised statutory fees and charges from the advised effective date. Where relevant, prior year comparative statutory fees have been updated to reflect the correct statutory fee for the relevant financial year.

Refund policy

Refund of the following fees and charges are subject to conditions as detailed below:

Pet registration
(for fees set out under the heading 'Pet registration')

1. Subject to Clause 5 below, refunds are only available within the first six months of the registration year. Or, within six months from the date when a pet is first registered with Council.
2. For a deceased animal – 50% of the fee paid.
3. Where registration has already been paid and an animal has subsequently been de-sexed, microchipped or trained in accordance with the requirements of the Domestic Animals Act Regulations – difference between full fee and reduced fee.
4. Refunds are only available if the amount to be refunded is more than $10.00.
5. Should a person pay a registration fee prior to commencement of the registration period for a given year and the subject animal subsequently dies before that period commences, a full refund of the fee shall be made. The refund shall be subject to provision of evidence of the animal's death e.g. a vet report, or the provision of an appropriate Statutory Declaration.

Local Laws Permit fees
(only applies to fees set out under the heading 'Local Laws Permits')

1. If a permit fee is paid at the time of the application and the application is then refused, the full fee will be refunded.
2. Permit fees will only be refunded if the amount to be refunded is $30.00 or more.

Statutory and Strategic Planning
(applies to fees set out under this heading)

1. Withdrawal of application when assessment has not commenced - refund 75% of application fee.
2. Withdrawal of application when assessment has not proceeded past a request for further information - refund 50% of application fee.
3. Withdrawal of application when assessment has proceeded past a request for further information - no refund.

Refund requests under other circumstances are subject to Coordinator/Manager's approval.

Food and Health related Business registration

Food and health related business registration fees are set at rates aimed at recovering Council's costs in administering and enforcing the *Food Act, Public Health and Wellbeing Act and Residential Tenancies Act*.

Refund of business registration fees is therefore subject to the following conditions:

1. 50% of the renewal fee paid will be refunded to a business that has ceased trading within the first 6 months of the registration period and has not received an inspection or has not had samples taken for analysis.
2. Full fee refunded where no service has been provided (e.g. request for a presale inspection), subject to holding of $30 administration fee.
3. In all cases, the refund shall be subject to provision of evidence of the business's closure or change of services.

Building permits
(applies to fees set out under this heading)

1. Cancellation of application for permit when no work has been carried out on plans. Refund 50% of building fee, subject to holding minimum of $30.00 administration fee.
2. Cancellation of application for permit where assessment has commenced but not issued. Refund 35% of building fee.
3. Cancellation of permit when no inspection has been carried out. Refund 25% of building fee, subject to holding minimum of $30.00 administration fee.
4. Report and consent fees where process commenced - no refund.
5. Refund on miscellaneous fees discretionary - subject to Manager's approval.

Asset protection permits (applies to fees set out under this heading)

1. This permit is non-refundable.

Cultural and Community Hubs

Fees and charges for the use or hire of cultural and community hubs have divided into the following categories for the purpose of charging fees:

Not for profit	Community groups / organisations which can demonstrate they are an incorporated association or auspiced by an Incorporated Association. These groups will need to provide a copy of their Certification of Incorporation from Consumer Affairs Victoria or Certificate of Registration through Australian Charities and Not-for-profits Commission.
Standard	All other groups / private individuals that do not satisfy the not for profit requirements above.

Restructures of 2026-27 Fees and Charges

A number of service areas have undertaken fee structure reviews in 2026-27, including:

- Parking Fees - simplified fee structures to encourage uptake.
- Aged and Disability Services - revised food services (Meals on Wheels) to provide greater flexibility and choice.
- Cultural and Community Hubs - comprehensive review of hall hire and Drum Theatre fees, including removal of redundant fee categories.

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Council Fees and Charges

Strategy & Corporate Services

Freedom of Information

Other charges may apply – these are set out in the Freedom of Information (Access Charges) Regulation 2014. Please refer to www.foi.vic.gov.au for up to date information.

Application fee	Per application	$32.70	$33.60	2.75%	$0.90	REG	N
Photocopying fees (per A4 black and white)	Per page	$0.20	$0.20	0.00%	$0.00	REG	N
Search fees (calculated per hour or part of an hour rounded to the nearest 10 cents)	Per hour or part	$24.50	$25.22	2.94%	$0.72	REG	N
Supervision of inspection (per hour to be calculated per quarter hour or part of a quarter hour, rounded to the nearest 10 cents)	Per hour or part	$24.50	$25.22	2.94%	$0.72	REG	N

Land Information Certificates

Land Information Certificate Fee	Per certificate	$29.70	$31.40	5.72%	$1.70	REG	N

Rates and Revenue Services

Request for prior year rate notice	Per notice	$11.80	$12.20	3.39%	$0.40	CNCL	N

Public Liability Insurance Cover

Terms and conditions apply to Council's public liability insurance coverage, including a $500 excess on any one claim. A certificate of currency ($20 million) is required to avoid the following charges.

Single event

Stallholders, performers and others (regardless of size or alcohol)	Per hire	$44.00	$45.50	3.41%	$1.50	CNCL	Y

Multi event

Stallholders, performers and others (regardless of size or alcohol)	Per hire	$103.00	$106.00	2.91%	$3.00	CNCL	Y

Urban Screen

Commercial advertising

Low rotation (minimum 4 times per day)	Per month	$1,600.00	$1,645.00	2.81%	$45.00	CNCL	Y
High rotation (minimum 6 times per day)	Per month	$2,130.00	$2,190.00	2.82%	$60.00	CNCL	Y
Education sector rate (minimum 4 times per day)	Per month	$533.00	$548.00	2.81%	$15.00	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

City Futures

Community Amenity and Local Laws

Parking Compliance

Parking bay hire

*** Works zones – signs installed by Council for long-term construction projects.*

Shopping precincts (1 to 4 consecutive days)	Per space/ day	$63.00	$65.00	3.17%	$2.00	CNCL	N
Shopping precincts – weekly (5 or more consecutive days)	Per week/ bay or part thereof	$297.00	$306.00	3.03%	$9.00	CNCL	N
Residential/industrial precincts (1 to 4 consecutive days)	Per space/ day	$32.50	$33.50	3.08%	$1.00	CNCL	N
Residential/industrial precincts – weekly (5 or more consecutive days)	Per week/ bay or part thereof	$150.00	$154.50	3.00%	$4.50	CNCL	N
Works zones ** – small (up to 16 metres in length)	0-3 months	$355.00	$365.00	2.82%	$10.00	CNCL	N
Works zones ** – medium (up to 16 metres in length)	0-6 months	$567.00	$583.00	2.82%	$16.00	CNCL	N
Works zones ** – large (up to 16 metres in length)	6 months +	$708.00	$728.00	2.82%	$20.00	CNCL	N

Parking infringements

Parking fines	Per infringement	Under the Local Government (General) Regulations 2019, the Road Safety Act 1986 and the Road Safety Road Rules 2017, Council imposes the infringement penalties prescribed (excluding parking infringements for breaches of the following Road Rules where Council has imposed an infringement penalty of 0.5 penalty units under section 87(4) of the Road Safety Act 1986). Road Rules (RR) – Road Safety Road Rules 2017: RR168, RR201, RR202, RR205, RR207(2), RR209(2), RR210(1), RR211(2) and RR211(3).				REG	N

Road Rules (RR) – Road Safety Road Rules 2017
- RR168 No parking signs
- RR201 Stopping on a road with a bicycle parking sign
- RR202 Stopping on a road with a motor bike parking sign
- RR205 Parking for longer than indicated
- RR207(2) Parking where fees are payable
- RR209(2) Parallel parking in a median strip parking area
- RR210(1) Angle parking
- RR211(2) and (3) Parking in parking bays

Local Laws

** 50% reduction for community groups / not for profit organisations.*
For Council's Refund Policy in relation to permit fees, please see the notes pages at the beginning of this schedule in Approved Budget document.

Community Event (Large)	Per Event	$300.00	$309.00	3.00%	$9.00	CNCL	N
Community Event (Medium)	Per Event	$150.00	$154.50	3.00%	$4.50	CNCL	N

Permits

Tree Removal on Private Land Permit	Per Application	$113.00	$113.00	0.00%	$0.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Permits [continued]							
Use of Council Reserves (General Local Law Cl 36)	Per event	$54.00	$55.50	2.78%	$1.50	CNCL	N
Advertising signs (annual) (General Local Law Clause 12)	Yearly	$307.00	$316.00	2.93%	$9.00	CNCL	N
Advertising signs (short term, per day, maximum 7 days)(General Local Law Clause 12)	Per day	$28.50	$29.50	3.51%	$1.00	CNCL	N
Advertising signs – Real Estate (General Local Law Clause 12)	Yearly	$340.00	$350.00	2.94%	$10.00	CNCL	N
Excess Animal Numbers (General Local Law Clause 22)*	Yearly	$113.50	$117.00	3.08%	$3.50	CNCL	N
Please note: An application fee applies to first-time applications but is not required for renewals.							
Busking (any 4 dates in a calendar month) (General Local Law Clause 18) *	Per event	$27.00	$28.00	3.70%	$1.00	CNCL	N
Connecting Into Council Drains (General Local Law Clause 21)	Per event	$49.00	$50.50	3.06%	$1.50	CNCL	N
Burning Off Permit - (Only permitted on designated Rural, Industrial or Commercial Land as per CGD Planning Scheme zones.) (General Local Law Clause 39) *	Per event	$54.00	$55.50	2.78%	$1.50	CNCL	N
Fireworks display (General Local Law Clause 24)	Per event	$183.50	$189.00	3.00%	$5.50	CNCL	N
Heavy vehicles (General Local Law Clause 25)	Yearly	$104.00	$180.00	73.08%	$76.00	CNCL	N
Please note: An application fee applies to first-time applications but is not required for renewals.							
Occupation of Roads (one day permit – deposit also required) (General Local Law Clause 14)	First day	$305.00	$314.00	2.95%	$9.00	CNCL	N
Occupation of Roads (subsequent days) (General Local Law Clause 14)	Per day	$146.50	$151.00	3.07%	$4.50	CNCL	N
Occupation of Roads (refundable security deposit - paid as per requirements) (General Local Law Clause 14)	Per permit	$574.00	$590.00	2.79%	$16.00	CNCL	N
Footpath Activity Permit (includes Outdoor Dining and display of goods) (General Local Law Clause 11)	Yearly	$288.00	$296.00	2.78%	$8.00	CNCL	N
Please note: An application fee applies to first-time applications but is not required for renewals.							
Commercial Event (Small - 31 to 200 people attending) (General Local Law Clause 15)	Per event	$177.00	$182.00	2.82%	$5.00	CNCL	N
Commercial Event (Medium - 201-500 people attending) (General Local Law Clause 15)	Per event	$470.00	$483.00	2.77%	$13.00	CNCL	N
Commercial Event (Large - more than 500 people attending) (General Local Law Clause 15)	Per event	$1,180.00	$1,215.00	2.97%	$35.00	CNCL	N
Public Space Event Approvals - security deposit/bond (refundable) (General Local Law Clause 15)	Per event	$530.00	$530.00	0.00%	$0.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Permits [continued]							
Itinerant Trading - Food & Beverage (General Local Law Clause 13)	Yearly	$3,500.00	$3,600.00	2.86%	$100.00	CNCL	N
Please note: An application fee applies to first-time applications but is not required for renewals.							
Itinerant Trading (free to charitable and non-profit community groups) (General Local Law Clause 13 & 19)	Per event	$53.00	$54.50	2.83%	$1.50	CNCL	N
Skip bins (bulk rubbish containers) (General Local Law Clause 20)	First 3 days	$135.50	$139.50	2.95%	$4.00	CNCL	N
Skip bins – fourth and subsequent days (General Local Law Clause 20)	Per day	$44.50	$46.00	3.37%	$1.50	CNCL	N
Skip bins annual permit, bin companies only (General Local Law Clause 20)	Yearly	$307.00	$316.00	2.93%	$9.00	CNCL	N
Filming Permit	Per event	$85.50	$88.00	2.92%	$2.50	CNCL	N
Other fees and charges							
Hard copy of local laws documents	Per printed set	$27.50	$28.50	3.64%	$1.00	CNCL	N

Animal Registrations and Other Fees

Pet registrations

Please note - a State Government levy is payable in addition to the applicable standard or concession pet registration fee.

Standard rate

Please note a State Government levy is also payable in addition to this fee.

Dog registration	Yearly per animal	$186.50	$192.00	2.95%	$5.50	CNCL	N
Declared dangerous dog	Yearly per animal	$478.00	$492.00	2.93%	$14.00	CNCL	N
Declared menacing dog	Yearly per animal	$287.00	$295.00	2.79%	$8.00	CNCL	N
Declared restricted breed dog	Yearly per animal	$478.00	$492.00	2.93%	$14.00	CNCL	N
Dog reduced fee (does not apply to dangerous / menacing / restricted breed dogs)	Yearly per animal	$62.00	$64.00	3.23%	$2.00	CNCL	N
Cat registration	Yearly per animal	$128.50	$132.50	3.11%	$4.00	CNCL	N
Cat reduced fee	Yearly per animal	$40.50	$42.00	3.70%	$1.50	CNCL	N

Concession rate

Please note a State Government levy is also payable in addition to this fee.

Dog registration	Yearly per animal	$79.00	$81.50	3.16%	$2.50	CNCL	N
Declared dangerous dog	Yearly per animal	$485.00	$499.00	2.89%	$14.00	CNCL	N
Declared menacing dog	Yearly per animal	$287.00	$295.00	2.79%	$8.00	CNCL	N
Declared restricted breed dog	Yearly per animal	$478.00	$492.00	2.93%	$14.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Concession rate *[continued]*							
Dog reduced fee (does not apply to dangerous / menacing / restricted breed dogs)	Yearly per animal	$27.50	$28.50	3.64%	$1.00	CNCL	N
Registration fee for a dog kept in foster care (other than a dangerous dog) by a person holding a Foster Care Registration	Yearly per animal				No charge	REG	N
Cat registration	Yearly per animal	$59.00	$61.00	3.39%	$2.00	CNCL	N
Cat reduced fee	Yearly per animal	$19.40	$20.00	3.09%	$0.60	CNCL	N
Registration fee for a cat kept in foster care by a person holding a Foster Care Registration	Yearly per animal				No charge	REG	N
State Government levy							
Applies in addition to the relevant pet registration fee above.							
Cat	Yearly per animal	$4.50	$9.00	100.00%	$4.50	REG	N
Dog	Yearly per animal	$4.50	$9.00	100.00%	$4.50	REG	N
Other animal fees							
Deposit for cat traps (refundable)	Per trap	$150.00	$150.00	0.00%	$0.00	CNCL	N
Domestic animal business registration	Yearly	$311.00	$320.00	2.89%	$9.00	CNCL	N
Please note: An application fee applies to first-time applications but is not required for renewals.							
Inspection of Domestic Animal Register	Per inspection	$62.00	$64.00	3.23%	$2.00	CNCL	N
Copy of record of animal registration	Per animal	$12.20	$12.60	3.28%	$0.40	CNCL	N
Application for Foster Carer Registration (registration expires 10 April each year)	Yearly per foster carer				No charge	CNCL	N
Renewal of a Foster Carer Registration	Yearly per foster carer				No charge	CNCL	N
Impounding fees							
Animal release fees							
A 50% discount applies to first-time impounds only and is available exclusively to Health Care Card holders who are residents of the City of Greater Dandenong.							
Pigs/goats/sheep	Per animal				Cost recovery	CNCL	N
As per the Impounding of Livestock Act 1994 Section 7, Council can recover the reasonable expenses actually incurred in providing impounded livestock with food, water and veterinary care, and the reasonable cost of rectifying or compensating for any loss or damage which can be attributed to the trespassing of the livestock.							
Cattle/horses	Per animal				Cost recovery	CNCL	N
Dogs (1-2 days)	Per animal	$173.00	$350.00	102.31%	$177.00	CNCL	N
Dogs (3-5 days)	Per animal	$220.00	$400.00	81.82%	$180.00	CNCL	N
Dogs (6-8 days)	Per animal	$253.00	$500.00	97.63%	$247.00	CNCL	N
Seized dogs holding fees (per day)	Per animal	$57.50	$66.00	14.78%	$8.50	CNCL	N
Cats (1-2 days)	Per animal	$173.00	$350.00	102.31%	$177.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Animal release fees *[continued]*							
Cats (3-5 days)	Per animal	$220.00	$400.00	81.82%	$180.00	CNCL	N
Cats (6-8 days)	Per animal	$253.00	$500.00	97.63%	$247.00	CNCL	N
Seized cats holding fees (per day)	Per animal	$57.50	$66.00	14.78%	$8.50	CNCL	N
Poultry	Per animal	$29.00	$30.00	3.45%	$1.00	CNCL	N
Pound registration processing fee	Per event	$34.00	$35.00	2.94%	$1.00	CNCL	N
Other release fees							
Release of impounded vehicle	Per vehicle	$517.00	$532.00	2.90%	$15.00	CNCL	N
Release of impounded signs	Per sign	$100.00	$103.00	3.00%	$3.00	CNCL	N
Release of impounded shopping trolleys	Per trolley	$119.00	$122.50	2.94%	$3.50	CNCL	N
Release of impounded containers and other large items (this fee plus transport cost to pound)	Per item	$236.00	$242.50	2.75%	$6.50	CNCL	N

Application Fee

Application Fee	Per Application	$0.00	$85.00	∞	∞	CNCL	N

Planning and Design Services

Council charges for Planning considerations and services

Inspection prior to issue of Statement of Compliance (Subdivision)	Per Inspection	$360.00	$370.00	2.78%	$10.00	CNCL	N
Pre-Application Comments for Ministerial Planning Application		25% of the application fee for that class of permit				CNCL	Y
Statutory Planning Advice – Counter Service	Per service				No charge	CNCL	Y
Copy of planning permit and/or endorsed plans – residential (includes historic file search and retrieval request)	Per permit	$185.00	$231.00	24.86%	$46.00	CNCL	N
Copy of planning permit and/or endorsed plans – non-residential (includes historic file search and retrieval request)	Per permit	$265.00	$331.00	24.91%	$66.00	CNCL	N
Application for all written Planning advice	Per property	$284.00	$355.00	25.00%	$71.00	CNCL	Y
Application to propose to extend the expiry date of an existing planning permit	Per application	$706.00	$883.00	25.07%	$177.00	CNCL	N
Application under 'Secondary Consent' to propose minor changes to plan(s) which are endorsed to an existing planning permit	Per application	$706.00	$883.00	25.07%	$177.00	CNCL	N
Providing a printed (paper) copy of any Advertised Material (plans or other documents) for a current planning application, or a Greater Dandenong Planning Scheme Incorporated Document, Reference Document, Approved Development Plan or other Planning Strategy/ document	Per application	$50.00	$51.00	2.00%	$1.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Council charges for Planning considerations and services [continued]							
Condition Plan endorsement re-check fee (First assessment is free of charge)	Per Application	$268.00	$335.00	25.00%	$67.00	CNCL	N
Further Information Request Extension Fee	Per Application	25% of the application fee for that class of permit				CNCL	N
Pre-application discussion service							
Average proposal – pre-application service	Per application	$454.00	$568.00	25.11%	$114.00	CNCL	Y
One written document							
Complex proposal – pre-application service	Per application	$804.00	$1,005.00	25.00%	$201.00	CNCL	Y
One written document							
State or city significant proposal – pre-application service	Per application	$1,442.00	$1,803.00	25.03%	$360.99	CNCL	Y
One written document							
Public notification fees – 'Advertising'							
Public notification of a planning application service, one (1) A1 Site Notice	Per Notification	$250.00	$250.00	0.00%	$0.00	CNCL	N
Public notification of a planning application service, per each additional A1 Site Notice	Per Notification	$60.00	$60.00	0.00%	$0.00	CNCL	N
Public notification of a planning application or planning scheme amendment, 31 or more notifications	Per name	$24.00	$30.00	25.00%	$6.00	CNCL	N
Public notification of a planning application or planning scheme amendment, 1-30 notifications	Each	$0.00	$900.00	∞	∞	CNCL	N
Public notification of a planning application or planning scheme amendment in a newspaper and/or Government Gazette (administration fee in addition to the recovery of all costs incurred by Council in placing an advertisement in a newspaper and/or Government Gazette).	Per application/ amendment	$136.00	$140.00	2.94%	$4.00	CNCL	N
Planning Scheme Amendment – cost recovery	Case by case basis				Cost recovery	CNCL	N
Fees under Planning and Environment (Fees) Regulations 2016							
The following fees with a basis of REG are set under state legislation. The regulations set fees in fee units. The fee units have been converted to a dollar value on the basis of the value of a fee unit as it is set for the financial year. A fee unit value is adjusted on 1 July each year by the Treasurer's amount and is published in the Government Gazette. Changes to these fees will be published on Council's website when gazetted by the State Government. These fees are correct at the date the Council budget was prepared.							
Regulation 6, Stage 1	Per application	$3,465.00	$3,462.90	-0.06%	-$2.10	REG	N
For: (a) considering a request to amend a planning scheme, and (b) taking action required by Division 1 of Part 3 of the Act, and (c) considering any submissions which do not seek a change to the amendment, and (d) if applicable, abandoning the amendment in accordance with section 28 of the Act.							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 6, Stage 2	Per application	$17,160.00	$17,163.00	0.02%	$3.00	REG	N
For: (a) considering: (i) up to and including 10 submissions which seek a change to an amendment and where necessary referring submissions to a panel, and (b) providing assistance to a panel in accordance with section 158 of the Act, and (c) making a submission in accordance with section 24(b) of the Act, and (d) considering the Panel's report in accordance with section 27 of the Act, and (e) after considering submissions and the Panel's report, abandoning the amendment.							
Regulation 6, Stage 2	Per application	$34,290.00	$34,292.40	0.01%	$2.40	REG	N
For: (a) considering: (ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel, and (b) providing assistance to a panel in accordance with section 158 of the Act, and (c) making a submission in accordance with section 24(b) of the Act, and (d) considering the Panel's report in accordance with section 27 of the Act, and (e) after considering submissions and the Panel's report, abandoning the amendment.							
Regulation 6, Stage 2	Per application	$45,835.00	$45,840.90	0.01%	$5.90	REG	N
For: (a) considering: (iii) submissions that exceed 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel, and (b) providing assistance to a panel in accordance with section 158 of the Act, and (c) making a submission in accordance with section 24(b) of the Act, and (d) considering the Panel's report in accordance with section 27 of the Act, and (e) after considering submissions and the Panel's report, abandoning the amendment.							
Regulation 6, Stage 3	Per application	$547.00	$546.30	-0.13%	-$0.70	REG	N
For: (a) adopting the amendment or a part of the amendment in accordance with section 29 of the Act, and (b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act, and (c) giving the notice of approval of the amendment required by section 36(2) of the Act. Note – $nil fee if Minister is the planning authority.							
Regulation 6, Stage 4	Per application	$547.00	$546.30	-0.13%	-$0.70	REG	N
For: (a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act, and (b) giving notice of approval of the amendment in accordance with section 36(1) of the Act. Note – $nil fee if Minister is the planning authority.							
Regulation 7	Per application	$4,540.00	$4,538.70	-0.03%	-$1.30	REG	N
For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.							
Regulation 8	Per application	$1,095.00	$1,092.70	-0.21%	-$2.30	REG	N
For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.							
Regulation 9, Class 1	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Application for permit relating to use of land							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 9, Class 2	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is $10,000 or less.							
Regulation 9, Class 3	Per application	$715.00	$714.40	-0.08%	-$0.60	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $10,000 but not more than $100,000.							
Regulation 9, Class 4	Per application	$1,465.00	$1,462.50	-0.17%	-$2.50	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $100,000 but not more than $500,000.							
Regulation 9, Class 5	Per application	$1,580.00	$1,580.10	0.01%	$0.10	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $500,000 but not more than $1,000,000.							
Regulation 9, Class 6	Per application	$1,700.00	$1,697.80	-0.13%	-$2.20	REG	N
Application for permit to develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $1,000,000 but not more than $2,000,000.							
Regulation 9, Class 7	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
VicSmart application if the estimated cost of development is $10,000 or less.							
Regulation 9, Class 8	Per application	$488.00	$487.50	-0.10%	-$0.50	REG	N
VicSmart application if the estimated cost of development is more than $10,000.							
Regulation 9, Class 9	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
VicSmart application to subdivide or consolidate land.							
Regulation 9, Class 10	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
VicSmart application (other than a class 7, class 8 or class 9 permit).							
Regulation 9, Class 11	Per application	$1,305.00	$1,302.80	-0.17%	-$2.20	REG	N
Application for permit to develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than $100,000.							
Regulation 9, Class 12	Per application	$1,760.00	$1,756.60	-0.19%	-$3.40	REG	N
Application for permit to develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $100,000 and not more than $1,000,000.							
Regulation 9, Class 13	Per application	$3,875.00	$3,874.70	-0.01%	-$0.30	REG	N
Application for permit to develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $1,000,000 and not more than $5,000,000.							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 9, Class 14	Per application	$9,875.00	$9,875.90	0.01%	$0.90	REG	N
Application for permit to develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $5,000,000 and not more than $15,000,000.							
Regulation 9, Class 15	Per application	$29,120.00	$29,123.30	0.01%	$3.30	REG	N
Application for permit to develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $15,000,000 and not more than $50,000,000.							
Regulation 9, Class 16	Per application	$65,450.00	$65,458.10	0.01%	$8.10	REG	N
Application for permit to develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $50,000,000.							
Regulation 9, Class 17	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Application for permit to subdivide an existing building (other than a class 9 permit).							
Regulation 9, Class 18	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Application for permit to subdivide land into 2 lots (other than a class 9 or class 16 permit).							
Regulation 9, Class 19	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Application for permit to effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit).							
Regulation 9, Class 20	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Application for permit to subdivide land (other than a class 9, class 16, class 17 or class 18 permit) – per 100 lots created.							
Regulation 9, Class 21	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Application for permit to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988, or b) create or remove a right of way, or c) create, vary or remove an easement other than a right of way, or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.							
Regulation 9, Class 22	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Application for permit not otherwise provided for in the regulation.							
Regulation 10 (combined permit applications)	Per application	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.				REG	N
Regulation 11, Class 1	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a permit to change the use of land allowed by the permit or allow a new use of land.							
Regulation 11, Class 2	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.							
Regulation 11, Class 3	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is $10,000 or less.							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Fees under Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 11, Class 4	Per application	$715.00	$714.40	-0.08%	-$0.60	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than $10,000 but not more than $100,000.							
Regulation 11, Class 5	Per application	$1,465.00	$1,462.50	-0.17%	-$2.50	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than $100,00 but not more than $500,000.							
Regulation 11, Class 6	Per application	$1,580.00	$1,580.10	0.01%	$0.10	REG	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than $500,000.							
Regulation 11, Class 7	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is $10,000 or less.							
Regulation 11, Class 8	Per application	$488.00	$487.50	-0.10%	-$0.50	REG	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is more than $10,000.							
Regulation 11, Class 9	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
Amendment to a class 9 permit.							
Regulation 11, Class 10	Per application	$227.00	$226.90	-0.04%	-$0.10	REG	N
Amendment to a class 10 permit.							
Regulation 11, Class 11	Per application	$1,305.00	$1,302.80	-0.17%	-$2.20	REG	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of the additional development to be permitted by the amendment is $100,000 or less.							
Regulation 11, Class 12	Per application	$1,760.00	$1,756.60	-0.19%	-$3.40	REG	N
Amendment to a class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than $100,000 but not more than $1,000,000.							
Regulation 11, Class 13	Per application	$3,875.00	$3,874.70	-0.01%	-$0.30	REG	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than $1,000,000.							
Regulation 11, Class 14	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a class 17 permit.							
Regulation 11, Class 15	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a class 18 permit.							
Regulation 11, Class 16	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a class 19 permit.							
Regulation 11, Class 17	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a class 20 permit (per 100 lots created).							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Fees under Planning and Environment (Fees) Regulations 2016 [continued]							
Regulation 11, Class 18	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a class 21 permit.							
Regulation 11, Class 19	Per application	$1,500.00	$1,496.10	-0.26%	-$3.90	REG	N
Amendment to a class 22 permit.							
Regulation 12 - Amendments to planning permit applications (after notice is given)	Per amendment	40% of the application fee for that class of permit				REG	N
Regulation 12 - Amendments to planning permit applications (after notice is given - where the application changes the class of that permit to a new class)	Per application	Fee is the difference between the original class of application and the amended class of permit.				REG	N
Regulation 13 - Combined applications to amend planning permits	Per application	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.				REG	N
Regulation 15	Per application	$370.00	$369.80	-0.05%	-$0.20	REG	N
Certificates of compliance							
Regulation 16	Per application	$748.00	$748.00	0.00%	$0.00	REG	N
Amend or end agreement under Section 173							
Regulation 18	Per application	$370.00	$369.80	-0.05%	-$0.20	REG	N
Satisfaction matters – where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council.							
Fees under Subdivision (Fees) Regulations 2016							
Regulation 6	Per application	$198.50	$198.40	-0.05%	-$0.10	REG	N
For certification of a plan of subdivision.							
Regulation 7	Per application	$126.50	$126.10	-0.32%	-$0.40	REG	N
Alteration of plan under section 10(2) of the Act.							
Regulation 8	Per application	$160.00	$159.70	-0.19%	-$0.30	REG	N
Amendment of certified plan under section 11(1) of the Act.							

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Building and Compliance Services

Building Permits and Services

Includes examination and surveying of plans and specifications of building work during course of construction and issuance of relevant certificates. The fees are payable upon lodgment of the building application. The fee schedule indicates the basis for charging in most instances. Fees are set to reflect the cost of performing the service.
The following costs apply in addition to the basic fee schedule: assessment of performance solutions, protection works and applications for reporting authority consents are charged on a cost recovery basis. All permit fees do not include building inspections, the number of inspections are determined as required by the Building Act and Building Regulations. Additional inspection fees apply for additional inspections over the number of invoiced inspections.

Class 1 and Class 10

Minor works

Garages, verandahs, fences and carports (non masonry)	Per permit	$772.00	$794.00	2.85%	$22.00	CNCL	Y
Masonry fences, masonry garages and carports, masonry verandahs	Per permit	$884.00	$909.00	2.83%	$25.00	CNCL	Y
Combined permits for decks, verandahs, etc (excludes inspection fees)	Per combined permit	$973.00	$1,000.00	2.77%	$27.00	CNCL	Y

Dwellings

Construction cost to $197,056 – registered builder	Per permit			Cost of works x 0.9%		CNCL	Y
Construction cost over $197,056 – registered builder	Per permit			Cost of works x 0.9%		CNCL	Y
Construction cost to $210,255 – owner builder	Per permit			Cost of works x 1.0%		CNCL	Y
Construction cost over $210,255 – owner builder	Per permit			Cost of works x 1.0%		CNCL	Y

All other works

Registered builder

Alterations, additions up to $10,000	Per permit	$973.00	$1,000.00	2.77%	$27.00	CNCL	Y
Alterations, additions between $10,001 and $20,000	Per permit	$1,095.00	$1,130.00	3.20%	$35.00	CNCL	Y
Alterations, additions between $20,001 and $78,000	Per permit	$1,210.00	$1,245.00	2.89%	$35.00	CNCL	Y
Alterations, additions $78,001 and above	Per permit			Minimum $1,400 or Cost/75, whichever is greater.		CNCL	Y

Owner builder

Alterations, additions up to $10,000	Per permit	$1,095.00	$1,130.00	3.20%	$35.00	CNCL	Y
Alterations, additions between $10,001 and $20,000	Per permit	$1,330.00	$1,370.00	3.01%	$40.00	CNCL	Y
Alterations, additions between $20,001 and $78,000	Per permit	$1,490.00	$1,535.00	3.02%	$45.00	CNCL	Y
Alterations, additions $78,001 and above	Per permit			Minimum $1,500 or Cost/75, whichever is greater		CNCL	Y

Class 2 to Class 9

Commercial works

Projects less than $15,000	Per permit	$1,145.00	$1,180.00	3.06%	$35.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Commercial works *[continued]*							
Alterations (Not extensions)	Per permit	$2,572.65 minimum or 1% of building work cost				CNCL	Y
Extensions	Per permit	$3,182.70 minimum or 1% of building work cost				CNCL	Y
New Buildings	Per permit	$4,890.75 minimum or 1% of building work cost				CNCL	Y
Projects greater than $2,000,000	Per permit	Fee per quote				CNCL	Y
Permits							
Demolition permit – any Class 1 building	Per dwelling	$834.00	$857.00	2.76%	$23.00	CNCL	Y
Demolition permit – multiple Class 1	Per unit	$560.00	$1,100.00	96.43%	$540.00	CNCL	Y
Demolition Permit - any Class 2 to 9 building	Per application	$1,718.65 minimum or 1% of demolition work cost				CNCL	Y
Variation to permits (fee does not include inspections)	Per hour	$220.00	$226.50	2.95%	$6.50	CNCL	Y
Extension of time permits – Class 1 and 10	Per request	$468.00	$481.00	2.78%	$13.00	CNCL	N
Extension of time permits – Class 2 to 9 (min or as assessed)	Per request	$544.00	$559.00	2.76%	$15.00	CNCL	N
Hoarding permits – precautions erected over the street – application fee (statutory)	Per application	$316.40	$316.40	0.00%	$0.00	REG	N
Hoarding permits – precautions erected over the street (Council set fee)	Per permit	Minimum of $230.00/month or $38.00/m2 per mth or part thereof **Last year fee** Minimum of $197.00/month or $8.00/m2 per mth or part thereof				CNCL	N
Inspections							
Retention of minor illegal buildings - e.g. carports, verandahs, decks, etc.	Per request	$662.00	$681.00	2.87%	$19.00	CNCL	Y
Retention of illegal buildings - major works such as extension to house, multiple structures, etc.	Per request	$1,330.00	$1,370.00	3.01%	$40.00	CNCL	Y
Certification of illegal works (no involvement from Private Building Surveyor)	Per request	Building Permit Fee + 50%				CNCL	Y
Outside business hours – mandatory building inspections (minimum charge)	Per inspection	$662.00	$681.00	2.87%	$19.00	CNCL	Y
Mandatory inspections for building permits (additional to those specified within the permit)	Per inspection	$149.00	$175.00	17.45%	$26.00	CNCL	Y
Place of Public Entertainment Inspection (on the day of the event) Fee - during business hours	Per Request	$0.00	$170.00	∞	∞	CNCL	Y
Place of Public Entertainment Inspection (on the day of the event) Fee - outside of business hours	Per Request	$0.00	$660.00	∞	∞	CNCL	Y
Place of Public Entertainment Inspection (on the day of the event) Fee - on public holidays	Per Request	$0.00	$880.00	∞	∞	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Regulatory building fees and charges							
The following fees with a basis of REG are set under state legislation, which is a set fee per unit. The dollar value of the set fee per unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the fee unit amounts. These fees will be published on Council's website when gazetted by the State Government.							
Lodgement fees							
Class 1 to 10 (Section 30 Building Act)	Per lodgement	$130.90	$138.30	5.65%	$7.40	REG	N
Lodgement - Related documents / plans	Per lodgement	$140.00	$144.00	2.86%	$4.00	CNCL	N
Dispensation or permit to build over easement							
Amendment / Variation / Extension	50% of the original Report & Consent Fee		50% of the original Report & Consent Fee			CNCL	N
Regulation 130 (build over easement)	Per permit	$311.80	$329.60	5.71%	$17.80	REG	N
Regulation 153 (building in areas liable to flooding) and 154 (construction on designated land or designated works)	Per clause	$311.80	$329.60	5.71%	$17.80	REG	N
Regulation 134 Siting Dispensation (Part 5)	Per clause	$311.80	$461.40	47.98%	$149.60	REG	N
Requests for information							
Adjoining Owners Details for Protection Works	per property	$51.50	$53.00	2.91%	$1.50	CNCL	N
Property Information Request Fee (Priority)	Per request	$211.00	$217.00	2.84%	$6.00	CNCL	N
Regulation 51 of the Building Regulations 2018	Per request	$50.70	$53.60	5.72%	$2.90	REG	N
Requests for heritage information	Per request	$91.40	$96.70	5.80%	$5.30	REG	N
Copy of any building documents – residential (search fee, not refundable)	Per information	$135.00	$268.00	98.52%	$133.00	CNCL	N
Copy of any building documents – commercial (search fee, not refundable)	Per information	$161.00	$300.00	86.34%	$139.00	CNCL	N
Request for Comment	Per request	$106.50	$109.50	2.82%	$3.00	CNCL	N
Commercial/Industrial - additional fee per permit	Per Permit Per Request	$0.00	$210.00	∞	∞	CNCL	N
Swimming pools and spas							
Pool / spa decommissioning inspection	Per Inspection	$201.00	$207.00	2.99%	$6.00	CNCL	Y
Request for copy of Notice of Registration or Receipt of Pool Certificate (provides barrier standard)	Per Request	$0.00	$40.00	∞	∞	CNCL	N
Permit - Above ground swimming pools/spas and associated fencing	Per permit	$1,010.00	$1,040.00	2.97%	$30.00	CNCL	Y
Permit - In ground swimming pools/ spas and associated fencing	Per permit	$1,270.00	$1,305.00	2.76%	$35.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Swimming pools and spas [continued]							
Inspection of pool safety barrier and Form 23 Certificate of Compliance	Per inspection	$662.00	$681.00	2.87%	$19.00	CNCL	Y
Application for registration of swimming pool or spa	Per registration	$34.20	$36.10	5.56%	$1.90	REG	N
Information search fee	Per request	$50.70	$53.60	5.72%	$2.90	REG	N
Lodgement of Compliance certificate	Per certificate	$21.90	$23.20	5.94%	$1.30	REG	N
Lodgement of non-compliance certificate	Per certificate	$413.40	$437.10	5.73%	$23.70	REG	N
Other building fees							
Any service/permit not otherwise provided for.							
Class 1 to 10 (written advice)	Per hour and part	$220.00	$226.50	2.95%	$6.50	CNCL	Y
Copy of Plans - Residential	Per request	$138.50	$272.00	96.39%	$133.50	CNCL	N
Prescribed Temporary Structure siting approval fee (Section 57 Building Act)	Per application	$450 + $195 per additional structure				CNCL	N
Place of Public Entertainment Occupancy Permit Application Fee	Per application	$1,305.00	$1,345.00	3.07%	$40.00	CNCL	N
Copy of plans - Commercial / Industrial	Per request	$166.00	$300.00	80.72%	$134.00	CNCL	N
Issuing of protection works notices, performance solutions assessments or other necessary building orders or notices.	Per hour	$220.00	$226.50	2.95%	$6.50	CNCL	Y
Report and consent advertising fee	Per application	$156.00	$195.00	25.00%	$39.00	CNCL	N
Plan/document Application Fee - Multiple Tenancies (Residential/ Commercial/Industrial)	Per tenancy, per request	$325 + $160 per each additional tenancy				CNCL	N
Public Health							
Registration – Health Services							
Public Health and Wellbeing Act (PHWA) *50% pro-rata registration fee from 1st July onwards – until 30th September*							
Hairdressing and temporary make up premises – one off registration fee	Once off	$377.00	$388.00	2.92%	$11.00	CNCL	N
Ear piercing	Yearly	$218.50	$225.00	2.97%	$6.50	CNCL	N
Beauty premises (providing single beauty treatment only)	Yearly	$218.50	$225.00	2.97%	$6.50	CNCL	N
Beauty premises (providing more than one (1) treatment)	Yearly	$363.00	$373.00	2.75%	$10.00	CNCL	N
Tattooists	Yearly	$496.00	$510.00	2.82%	$14.00	CNCL	N
Skin penetration	Yearly	$496.00	$510.00	2.82%	$14.00	CNCL	N
Transfer of registration (providing single beauty treatment only)	Per transfer	$218.50	$225.00	2.97%	$6.50	CNCL	N
Transfer of registration (providing more than one (1) beauty treatment)	Per transfer	$496.00	$510.00	2.82%	$14.00	CNCL	N
Pre registration assessment application - all Person Care Body Act premises (plans assessment and progress inspections)	Per application	$248.00	$255.00	2.82%	$7.00	CNCL	N

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Registration – Health Services [continued]

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Pre registration assessment application (includes plans assessment and progress inspections)	Per application	$248.00	$255.00	2.82%	$7.00	CNCL	N
Aquatic facilities (public or commercial swimming pools) - New or Renewal Registration Fee	Yearly	$345.00	$355.00	2.90%	$10.00	CNCL	N
Aquatic facilities - Transfer of Registration (50% of registration fee)	Per application	$169.50	$174.50	2.95%	$5.00	CNCL	N
Alteration of existing public health and wellbeing premises (beauty, hairdressing, etc) - includes assessment of plans and progress inspections	Per request	$218.50	$225.00	2.97%	$6.50	CNCL	N

Registration – Prescribed Accommodation

Public Health and Wellbeing Act (PHWA)
50% pro-rata registration fee from 1st July onwards – until 30th September

Prescribed Accommodation with up to 10 rooms	Yearly	$626.00	$783.00	25.08%	$157.00	CNCL	N
Prescribed Accommodation 11 to 20 rooms	Yearly	$734.00	$918.00	25.07%	$184.00	CNCL	N
Prescribed Accommodation 21 to 40 rooms	Yearly	$959.00	$1,200.00	25.13%	$241.00	CNCL	N
Prescribed Accommodation 41 plus rooms	Yearly	$1,080.00	$1,350.00	25.00%	$270.00	CNCL	N
Transfer of registration – Prescribed Accommodation – excluding rooming houses	Per transfer	$496.00	$510.00	2.82%	$14.00	CNCL	N
Transfer of registration – Rooming Houses	Per transfer	$620.00	$638.00	2.90%	$18.00	CNCL	N
Community group / charity / not-for-profit (must provide evidence of Australian Charities and Not-for-profit Commission registration)	Yearly				No charge	CNCL	N
Pre-registration - Prescribed Accommodation - Assessment Application (includes plans assessment and progress inspections)	Per assessment	$362.00	$453.00	25.14%	$91.00	CNCL	N
Pre-Registration (all forms of registration *except prescribed accommodation) - PRIORITY	Per Application	$0.00	$368.00	∞	∞	CNCL	N
Pre-Lodgement Prescribed Accommodation up to 10 rooms - PRIORITY	Per Application	$0.00	$430.00	∞	∞	CNCL	N
Pre-Lodgement Prescribed Accommodation 11-20 rooms - PRIORITY	Per Application	$0.00	$630.00	∞	∞	CNCL	N
Pre-Lodgement Prescribed Accommodation 21-40 rooms - PRIORITY	Per Application	$0.00	$830.00	∞	∞	CNCL	N
Alteration of existing public health and wellbeing premises (prescribed accommodation) - includes assessment of plans and progress inspections	Per request	$218.50	$225.00	2.97%	$6.50	CNCL	N

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Registration – 'Foodtrader' (mobile/temporary/vending machines) per premises							
Class 2 (initial registration)	Yearly	$862.00	$886.00	2.78%	$24.00	CNCL	N
Class 2 (subsequent registration - linked to a Food Act Class 2 registration)	Yearly	$307.00	$316.00	2.93%	$9.00	CNCL	N
Class 3 (Initial registration and subsequent premises)	Yearly	$307.00	$316.00	2.93%	$9.00	CNCL	N
Community group / charity (must provide evidence of Australian Charities and Not-for-profit Commission)	Yearly				No charge	CNCL	N
Pre-registration Assessment Application of temporary, mobile and vending machines (includes plans assessment and progress inspections)	Once off	$307.00	$316.00	2.93%	$9.00	CNCL	N
Registration – Food Premises							
Class 1 – Application to register	Once off	$862.00	$886.00	2.78%	$24.00	CNCL	N
Class 1 – Registration renewal	Yearly	$862.00	$886.00	2.78%	$24.00	CNCL	N
Class 2 – Application to register (large)	Once off	$1,325.00	$1,365.00	3.02%	$40.00	CNCL	N
Class 2 - Application to register (standard)	Per application	$862.00	$886.00	2.78%	$24.00	CNCL	N
Class 2 – Registration renewal (standard)	Yearly	$862.00	$886.00	2.78%	$24.00	CNCL	N
Class 2 – Registration renewal (large)	Yearly	$1,325.00	$1,365.00	3.02%	$40.00	CNCL	N
Class 3 - Application to register (standard)	Once off	$307.00	$316.00	2.93%	$9.00	CNCL	N
Class 3A - Application to register (standard)	Per application	$427.00	$439.00	2.81%	$12.00	CNCL	N
Class 3 – Application to register (large)	Once off	$567.00	$583.00	2.82%	$16.00	CNCL	N
Class 3 – Registration renewal (standard)	Yearly	$307.00	$316.00	2.93%	$9.00	CNCL	N
Class 3A - Registration renewal	Yearly	$427.00	$439.00	2.81%	$12.00	CNCL	N
Class 3 – Registration renewal (large)	Yearly	$567.00	$583.00	2.82%	$16.00	CNCL	N
Seasonal sporting clubs - Application to register	Per application	$307.00	$316.00	2.93%	$9.00	CNCL	N
Seasonal sporting clubs registration renewal	Yearly	$307.00	$316.00	2.93%	$9.00	CNCL	N
Pre-registration Assessment Application for class 1, 2, 3 and 3A (includes plans assessment and progress inspection)	Per application	$427.00	$439.00	2.81%	$12.00	CNCL	N
Community group / charity / not for profit (must provide evidence of Australian Charities and Not-for-profit Commission registration)	Yearly				No charge	CNCL	N
Pro rata registration fee (when registering in second half of registration period example July - December)	Once off				50% of the class registration fee	CNCL	N

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Other food services							
Food Act non-compliance inspection fee	Per non-compliance	$367.00	$496.00	35.15%	$129.00	CNCL	N
Pre-sale request for inspection and report	Per request	$367.00	$378.00	3.00%	$11.00	CNCL	N
Pre-sale request for inspection and report (priority service)	Per request	$562.00	$578.00	2.85%	$16.00	CNCL	N
Alteration of existing food premises (includes assessment of plans and progress inspections)	Per request	$307.00	$316.00	2.93%	$9.00	CNCL	N
Application for change of classification to a higher risk food handling activity	Per application	$307.00	$316.00	2.93%	$9.00	CNCL	N
Failed Sample - 2nd and each subsequent	Each, following first failed food sample	$0.00	$330.00	∞	∞	CNCL	N
Miscellaneous health fees							
Administration fee	Per certificate	$17.20	$17.80	3.49%	$0.60	CNCL	N
Caravan parks	periodically	$16.81	$16.81	0.00%	$0.00	REG	N
Septic tank permit to construct install, or alter (other than minor)	Per permit	$747.38	$821.70	9.94%	$74.32	REG	N
Septic tank permit to construct, install or alter (minor)	Per permit	$569.55	$626.20	9.95%	$56.65	REG	N
Registration following Illegal Operation	Per Registration	$0.00	$980.00	∞	∞	CNCL	N
Fire Prevention							
Removal of fire hazard (contractor fees for removal are additional to this fee and calculated on a site by site basis)	Per property	$231.00	$237.50	2.81%	$6.50	CNCL	N

Asset Protection Permits

Single or corner street frontage.
Industrial: Building works carried out on land zoned Industrial, ie. IN1Z, IN2Z or IN3Z.
Commercial: All other building works not classified as residential, apartments or industrial.

Large Multi - unit (6 or more units)	Per Application	$1,950.00	$2,005.00	2.82%	$55.00	CNCL	N
Residential/Demolition	Per Application	$351.00	$361.00	2.85%	$10.00	CNCL	N
Small Multi-unit (up to 5 units)	Per Application	$648.00	$666.00	2.78%	$18.00	CNCL	N
Minor Works (up to $50,000)	Per permit	$351.00	$361.00	2.85%	$10.00	CNCL	N
Industrial	Per permit	$428.00	$440.00	2.80%	$12.00	CNCL	N
Commercial (less than $1 million)	Per permit	$504.00	$518.00	2.78%	$14.00	CNCL	N
Commercial ($1 million to $5 million)	Per permit	$1,010.00	$1,040.00	2.97%	$30.00	CNCL	N
Commercial ($5 million+)	Per permit	$3,285.00	$3,380.00	2.89%	$95.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Asset Protection Permits [continued]

Additional inspection (resulting from a contractor's failure to comply with Council permit requirements or a permit holder's decision for Council to manage the repair of any damages on their behalf).	Per inspection	$107.00	$110.00	2.80%	$3.00	CNCL	N
Administration fee (resulting from a permit holder's decision for Council to manage the repair of any damages on their behalf (does not include the actual cost of reinstatement).	Per property	$137.00	$141.00	2.92%	$4.00	CNCL	N

Asset Protection Bonds

Industrial: Building works carried out on land zoned Industrial, ie. IN1Z, IN2Z or IN3Z.
Commercial: All other building works not classified as residential, apartments or industrial.
The full cost of any reinstatement works carried out by Council as a result of contractors failure to comply, will be recovered by Council from the permit holder. This will include the administration fee, plus additional inspection fee and the actual cost of the reinstatement.

Single street frontage

Minor Works (up to $50,000)	Per permit	$2,500.00	$2,500.00	0.00%	$0.00	CNCL	N
Small Multi-unit (up to 5 units)	Per permit	$4,400.00	$4,400.00	0.00%	$0.00	CNCL	N
Large Multi-unit (6 to 20 + units)	Per permit	$8,800.00	$8,800.00	0.00%	$0.00	CNCL	N
Industrial	Per property	$4,400.00	$4,400.00	0.00%	$0.00	CNCL	N
Commercial (less than $1 million)	Per property	$4,400.00	$4,400.00	0.00%	$0.00	CNCL	N
Commercial ($1 million to $5 million)	Per property	$5,500.00	$5,500.00	0.00%	$0.00	CNCL	N
Commercial ($5 million+)	Per property	$8,800.00	$8,800.00	0.00%	$0.00	CNCL	N
Residential/Demolition	Per property	$4,400.00	$4,400.00	0.00%	$0.00	CNCL	N

Corner street frontage

Minor Works (up to $50,000)	Per permit	$5,000.00	$5,000.00	0.00%	$0.00	CNCL	N
Small Multi-unit (up to 5 units)	Per permit	$8,800.00	$8,800.00	0.00%	$0.00	CNCL	N
Large Multi-unit (6 to 20 + units)	Per permit	$16,500.00	$16,500.00	0.00%	$0.00	CNCL	N
Industrial	Per property	$8,800.00	$8,800.00	0.00%	$0.00	CNCL	N
Commercial (less than $1 million)	Per property	$8,800.00	$8,800.00	0.00%	$0.00	CNCL	N
Commercial ($1 million to $5 million)	Per property	$11,000.00	$11,000.00	0.00%	$0.00	CNCL	N
Commercial ($5 million+)	Per property	$16,500.00	$16,500.00	0.00%	$0.00	CNCL	N
Residential/Demolition	Per property	$8,800.00	$8,800.00	0.00%	$0.00	CNCL	N

Community Signage

1) The sign is to conform to Australian Standard AS1742 and is to be supplied to Council for installation.
2) If the position of the sign requires closing part of a roadway, an additional Traffic Control charge will be applied (notified in advance).
3) If the installation requires use of a "cherry-picker", an additional charge will be applied depending on the current hire rates (notified in advance).
4) If the installation involves fixing to High Voltage (HV) assets, a charge will be applied to cover third party Contractor costs (notified in advance).

Administration fee	Per application	$67.00	$69.00	2.99%	$2.00	CNCL	N
Sign on existing pole	Per permit	$187.00	$192.50	2.94%	$5.50	CNCL	N
Sign and new pole	Per permit	$316.00	$325.00	2.85%	$9.00	CNCL	N

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Sportsgrounds (Casual hire)

Sporting facilities – eg. Greaves Reserve, Police Paddocks, Booth Reserve, etc.

Government Schools (within City of Greater Dandenong (CGD))	Per day	$75.50	$78.00	3.31%	$2.50	CNCL	Y
Non Government Schools	Per day	$150.00	$154.50	3.00%	$4.50	CNCL	Y
Government Schools (from outside CGD)	Per day	$113.00	$116.50	3.10%	$3.50	CNCL	Y
District School Event Bookings (if more than 50% of participants are from outside CGD)	Per day	$150.00	$154.50	3.00%	$4.50	CNCL	Y
Community group (local) – standard booking	Per day	$150.00	$154.50	3.00%	$4.50	CNCL	Y
Community group (local) – junior team booking	Per day	$75.50	$78.00	3.31%	$2.50	CNCL	Y
Community group (from outside CGD) – standard booking	Per day	$298.50	$307.00	2.85%	$8.50	CNCL	Y
Commercial organisation – standard booking	Per day	$298.50	$307.00	2.85%	$8.50	CNCL	Y
Ross Reserve Athletic Track - schools within CGD (minimum 2 hours)	Per hour	$51.50	$53.00	2.91%	$1.50	CNCL	Y
Ross Reserve Athletic Track – schools outside CGD (minimum 2 hours)	Per hour	$75.50	$78.00	3.31%	$2.50	CNCL	Y
Softball / Baseball Diamonds	Per day	$187.00	$192.50	2.94%	$5.50	CNCL	Y

Passive Open Space (Casual hire)

Passive reserves – eg. Dandenong Park, Burden Park, Hemmings Park, Tirhatuan Park, etc.

Casual hire fee

Passive open space hire fees override the sportsground hire charge, when the overall numbers exceed 200 people. Booking fee applies to exclusive booking with formal group activity. Incorporated Greater Dandenong Community Groups are entitled to a 50% discount. Registered Charities – no charge (copy of Australian Charity Not For Profit Commission (ACNC) registration required). Applicable bond below. Ancillary charges and discounts: Full cost recovery for additional waste/cleaning services in addition to standard service levels in accordance with approved Events Application form.

201-500 people	Per day	$498.00	$512.00	2.81%	$14.00	CNCL	Y
501-1,000 people	Per day	$1,250.00	$1,285.00	2.80%	$35.00	CNCL	Y
1,001-1,500 people	Per day	$2,400.00	$2,470.00	2.92%	$70.00	CNCL	Y
1,500+ people	Per day				To be negotiated	CNCL	Y

Security bond

Applicable in addition to hire fee above.

201-500 people	Per hire	$640.00	$640.00	0.00%	$0.00	CNCL	N
501-1,000 people	Per hire	$1,280.00	$1,280.00	0.00%	$0.00	CNCL	N
1,001-1,500 people	Per hire	$1,920.00	$1,920.00	0.00%	$0.00	CNCL	N
1,500+ people	Per hire				To be negotiated	CNCL	N

Other fees and charges

Tatterson Park casual evening floodlighting hire (minimum)	Minimum 2 hour block	$112.50	$116.00	3.11%	$3.50	CNCL	Y
Tatterson Park casual evening floodlighting hire (additional hours)	Per hour	$75.00	$77.50	3.33%	$2.50	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Other fees and charges [continued]

Pre-season training for seasonally allocated CGD Sporting Clubs per ground	Per hour	$73.50	$76.00	3.40%	$2.50	CNCL	Y
Two hour session (minimum charge and maximum time allocation)							

Subdivision and Other Fees

Subdivisions

Subdivisions of three lots or more will generally require a Public Open Space contribution. The subdivision charges and other fees above with a fee basis of REG are set under state legislation, which is a set fee per unit. The dollar value of the set fee per unit has now been indexed by State Government and is subject to annual review.

Supervision of works (maximum fee)	Per request	2.5% of estimated cost of works	REG	N
Checking of engineering plans (maximum fee)	Per request	0.75% of estimated cost of works proposed in engineering plan	REG	N

Other fees and charges

Civil works permit (works within road reserves permit)	Per permit	$320.00	$329.00	2.81%	$9.00	CNCL	N
Vehicular crossing permit (works within road reserves permit)	Per permit	$320.00	$329.00	2.81%	$9.00	CNCL	N
Engineering plan approval and supervision for multi unit, commercial and industrial development	Per application	$592.00	$609.00	2.87%	$17.00	CNCL	N
Stormwater – legal point of discharge (LPD)	Per request	$160.50	$165.00	2.80%	$4.50	REG	N
Stormwater – location of adjoining Council drains (LDI)	Per request	$160.50	$165.00	2.80%	$4.50	REG	N

Waste Management Services

Kerbside waste and recycling collection

New services after the commencement of the financial year will be charged pro-rata for the period remaining in the financial year. For a change to a different service model, a pro-rata payment adjustment will apply to the new service option charge. State Government Waste Levy is included in the Option A - F fees below ($106 in 2026-27 and $99 in 2025-26).

Option A – 1 x 120 litre garbage bin, 1 x 240 litre recycling bin and 1 x 240 litre garden bin	Per service	$516.00	$547.00	6.01%	$31.00	CNCL	N
Option B – 1 x 80 litre garbage bin, 1 x 240 litre recycling bin and 1 x 240 litre garden bin	Per service	$478.00	$506.00	5.86%	$28.00	CNCL	N
Option C – 1 x 120 litre garbage bin, 1 x 240 litre recycling bin and 1 x 120 litre garden bin	Per service	$495.00	$524.00	5.86%	$29.00	CNCL	N
Option D – 1 x 80 litre garbage bin, 1 x 240 litre recycling bin and 1 x 120 litre garden bin	Per service	$457.00	$484.00	5.91%	$27.00	CNCL	N
Option E – 1 x 120 litre garbage bin, 1 x 240 litre recycling bin and NO garden bin	Per service	$436.00	$462.00	5.96%	$26.00	CNCL	N
Option F – 1 x 80 litre garbage bin, 1 x 240 litre recycling bin and NO garden bin	Per service	$401.00	$425.00	5.99%	$24.00	CNCL	N
Minimum waste charge for each residential property	Per year	$302.00	$302.00	0.00%	$0.00	CNCL	N

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Additional bin services							
120 litre garbage bin – additional bin service (issued subject to condition and includes State Government Waste Levy)	Per service	$315.00	$334.00	6.03%	$19.00	CNCL	N
Supply of additional 120 litre garbage bin	Per bin	$45.00	$46.50	3.33%	$1.50	CNCL	N
240 litre domestic recycling bin – additional bin service fortnightly	Per service	$55.00	$58.00	5.45%	$3.00	CNCL	N
Supply of additional 240 litre recycling bin	Per bin	$54.00	$55.50	2.78%	$1.50	CNCL	N
240 litre garden waste bin – additional bin service fortnightly	Per service	$115.00	$121.00	5.22%	$6.00	CNCL	N
Supply of additional 240 litre garden waste bin	Per bin	$54.00	$55.50	2.78%	$1.50	CNCL	N
Other waste fees							
Bin option change of selection (bin changeover)	Per bin	$22.00	$23.00	4.55%	$1.00	CNCL	N
Recycling bin option – upgrade of 240 litre recycling bin to a 360 litre recycling bin	Per bin	$118.50	$122.00	2.95%	$3.50	CNCL	N
Hard waste collection – one free 'at call' service per year	Per year	One free 'at call' hard waste service				CNCL	N
Bin delivery	Per bin	$23.00	$24.00	4.35%	$1.00	CNCL	N
Traffic Management Plans							
Works							
Other than minor works conducted by person referred to in Regulation 10(2) of the Road Management (Works and Infrastructure) Regulations 2015 that are traffic impact works							
Municipal road where speed limit > 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	$703.80	$724.50	2.94%	$20.70	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	$383.80	$395.00	2.92%	$11.20	REG	N
Municipal road where speed limit > 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	$383.80	$395.00	2.92%	$11.20	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	$98.00	$100.90	2.96%	$2.90	REG	N
Minor works							
Other than minor works conducted by person referred to in Regulation 10(2) of the Road Management (Works and Infrastructure) Regulations 2015 that are traffic impact works							
Municipal road where speed limit > 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	$151.90	$156.30	2.90%	$4.40	REG	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Minor works [continued]							
Municipal road where speed limit does not exceed 50 kilometres per hour - conducted on any part of the roadway, shoulder or pathway	Per assessment	$151.90	$156.30	2.90%	$4.40	REG	N
Municipal road where speed limit > 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	$98.00	$100.90	2.96%	$2.90	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour - NOT conducted on any part of the roadway, shoulder or pathway	Per assessment	$98.00	$100.90	2.96%	$2.90	REG	N
Other traffic fees							
Additional traffic survey	Per assessment	$80.00	$82.50	3.13%	$2.50	CNCL	Y
Parking Management							
Multi-deck car parks							
Thomas Street car park							
Parking fees							
General – hourly	Per hour	$2.10	$2.20	4.76%	$0.10	CNCL	Y
General – daily (7 hours+)	Per day	$12.80	$13.20	3.13%	$0.40	CNCL	Y
General – after 6.00pm	N/A				No charge	CNCL	Y
Parking permits							
General (includes 10% discount)	Per year	$1,310.00	$1,350.00	3.05%	$40.00	CNCL	Y
Walker Street car park							
Parking fees							
General – hourly	Per hour	$2.10	$2.20	4.76%	$0.10	CNCL	Y
General – daily (7 hours+)	Per day	$12.80	$13.20	3.13%	$0.40	CNCL	Y
General – after 6.00pm	N/A				No charge	CNCL	Y
Replacement Airkey and Programming	Per Key	$128.00	$132.00	3.13%	$4.00	CNCL	Y
Parking permits							
General	Per quarter	$361.00	$371.00	2.77%	$10.00	CNCL	Y
Reserved	Per quarter	$582.00	$598.00	2.75%	$16.00	CNCL	Y
General (includes 5% discount)	Per half year	$680.00	$699.00	2.79%	$19.00	CNCL	Y
Reserved (includes 5% discount)	Per half year	$1,110.00	$1,145.00	3.15%	$35.00	CNCL	Y
General (includes 10% discount)	Per year	$1,305.00	$1,345.00	3.07%	$40.00	CNCL	Y
Reserved (includes 10% discount)	Per year	$2,105.00	$2,165.00	2.85%	$60.00	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
No. 8 Balmoral Avenue car park							
Parking fees							
First hour	First hour	$1.00	$1.00	0.00%	$0.00	CNCL	Y
1 to 2 hours	2 hours	$1.70	$2.00	17.65%	$0.30	CNCL	Y
2 to 3 hours	3 hours	$3.40	$3.00	-11.76%	-$0.40	CNCL	Y
3 to 4 hours	4 hours	$4.50	$4.00	-11.11%	-$0.50	CNCL	Y
4 to 5 hours	5 hours	$8.90	$5.00	-43.82%	-$3.90	CNCL	Y
5 to 6 hours	6 hours	$18.60	$6.00	-67.74%	-$12.60	CNCL	Y
Maximum daily	> 6 hours	$18.60	$6.00	-67.74%	-$12.60	CNCL	Y
Early bird rate – in before 8:30am	Daily	$4.50	$4.50	0.00%	$0.00	CNCL	Y
Parking permits							
General fee (above roller door)	Per year	$1,070.00	$1,070.00	0.00%	$0.00	CNCL	Y
Reserved fee (Ramp 1)	Per year	$1,335.00	$1,335.00	0.00%	$0.00	CNCL	Y
Trader/Worker Permit yearly fee	Yearly	$215.00	$215.00	0.00%	$0.00	CNCL	N
Parking fees							
On-street ticket machines – Standard (per hour)	Per hour	$2.30	$2.50	8.70%	$0.20	CNCL	Y
On-street ticket machines – Incentive (per hour)	Per hour	$1.55	$1.60	3.23%	$0.05	CNCL	Y
On-street ticket machines - Introductory for new areas (per hour)	Per Hour	$0.00	$1.00	∞	∞	CNCL	Y
Off-street ticket machines - Introductory for new areas (per hour)	Per Hour	$0.00	$1.00	∞	∞	CNCL	Y
Off-street ticket machines – Standard (per hour)	Per hour	$1.80	$1.85	2.78%	$0.05	CNCL	Y
Off-street ticket machines – Incentive (per hour)	Per hour	$1.05	$1.10	4.76%	$0.05	CNCL	Y
Off-street ticket machines – Standard (per day)	Per day	$10.80	$11.20	3.70%	$0.40	CNCL	Y
Off-street ticket machines – Incentive (per day)	Per day	$4.80	$4.95	3.13%	$0.15	CNCL	Y
At following car parks: Hemmings Street, Rodd Street, Cnr Lonsdale/Thomas Street							
Off-street ticket machines - Early bird	Per day	$6.90	$7.10	2.90%	$0.20	CNCL	Y
In before 8:30am, at following car parks: McCrae Street, Robinson Street and Oldham Lane							
Off-street ticket machines - dynamic pricing option	Per Hour	Fee reduction reduced below incentive rate to "first hour free" within some low occupancy off street car parks.				CNCL	Y
Dandenong Market car park	Per hour	$1.00	$1.50	50.00%	$0.50	CNCL	Y
Carroll Lane car park permit (quarterly)	Per three months	$232.50	$239.00	2.80%	$6.50	CNCL	Y
Carroll Lane car park permit (six monthly)	Per six months	$412.00	$424.00	2.91%	$12.00	CNCL	Y
Carroll Lane car park permit (yearly)	Yearly	$582.00	$598.00	2.75%	$16.00	CNCL	Y
Off-Street Car Parks Dandenong							
Applies to the following car parks - Clow, Hemmings, Robinsons, McCrae, Langhorne and Oldham.							
Parking permits							
General Permit - Quarterly	Per Quarter	$361.00	$371.00	2.77%	$10.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Parking permits [continued]							
General Permit - Six monthly (5% discount)	Per Six Months	$685.00	$704.00	2.77%	$19.00	CNCL	Y
General Permit - Yearly (10% discount)	Per Year	$1,300.00	$1,340.00	3.08%	$40.00	CNCL	Y
Reserved Permit - Quarterly	Per Quarter	$433.00	$445.00	2.77%	$12.00	CNCL	Y
Reserved Permit - Six Monthly (5% discount)	Per six months	$822.00	$845.00	2.80%	$23.00	CNCL	Y
Reserved Permit - Yearly (10% discount)	Per Year	$1,560.00	$1,605.00	2.88%	$45.00	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Community Strengthening

Aged and Disability Services (Community Care)

** Commonwealth Home Support Program (CHSP) – Funded by the Commonwealth Department of Health for people over the age of 65 – these fees are set by Council based on the CHSP fee principles issued by the Department of Health.*
Home and Community Care – Program for Younger People (HACC-PYP) – Services for people under the age of 65 funded by the Victorian Department of Health and Human Services – these fees are set by Council based on the Victorian fees schedule.

Community Transport

Short outing (less than 3 hours)	Per round trip	$7.90	$8.20	3.80%	$0.30	CNCL	Y
Part day outing (3 to 6 hours)	Per round trip	$15.80	$16.40	3.80%	$0.60	CNCL	Y
Part day outing (3 to 6 hours) - 2 staff	Per round trip	$31.60	$32.45	2.69%	$0.85	CNCL	Y
Full day outing (more than 6 hours)	Per round trip	$24.00	$25.00	4.17%	$1.00	CNCL	Y
Full day outing (more than 6 hours) - 2 staff	Per round trip	$48.00	$49.50	3.13%	$1.50	CNCL	Y
Luncheon (local)	Per round trip	$6.50	$6.70	3.08%	$0.20	CNCL	Y
Luncheon (non-local)	Per round trip	$10.60	$11.00	3.77%	$0.40	CNCL	Y
Community transport trip	One way trip	$2.80	$2.90	3.57%	$0.10	CNCL	Y
Positive Ageing Activity A	Per Event	$5.10	$5.30	3.92%	$0.20	CNCL	Y
Positive Ageing Activity B	Per Event	$10.20	$10.60	3.92%	$0.40	CNCL	Y
Positive Ageing Activity C	Per Event	$15.20	$15.80	3.95%	$0.60	CNCL	Y

Group Social Support

Low fee *	Per hour	$4.20	$4.40	4.76%	$0.20	CNCL	N
High fee *	Per hour	$10.20	$10.60	3.92%	$0.40	CNCL	N
Commercial fee	Per hour	$18.20	$18.80	3.30%	$0.60	CNCL	Y
Social support group (round trip)	Per round trip	$3.90	$4.10	5.13%	$0.20	CNCL	N
Social support group (one way trip)	One way trip	$2.80	$2.90	3.57%	$0.10	CNCL	N

Home Maintenance and Repairs

Low fee *	Per hour	$18.80	$19.40	3.19%	$0.60	CNCL	N
High fee *	Per hour	$88.50	$91.00	2.82%	$2.50	CNCL	N
Commercial fee	Per hour	$110.50	$114.00	3.17%	$3.50	CNCL	Y
Property maintenance materials					At cost	CNCL	Y

Domestic Assistance

Low fee (single) *	Per hour	$8.80	$9.10	3.41%	$0.30	CNCL	N
High fee *	Per hour	$60.50	$62.50	3.31%	$2.00	CNCL	N
Commercial fee	Per hour	$65.50	$67.50	3.05%	$2.00	CNCL	Y

Personal care

Low fee *	Per hour	$6.40	$6.60	3.13%	$0.20	CNCL	N
High fee *	Per hour	$60.50	$62.50	3.31%	$2.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Personal care [continued]							
Commercial fee	Per hour	$70.50	$72.50	2.84%	$2.00	CNCL	Y
Individual Social Support							
Low fee *	Per hour	$6.40	$6.60	3.13%	$0.20	CNCL	N
High fee *	Per hour	$60.50	$62.50	3.31%	$2.00	CNCL	N
Commercial fee	Per hour	$70.50	$72.50	2.84%	$2.00	CNCL	Y
Home or Community General Respite							
Low fee *	Per hour	$5.40	$5.60	3.70%	$0.20	CNCL	N
High fee *	Per hour	$62.00	$64.00	3.23%	$2.00	CNCL	N
Commercial fee	Per hour	$74.50	$77.00	3.36%	$2.50	CNCL	Y
Travel incurred for client outings, shopping and appointments							
Low fee *	Per kilometre	$1.45	$1.50	3.45%	$0.05	CNCL	N
High fee *	Per kilometre	$1.65	$1.70	3.03%	$0.05	CNCL	N
Commercial fee	Per kilometre	$1.80	$1.85	2.78%	$0.05	CNCL	Y
Food services (Meals on wheels)							
Low fee * - community meal	Per meal	$12.20	$12.60	3.28%	$0.40	CNCL	N
Low fee * - community light meal	Per meal	$8.00	$8.30	3.75%	$0.30	CNCL	N
Low fee * - soup	Per meal	$1.85	$2.10	13.51%	$0.25	CNCL	N
Low fee * - sandwich	Per meal	$5.00	$5.20	4.00%	$0.20	CNCL	N
Low fee * - main	Per meal	$5.70	$7.30	28.07%	$1.60	CNCL	N
Low fee * - sweet	Per Meal	$0.00	$2.10	∞	∞	CNCL	N
High fee * - soup, main and sweet	Per meal	$17.60	$18.20	3.41%	$0.60	CNCL	N
Commercial fee - soup, main and sweet	Per meal	$21.50	$22.50	4.65%	$1.00	CNCL	Y
Allied Health and Therapy Services							
Low fee *	Per visit	$22.00	$23.00	4.55%	$1.00	CNCL	N
Commercial fee	Per visit	$123.50	$127.00	2.83%	$3.50	CNCL	N
Home Adjustments							
Low fee *	Per hour	$19.40	$20.00	3.09%	$0.60	CNCL	N
High fee *	Per hour	$88.50	$91.00	2.82%	$2.50	CNCL	N
Commercial fee	Per hour	$110.50	$114.00	3.17%	$3.50	CNCL	Y
Library Services							
Lost or damaged items replacement fees					Cost of the item	CNCL	N
Lost or damaged item replacement processing charge	Per item	$8.70	$8.70	0.00%	$0.00	CNCL	N

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Library Services [continued]							
Fee to recover long overdue materials – per account (50 days or more overdue)	Per account	$19.60	$19.60	0.00%	$0.00	CNCL	Y
Inter library loan charge	Per loan	$35.00	$35.00	0.00%	$0.00	REG	Y
Per inter-library loan where the lending library charges the Australian Council of Libraries and Information Services (ACLIS) fee							
Library bag	Per bag	$3.50	$3.50	0.00%	$0.00	CNCL	Y
Ear buds	Each	$3.00	$3.00	0.00%	$0.00	CNCL	Y
USB memory stick	Each	$12.50	$12.50	0.00%	$0.00	CNCL	Y
Charging Cable	Per item	$5.00	$6.50	30.00%	$1.50	CNCL	Y
Photocopying – A4 (Black and White)	Per copy	$0.30	$0.30	0.00%	$0.00	CNCL	Y
Photocopying – A3 (Black and White)	Per copy	$0.40	$0.40	0.00%	$0.00	CNCL	Y
Photocopying – A4 (Colour)	Per copy	$1.10	$1.10	0.00%	$0.00	CNCL	Y
Photocopying – A3 (Colour)	Per copy	$1.80	$1.80	0.00%	$0.00	CNCL	Y
Photocopying – A4 (Black and White Duplex)	Per copy	$0.50	$0.50	0.00%	$0.00	CNCL	Y
Photocopying – A3 (Black and White Duplex)	Per copy	$0.70	$0.70	0.00%	$0.00	CNCL	Y
Photocopying – A4 (Colour Duplex)	Per copy	$2.10	$2.10	0.00%	$0.00	CNCL	Y
Photocopying – A3 (Colour Duplex)	Per copy	$3.50	$3.50	0.00%	$0.00	CNCL	Y
Replacing lost membership card	Per card	$4.20	$4.20	0.00%	$0.00	CNCL	N
Publications							
City Of Opportunity - the making of the City of Greater Dandenong	Per book	$35.00	$35.00	0.00%	$0.00	CNCL	Y
Family Day Care							
Administration levy	Per hour maximum	$2.20	$2.40	9.09%	$0.20	CNCL	N
Assists in meeting the operational costs of the scheme, the employment of qualified staff and the provision and maintenance of resources and enrichment activities to children, families and educators							
Immunisation Services							
Boostrix vaccine (Diptheria,Tetanus,Whooping cough) at a community immunisation session	per vaccine	$53.50	$55.00	2.80%	$1.50	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Infanrix-IPV (Diptheria, tetanus, pertussis, polio) vaccine at a community immunisation session	Per Vaccine	$77.00	$79.50	3.25%	$2.50	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Hepatitis B (adult) vaccine (HB Vax) at a community immunisation session	Per Person	$43.00	$44.50	3.49%	$1.50	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Immunisation Services [continued]

Hepatitis B (paediatric) vaccine (HBVax) at a community immunisation session	Per Vaccine	$28.50	$29.50	3.51%	$1.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Hib vaccine (Hiberix/ActHib) at a community immunisation session	Per Vaccine	$61.00	$54.50	-10.66%	-$6.50	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Human Papilloma Virus (HPV) vaccine (Gardasil 9) at a community immunisation session	Per Vaccine	$246.00	$253.00	2.85%	$7.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program							
DTP vaccine (Diptheria, tetanus, pertussis) at a community immunisation session	Per Vaccine	$83.50	$70.50	-15.57%	-$13.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program							
Infanrix-Hexa vaccine (diptheria,tetanus,pertussis,polio,Hib, Hepatitis B) at a community immunisation session	Per vaccine	$119.00	$122.50	2.94%	$3.50	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Influenza vaccine at a Community Immunisation Session	per vaccine	$26.00	$27.00	3.85%	$1.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program for an individual, or one that is not funded for a non-Medicare eligible individual under the National Immunisation Program.Available for anyone above the age of 5 years.							
Measles,mumps,rubella (MMR) vaccine at a community immunisation session	Per Vaccine	$56.50	$58.50	3.54%	$2.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
MMRV vaccine (Measles,mumps,rubella,varicella) at a community immunisation session	Per Vaccine	$104.00	$107.00	2.88%	$3.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Meningococcal B (Bexsero) vaccine at a Community Immunisation Session	per vaccine	$153.00	$157.50	2.94%	$4.50	CNCL	Y
Meningococcal ACWY vaccine (Nimenrix/MenQuadfi) at a community immunisation session	Per Vaccine	$92.50	$95.50	3.24%	$3.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Prevenar 13 vaccine (Pneumococcal) at a community immunisation session	Per Vaccine	$152.00	$156.50	2.96%	$4.50	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Immunisation Services [continued]

Prevenar 20 vaccine (Pnuemococcal) at a community immunisation session	Per Vaccine	$250.00	$178.00	-28.80%	-$72.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Rotavirus vaccine (Rotarix) at a community immunisation session	Per Vaccine	$137.50	$141.50	2.91%	$4.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
RSV-Respiratory syncytial virus vaccine (Abrysvo) at a community immunisation session	Per Vaccine	$389.00	$370.00	-4.88%	-$19.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
RSV-Respiratory syncytial virus vaccine (Arexvy) at a community immunisation session	Per Vaccine	$344.00	$325.00	-5.52%	-$19.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Shingles vaccine (Shingrex) at a community immunisation session	Per Vaccine	$328.00	$338.00	3.05%	$10.00	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Varicella (chicken pox) vaccine at a Community Immunisation Session	per vaccine	$82.00	$84.50	3.05%	$2.50	CNCL	Y
Fee for a vaccine that is not funded under the National Immunisation Program, or one that is not funded for a non-Medicare eligible person under the National Immunisation Program.							
Boostrix vaccine (Diptheria,tetanus,whooping cough) Corporate	Per vaccine	$75.50	$78.00	3.31%	$2.50	CNCL	Y
Fee for a Boostrix vaccine delivered outside of council venues.							
Hepatitis A/B vaccine (Twinrix-adult) Corporate	Per Vaccine	$106.00	$109.00	2.83%	$3.00	CNCL	Y
Fee for a vaccine delivered at an organisation outside of council.							
Influenza corporate	Per vaccine	$44.00	$38.50	-12.50%	-$5.50	CNCL	Y
Fee for an influenza vaccine delivered at an organisation outside of council.							
Provision of Immunisation history assessment/catch-up immunisation schedule for persons residing in City of Greater Dandenong	per person	$73.00	$75.00	2.74%	$2.00	CNCL	Y
This service fee is payable for residents of City of Greater Dandenong that require an assessment of overseas immunisation records, and records being documented on the Australian Immunisation Register (AIR) ,and may include catch-up immunisation. Some exemptions apply where this fee is waived eg those on humanitarian visas such as refugee or asylum seekers, or for a vulnerable person deemed exempt at the discretion of the Coordinator Immunisation.							
Provision of immunisation history assessment/catch-up immunisation schedule for persons residing outside CGD municipality	Per Person	$120.00	$123.50	2.92%	$3.50	CNCL	Y
This service fee is payable for residents living outside of City of Greater Dandenong municipality that request an assessment of overseas immunisation records, uploading of immunisations given by another provider to the Australian Immunisation Register (AIR) and development of a catch up immunisation plan.This service may include provision of catch-up immunisation (catch up vaccines free for Medicare eligible person but a fee for vaccines for non-Medicare eligible persons will apply).							

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Immunisation Services [continued]

Service fee for provision of standard immunisation schedule for persons residing outside of CGD municipality	Per Person	$47.50	$49.00	3.16%	$1.50	CNCL	Y
This service fee is payable for Medicare-eligible persons accessing standard National Immunisation Program (NIP) vaccines from City of Greater Dandenong (CGD) Immunisation services but residing outside of CGD.NIP vaccines for eligible persons are funded. Service fee does not include assessment of vaccination history or preparation of catch up vaccination plans. Any additional vaccines requested that fall outside the NIP will incur a fee as per CGD fees for vaccines.							
Cold chain fee - corporate	Per client	$27.50	$28.50	3.64%	$1.00	CNCL	Y
Charge for maintaining a cold chain for vaccine transport for on-site corporate bookings.							
Nurse Immuniser mentoring	Per Application	$309.00	$318.00	2.91%	$9.00	CNCL	Y

Cultural and Community Hubs

Hire rates may vary depending on booking requirements. All cancellations and booking variations will incur a fee.

*The **not for profit rate** applies to community groups / organisations which can demonstrate they are an incorporated association or auspiced by an Incorporated Association. These groups will need to provide a copy of their Certification of Incorporation from Consumer Affairs Victoria or Certificate of Registration through Australian Charities and Not-for-profits Commission. All other groups / private individuals fall under the Standard rate.*

Bonds, Staffing and Other Charges

Bonds for all Cultural and Community Hubs

Bond - Meeting Room (low risk)	Per hire	$150.00	$150.00	0.00%	$0.00	CNCL	N
Bond - Meeting Room (high risk)	Per hire	$350.00	$350.00	0.00%	$0.00	CNCL	N
Bond - Small Hall (low risk)	Per hire	$500.00	$500.00	0.00%	$0.00	CNCL	N
Bond - Small Hall (high risk)	Per hire	$1,000.00	$1,000.00	0.00%	$0.00	CNCL	N
Bond - Medium or Large Hall (low risk)	Per hire	$1,000.00	$1,000.00	0.00%	$0.00	CNCL	N
Bond - Medium or Large Hall (high risk)	Per hire	$2,000.00	$2,000.00	0.00%	$0.00	CNCL	N
Bond - Extra Large Hall (low risk)	Per hire	$2,000.00	$2,000.00	0.00%	$0.00	CNCL	N
Bond - Extra Large Hall (high risk)	Per hire	$3,000.00	$3,000.00	0.00%	$0.00	CNCL	N

Ticketing Charges

Full service box office – not for profit	Per ticket	$2.70	$2.70	0.00%	$0.00	CNCL	Y
Full service box office – standard	Per ticket	$3.50	$3.50	0.00%	$0.00	CNCL	Y
Full service box office – complimentary	Per ticket	$1.50	$1.50	0.00%	$0.00	CNCL	Y
Box office – allocation of tickets for hirer to sell	Per ticket	$1.55	$1.55	0.00%	$0.00	CNCL	Y
Box office – ticket transaction fee	Per ticket	$1.40	$1.40	0.00%	$0.00	CNCL	Y

Staffing Charges for Cultural and Community Hubs

Monday to Saturday

Theatre and Function Technician Supervisor	Per hour	$69.00	$70.90	2.75%	$1.90	CNCL	Y
Theatre and Function Technician / Venue Experience Officer (includes Ushers)	Per hour	$64.00	$66.00	3.13%	$2.00	CNCL	Y
Duty Manager - Monday- Saturday	Per Hour	$0.00	$75.00	∞	∞	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Sunday							
Theatre and Function Technician / Venue Experience Officer (includes Ushers)	Per Hour	$93.00	$96.00	3.23%	$3.00	CNCL	Y
Theatre and Function Technician Supervisor / Venue Experience Officer Supervisor	Per Hour	$95.00	$98.00	3.16%	$3.00	CNCL	Y
Duty Manager- Sunday Rate	Per Hour	$0.00	$100.00	∞	∞	CNCL	Y
Public Holiday							
Duty Manager- Public Holiday Rate	Per Hour	$0.00	$150.00	∞	∞	CNCL	Y
Theatre and Function Technician Supervisor	Per Hour	$0.00	$138.00	∞	∞	CNCL	Y
Theatre and Function Technician / Venue Experience Officer (includes Ushers) - Public Holiday Rate	Per Hour	$0.00	$128.00	∞	∞	CNCL	Y
Equipment and Other Charges for Cultural and Community Hubs							
Additional cleaning	Per hour				Standard charge + 20%	CNCL	Y
Merchandise/food service commission if applicable	Value of sales				10% charge on sales	CNCL	Y
Room set up and pack up	Per event	$31.50	$32.50	3.17%	$1.00	CNCL	Y
Tea/coffee provision	Per hire	$15.00	$15.00	0.00%	$0.00	CNCL	Y
Tea/coffee provision	Per person	$2.00	$2.00	0.00%	$0.00	CNCL	Y
Dandenong Civic Centre (Level 2)							
Not for profit							
Council Chamber (limited availability)	Per hour	$78.00	$80.50	3.21%	$2.50	CNCL	Y
Formal Meeting Room	Per hour	$78.00	$80.50	3.21%	$2.50	CNCL	Y
Board Room 1 (2NE)	Per hour	$40.00	$41.50	3.75%	$1.50	CNCL	Y
Board Room 2 (2NW)	Per hour	$40.00	$41.50	3.75%	$1.50	CNCL	Y
Board Rooms 1 and 2 (combined)	Per hour	$60.00	$62.00	3.33%	$2.00	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined)	Per hour	$118.00	$121.50	2.97%	$3.50	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined)	Per hour	$203.00	$209.00	2.96%	$6.00	CNCL	Y
Formal meeting room and Council Chamber (combined)	Per hour	$140.00	$144.00	2.86%	$4.00	CNCL	Y
Interview Rooms	Per hour	$28.50	$29.50	3.51%	$1.00	CNCL	Y
Standard							
Council Chamber (limited availability)	Per hour	$104.00	$107.00	2.88%	$3.00	CNCL	Y
Formal Meeting Room	Per hour	$104.00	$107.00	2.88%	$3.00	CNCL	Y
Board Room 1 (2NE)	Per hour	$60.00	$62.00	3.33%	$2.00	CNCL	Y
Board Room 2 (2NW)	Per hour	$60.00	$62.00	3.33%	$2.00	CNCL	Y
Board Rooms 1 and 2 (combined)	Per hour	$90.00	$92.50	2.78%	$2.50	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined)	Per hour	$165.00	$170.00	3.03%	$5.00	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined)	Per hour	$254.00	$261.00	2.76%	$7.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Standard [continued]							
Formal meeting room and Council Chamber (combined)	Per Hour	$180.00	$185.00	2.78%	$5.00	CNCL	Y
Interview Room 1	Per hour	$48.50	$50.00	3.09%	$1.50	CNCL	Y
Drum Theatre							
Fees relate to venue hire only, staffing charges will apply (minimum staffing requirements will be required).							
Theatre hire - performance and rehearsal							
Not for profit							
Performance hire	Per hour	$205.00	$211.00	2.93%	$6.00	CNCL	Y
Auditorium hire (rehearsals, seminars, presentations)	per hour	$170.00	$35.00	-79.41%	-$135.00	CNCL	Y
Standard							
Performance hire	Per hour	$273.00	$281.00	2.93%	$8.00	CNCL	Y
Auditorium hire - rehearsals, seminars, presentations	per hour	$273.00	$56.20	-79.41%	-$216.80	CNCL	Y
Function hire and meeting rooms							
Not for profit							
Cafe Drum Theatre - Not for Profit	Per Hour	$0.00	$15.40	∞	∞	CNCL	Y
Function room (Magistrates, Reading, Committee or Paul Streefkerk Rehearsal Room)	Per hour	$67.00	$13.80	-79.40%	-$53.20	CNCL	Y
Standard							
Cafe Drum theatre- Standard Rate	Per Hour	$0.00	$26.80	∞	∞	CNCL	Y
Magistrates room, Reading room, Committee room or Paul Streefkerk Rehearsal Room	Per hour	$136.00	$28.00	-79.41%	-$108.00	CNCL	Y
Drum Theatre memberships							
Drum membership	Per Year	$15.00	$15.00	0.00%	$0.00	CNCL	Y
Drum membership (CGD Social Club)	Per Year	$10.00	$10.00	0.00%	$0.00	CNCL	Y
Drum membership (concession)	Per Year	$10.00	$10.00	0.00%	$0.00	CNCL	Y
Equipment hire							
Theatre data projector (includes screen)	Per day	$398.00	$409.00	2.76%	$11.00	CNCL	Y
Laptop	Per day	$58.00	$60.00	3.45%	$2.00	CNCL	Y
Lectern and microphone	Per day	$58.00	$60.00	3.45%	$2.00	CNCL	Y
Portable public address (PA) system	Per day	$170.00	$175.00	2.94%	$5.00	CNCL	Y
Scrim (white or black)	Per day	$80.00	$82.50	3.13%	$2.50	CNCL	Y
Scrims (both)	Per day	$114.00	$117.50	3.07%	$3.50	CNCL	Y
Hazer	Per day	$76.00	$78.50	3.29%	$2.50	CNCL	Y
Smoke machine	Per day	$38.00	$39.50	3.95%	$1.50	CNCL	Y
Theatre data projector - visual effects	Per Day	$54.00	$55.50	2.78%	$1.50	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Equipment hire [continued]							
Piano	Per event or move	$170.00	$175.00	2.94%	$5.00	CNCL	Y
Theatre headset mic / beltpack	Per unit per day	$11.00	$11.40	3.64%	$0.40	CNCL	Y
Edinburgh Hall							
Not for profit							
Monday to Sunday	Per hour	$170.00	$175.00	2.94%	$5.00	CNCL	Y
Monday to Friday	Per hour	$34.00	$35.00	2.94%	$1.00	CNCL	Y
Standard							
Monday to Sunday	Per hour	$300.00	$310.00	3.33%	$10.00	CNCL	Y
Monday to Friday	Per hour	$60.00	$62.00	3.33%	$2.00	CNCL	Y
Fotheringham Reserve Dandenong							
Not for profit							
Monday to Sunday	Per hour	$22.00	$22.00	0.00%	$0.00	CNCL	Y
Standard							
Monday to Sunday	Per hour	$32.50	$32.50	0.00%	$0.00	CNCL	Y
Heritage Hill (Benga and Laurel Lodge) and Historic Gardens							
Not for profit							
Large Rooms (Langley Gallery – Benga, Dining Room – Laurel Lodge)	Per hour	$30.00	$30.00	0.00%	$0.00	CNCL	Y
Gardens	Per hour	$30.00	$30.00	0.00%	$0.00	CNCL	Y
Medium Rooms (Sunroom – Benga)	Per hour	$22.50	$22.50	0.00%	$0.00	CNCL	Y
Small Rooms (Dining Room – Laurel Lodge, Bedrooms – Benga)	Per hour	$14.60	$14.60	0.00%	$0.00	CNCL	Y
Standard							
Large Rooms (Langley Gallery – Benga, Dining Room – Laurel Lodge)	Per hour	$36.50	$36.50	0.00%	$0.00	CNCL	Y
Gardens	Per hour	$36.50	$36.50	0.00%	$0.00	CNCL	Y
Medium Rooms (Sunroom – Benga)	Per hour	$24.50	$24.50	0.00%	$0.00	CNCL	Y
Small Rooms (Dining Room – Laurel Lodge, Bedrooms – Benga)	Per hour	$18.00	$18.00	0.00%	$0.00	CNCL	Y
Wedding Ceremony and Photos	Per hour	$400.00	$400.00	0.00%	$0.00	CNCL	Y
Wedding Photos	Per hour	$200.00	$200.00	0.00%	$0.00	CNCL	Y
Jan Wilson Community Centre							
Not for profit							
Main Hall	Per Day	$448.00	$456.00	1.79%	$8.00	CNCL	Y
Main Hall	Per hour	$56.00	$58.00	3.57%	$2.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Not for profit [continued]							
Multi-purpose room	Per hour	$39.00	$40.50	3.85%	$1.50	CNCL	Y
Meeting room	Per hour	$26.00	$27.00	3.85%	$1.00	CNCL	Y
Kitchen	Per hour	$34.00	$35.00	2.94%	$1.00	CNCL	Y
Standard							
Main Hall	Saturday all day rate	$860.00	$880.00	2.33%	$20.00	CNCL	Y
Main Hall	Per hour	$107.00	$110.00	2.80%	$3.00	CNCL	Y
Multi-purpose room	Per hour	$70.00	$72.00	2.86%	$2.00	CNCL	Y
Meeting room	Per hour	$30.50	$31.50	3.28%	$1.00	CNCL	Y
Kitchen	Per hour	$55.00	$57.00	3.64%	$2.00	CNCL	Y
Menzies Avenue							
Not for profit							
Monday to Sunday	Per day	$676.00	$696.00	2.96%	$20.00	CNCL	Y
Monday to Friday	Per hour	$84.50	$87.00	2.96%	$2.50	CNCL	Y
Standard							
Monday to Sunday	Per day	$876.00	$904.00	3.20%	$28.00	CNCL	Y
Monday to Friday	Per hour	$109.50	$113.00	3.20%	$3.50	CNCL	Y
Keysborough Hall							
Not for profit							
Monday to Sunday	Per hour	$35.00	$35.00	0.00%	$0.00	CNCL	Y
Standard							
Monday to Sunday	Per hour	$58.50	$60.50	3.42%	$2.00	CNCL	Y
Keysborough South Community Hub							
No private functions.							
Kitchen	per hour	$0.00	$35.00	∞	∞	CNCL	Y
Kitchen Hire - Standard Rate	Per Hour	$0.00	$57.00	∞	∞	CNCL	Y
Outdoor Area	Per Hour	$0.00	$27.00	∞	∞	CNCL	Y
Outdoor Garden Space - All Day Hire Rate	Per Day	$0.00	$216.00	∞	∞	CNCL	Y
Not for profit							
Meeting room 1, 2 or 3	Per hour	$16.20	$16.80	3.70%	$0.60	CNCL	Y
Meeting room 1 and 2 (combined)	Per hour	$33.00	$34.00	3.03%	$1.00	CNCL	Y
Makers Space	Per hour	$25.00	$26.00	4.00%	$1.00	CNCL	Y
Community Room 1 or 2	Per hour	$34.00	$35.00	2.94%	$1.00	CNCL	Y
Community Room 1 and 2 (combined)	Per hour	$60.00	$61.65	2.75%	$1.65	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Standard							
Meeting room 1, 2 or 3	Per hour	$32.50	$33.40	2.77%	$0.90	CNCL	Y
Meeting room 1 and 2 (combined)	Per hour	$55.00	$57.00	3.64%	$2.00	CNCL	Y
Makers Space	Per hour	$45.00	$46.50	3.33%	$1.50	CNCL	Y
Community Room 1 or 2	Per hour	$55.00	$57.00	3.64%	$2.00	CNCL	Y
Community Room 1 and 2 (combined)	Per hour	$90.00	$92.50	2.78%	$2.50	CNCL	Y
Paddy O'Donoghue Centre							
No private functions.							
Function Room 3 and 4 Combined - Non- For- Profit Rate	Per Hour	$0.00	$42.00	∞	∞	CNCL	Y
Function Rooms 1 and 2 Combined - Standard Rate	Per Hour	$0.00	$216.00	∞	∞	CNCL	Y
Not for profit							
Main Hall	Per hour	$43.50	$45.00	3.45%	$1.50	CNCL	Y
Rooms 1 or 2	Per hour	$27.50	$28.50	3.64%	$1.00	CNCL	Y
Rooms 3, 4, 5 or 6	Per hour	$22.50	$23.50	4.44%	$1.00	CNCL	Y
Combined Rooms 1 & 2	Per Hour	$0.00	$54.00	∞	∞	CNCL	Y
Combined Rooms 3 & 4	Per Hour	$0.00	$43.00	∞	∞	CNCL	Y
Kitchens (Main Hall or Level 1)	Per hour	$19.40	$20.00	3.09%	$0.60	CNCL	Y
Standard							
Main Hall	Per hour	$79.00	$81.50	3.16%	$2.50	CNCL	Y
Rooms 1 or 2	Per hour	$50.00	$51.50	3.00%	$1.50	CNCL	Y
Rooms 3, 4, 5 or 6	Per hour	$34.50	$35.50	2.90%	$1.00	CNCL	Y
Combined Rooms 1 & 2	Per Hour	$0.00	$98.00	∞	∞	CNCL	Y
Combined Rooms 3 & 4	Per Hour	$0.00	$67.00	∞	∞	CNCL	Y
Kitchens	Per hour	$50.00	$51.50	3.00%	$1.50	CNCL	Y
Palm Plaza (Meeting rooms)							
No private functions.							
Not for profit							
Monday to Sunday	Per hour	$29.00	$30.00	3.45%	$1.00	CNCL	Y
Standard							
Monday to Sunday	Per hour	$60.00	$62.00	3.33%	$2.00	CNCL	Y
Springvale City Hall							
Outdoor/ garden Area	Per Hour	$0.00	$27.00	∞	∞	CNCL	Y
Outdoor Garden Area	Per Day	$0.00	$216.00	∞	∞	CNCL	Y
Springvale City Hall – Main Hall							
Not for profit							
Monday to Sunday	Per 5 hours	$2,560.00	$2,635.00	2.93%	$75.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Not for profit [continued]							
Monday to Sunday	Per extra hour	$4,092.00	$4,220.00	3.13%	$128.00	CNCL	Y
Monday to Sunday	Per hour	$512.00	$527.00	2.93%	$15.00	CNCL	Y
Standard							
Monday to Sunday	Per 5 hours	$3,800.00	$3,905.00	2.76%	$105.00	CNCL	Y
Monday to Sunday	Per day rate	$6,080.00	$6,248.00	2.76%	$168.00	CNCL	Y
Monday to Sunday	Per extra hour	$760.00	$781.00	2.76%	$21.00	CNCL	Y
Springvale City Hall – Supper Room							
Not for profit							
Monday to Thursday	Per hour	$180.00	$180.00	0.00%	$0.00	CNCL	Y
Friday to Sunday	Per 5 hours	$1,190.00	$1,225.00	2.94%	$35.00	CNCL	Y
Friday to Sunday	Per extra hour	$238.00	$245.00	2.94%	$7.00	CNCL	Y
Standard							
Monday to Thursday	Per hour	$270.00	$277.50	2.78%	$7.50	CNCL	Y
Friday to Sunday	Per 5 hours	$1,540.00	$1,585.00	2.92%	$45.00	CNCL	Y
Friday to Sunday	Per extra hour	$308.00	$317.00	2.92%	$9.00	CNCL	Y
Springvale City Hall - Main Hall and Supper Room							
When both spaces are hired a 30% discount is applied to the Supper Room charges.							
Not for profit							
Monday to Sunday	Per 5 hours	$3,393.00	$3,490.00	2.86%	$97.00	CNCL	Y
Monday to Sunday	Per day rate	$5,425.00	$5,584.00	2.93%	$159.00	CNCL	Y
Monday to Sunday	Per extra hour	$678.60	$698.00	2.86%	$19.40	CNCL	Y
Standard							
Monday to Sunday	Per 5 hours	$4,880.00	$5,025.00	2.97%	$145.00	CNCL	Y
Monday to Sunday	Per day rate	$7,805.00	$8,040.00	3.01%	$235.00	CNCL	Y
Monday to Sunday	Per extra hour	$975.60	$1,005.00	3.01%	$29.40	CNCL	Y
Springvale Community Hub							
No private functions.							
Outdoor Garden	Per Hour	$0.00	$27.00	∞	∞	CNCL	Y
Not for profit							
Community Room 1	Per hour	$33.00	$33.00	0.00%	$0.00	CNCL	Y
Community Room 2 and 3 (combined)	Per hour	$34.00	$34.00	0.00%	$0.00	CNCL	Y
Community Room 2, 3, 4 or 5	Per hour	$22.00	$22.00	0.00%	$0.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Not for profit [continued]							
Community Room 4 and 5 (combined)	Per hour	$34.00	$35.00	2.94%	$1.00	CNCL	Y
Community Room 6	Per hour	$34.00	$34.00	0.00%	$0.00	CNCL	Y
Community Room 7	Per hour	$34.00	$34.00	0.00%	$0.00	CNCL	Y
Meeting Room 1 or 2	Per hour	$16.20	$16.20	0.00%	$0.00	CNCL	Y
Standard							
Community Room 1	Per hour	$54.00	$55.50	2.78%	$1.50	CNCL	Y
Community Room 2, 3, 4 or 5	Per hour	$41.00	$42.50	3.66%	$1.50	CNCL	Y
Community Room 2 and 3 (combined)	Per hour	$54.50	$56.00	2.75%	$1.50	CNCL	Y
Community Room 4 and 5 (combined)	Per hour	$55.00	$57.00	3.64%	$2.00	CNCL	Y
Community Room 6	Per hour	$55.00	$57.00	3.64%	$2.00	CNCL	Y
Community Room 7	Per hour	$55.00	$57.00	3.64%	$2.00	CNCL	Y
Meeting Room 1 or 2	Per hour	$32.50	$33.50	3.08%	$1.00	CNCL	Y
Springvale Reserve (Main Hall)							
Not for profit							
Monday to Sunday	Per day rate	$552.00	$568.00	2.90%	$16.00	CNCL	Y
Monday to Sunday	Per hour	$69.00	$71.00	2.90%	$2.00	CNCL	Y
Standard							
Monday to Sunday	Per day rate	$856.00	$880.00	2.80%	$24.00	CNCL	Y
Monday to Sunday	Per hour	$107.00	$110.00	2.80%	$3.00	CNCL	Y
Springvale Reserve (Meeting room 1 or 2)							
Not for profit							
Monday to Sunday	Per hour	$17.00	$17.60	3.53%	$0.60	CNCL	Y
Standard							
Monday to Sunday	Per hour	$30.00	$31.00	3.33%	$1.00	CNCL	Y
Senior Citizens Centres							
Not for profit							
Dandenong North Centre - Main Hall	Per hour	$32.50	$33.50	3.08%	$1.00	CNCL	Y
Dandenong North Centre - Multipurpose room II	Per hour	$15.50	$16.00	3.23%	$0.50	CNCL	Y
Latham Crescent Centre	Per hour	$28.00	$29.00	3.57%	$1.00	CNCL	Y
Deakin Hall	Per hour	$32.50	$33.50	3.08%	$1.00	CNCL	Y
Memorial Hall	Per hour	$32.50	$33.50	3.08%	$1.00	CNCL	Y
The Crescent - Hall	Per hour	$32.50	$33.50	3.08%	$1.00	CNCL	Y
The Crescent - Multi-purpose room	Per hour	$15.50	$15.95	2.90%	$0.45	CNCL	Y
Standard							
Dandenong North Centre - Main Hall	Per hour	$66.50	$68.50	3.01%	$2.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Standard [continued]							
Dandenong North Centre - Multipurpose room II	Per hour	$20.50	$21.00	2.44%	$0.50	CNCL	Y
Latham Crescent	Per hour	$60.00	$62.00	3.33%	$2.00	CNCL	Y
Deakin Hall	Per hour	$66.50	$68.50	3.01%	$2.00	CNCL	Y
Memorial Hall	Per hour	$65.00	$67.00	3.08%	$2.00	CNCL	Y
The Crescent - Hall	Per hour	$65.00	$67.00	3.08%	$2.00	CNCL	Y
Tatterson Park Pavilion							
Not for profit							
Function room	Per day rate	$872.00	$896.00	2.75%	$24.00	CNCL	Y
Function room	Per hour	$109.00	$112.00	2.75%	$3.00	CNCL	Y
Meeting room 1 (Ground floor)	Per hour	$25.00	$26.00	4.00%	$1.00	CNCL	Y
Meeting room 2 or 3 (Level 1)	Per hour	$28.00	$29.00	3.57%	$1.00	CNCL	Y
Meeting rooms 2 and 3 (combined - Level 1)	Per hour	$47.50	$49.00	3.16%	$1.50	CNCL	Y
Commercial kitchen (Level 1)	Per hour	$35.00	$36.00	2.86%	$1.00	CNCL	Y
Standard							
Function room	Per day rate	$1,328.00	$1,368.00	3.01%	$40.00	CNCL	Y
Function room	Per hour	$166.00	$171.00	3.01%	$5.00	CNCL	Y
Meeting room 1 (Ground floor)	Per hour	$39.00	$40.50	3.85%	$1.50	CNCL	Y
Meeting room 2 or 3 (Level 1)	Per hour	$43.00	$44.50	3.49%	$1.50	CNCL	Y
Meeting rooms 2 and 3 (combined - Level 1)	Per hour	$79.00	$81.50	3.16%	$2.50	CNCL	Y
Commercial kitchen (Level 1)	Per hour	$55.00	$57.00	3.64%	$2.00	CNCL	Y
The Castle							
Not for profit							
Monday to Sunday	Per hour	$57.00	$59.00	3.51%	$2.00	CNCL	Y
Standard							
Monday to Sunday	Per hour	$90.00	$92.50	2.78%	$2.50	CNCL	Y
Walker Street Gallery							
Not for profit							
Band room or Black Box Theatre	Per hour	$30.50	$31.50	3.28%	$1.00	CNCL	Y
Band room (partitioned) or Studio	Per hour	$22.50	$23.50	4.44%	$1.00	CNCL	Y
Standard							
Band room or Black Box Theatre	Per hour	$37.00	$38.50	4.05%	$1.50	CNCL	Y
Band room (partitioned) or Studio	Per hour	$25.00	$26.00	4.00%	$1.00	CNCL	Y

Room and exhibition hire

Bookings at this venue may require suitable staff to set up or be present at your event. This cost will be charged on to you. A technician will be required for operation of venue's lighting and sound equipment (refer to Cultural Facilities Staff Schedule).

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Other fees and charges							
Microphone hire	Per hire (flat rate)	$29.00	$30.00	3.45%	$1.00	CNCL	Y
Black Box - Theatre seats	Per booking	$82.00	$84.50	3.05%	$2.50	CNCL	Y
Black Box – Technical box (PA, microphone, lighting and sound desk)	Per hire	$48.50	$50.00	3.09%	$1.50	CNCL	Y
Commission on artwork sales	% of sale proceeds			25% of sale proceeds		CNCL	Y

Sportsgrounds and Pavilions

Reserves (seasonal hire)

Category 1A

Applicable to:

- *George Andrews Soccer Pitch 1*
- *Noble Park Reserve*
- *Mills Reserve Synthetic Pitch*
- *Police Paddocks Soccer Pitch 1 or Softball*
- *Ross Reserve Athletics Track and Infield*
- *Shepley Reserve*

Summer	Per season	$2,320.00	$2,385.00	2.80%	$65.00	CNCL	Y
Winter	Per season	$3,485.00	$3,585.00	2.87%	$100.00	CNCL	Y

Category 1B

Applicable to:

- *Tatterson Park Synthetic Pitch*
- *Ross Reserve Synthetic Pitch*

Summer	Per season	$3,485.00	$3,585.00	2.87%	$100.00	CNCL	Y
Winter	Per season	$3,485.00	$3,585.00	2.87%	$100.00	CNCL	Y

Category 2

Applicable to:

- *Alex Nelson Reserve*
- *Barry Powell Oval 1 (lower Oval)*
- *Coomoora Oval 1 or Oval 2*
- *Dandenong Park Oval*
- *Dandenong Park Wilson Oval*
- *Edinburgh Reserve*
- *Fotheringham Reserve*
- *Greaves Reserve Oval 1, 2, 3 or 4*
- *Greaves Reserve Soccer Pitch*
- *Keysborough Reserve*
- *Lois Twohig Oval 1*
- *Norman Luth Reserve Oval or Pitch 1 or 2*
- *Parkfield Reserve Oval or Pitch 1 or 2*
- *Robert Booth Baseball*
- *Robert Booth Reserve Athletics Track*
- *Ross Reserve Oval 1*
- *Ross Reserve Oval 2*
- *Springvale Reserve*
- *Tatterson Park Oval 1, 2 or 3*
- *Thomas Carroll West or East Oval*
- *Wachter Reserve Oval 1*
- *Warner Reserve Oval or Pitch 1 or 2*

Summer	Per season	$1,405.00	$1,445.00	2.85%	$40.00	CNCL	Y
Winter	Per season	$2,140.00	$2,200.00	2.80%	$60.00	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST

Category 3

Applicable to:

- *Barry Powell Reserve Oval 2*
- *Coomoora Pitch 3*
- *George Andrews Pitch 2*
- *Keysborough Parish Reserve*
- *Lois Twohig Oval 2 or Soccer Pitch*
- *Mills Reserve Grass Pitch*
- *Police Paddocks Soccer Pitch 2 or 3*
- *Wachter Reserve Oval 2*
- *WJ Turner*

Summer	Per season	$985.00	$1,015.00	3.05%	$30.00	CNCL	Y
Winter	Per season	$1,485.00	$1,530.00	3.03%	$45.00	CNCL	Y

Category 4

Applicable to:

- *Keysborough Banksia College*
- *Keysborough College Acacia College*
- *Lyndale Secondary College Soccer Pitch 1 or 2*
- *Police Paddocks Oval 1 or 2*
- *Yarraman Primary School*

Summer	Per season	$428.00	$440.00	2.80%	$12.00	CNCL	Y
Winter	Per season	$635.00	$653.00	2.83%	$18.00	CNCL	Y

Pavilions (seasonal hire)

Category 1

Applicable to:

- *Alex Nelson Reserve*
- *Coomoora Reserve*
- *Georges Andrews Whittle Pavilion*
- *Greaves Reserve – Alan Carter*
- *Police Paddocks Frank Holohan Soccer*
- *Robert Booth – Baseball*
- *Ross Reserve Sports Pavilion*
- *Shepley Reserve (pavilions)*
- *Tatterson Park Community Sports Complex (East Pavilion, changeroom 5-8)*
- *Tatterson Park Community Sports Complex (West Pavilion, changeroom 1-4)*
- *Thomas Carroll – Crowe*
- *Warner Reserve*

Hire	Per season	$1,880.00	$1,935.00	2.93%	$55.00	CNCL	Y
Bond	Per season	$515.00	$500.00	-2.91%	-$15.00	CNCL	N

Category 2

Applicable to:

- *Barry Powell – Multi Use*
- *Edinburgh Reserve*
- *Greaves Reserve – Monohan*
- *Keysborough Reserve*
- *Lois Twohig – Gerry Sweeting*
- *Lyndale Secondary College*
- *Mills Reserve Pavilion*
- *Norman Luth Reserve*
- *Parkfield Reserve*
- *Police Paddocks – Softball*
- *Ross Reserve – Social Pavilion*
- *Springvale Reserve Club pavilion*
- *WJ Turner*

Hire	Per season	$1,255.00	$1,290.00	2.79%	$35.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Category 2 [continued]							
Bond	Per season	$515.00	$500.00	-2.91%	-$15.00	CNCL	N
Category 3							
Applicable to: • *Banksia Secondary College* • *Fotheringham Reserve* • *Lois Twohig – Petanque Pavilion* • *Lois Twohig – Soccer Pavilion* • *Robert Booth – Little Athletics* • *Ross Reserve – Little Athletics* • *Wachter Reserve – northern pavilion (previously small pavilion)* • *Wachter Reserve – southern pavilion* • *Wilson Oval – Greg Dickson*							
Hire	Per season	$628.00	$646.00	2.87%	$18.00	CNCL	Y
Bond	Per season	$515.00	$500.00	-2.91%	-$15.00	CNCL	N
Category 4							
Applicable to: • *Shepley Umpires Room*							
Hire	Per season	$315.00	$324.00	2.86%	$9.00	CNCL	Y
Bond	Per season	$515.00	$500.00	-2.91%	-$15.00	CNCL	N
Pavilions (casual hire)							
General							
Casual hire fee – Community Group	Per day	$115.50	$119.00	3.03%	$3.50	CNCL	Y
Standard bond – General	Per event	$206.00	$200.00	-2.91%	-$6.00	CNCL	N
Standard bond – Community Group	Per event	$206.00	$200.00	-2.91%	-$6.00	CNCL	N
Standard bond – Commercial	Per event	$515.00	$500.00	-2.91%	-$15.00	CNCL	N
Mills Reserve Pavilion							
Casual hire fee – General	Per hour	$69.50	$71.50	2.88%	$2.00	CNCL	Y
Casual hire fee – Community Group	Per hour	$53.50	$55.00	2.80%	$1.50	CNCL	Y
Casual hire fee – Commercial	Per hour	$101.00	$104.00	2.97%	$3.00	CNCL	Y
Standard bond – General	Per event	$206.00	$200.00	-2.91%	-$6.00	CNCL	N
High risk event bond – General	Per event	$515.00	$500.00	-2.91%	-$15.00	CNCL	N
Standard bond – Community Group	Per event	$206.00	$200.00	-2.91%	-$6.00	CNCL	N
High risk event bond – Commercial	Per event	$1,030.00	$1,000.00	-2.91%	-$30.00	CNCL	N
Synthetic pitches							
Ross Reserve and Tatterson Park							
General							
Full pitch – without lights	Per hour	$85.00	$87.50	2.94%	$2.50	CNCL	Y
Full pitch – with lights	Per hour	$97.00	$100.00	3.09%	$3.00	CNCL	Y
Half pitch – without lights	Per hour	$49.00	$50.50	3.06%	$1.50	CNCL	Y
Half pitch – with lights	Per hour	$55.50	$57.50	3.60%	$2.00	CNCL	Y
Full pitch – without lights	Per half day	$248.00	$255.00	2.82%	$7.00	CNCL	Y
Full pitch – with lights	Per half day	$283.50	$291.50	2.82%	$8.00	CNCL	Y
Half pitch – without lights	Per half day	$142.00	$146.00	2.82%	$4.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
General *[continued]*							
Half pitch – with lights	Per half day	$159.50	$164.00	2.82%	$4.50	CNCL	Y
Full pitch – without lights	Per day	$415.00	$427.00	2.89%	$12.00	CNCL	Y
Full pitch – with lights	Per day	$470.00	$483.00	2.77%	$13.00	CNCL	Y
Half pitch – without lights	Per day	$235.00	$241.50	2.77%	$6.50	CNCL	Y
Half pitch – with lights	Per day	$265.50	$273.00	2.82%	$7.50	CNCL	Y
Community Group (from municipality)							
Includes clubs and schools from within the City of Greater Dandenong municipality. Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.							
Full pitch – without lights	Per hour	$73.50	$76.00	3.40%	$2.50	CNCL	Y
Full pitch – with lights	Per hour	$85.00	$87.50	2.94%	$2.50	CNCL	Y
Half pitch – without lights	Per hour	$43.00	$44.50	3.49%	$1.50	CNCL	Y
Half pitch – with lights	Per hour	$49.00	$50.50	3.06%	$1.50	CNCL	Y
Full pitch – without lights	Per half day	$212.50	$218.50	2.82%	$6.00	CNCL	Y
Full pitch – with lights	Per half day	$248.00	$255.00	2.82%	$7.00	CNCL	Y
Half pitch – without lights	Per half day	$124.00	$127.50	2.82%	$3.50	CNCL	Y
Half pitch – with lights	Per half day	$142.00	$146.00	2.82%	$4.00	CNCL	Y
Full pitch – without lights	Per day	$356.00	$366.00	2.81%	$10.00	CNCL	Y
Full pitch – with lights	Per day	$415.00	$427.00	2.89%	$12.00	CNCL	Y
Half pitch – without lights	Per day	$207.50	$213.50	2.89%	$6.00	CNCL	Y
Half pitch – with lights	Per day	$235.00	$241.50	2.77%	$6.50	CNCL	Y
Community Group (from outside municipality)							
Includes clubs and schools from outside the City of Greater Dandenong municipality. Community groups/organisations seeking the not for profit community rate must either be an incorporated association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.							
Full pitch – without lights	Per hour	$109.50	$113.00	3.20%	$3.50	CNCL	Y
Full pitch – with lights	Per hour	$133.50	$137.50	3.00%	$4.00	CNCL	Y
Half pitch – without lights	Per hour	$67.00	$69.00	2.99%	$2.00	CNCL	Y
Half pitch – with lights	Per hour	$85.00	$87.50	2.94%	$2.50	CNCL	Y
Full pitch – without lights	Per half day	$319.00	$328.00	2.82%	$9.00	CNCL	Y
Full pitch – with lights	Per half day	$356.00	$366.00	2.81%	$10.00	CNCL	Y
Half pitch – without lights	Per half day	$194.50	$200.00	2.83%	$5.50	CNCL	Y
Half pitch – with lights	Per half day	$248.00	$255.00	2.82%	$7.00	CNCL	Y
Full pitch – without lights	Per day	$531.00	$546.00	2.82%	$15.00	CNCL	Y
Full pitch – with lights	Per day	$648.00	$666.00	2.78%	$18.00	CNCL	Y
Half pitch – without lights	Per day	$325.00	$334.00	2.77%	$9.00	CNCL	Y
Half pitch – with lights	Per day	$415.00	$427.00	2.89%	$12.00	CNCL	Y
Commercial							
Full pitch – without lights	Per hour	$133.50	$137.50	3.00%	$4.00	CNCL	Y
Full pitch – with lights	Per hour	$170.50	$175.50	2.93%	$5.00	CNCL	Y
Half pitch – without lights	Per hour	$85.00	$87.50	2.94%	$2.50	CNCL	Y
Half pitch – with lights	Per hour	$104.50	$107.50	2.87%	$3.00	CNCL	Y
Full pitch – without lights	Per half day	$389.00	$400.00	2.83%	$11.00	CNCL	Y

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Commercial *[continued]*							
Full pitch – with lights	Per half day	$496.00	$510.00	2.82%	$14.00	CNCL	Y
Half pitch – without lights	Per half day	$248.00	$255.00	2.82%	$7.00	CNCL	Y
Half pitch – with lights	Per half day	$301.00	$310.00	2.99%	$9.00	CNCL	Y
Full pitch – without lights	Per day	$648.00	$666.00	2.78%	$18.00	CNCL	Y
Full pitch – with lights	Per day	$826.00	$849.00	2.78%	$23.00	CNCL	Y
Half pitch – without lights	Per day	$415.00	$427.00	2.89%	$12.00	CNCL	Y
Half pitch – with lights	Per day	$501.00	$515.00	2.79%	$14.00	CNCL	Y
Mills Reserve							
Hire of synthetic pitch – without floodlights	Per hour	$123.50	$127.00	2.83%	$3.50	CNCL	Y
Hire of synthetic pitch – without floodlights – > 50 hours	Per hour	$92.00	$95.00	3.26%	$3.00	CNCL	Y
Hire of synthetic pitch – with floodlights	Per hour	$155.50	$160.00	2.89%	$4.50	CNCL	Y
Hire of mini synthetic pitch	Per hour	$43.00	$44.50	3.49%	$1.50	CNCL	Y
Hire of synthetic pitch – without floodlights	Per half day	$389.00	$400.00	2.83%	$11.00	CNCL	Y
Hire of synthetic pitch – with floodlights	Per half day	$450.00	$463.00	2.89%	$13.00	CNCL	Y
Hire of synthetic pitch – without floodlights	Per day	$729.00	$750.00	2.88%	$21.00	CNCL	Y
Hire of synthetic pitch – with floodlights	Per day	$789.00	$811.00	2.79%	$22.00	CNCL	Y

Turf wickets

Category 1

Applicable to:

- *Shepley Oval*

Turf wicket hire	Per season	$17,105.00	$17,580.00	2.78%	$475.00	CNCL	Y

Category 2

Applicable to:

- *Noble Park Reserve*

Turf wicket hire	Per season	$10,185.00	$10,470.00	2.80%	$285.00	CNCL	Y

Category 3

Applicable to:

- *Alex Nelson Reserve*
- *Carroll Reserve (East)*
- *Coomoora Reserve*
- *Fotheringham Reserve*
- *Greaves Reserve*
- *Keysborough Reserve*
- *Lois Twohig Reserve*
- *Park Oval*
- *Powell Reserve*
- *Ross Reserve*
- *Springvale Reserve*
- *Wachter Reserve*
- *Warner Reserve*
- *Wilson Oval*

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Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Category 3 [continued]							
Turf wicket hire	Per season	$6,790.00	$6,980.00	2.80%	$190.00	CNCL	Y
Netball Courts							
Netball Court Casual Hire	Per Hour	$20.00	$21.00	5.00%	$1.00	CNCL	Y
Netball Court	Seasonal Hire	$100.00	$103.00	3.00%	$3.00	CNCL	Y
Tennis club rooms							
Includes: • *Fotheringham Reserve* • *George Andrews* • *Lois Twohig*							
General	Per week	$159.50	$164.00	2.82%	$4.50	CNCL	Y
Community Group	Per week	$107.50	$110.50	2.79%	$3.00	CNCL	Y
Commercial	Per week	$212.50	$218.50	2.82%	$6.00	CNCL	Y
Offices							
Category 1 – Shepley Reserve	Per season	$777.00	$799.00	2.83%	$22.00	CNCL	Y
Category 2 – Greg Dickson Board Room	Per season	$545.00	$560.00	2.75%	$15.00	CNCL	Y
Category 3 – Warner Reserve	Per season	$390.00	$401.00	2.82%	$11.00	CNCL	Y
Category 4 – Ross Reserve Athletics	Per season	$214.00	$220.00	2.80%	$6.00	CNCL	Y
Other fees and charges							
Pre-season allocation – all sports reserves, ground only (only January to March)	1 month allocation	$340.00	$350.00	2.94%	$10.00	CNCL	Y
Pre-season allocation – all sports reserves, ground only (only January to March)	2 months allocation	$657.00	$676.00	2.89%	$19.00	CNCL	Y
Pre-season allocation – all sports reserves, ground only (only January to March)	3 months allocation	$970.00	$997.00	2.78%	$27.00	CNCL	Y
Sportsground floodlight maintenance	Per season	50% of cost of works by Council				CNCL	Y
Festivals and Events							
Event application - documents processing (small event - based on event risk matrix)	Per Application	$0.00	$50.00	∞	∞	CNCL	N
Event application - document processing (medium event - based on event risk matrix)	Per Application	$0.00	$100.00	∞	∞	CNCL	N
Event application - document processing (large event - based on event risk matrix)	Per Event	$0.00	$200.00	∞	∞	CNCL	N
Stallholder fees and equipment charges							
Corporate stall (event 0 - 5,000 people)	Per Sqm	$12.20	$12.60	3.28%	$0.40	CNCL	Y
Corporate stall (event 10,001 - 20,000 people)	Per Sqm	$25.50	$26.50	3.92%	$1.00	CNCL	Y

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Stallholder fees and equipment charges [continued]

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Corporate stall (event 20,001+ people)	Per square metre	$41.00	$42.50	3.66%	$1.50	CNCL	Y
Corporate stall (event 5,001 - 10,000 people)	Per square metre	$20.50	$21.50	4.88%	$1.00	CNCL	Y
Electricity - 10amp (recovery cost)	Per event	$45.50	$47.00	3.30%	$1.50	CNCL	Y
Electricity - 15amp (recovery cost)	Per event	$68.50	$70.50	2.92%	$2.00	CNCL	Y
Food stall (event 0 - 5,000 people)	Per square metre	$30.00	$31.00	3.33%	$1.00	CNCL	Y
Food stall (event 10,001 - 20,000 people)	Per square metre	$50.00	$51.50	3.00%	$1.50	CNCL	Y
Food stall (event 20,001+ people)	Per square metre	$85.00	$87.50	2.94%	$2.50	CNCL	Y
Food stall (event 5,001 - 10,000 people)	Per square metre	$35.50	$36.50	2.82%	$1.00	CNCL	Y
Market Stall (event 0 - 5000 people)	Per square metre	$7.00	$7.20	2.86%	$0.20	CNCL	Y
Market stall (event 10,001 - 20,000 people)	Per square metre	$21.00	$22.00	4.76%	$1.00	CNCL	Y
Market stall (event 20,001+ people)	Per square metre	$28.50	$29.50	3.51%	$1.00	CNCL	Y
Market stall (event 5,001 - 10,000 people)	Per square metre	$14.20	$14.60	2.82%	$0.40	CNCL	Y
Marquee - 3mx3m incl weight (recovery cost)	Per event	$260.00	$267.50	2.88%	$7.50	CNCL	Y
Marquee - 6mx3m incl weight (recovery cost)	Per event	$480.00	$494.00	2.92%	$14.00	CNCL	Y
Marquee light (recovery cost)	Per event	$15.00	$16.00	6.67%	$1.00	CNCL	Y
Not for profit BBQ or Community Info stall (3m x3m) space only	Per event	$50.00	$51.50	3.00%	$1.50	CNCL	Y
Not for Profit BBQ or Community Info stall (6m x3m) space only	Per event	$100.50	$103.50	2.99%	$3.00	CNCL	Y
Plastic chair (recovery cost)	Per event	$5.00	$5.20	4.00%	$0.20	CNCL	Y
Stall - Coffee, drinks, ice cream only (event 0 - 5,000 people)	Per square metre	$11.00	$11.40	3.64%	$0.40	CNCL	Y
Stall - Coffee, drinks, ice cream only (event 10,001 - 20,000 people)	Per square metre	$20.00	$21.00	5.00%	$1.00	CNCL	Y
Stall - Coffee, drinks, ice cream only (event 20,001+ people)	Per square metre	$31.00	$32.00	3.23%	$1.00	CNCL	Y
Stall - Coffee, drinks, ice cream only (event 5,001 - 10,000 people)	Per square metre	$14.00	$14.40	2.86%	$0.40	CNCL	Y
Trestle table (recovery cost)	Per event	$20.00	$21.00	5.00%	$1.00	CNCL	Y
Weight - per leg (recovery cost)	Per event	$20.00	$21.00	5.00%	$1.00	CNCL	Y

Harmony Square

Organiser to provide security (licenced staff), bins (standard and recycling) and cleaning staff at the organiser's expense.

Audio Technician (Monday to Friday, min 3 hours)	Per Hour	$0.00	$72.00	∞	∞	CNCL	Y
Audio technician (Saturday, min 3 hrs)	Per Hour	$0.00	$96.00	∞	∞	CNCL	Y
Audio technician (Sunday, min 3 hours)	Per hour	$0.00	$98.00	∞	∞	CNCL	Y

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Harmony Square [continued]

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Harmony Square - refundable bond (event 0 - 2,000 people)	Per event	$499.00	$499.00	0.00%	$0.00	CNCL	N
Harmony Square - refundable bond (event 2,001+ people)	Per event	$1,000.00	$1,000.00	0.00%	$0.00	CNCL	N
Harmony Square event staff - Saturday	Per hour with minimum booking of 3 hrs	$52.50	$96.00	82.86%	$43.50	CNCL	Y
Harmony Square event staff - Sunday	Per hour with minimum booking of 3 hrs	$70.00	$98.00	40.00%	$28.00	CNCL	Y
Harmony Square event staff - weekday after hours	Per hour with minimum booking of 3 hrs	$35.00	$71.00	102.86%	$36.00	CNCL	Y
Harmony Square Umbrella - set up and pack down (recovery)	Each Time	$181.50	$186.50	2.75%	$5.00	CNCL	Y
Hire Harmony Square (event 0 - 1,000 people)	Per event, per day	$100.00	$103.00	3.00%	$3.00	CNCL	Y
Hire Harmony Square (event 1,001+ people)	Per Event	$250.00	$257.00	2.80%	$7.00	CNCL	Y
Urban Screen Technician - Saturday	Per hour (minimum of 3 hrs booking)	$131.00	$135.00	3.05%	$4.00	CNCL	Y
Urban Screen Technician - Sunday	Per hour (minimum of 3 hrs booking)	$176.00	$181.00	2.84%	$5.00	CNCL	Y
Urban Screen Technician - weekday after hours	Per hour (minimum of 3 hrs booking)	$88.00	$90.50	2.84%	$2.50	CNCL	Y

Springvale Community Hub

Refundable deposit (bond) – events up to 2,000 people	Per event	$500.00	$500.00	0.00%	$0.00	CNCL	N
Refundable deposit (bond) – events 2,000 people to 5,000	Per event	$1,000.00	$1,000.00	0.00%	$0.00	CNCL	N
Event site manager/technician (first three hours)	Per hour	$83.50	$86.00	2.99%	$2.50	CNCL	Y
Event site manager/technician (after first three hours Monday to Saturday or all day Sunday)	Per hour	$111.00	$114.50	3.15%	$3.50	CNCL	Y
Security staff (first three hours)	Per hour	$62.00	$64.00	3.23%	$2.00	CNCL	Y
Security staff (after first three hours Monday to Saturday or all day Sunday)	Per hour	$83.50	$86.00	2.99%	$2.50	CNCL	Y

Name	Unit	2025-26 Fee (incl. GST)	2026-27 Fee (incl. GST)	Increase %	Increase $	Basis of Fee	GST
Emergency Management							
Admin Fees		Administration Fee of 10% on direct costs incurred by Council on behalf of Landowners or Control agencies when responding to emergencies.				CNCL	Y



2027-2036
Long Term Financial Plan

Greater Dandenong

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1. Executive summary

The Long Term Financial Plan (LTFP) provides a ten-year financial outlook for the City of Greater Dandenong covering the periods 2026-27 to 2035-36. The LTFP forms a core component of Council's Integrated Planning and Reporting Framework and supports informed decision-making by Councillors and management to ensure the ongoing delivery of services, maintenance of assets and investment in infrastructure in a financially sustainable manner. The LTFP is reviewed and updated annually to reflect up to date information, emerging risks and any changes in Council's financial capacity and operating environment.

Current financial position – stability with emerging risks

Liquidity and working capital ratios remain above minimum benchmarks, debt levels are manageable and within prudential limits based on current projections, and Council continues to demonstrate appropriate governance and financial management practices.

The updated LTFP highlights a gradual tightening of financial capacity over the medium to long term. Under current settings, underlying operating deficits are forecast in most years of the Plan despite expected operational improvements, reflect a structural gap between rate-capped revenue growth and increasing service expectations of a growing population, workforce and asset-related costs (Refer **Appendix Q**). Recent updates to economic assumptions have brought some of these cost pressures forward, particularly in the early years of the Plan. While these outcomes do not present an immediate financial risk, they reinforce the importance of immediate and clear prioritisation and disciplined financial decision-making to maintain long-term financial sustainability.

What has changed year on year

Compared to the previous LTFP, several important changes are reflected:

- *Updated capital cash flow estimates* for the Oasis Aquatics and Wellbeing project, with revised timing of expenditure and borrowings based on reassessed project information.
- *Increased short-term pressure on reserves*, driven by funding for major capital projects, the inclusion of the critical Core System Replacement program and other committed initiatives.
- *Clearer evidence of medium-term structural pressures*, with underlying operating deficits persisting across the forecast period under current assumptions.
- *Revised expenditure assumptions,* including higher CPI and fuel cost escalation in the first three years of the Plan in response to current economic conditions, with moderation assumed over the longer term.
- *Refined workforce assumptions,* including conservative enterprise bargaining treatment, the introduction of a targeted ongoing labour vacancy adjustment (2.5%) and a 2% efficiency dividend to embed productivity improvements and value for money over the life of the Plan.
- *Further insights of discretionary capital constraints*, including the cumulative reduction in funding available from operating surpluses compared to earlier expectations.

Together, these changes provide a detailed view of Council's financial capacity and constraints over the coming decade.

Strengths and Opportunities

While the outlook is constrained, the LTFP also highlights a number of strengths and opportunities that can be leveraged to improve financial sustainability over time:

- Council retains *strong short-term financial resilience*, with adequate liquidity, manageable debt and sound governance arrangements.
- Debt levels *peak early and improve over time* as borrowings are paid down, creating scope to gradually rebuild financial capacity in later years of the LTFP.
- *Technology investment* provides opportunities to improve productivity, service efficiency, data quality and decision-making capability across the organisation.
- *Service review, prioritisation and efficiency initiatives* offer opportunities to better align service levels with community needs and affordability.
- Continued *advocacy for fair and sustainable funding arrangements* remains an important lever in addressing sector-wide cost-shifting and funding gaps.
- Ongoing refinement of *asset management data and lifecycle planning* supports better long-term investment decisions and risk management.

Headline risks and challenges

The key financial risks identified in the LTFP include:

- *Constrained revenue growth under rate capping*, which limits Council's capacity to absorb cost escalation and fund new or expanded services to a growing population over time.
- *Persisting risk of underlying operating deficits without intervention*, indicating that ongoing operating costs could exceed recurrent revenue under current assumptions and inflationary risks.
- *Ongoing cost escalation and economic uncertainty,* particularly in construction, fuel, utilities, insurance and contracted services, with higher short-term CPI and fuel assumptions now reflected in the first three years of the Plan.
- *Major capital and technology investments*, including the Oasis Aquatics and Wellbeing redevelopment, which places pressure on cash reserves and short-term financial flexibility.
- *Reduced discretionary capital capacity*, as approximately $68.5 million of funding that would otherwise support capital works is redirected to service debt costs associated with new borrowings of $68.9 million for major infrastructure.
- *Asset renewal funding pressures*, with base asset renewal requirements is able to be met in most years, but a funding shortfall identified in 2028-29 and increasing pressure in later years of the Plan if additional capacity is not created.

What decisions this LTFP supports

The LTFP supports decisions about:

- The *affordability and sustainability of existing service levels* under rate-capped revenue growth.
- *Prioritisation of capital investment*, including the balance between renewal, new infrastructure and financial capacity.
- *Timing and scale of future major projects*, having regard to debt, cash flow and reserve impacts.
- *Service reviews and efficiency measures* required to address underlying operating deficits over time.
- The appropriate balance between *financial sustainability, community affordability and service outcomes.*

Overall outlook

The LTFP confirms that Council remains financially stable and well placed to continue meeting the needs of the Greater Dandenong community.

The Plan shows that Council can continue to provide essential services, manage critical community assets responsibly and invest in important facilities, while adapting to economic uncertainty and changing conditions.

2. Financial Context, Key Challenges & Opportunities

2.1 Overview

This Long-Term Financial Plan (LTFP) provides a ten-year financial outlook for the City of Greater Dandenong and supports informed decision-making to ensure Council can continue to deliver valued services and infrastructure in a financially sustainable manner.

The Plan confirms that Council is financially stable, with adequate liquidity, manageable debt levels and a demonstrated capacity to deliver major community infrastructure. At the same time, it highlights a number of emerging medium and long-term challenges that will require ongoing attention, prioritisation and strategic choices.

Importantly, the LTFP also identifies opportunities to strengthen Council's financial position over time, including through improved financial discipline, service prioritisation, productivity gains, efficiency, active capital and asset management, and advocacy for sustainable funding arrangements.

2.2 Overall financial position

Council's current financial position remains sound, supported by:

- stable cash and liquidity ratios that remain above prudential benchmarks
- debt levels that are within accepted sector limits
- established financial governance frameworks and regular monitoring
- a demonstrated ability to deliver complex, multi-year capital projects.

However, the LTFP also shows that underlying operating results (**Appendix Q**) are forecast to be in deficit in most years, reflecting a structural gap between the cost of delivering current services and the growth in underlying revenue under existing policy settings. While these results do not pose an immediate financial risk, they signal the need for immediate and deliberate action to protect long-term sustainability.

2.3 Revenue outlook and opportunities

Municipal rates remain Council's primary source of revenue and continue to be governed by the Victorian Government's Fair Go Rates System. For the purposes of this LTFP:

- a rate cap of 2.75% in 2026–27 has been applied
- future years assume a conservative 2.5% cap, notwithstanding recent upward pressure on CPI and operating cost assumptions arising from the current economic environment.

While rate capping limits revenue growth, Council benefits from:

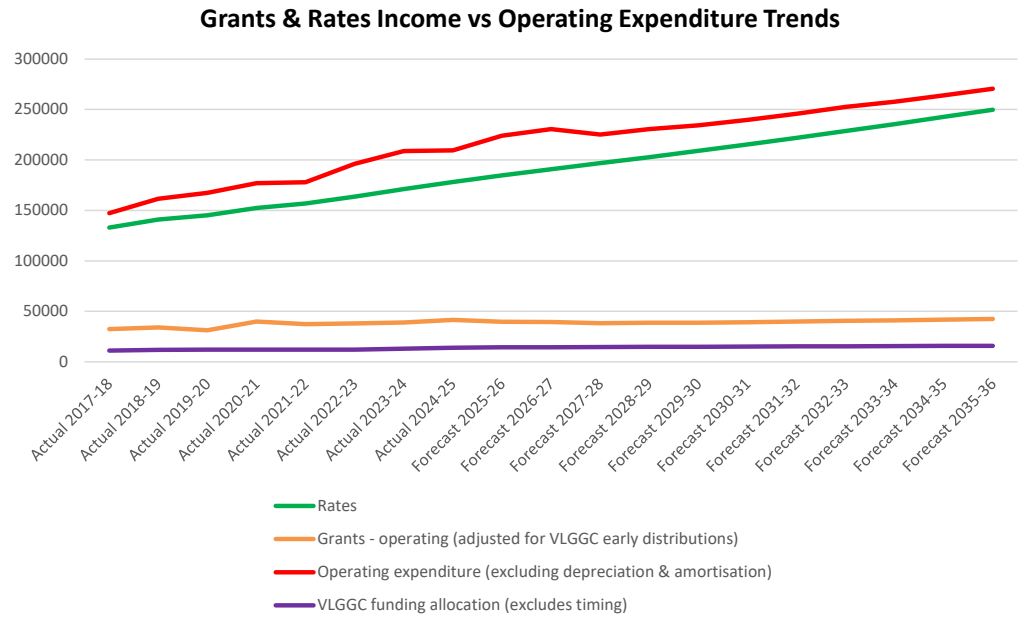
- a broad and diversified rate base
- stable rate collection performance
- moderate growth from supplementary rates, which continue to strengthen the base over time
- opportunities to review pricing, cost recovery and discretionary fees to better align with the cost of service delivery.

As operating costs continue to grow faster than capped revenue, rate capping constrains Council's capacity to fund asset renewal, maintain service levels and invest in new infrastructure for a growing population. This means difficult choices will continue to be required in future budgets, with increased competition for limited funding and a greater reliance on efficiency improvements, prioritisation and alternative funding sources to maintain financial sustainability over the life of the LTFP.

Despite Council currently having a sound financial position, with adequate liquidity and reserves, rate capping presents a structural challenge to long-term financial sustainability.

Operating grants remain a critical revenue source for Council, particularly given Greater Dandenong's diverse community profile and higher service needs across areas such as community support, language services and social inclusion. However, grant funding growth has historically not kept pace with the cost of delivering these services.

Consistent with long-term trends, the LTFP therefore adopts conservative grant growth assumptions to manage ongoing cost-shifting risks. This reinforces the importance of continued advocacy to other levels of government and careful service prioritisation within Council's constrained revenue base.



Note: The above grant income levels have been adjusted for any early receipt of Financial Assistance Grant allocations distributed in advance of the financial year to which the allocation relates to avoid any distortion by the timing of these grant payments.

The graph illustrates historical trends from 2017–18 and forecasts across the life of this LTFP. It shows that recurrent operating grants, including Victorian Local Government Grants Commission (VLGGC) **Financial Assistance Grant** funding, have experienced only modest growth over time. In contrast, Council's operating expenditure (excluding depreciation and amortisation) has increased at a significantly faster rate.

Overall, the analysis highlights a persistent and widening mismatch between grant funding growth and Council's rising operational cost pressures, with no material change to this trend expected over the life of the LTFP.

The Financial Assistance Grant distributed through the Victorian Local Government Grants Commission remains Council's primary operating grant. However, over time the overall funding pool has not kept pace with growth in Commonwealth revenues or the rising cost of delivering local government services, resulting in declining real funding support for councils. This structural constraint underscores the need for prudent financial planning, careful service design, partnerships and efficient delivery models, as well as continued advocacy for sustainable funding arrangements.

Capital grant funding is included in the LTFP only where funding has been confirmed or is reasonably certain. Beyond committed programs, future capital grants are inherently uncertain and subject to external funding decisions and competitive processes. As a result, the LTFP does not assume ongoing capital grant growth in the later years of the Plan, consistent with a prudent and conservative financial planning approach.

Council undertakes service-by-service reviews of **fees and charges**, guided by accepted pricing principles. Fees are generally set to recover the cost of providing services, unless there is an overriding policy decision to provide a subsidy. In determining fee levels, Council also considers community outcomes, including affordability and encouraging use of services. As a result, fee increases reflect this targeted review approach rather than a blanket indexation.

2.4 Cost pressures, workforce management and enterprise bargaining

Employee costs remain Council's largest operating expense, accounting for just over 50% of total operating costs (excluding depreciation and amortisation). As a service-intensive organisation, Council's long-term financial sustainability is therefore closely linked to effective workforce planning, productivity and cost management.

Council is currently participating in sector-wide **multi-employer enterprise bargaining negotiations**, following employees voting to move to this framework in 2025. At the time of preparing this LTFP, the outcomes of these negotiations are not yet known, including the final quantum, timing and structure of wage increases.

In response to this uncertainty, the LTFP adopts a prudent and conservative forecasting approach by:

- aligning base wage increase assumptions to the rate-cap parameters applied across the Plan; and
- incorporating known cost drivers such as annual banding progression and legislated superannuation increases.

This approach ensures the LTFP remains financially responsible and avoids overstating Council's future capacity, while retaining flexibility to adjust projections as greater certainty emerges.

While enterprise bargaining outcomes may place upward pressure on employee costs, the move to a multi-employer framework also presents longer-term opportunities, including:

- improved consistency of employment conditions across the sector
- enhanced workforce mobility and attraction
- clearer medium-term planning once outcomes are finalised

The LTFP incorporates a modest, explicitly quantified **labour vacancy offset** informed by Council's historical workforce experience. The vacancy offset has been applied selectively, rather than uniformly across the organisation, and is targeted to areas where historical recruitment patterns support its inclusion.

Consistent with this approach, the vacancy offset excludes grant-funded activities, capital delivery roles, fully cost-recovered services, executive and governance functions, and other areas where staffing levels are either externally funded, operationally critical, or managed through separate cost recovery or reconciliation processes. This targeted application improves the accuracy of long-term employee cost projections while preserving service delivery expectations and maintaining a disciplined and responsible approach to workforce and financial planning.

The LTFP also assumes the ongoing delivery of an **annual efficiency dividend** applied to operating expenditure (for the first six years). This reflects Council's expectation that productivity improvements, process optimisation and more efficient ways of working are progressively embedded into business-as-usual operations over time, rather than being achieved through reductions in service levels. Outer year efficiency opportunities will continue to be pursued and captured in future forecasts.

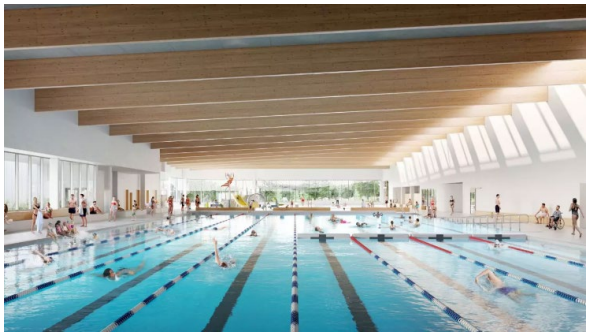
Beyond employee costs, Council continues to experience cost escalation across construction, maintenance, fuel, utilities, insurance and contractor markets. While these pressures are challenging, they reinforce the importance of:

- ongoing service review and prioritisation
- delivery of the efficiency dividend through continuous productivity and efficiency improvements
- disciplined financial management
- targeted investment in systems and technology that support modern, efficient operations.

Together, these assumptions and measures position Council to respond to workforce and broader cost pressures in a measured and strategic manner, while maintaining service quality and protecting long-term financial sustainability.

2.5 Major capital investment and borrowing

The LTFP reflects Council's commitment to delivering significant community infrastructure, most notably the Oasis Aquatics and Wellbeing redevelopment, a transformational investment in community health and wellbeing.



While the overall project budget of $122 million has not changed since the previous LTFP, the timing of expenditure and the drawdown of borrowings has been updated to reflect revised cash flow forecasts from 2025-26.

The project is funded through a combination of Council operating surpluses, internal reserves, grants (via the Priority Community Infrastructure Program) and borrowings. More than $33 million will be funded from Council's operational surplus and reserves, while the majority of funding ($68.9 million) will be sourced from new borrowings.

OASIS AQUATICS AND WELLBEING *(Redevelopment of Dandenong Oasis)*	Actual 2023-24 $'000	Actual 2024-25 $'000	Forecast Actual 2025-26 $'000	Projections 2026-27 $'000	Projections 2027-28 $'000	Remaining Project Total $'000	Project Total $'000
Capital expenditure	**1,862**	**4,548**	**47,500**	**55,000**	**9,666**	**112,166**	**122,150**
Less funding sources:							
Grants	0	(924)	(8,488)	(9,393)	(1,195)	**(19,076)**	**(20,000)**
Council cash	(538)	(1,696)	(990)	(6,521)	0	**(7,511)**	**(10,047)**
Borrowings	0	0	(21,447)	(38,932)	(8,471)	**(68,850)**	**(68,850)**
Reserves	(1,324)	(1,928)	(16,575)	(154)	(0)	**(16,729)**	**(23,253)**
Funding sources	**(1,862)**	**(4,548)**	**(47,500)**	**(55,000)**	**(9,666)**	**(112,166)**	**(122,150)**

Loan funding is an important tool for delivering essential infrastructure; however, the resulting increase in debt significantly impacts Council's financial capacity. The cost of servicing borrowings for this project has the largest impact on Council's ability to fund other capital works over the ten-year LTFP. In total, $68.5 million of capital funding sourced from rates has been redirected over the life of the LTFP to service the $68.9 million debt for this project, reducing funding available for other capital priorities.

As a result, discretionary capital funding becomes increasingly limited, and other projects will need to compete for constrained resources. This increases the challenge for Council to balance major infrastructure delivery with the need to maintain and renew existing assets and limits Council's capacity to progress additional priority capital projects unless alternative funding sources are identified.

While debt servicing costs do reduce short-term capital flexibility, Council's forecast debt ratios:

- remain within prudential limits
- peak in the early years of the plan
- steadily improve over time as borrowings are repaid

The delivery of this major project also positions Council well for future years, allowing focus to shift from delivery to consolidation, optimisation and the gradual rebuilding of capital capacity.

2.6 Asset management and renewal

Council manages an extensive asset base valued at more than $3 billion, which underpins service delivery across the municipality.

Asset renewal forecasts presented in this section and **Appendix L** relate to base renewal requirements and exclude renewal associated with major or grant-funded projects. On this basis, the LTFP demonstrates that base renewal requirements can be funded in most years, with a shortfall identified in 2028-29 without intervention. This provides a strong basis for:

- ongoing prioritisation of renewal investment
- refinement of asset data and modelling
- integration of asset planning and financial planning

The Plan reinforces Council's commitment to funding asset renewal from sustainable sources over time and ensures asset decisions are informed by lifecycle cost, service outcomes and long-term affordability considerations.

In addition to monetary development contributions, Council also receives **non-monetary contributions** in the form of 'gifted' assets from developers as growth occurs. While these assets expand Council's overall asset base and support new communities, they also create ongoing obligations for maintenance, renewal and eventual replacement.

Over time, this contributes to higher depreciation expense and increases long-term funding requirements within the capital and asset renewal program, reinforcing the need for disciplined lifecycle asset planning.

2.7 Climate change, resilience and opportunity

Climate change presents both risk and opportunity for Council's long-term financial outlook. More frequent and severe heatwaves, extreme weather events and changing climate conditions are already affecting communities across Australia and are expected to intensify over time. These impacts increase demands on Council infrastructure, service delivery and community support, while also creating material financial risks that must be actively managed through long-term planning and investment decisions.

Council recognises that both the community and the essential services and infrastructure Council delivers are increasingly vulnerable to climate-related hazards. As outlined in Council's *Our Bright Green Future Strategy 2026–36*, Council has declared a climate emergency and is committed to urgent and coordinated action on climate change, including a target of net zero emissions by 2035. Council has already reduced its operational emissions by almost 80% since 2019, reflecting a long-standing commitment to sustainability leadership. The Strategy provides the overarching policy framework that guides Council's approach to climate mitigation, adaptation and resilience, which is reflected and supported through this LTFP.

Climate change also has disproportionate impacts on community health and wellbeing, particularly for vulnerable residents. People living in poor-quality housing or with limited access to cool and safe spaces are at heightened risk during extreme weather events. Strengthening community resilience therefore requires collaboration with residents, businesses, service providers, emergency agencies and Traditional Custodians, consistent with the objectives and actions set out in the *Our Bright Green Future Strategy 2026–36*.

Historical assumptions about climate conditions are not always reliable, requiring climate risks to be embedded into asset planning, design, maintenance and renewal decisions. This is particularly critical for high-risk assets such as drainage networks, community facilities and other infrastructure exposed to flooding, heat and extreme weather. Across the local government sector, councils are facing increasing costs to maintain and renew ageing infrastructure, with climate change adding further complexity and cost pressures.

In response, Council requires asset and infrastructure business cases to assess social, environmental and economic outcomes and to support sustainable asset management and long-term service continuity. Proactive investment in climate-resilient, energy-efficient and low-emission assets creates opportunities to reduce long-term operating costs, protect asset condition, support community resilience and align financial sustainability with Council's climate commitments.

While integrating climate mitigation and adaptation into Council planning and operations has financial implications, the cost of inaction is forecasted to be significantly higher over time. Embedding climate considerations into capital and asset planning strengthens Council's capacity to deliver reliable services, manage financial risk and support long-term sustainability in a changing environment.

2.8 Technology investment and digital capability

A key investment reflected in the LTFP is Council's Core System Replacement (CSR) program, with approximately $8 million budgeted in 2026-27, primarily funded by internal reserves.

This investment represents a significant but necessary commitment to modernising Council's core corporate systems, which are at end-of-life and are increasingly costly and difficult to support. Reliable, secure and well-integrated systems underpin Council's ability to:

- deliver services efficiently to the community
- meet governance, reporting and compliance obligations
- support staff productivity and workplace efficiency
- manage financial, asset and customer information with confidence.

From an operational perspective, the CSR program is expected to deliver long-term benefits, including improved productivity, improved data quality, system integration, streamlined processes and enhanced decision-making capability. These benefits are critical to sustaining service delivery and enabling continuous improvement across the organisation.

This overdue investment is largely funded from reserves avoiding the need for additional borrowings.

2.9 Economic environment, volatility and financial assumptions

The LTFP has been prepared using the best information available at the time, based on economic forecasts, policy settings and known commitments when the Plan parameters and assumptions were established.

Council notes the broader economic environment has become more volatile in recent months, influenced by factors such as:

- global economic uncertainty and geopolitical conditions
- fluctuating inflation and interest rate expectations
- ongoing supply chain pressures
- cost escalation across construction, fuel, energy, insurance and contracted services

These conditions have the potential to materially impact Council's operating costs, capital delivery costs, investment returns and borrowing assumptions.

While this volatility is significant, it is also recognised that:

- the duration and extent of current economic pressures remains uncertain
- conditions continue to evolve over time
- resetting long-term assumptions too frequently or prematurely can reduce the stability and usefulness of the LTFP as a strategic planning tool

For this reason, Council has adopted a prudent and measured approach. The LTFP has been selectively updated to reflect higher CPI and fuel cost assumptions in the first three years of the Plan, in response to current economic conditions (refer **Appendix P**).

In contrast, income assumptions – including rates and fees and charges – have been intentionally retained at earlier CPI estimates of 2.75%, consistent with the rate cap applying in 2026–27. This reflects the CPI forecast used by the Minister for Local Government when setting the rate cap for 2026-27 in December 2025 and provides a conservative estimate of future revenue under the Victorian Government's Fair Go Rates System.

By updating cost assumptions where pressures are most evident, while holding income assumptions to the rate-capped CPI estimate, the LTFP maintains a cautious and responsible outlook and avoids overstating Council's long-term financial capacity.

Council is actively monitoring economic conditions and financial performance, including:

- movements in inflation, interest rates, fuel prices and broader market conditions
- delivery costs for major capital projects
- employee and contractor cost pressures
- investment returns and liquidity impacts

The LTFP is reviewed annually, and more frequently if required. Should it become clear that there has been a sustained and material change to Council's financial outlook, assumptions will be re-forecast at the next appropriate opportunity, including through the annual budget or formal updates to the LTFP.
This approach ensures that Council:

- maintains a stable and credible long-term financial planning framework
- avoids reactive or short-term decision-making
- preserves transparency with Councillors and the community
- remains well-positioned to respond as conditions become clearer

Overall, Council's financial position remains sound, and the LTFP continues to provide a robust framework for navigating both the challenges and opportunities presented by the current economic environment.

2.10 Looking ahead – managing challenge and opportunity

The LTFP demonstrates that Council enters the ten-year planning period from a position of financial stability, supported by sound governance, adequate liquidity and manageable debt levels. Council has also shown a strong capacity to plan for and deliver major projects and to make deliberate, evidence-based financial decisions in a constrained environment.

At the same time, the outlook highlights a set of well understood and interrelated pressures that will shape decision making over the coming decade. These include constrained revenue growth under rate capping, rising and uncertain cost pressures, major capital and technology investments, and increasing demands to sustain services and renew assets that support a growing and diverse community. With recent updates to cost assumptions, these pressures are more evident in the early years of the Plan, while revenue growth remains conservatively constrained. While these pressures do not represent an immediate financial risk, they signal a gradual tightening of financial capacity and reinforce the importance of immediate action, clear prioritisation and ongoing review.

Maintaining long-term financial sustainability will require Council to regularly review the affordability of existing service levels within the constraints of rate capping. The LTFP quantifies the cost of delivering current services and the associated long-term cash flow implications, providing a clear basis for assessing what level of services can be sustained for a given maximum rate increase. This supports informed decision-making about service priorities over time, including the balance between existing commitments, emerging service demands and the community's capacity and willingness to pay. The LTFP assumes retention of service provision at present levels for 2026-27, noting that service levels may change in future years.

Looking ahead, Council has opportunities to strengthen financial sustainability through:

- improving service efficiency and productivity
- refining service levels and delivery models in response to community needs and affordability
- embedding lifecycle cost and climate resilience considerations into asset and capital decisions
- leveraging technology investment to modernise operations, improve workforce productivity, and most importantly improve customer outcomes
- advocating for fair and sustainable funding arrangements from other levels of government

The LTFP does not lock Council into fixed outcomes. Rather, it provides a robust and flexible framework to guide future budgets and decisions as conditions evolve. By actively monitoring financial performance, economic conditions and emerging risks, Council can responsibly manage financial challenges while continuing to invest in the services, infrastructure and organisational capability needed to deliver positive outcomes for the Greater Dandenong community over the long term.

3. 10-Year Financial Outlook

This section summarises the 10-year outlook presented in the LTFP, including the key assumptions underpinning the forecasts and a high-level view of Council's projected income, expenditure and cash position. The LTFP has been prepared using the best information available at the time and is reviewed and updated through Council's annual budget cycle.

3.1 Key Assumptions

The LTFP projections are underpinned by a consistent set of financial and economic assumptions that have been applied at a detailed account level. These assumptions provide a structured and transparent basis for projecting Council's financial position over the ten-year period.

The full schedule of assumptions is provided in **Appendix P**. This section highlights the key high-level assumptions that most significantly influence the LTFP outcomes.

At a summary level, the LTFP is based on the following assumptions.

Revenue assumptions

Rate cap	Modelled in line with the Victorian Government rate cap of 2.75% for 2026-27. A conservative 2.5% increase is assumed in future years, subject to annual rate cap determinations.
Supplementary rates	$1 million per year based on expected development activity, recognising that timing and scale may vary year to year.
Waste service charges	For 2026-27, the annual residential waste charge for the standard Option A service is $547, representing an increase of $31 (approximately 6%) from 2025-26. This increase reflects: • higher waste management contract costs, including gate fees • an increase in the State Government waste levy at $177.21 per tonne, equating to around $106 per year per household (up from $99 in 2025-26). The charge covers the ongoing collection of general waste, a fortnightly kerbside recycling and garden waste service, and an annual hard waste collection. At this stage, Council is not fully aligned with all elements of the *Minister's Good Practice Guidelines for Service Rates and Charges*, as immediate implementation would adversely impact long-term financial sustainability. Council will continue to assess opportunities to move toward greater alignment with the Guidelines over time where this is financially prudent and achievable. Capital investment in waste services is also reflected in the Budget, including $3.6 million for the glass bin rollout to support the four-bin system. This investment is funded from reserves in 2026-27 and will be recovered progressively through the waste charge over the life of the bins (eight years).

Fees and charges	Generally indexed at 2.75% in 2026-27 and 2.5% thereafter, based on service-by-service reviews rather than blanket increases. Indexation is closely aligned to employee cost assumptions, reflecting the significant labour component of many Council services.
Statutory fees	Set externally by legislation. Assumed to increase modestly (around 2%) to reflect activity levels, noting these fees are not directly controlled or automatically indexed by Council.
Operating grants	Forecast conservatively, with Victorian Local Government Financial Assistance Grants assumed to increase by 1% and other recurrent grants by around 2%, reflecting historical experience and ongoing cost-shifting risks.
Capital grants	Included only where funding is confirmed or reasonably certain, with the most significant being the Priority Community Infrastructure Program grant supporting the Oasis Aquatics and Wellbeing project.
Interest income	Estimated an average of $4 million per annum across the ten year period, recognising sensitivity to interest rate movements and broader economic conditions.

Operating expenditure assumptions

Employee costs	Employee costs are assumed to increase in line with the rate cap, reflecting uncertainty arising from multi-employer enterprise bargaining. Additional provision is included for annual band progression (approximately 0.5%) and legislated superannuation (12%). A targeted labour vacancy allowance (2.5%, $2.05 million in 2026-27) has been applied to selected areas to improve the accuracy of long-term workforce projections, based on Council's historical staffing experience. In addition, the LTFP assumes the ongoing delivery of an efficiency dividend of 2%, $1.64 million in 2026-27), reflecting expected productivity improvements and more efficient ways of working over time rather than reductions in service levels.
Materials and services	Includes a diverse range of costs associated with service delivery, asset maintenance, utilities and contracted services. Consistent with the updated economic assumptions outlined in **Appendix P**, CPI-based escalation assumptions for materials and services have been increased in the first three years of the LTFP to reflect heightened inflationary pressures and current market conditions. These higher short-term assumptions recognise recent cost escalation across a range of operating inputs. Beyond the initial three-year period, more moderate CPI escalation is assumed, reflecting an expectation that inflation will gradually ease over the longer term. This approach balances responsiveness to current conditions with the need to maintain stable and credible long-term projections.

Materials and services *(continued)*	Utilities (electricity and gas) have experienced heightened volatility in recent years. In line with the assumptions outlined in **Appendix P**, short-term cost escalation assumptions have been updated for the next three years to reflect CPI estimates in the current economic environment, with moderation assumed over the longer term. Council will continue to monitor utility price movements and procurement outcomes through future budget reviews. Insurance costs are assumed to increase above CPI in the short term, reflecting sector-wide premium escalation linked to claims experience and tighter insurance markets. A 15% increase has been applied in 2026-27, consistent with recent pricing trends, with lower increases assumed beyond this period. Fuel expenditure is subject to global supply conditions and market volatility. In line with **Appendix P**, fuel cost assumptions have been updated over the next three years to reflect current conditions, with a return to more moderate escalation assumptions beyond this period. Given ongoing uncertainty, fuel costs will continue to be closely monitored and reassessed through future budget and LTFP reviews. All materials and services costs will continue to be monitored and reviewed annually through Council's budget process and future updates to the LTFP.

Borrowings and interest assumptions

New borrowings	Loan proceeds of $68.9 million for the Oasis Aquatics and Wellbeing project, including $38.9 million in 2026-27. Debt servicing costs of approximately $68.5 million over the ten-year period are associated with these borrowings and are financed through a reduction in capital works funded by rates. No additional borrowings beyond currently committed projects are assumed in the LTFP.
Interest rate	Future borrowings have been modelled using a conservative estimate at current levels and will be monitored

Capital, reserves and financing assumptions

Capital expenditure	Reflects committed projects, approved budgets and reasonable forward estimates, with the highest levels occurring in the early years of the LTFP due to major projects.
Funding sources	Capital programs are assumed to be funded through a mix of operating cash flows, grants, reserves and borrowings, subject to annual budget decisions.
Reserves	Reserve balances decline in the short term due to funding for major capital projects and the Core System Replacement program, before stabilising over the longer term.

The LTFP has been prepared during a period of heightened economic uncertainty. Inflation, fuel and other cost escalation assumptions have been updated in the early years of the Plan to reflect current conditions, while revenue assumptions have been intentionally retained at conservative, rate-capped levels.

The financial model is prepared at a detailed general ledger level, with manual adjustments applied where required. Outcomes should therefore not be interpreted as simple percentage increases on prior-year budgets.

All assumptions will continue to be reviewed annually through Council's budget process. Where sustained and material changes in economic conditions or Council's financial position emerge, assumptions will be updated in future revisions of the LTFP.

3.2 Income, Expenditure and Cash Position

This section summarises the projected income, expenditure and cash position over the ten-year LTFP period. Detailed financial statements, schedules and supporting information are provided in the appendices listed below and should be read in conjunction with this narrative.

Income outlook

Council's projected income over the life of the LTFP is primarily derived from rates and charges, supplemented by fees and charges, operating grants, capital grants and other income streams.

Detailed income projections are presented in the Comprehensive Income Statement (**Appendix A**) and supported by:

- operating grant income schedules (**Appendix N**), which distinguish between recurrent and non-recurrent funding
- capital grant income schedules (**Appendix O**), which include only confirmed or reasonably certain funding
- the Adjusted Underlying Result (**Appendix Q**), which removes non-recurrent and capital items to provide a clearer view of operating sustainability

The projections reflect:

- steady but constrained growth in own-source revenue under rate capping
- modest growth in fees and charges, balanced against affordability considerations
- continued reliance on grant funding, which does not keep pace with service cost growth

Overall, income growth is forecast to be lower than underlying cost growth, contributing to emerging medium-term pressures.

Expenditure outlook

Operating expenditure is driven primarily by employee costs, materials and services, depreciation and borrowing costs.

The projected expenditure profile is outlined in the Comprehensive Income Statement (**Appendix A**) and supported by workforce schedules which detail workforce expenditure and staff numbers over the ten-year period (**Appendices G** and **H**). Employee costs represent Council's largest area of expenditure and are forecast using conservative assumptions to reflect ongoing uncertainty associated with multi-employer enterprise bargaining, workforce growth and service demands.

Materials and services expenditure incorporates differentiated escalation assumptions for key cost categories that do not align with standard CPI movements, as outlined in **Appendix P** (Parameters). Consistent with the revised economic outlook, CPI-based assumptions for applicable materials and services have been increased in the first three years of the LTFP to reflect current inflationary conditions, with moderation assumed over the longer term.

Borrowing costs increase in the early years of the LTFP, reflecting committed borrowings for major capital projects. Details of existing and planned borrowings, repayments and interest costs are provided in the Schedule of Borrowings (**Appendix J**).

Operating result and cash position

While Council maintains a balanced budget position in the short term, the LTFP identifies emerging medium-term pressures, including:

- underlying operating deficits
- a minor forecast cash deficit in one year (2028-29) without intervention
- declining unrestricted cash balances as reserves are drawn down to fund major capital projects and technology investment

The accounting operating result is presented in the Comprehensive Income Statement (**Appendix A**), while transparency of Council's cash position is demonstrated through the Conversion to Cash Result (**Appendix B**) and the Statement of Cash Flows (**Appendix E**).

Council's forecast liquidity and working capital position is presented in the Balance Sheet (**Appendix C**), with movements in equity detailed in the Statement of Changes in Equity (**Appendix D**).

While liquidity and working capital ratios remain above minimum benchmarks across the LTFP, these results are partly dependent on the timing of reserve drawdowns, and will require ongoing monitoring as significant reserves are progressively applied to fund capital projects and technology improvements.

These projections highlight the growing distinction between accounting surpluses and available cash, reinforcing the importance of cash flow management, prioritisation and disciplined capital decision-making over the life of the LTFP.

Capital expenditure, reserves and financial capacity

The LTFP reflects a period of elevated capital expenditure in the early years, followed by reduced discretionary capacity as debt servicing requirements increase and operating surpluses are constrained.

The projected ten-year capital program is outlined in the Statement of Capital Works (**Appendix F**) and is supported by:

- Capital works funded from operational surplus (**Appendix M**)
- Asset renewal requirements and funding adequacy (**Appendix L**)

Council's reserve position, including movements in discretionary and restricted reserves, is detailed in **Appendix I(a)** and **I(b)**.

Together, these projections demonstrate that while Council retains the capacity to meet committed obligations and maintain short-term stability, its ability to fund additional capital projects, respond to emerging needs or absorb new pressures is increasingly limited without either new funding sources, service reprioritisation or improved operating performance.

Overall outlook

Taken together, the financial statements and supporting appendices show that Council remains financially stable in the short term, with adequate liquidity and manageable debt levels. However, the medium- to long-term outlook is characterised by structural pressures arising from constrained revenue growth, rising operating costs, major capital commitments and asset renewal funding gaps.

The LTFP provides transparency about these trends and establishes a sound framework for ongoing monitoring, prioritisation and decision-making through future Budgets and formal LTFP updates.

Importantly, the LTFP also identifies opportunities to strengthen financial resilience over time. These include ongoing service review and prioritisation, improved cost recovery and pricing discipline, productivity and efficiency improvements, stronger integration of asset and financial planning, targeted use of technology to modernise operations, and continued advocacy for fair and sustainable funding from other levels of government.

The LTFP does not assume a return to "business as usual". Rather, it provides a clear and flexible framework for navigating both risks and opportunities, enabling informed decision-making and positioning Council to sustain essential services, manage assets responsibly and adapt to changing economic and community conditions over the life of the Plan.

4. Financial Sustainability Indicators

4.1 Purpose and approach

Council monitors its long-term financial sustainability using indicators prescribed under the Local Government Performance Reporting Framework (**Appendix K(a)**), together with additional sustainability indicators used by the Victorian Auditor-General's Office (**Appendix K(b)**).

These indicators measure Council's ability to fund services, manage assets, meet obligations and respond to financial risk over time. The detailed calculations and trend data are provided in **Appendix K** and should be read in conjunction with the strategic interpretation set out in this section.

No single indicator should be considered in isolation. The indicators are most meaningful when assessed collectively, over time, and in the context of Council's service profile, scale and capital program.

4.2 Overall financial position

The indicators show that Council remains in a stable financial position in the short term, supported by:

- liquidity and working capital ratios that remain above minimum benchmarks
- debt levels that are within prudential limits, despite peaking in the early years of the LTFP
- continued capacity to service borrowings associated with major capital projects

These results reflect disciplined financial management and provide Council with a stable base from which to manage future pressures.

4.3 Emerging medium to long-term pressures

While short-term financial stability is maintained, the indicators highlight a number of structural pressures that emerge across the life of the LTFP, including:

- Adjusted underlying operating results remaining in deficit for most years, indicating that recurrent operating expenditure exceeds recurrent revenue.
- Increasing reliance on rate revenue, constrained growth in grants and other income sources.
- Declining unrestricted cash balances in the early to middle years, driven by major capital investment and reserve drawdowns.
- Asset renewal indicators below 1.0 in later years, signalling that renewal investment does not fully keep pace with asset consumption.

These results do not represent an immediate financial risk, but they clearly indicate a gradual tightening of financial capacity if current settings persist.

4.4 Debt and capital-related indicators

Borrowing indicators show a deliberate and time-limited increase in debt, driven by the Oasis Aquatics and Wellbeing project.

Key observations include:

- indebtedness and loan repayment ratios peak in the early years of the LTFP.
- all debt indicators remain within prudential limits.
- ratios improve steadily as debt is repaid, reducing long-term debt reliance.

While debt servicing reduces short-term capital flexibility, the indicators confirm that Council retains the capacity to manage its debt obligations, provided underlying operating performance improves over time.

4.5 What this means for financial resilience

The financial sustainability indicators confirm that Council remains financially stable in the short term, supported by adequate liquidity, manageable debt levels and sound financial governance. However, they also highlight medium to long-term pressures that will require active management to maintain service delivery and asset condition over time.

Key challenges identified include ongoing adjusted underlying operating deficits, constrained revenue growth under rate capping, reduced financial flexibility following major capital and technology investment, and asset renewal indicators below desired levels in later years of the LTFP. These trends do not indicate immediate financial risk, but rather signal the need for early and deliberate action.

At the same time, the indicators point to important opportunities to strengthen financial resilience. Debt ratios peak early and improve steadily as borrowings are repaid, liquidity remains above minimum benchmarks, and internal financing capacity improves in later years. Strong rate collection performance and a broad rate base continue to support revenue stability.

Maintaining long-term sustainability will require continued service prioritisation, efficiency and productivity improvements, disciplined capital decision-making, stronger integration of asset and financial planning, and ongoing review of cost recovery and funding models. The indicators reinforce that while a business-as-usual approach will not be sufficient, Council retains the capacity to respond proactively through informed choices and ongoing monitoring via future Budgets and LTFP updates.

5. Financial Strategies

Council's financial strategies are designed to balance affordability, risk and long-term sustainability while enabling delivery of essential services and infrastructure. These strategies respond directly to the structural pressures identified in the LTFP, including constrained revenue growth, rising operating costs, major capital commitments and reduced discretionary capacity.

5.1 Capital works strategy

The capital works strategy prioritises delivery of committed projects and critical asset investment within Council's available financial capacity. The projected ten-year capital program is set out in the Statement of Capital Works (**Appendix F**) and reflects a period of elevated capital expenditure in the early years of the LTFP, followed by a reduction in discretionary capacity as debt servicing costs increase and operating surpluses are constrained.

Capital works are funded through a mix of operating cash flows, grants, reserves and borrowings, with the funding mix varying year-to-year based on affordability and timing. Over the life of the LTFP, approximately **$68.5 million** will be directed to service debt and new operating costs associated with major infrastructure delivery, materially reducing discretionary capital capacity.

	Budget	Projections			
Capital expenditure funding sources	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000
Capital grants	14,248	3,230	1,418	-	-
Capital contributions	318	912	-	-	-
Transfer from reserves	13,137	9,298	4,000	4,000	4,000
Loan proceeds	38,932	8,471	-	-	-
Funded from operational surplus	38,894	39,127	39,397	42,794	44,219
Total capital works funding	**105,529**	**61,038**	**44,815**	**46,794**	**48,219**

As illustrated in **Appendix M**, funding available from Council's operating result declines in real terms across the LTFP, resulting in a cumulative gap of around **$185 million** compared to capital funding levels that would have been achievable had funding grown in line with rate increases. This significantly constrains Council's capacity to progress additional major projects beyond those already committed, unless alternative funding sources are identified or existing programs are reprioritised.

Capital works associated with Development Contribution Plans (DCPs) have been excluded from **Appendix F**. The timing of DCP-funded projects depends on the availability of contributions, which are transferred to reserves annually, and the infrastructure program is currently under review.

Overall, the LTFP provides funding for asset renewal averaging $39.9 million per year, which is sufficient to meet current renewal requirements in most years, except 2028-29. Asset management modelling is still being refined, and renewal requirements may change as additional data and improved asset information becomes available.

Asset renewal forecasts presented in this section and **Appendix L** relate to base renewal requirements and exclude renewal associated with major or grant-funded projects. On this basis, the LTFP demonstrates that base renewal requirements can be funded in most years, with a shortfall identified in 2028-29.

The ten-year capital program included in the LTFP is indicative only and will be reviewed and resolved through Council's annual Budget process.

Other Capital Priorities

Council also has significant future major projects that it wishes to progress over the coming ten-year period (beyond the four years) which are not presently included in this LTFP. At present, no further projects are included in this plan, but this will be reviewed annually as Council completes Oasis Aquatics and Wellbeing and assesses its financial capability to undertake these projects.

It is noted that Council's financial capability will be strongly influenced by either the receipt of significant government grant stimulus funds or by future potential asset sales that may act as a funding source.

5.2 Borrowing strategy

Refer to **Appendix J** for a schedule of Council's forecast borrowings, including existing and new (assumed) borrowings, principal repayments and finance costs.

The below table highlights Council's current position in respect of all interest-bearing liabilities and the movements that have occurred during the past three financial years, as well as the forecast borrowings balance at 30 June 2026.

	Actual Balance 30 June 2023 $'000	Actual Balance 30 June 2024 $'000	Actual Balance 30 June 2025 $'000	Forecast Balance 30 June 2026 $'000
Interest bearing loans and borrowings	49,779	47,182	48,363	65,545

Council uses borrowing selectively to fund major community infrastructure that delivers long-term benefit and supports intergenerational equity. The LTFP includes new borrowings of $68.9 million to part-fund the Oasis Aquatics and Wellbeing project.

Council has accessed debt funding to complete a range of major infrastructure projects.

Project	Total cost ($ million)	Loan funds used ($ million)
Drum Theatre	13.0	9.0
Dandenong Market	26.0	20.0
Noble Park Aquatic Centre	21.0	5.0
Dandenong Civic Centre	65.5	47.2
Springvale Community Hub	52.7	20.0
Keysborough South Community Hub	29.5	6.12
Total	**207.7**	**107.3**

One of the key considerations for Council in the application of future loan borrowing is the premise that its long-term financial strategies should strive for a financial structure where its annual operational and asset renewal needs can be met from annual funding sources. That is, Council does not have to access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual expenditure needs.

Debt prudential limits

The maximum levels of indebtedness are prescribed for Council by way of prudential limits established by the State Government. The three principle prudential limits are:

- Debt servicing (interest repayments) as a percentage of total revenue should not exceed 5%.
- Total indebtedness as a percentage of rate revenue – in general this ratio should not exceed 60% and ideally Council should retain some borrowing flexibility to be able to respond to urgent needs.
- Working capital ratio (current assets/current liabilities) to remain in excess of 1.00.

Additionally, the TCV have two financial covenant requirements for councils to comply with if undertaking borrowings with the TCV:

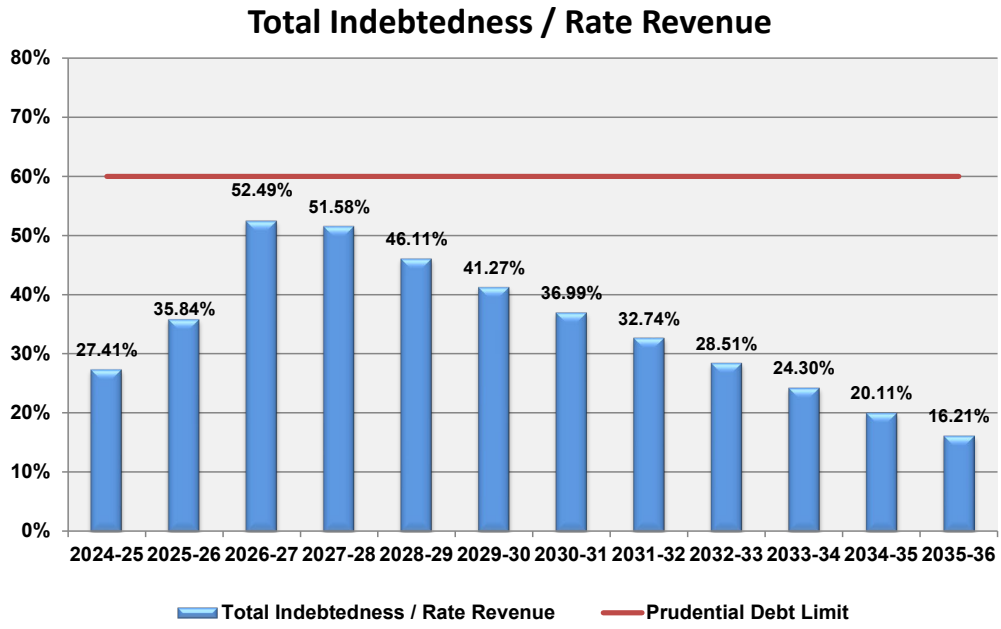
- Interest cover ratio – earnings before interest, depreciation/amortisation and non-cash contributions compared to interest expense (on borrowings and leases). The ratio result is not to be less than 2:1.
- Financial indebtedness ratio – total interest-bearing loans and borrowings including leases over own-source revenue. The ratio result is not to exceed 60%.

As shown in the table below, Council's debt ratios under both the Local Government Performance Reporting Framework (LGPRF) and the Treasury Corporation of Victoria (TCV) remain within prudential limits over the ten-year period. The temporary increase in the debt servicing ratio in 2025-26, which places the result in the medium-risk range, is attributable to the refinancing of two existing loans totalling $8.7 million to provide interest rate certainty. This outcome is a one-off timing impact and not indicative of an ongoing trend. Further detail on the calculation of the ratios below is provided in **Appendix J**.

Financial year ending	New/ refinance borrowings $'000	Principal paid $'000	Interest expense $'000	Balance 30 June $'000	LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	TCV Interest Cover Ratio	TCV Financial Indebted-ness Ratio
2026	30,172	12,997	2,740	65,545	181%	35.8%	5.4%	19.3	29.7%
2027	**38,932**	**5,282**	**4,086**	**99,196**	165%	52.5%	3.2%	12.4	43.7%
2028	8,471	7,099	6,288	100,568	164%	51.6%	4.7%	8.9	43.0%
2029	-	7,866	6,378	92,702	165%	46.1%	4.9%	8.6	38.8%
2030	-	7,170	5,932	85,532	165%	41.3%	4.4%	9.5	34.8%
2031	-	6,496	5,504	79,036	164%	37.0%	4.0%	10.5	31.4%
2032	-	6,939	5,078	72,097	166%	32.7%	3.9%	11.7	27.9%
2033	-	7,401	4,616	64,695	168%	28.5%	3.8%	13.0	24.4%
2034	-	7,897	4,126	56,799	171%	24.3%	3.7%	15.2	20.8%
2035	-	8,365	3,604	48,434	176%	20.1%	3.6%	17.8	17.3%
2036	-	8,214	3,062	40,219	184%	16.2%	3.3%	21.4	14.1%

		LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	Treasury Corp Victoria TCV Interest Cover Ratio	Treasury Corp Victoria TCV Financial Indebted-ness Ratio
Prudential ratio limits: Risk assessment criteria	High	Below 110%	Above 80%	Above 10%	Less than 2	Above 60%
	Medium	110% - 120%	60% - 80%	5% - 10%		
	Low	Above 120%	Below 60%	Below 5%	Above 2	Below 60%

Council has previously relied on a strategy of ensuring its 'Indebtedness to Rate Revenue' ratio is ideally around the 40% mark prior to undertaking new borrowings. Considering community need for redevelopment of the ageing Dandenong Oasis, Council has opted to procure new borrowings to finance the Oasis Aquatics and Wellbeing major project.



Once the 'Indebtedness to Rate Revenue' ratio drops to below 40%, Council will once again be able to consider future borrowings from that point. All projects are subject to community consultation, Council review and funding. Council will also seek to maximise external funding opportunities having regard to the financial impacts and outcomes for the community.

Strategic Directions Outcomes

1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit (when required).
2. That Council follows a principle of setting a target of 40% indebtedness to rates ratio as an ideal financial outcome and where new borrowings are sought, set reduction targets to achieve this level in not more than a five-year period, with a maximum loan ratio of not more than 60%.

   It is important to note that the above strategy ratio targets are still valid, but only when Council addresses the current forecast underlying operational deficits to ensure financial sustainability.

5.3 Reserve strategy

Victorian local government councils have traditionally operated with reserve funds that are amounts of money set aside for specific purposes in later years. In general, these funds do not have bank accounts of their own but are a theoretical split up of the cash surplus that Council has on hand.

Refer to **Appendix I** for the financial projections of Council's reserves over the next ten years.

Discretionary funds or restricted assets

There are two types of reserve funds. A discretionary cash fund represents monies held in a reserve that can be used for any purpose Council desires, irrespective of the reserve title. A restricted asset is a reserve that is comprised of funds, which Council is legally obliged to apply to a certain purpose. The following table summarises the nature of each reserve.

Reserve	*Nature*	*Statutory?*
Open space – planning, development and improvements	Restricted asset	Yes
Open space – acquisitions	Restricted asset	Yes
Development Contribution Plans (Council funded)	Restricted asset	No
Native revegetation reserves	Restricted asset	No
Keysborough maintenance levy	Restricted asset	No
General reserve (aged care)	Restricted asset	No
Future maintenance reserve (LXRA)	Restricted asset	No
Grants Received in Advance	Discretionary fund	No
Major projects	Discretionary fund	No
Self-insurance	Discretionary fund	No
Spring Valley landfill	Discretionary fund	No
Springvale Activity Precinct parking and development	Discretionary fund	No
Dandenong Activity Precinct parking and development	Discretionary fund	No
Digital technology	Discretionary fund	No

Nature and purpose of current reserves

- *Major projects reserve* - holds proceeds from the sale of Council's property assets or surplus Council funds and will be utilised for investing in other properties or funding future major projects. Can be used as a source of contingent funding.

- *Open space - planning, development and improvements* - Funds will be utilised exclusively for allocation towards enhancing the City's open space via planning, development and improvements.

- *Open space – acquisitions* - funds set aside in this reserve will be utilised exclusively for open space land acquisitions.

- *Development Contribution Plan – Council funded* - For Council funded development contribution plans holds funds in respect of Council's contribution to the two major developments in Dandenong South (C87) and Keysborough (C36).

- *Keysborough Maintenance Levy* - this reserve has been established to ensure full accountability of the levies received for the Keysborough and Somerfield Estates reflecting costs of maintaining an additional 15% open space beyond that of traditional estates.
- *Self-insurance* - this fund has been created to meet large and unexpected policy excesses on multiple insurance claims.

- *Spring Valley Landfill reserve* - to rehabilitate the Spring Valley landfill site at Clarke Road, Springvale South.

- *Springvale Activity Precinct parking and development reserve* - to fund development in the Springvale Activity Centre.

- *Dandenong Activity Precinct parking and development reserve* - to fund development in the Dandenong Activity Centre.

- *General reserve (Community Services)* - relates to financial impacts of future aged care sector reforms and community service programs.

- *Future maintenance reserve (LXRA)* - holds contribution funds for future works to address level crossing removal authority defects and asset maintenance obligations.

- *Native revegetation reserves* - These funds are to meet native re-vegetation requirements on Council's reserves.

- *Digital Technology reserve* – Funds for investment in critical digital systems and technology initiatives that support efficient service delivery, cybersecurity, data management and long-term organisational capability.

Reserve funding over LTFP

Council's total reserves are forecast to decrease significantly over the LTFP, reducing from $99.4 million at the end of 2025-26 to $73.9 million by 2029-30. This reflects the planned use of cash reserves to support key capital projects, major programs and short-term funding pressures where no alternative funding source is available.

Reserves	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000
Opening balance	105,004	99,403	80,584	74,709	74,318
Transfer to reserve	22,372	5,700	5,700	5,700	5,700
Transfer from reserve	(27,973)	(24,519)	(11,575)	(6,091)	(6,137)
Closing balance	**99,403**	**80,584**	**74,709**	**74,318**	**73,881**

The key items being funded by Council reserves over this LTFP include:

Purpose	Reserve funding ($ million)	Term	Timing
Dandenong New Art	$8.3	2 years	2026-27 & 2027-28
Core System Replacement program	$7.3	1 year	2026-27
Glass Bin Rollout (to be recovered via the waste charge in the following 8 years).	$3.6	1 year	2026-27
5 Year Open Space Plan	$3.0	Ongoing	All years
Keysborough South Development	$1.4	Ongoing	All years
Dandenong Stadium flooring	$1.2	1 year	2026-27
To offset part of cash deficit	$1.0	1 year	2026-27

A significant contributor to the overall reduction in reserves is the Major Projects Reserve, which declines from $47.5 million in 2025-26 to $30.6 million by 2027-28, before stabilising across the remainder of the LTFP. This decrease primarily reflects funding for Oasis Aquatics and Wellbeing ($17 million), Dandenong New Art ($6 million), together with the Core System Replacement program ($7 million).

Reserves	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000
Major projects reserve	47,490	35,872	30,574	30,574	30,574

The Major Projects Reserve plays a critical role in Council's financial resilience. While planned drawdowns are aligned with endorsed projects and strategic priorities, this reduction limits Council's capacity to respond to future unforeseen events, emerging infrastructure needs, or additional technology and compliance requirements. Where major funding needs arise and no external funding options are available, Council may be required to rely further on remaining cash reserves.

6. Integrated Planning and Reporting Alignment

The Long-Term Financial Plan (LTFP) is a core component of Council's Integrated Strategic Planning and Reporting Framework. It translates Council's long-term aspirations and strategic priorities into a financially sustainable ten-year outlook and informs future budgets and resourcing decisions.

In accordance with the *Local Government Act 2020*, Council is required to prepare a 10-year Financial Plan following each Council election. The LTFP is reviewed annually to ensure it remains aligned with Council's strategic direction, financial capacity and emerging risks.

6.1 Alignment with Council's Planning Framework

The LTFP connects Council's long-term vision with medium-term strategies and short-term delivery by showing how priorities can be funded over time.



In summary, the LTFP:

- supports delivery of the Community Vision 2040 and Council Plan
- aligns financial capacity with strategic priorities and service expectations
- informs annual budgets, capital works programs, and service planning
- provides transparency about financial constraints, trade-offs and long-term impacts.

6.2 Asset Planning Integration

Council is required to adopt an Asset Plan following each Council election. The Asset Plan identifies how Council will manage its assets across their lifecycle to support service delivery in a financially sustainable way.

The Asset Plan informs the LTFP by:

- identifying asset renewal, maintenance and capital investment requirements
- highlighting future asset risks and funding pressures
- improving understanding of lifecycle costs and long-term affordability

In turn, the LTFP:

- determines the funding capacity available for asset renewal and new investment
- balances asset needs against revenue constraints and competing priorities
- identifies years where asset renewal funding is constrained and requires review

Together, the Asset Plan and LTFP support evidence-based decisions about:

- prioritising asset renewal
- managing asset backlogs
- aligning service levels with what Council can sustainably afford

Further details regarding capital expenditure can be found in this LTFP at **Appendix L** – Asset Renewal, **Appendix M** – Capital works funded from operational surplus and Section 5.1 Capital works strategy.

6.3 Revenue and Rating Plan Integration

Council is also required to adopt a Revenue and Rating Plan following each Council election. This Plan sets out how Council raises revenue in a fair, transparent and affordable way to fund services and infrastructure.

The Revenue and Rating Plan informs the LTFP by:

- confirming rating structures and assumptions
- guiding decisions on fees, charges and cost recovery
- establishing principles for balancing affordability and financial sustainability

The LTFP then tests whether these revenue settings are sufficient to fund:

- existing service levels
- asset renewal requirements
- major capital projects
- over the ten-year planning horizon.

7. Statutory and Governance Compliance

7.1 Legislative Requirements

Under the *Local Government Act 2020*, Council must prepare and maintain a publicly available Financial Plan that covers at least ten financial years. Part 2 of the *Local Government (Planning and Reporting) Regulations 2020* (the regulations) prescribe the information to be included in a Financial Plan. The LTFP:

- covers a ten-year financial period
- is aligned with Council's deliberative engagement practices
- is reviewed annually
- forms part of Council's Integrated Strategic Planning and Reporting Framework

The LTFP includes all prescribed information required under the Act and Regulations, including:

- ten-year financial statements
- capital works and asset investment information
- workforce expenditure and staffing levels
- key assumptions and decision drivers

Detailed financial statements and schedules are provided in the appendices.

Waste Charges

Council has utilised the *Minister's Good Practice Guidelines for Service Rates and Charges* in setting assumptions for waste service charges within the LTFP. Council acknowledges that, under current financial settings, full alignment with all elements of the Guidelines is not currently feasible without creating adverse impacts on overall financial sustainability, service affordability or Council's capacity to fund other essential services.

Council will continue to progressively work toward greater alignment with the Guidelines over time, considering opportunities through future Budgets and LTFP updates where this is financially prudent and achievable.

7.2 Financial Management Principles

The LTFP supports Council's compliance with the financial management principles set out in the Act by ensuring that:

- financial decisions are aligned with Council's strategic plans
- financial risks are identified, monitored and managed prudently
- revenue and expenditure decisions consider affordability and long-term sustainability
- accurate and transparent financial records support accountability and reporting

These principles underpin Council's approach to long-term planning, budgeting, asset management and borrowing decisions.

7.3 Purpose of the Long-Term Financial Plan

The primary purpose of the LTFP is to:

- provide a financially sustainable framework for delivering Council's strategic objectives
- support informed decision-making by Councillors and management
- identify emerging financial pressures early
- improve transparency about trade-offs and long-term impacts of decisions

The LTFP does not lock Council into fixed outcomes. Instead, it provides a framework within which future budgets and service decisions can be made.

A glossary of key financial terms used throughout this document is provided at **Appendix R** to support accessibility and transparency for readers.

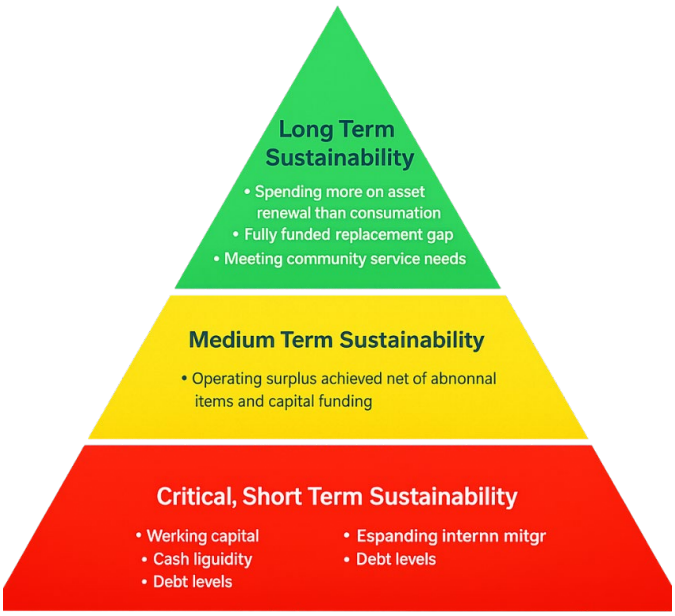
7.4 Strategic Role of the LTFP

The Long-Term Financial Plan (LTFP) plays a critical role in supporting informed, evidence-based decision-making by showing the long-term financial implications of current service levels, asset investment and strategic choices.

Specifically, the LTFP:

- shows the cost of delivering current services over time
- identifies financial capacity constraints arising from rate capping, cost escalation and major capital investments
- highlights years where funding for asset renewal or capital investment is constrained
- supports service prioritisation and reviews where affordability pressures emerge

The LTFP provides a macro-level view of Council's financial position over ten years, enabling Councillors and management to understand trade-offs between service levels, capital investment, affordability and long-term sustainability.



As per the diagram to the left, financial sustainability is defined across three related horizons.

The LTFP does not lock Council into fixed outcomes. Instead, it provides a robust and flexible framework to guide future budgets, capital programs and service decisions, recognising that economic conditions, community expectations and funding environments will continue to evolve.

The below table highlights the strategic outcomes contained in the LTFP.

LTFP Section	*Strategic Directions Outcomes:*
Macro view of Council's financial position	1. That Council revise its 10-year forward financial plan on an annual basis. 2. That Council maintains an underlying operational surplus (in the Income Statement) prior to the recognition of capital income over the life of the LTFP. ***Although this strategic objective has not been achieved in the current LTFP, it remains a key goal for the Council's long-term financial planning***. 3. That Council seek to increase its capital works investment, funded from operational and alternative sources to a sufficient level that allows it to adequately fund its asset renewal requirements and continue to deliver major project funding (subject to the impacts of rate capping). ***Council has made a significant investment of $122 million in Oasis Aquatics and Wellbeing, resulting in a reduction of the capital program to fund debt servicing commitments. With underlying operating deficits forecast, there is considerable work needed to recognise surpluses again and to reinvest in capital projects. Despite these challenges, the Council remains committed to this strategic objective and will continue to explore ways to enhance financial sustainability and support essential capital works.*** 4. That Council follows the principle that ongoing asset renewal requirements must be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, reserve funds or loan funds not be used to address these needs.
Capital works strategy and Asset Management	1. That Council note the forecast level of capital expenditure over the ten-year period of the LTFP noting the reduction in capital works funded from rate revenue of $68.5 million in order fund debt servicing and operating costs for new infrastructure over the life of the LTFP. 2. That Council follow a principle of allocating funds to meet asset renewal and maintenance requirements as a priority in the development of annual Capital Improvement Program and recurrent programs.

LTFP Section	Strategic Directions Outcomes:
Borrowing strategy	1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit (when required). 2. That Council follow a principle of setting a target of 40% indebtedness to rates ratio as an ideal financial outcome and where new borrowings are sought, set reduction targets to achieve this level in not more than a five-year period, with a maximum loan ratio of not more than 60%. ***It is important to note that the above strategy ratio targets are still valid, but only when Council addresses the current forecast underlying operational deficits to ensure financial sustainability.***

7.5 Community Engagement and Transparency

The LTFP is prepared and reviewed in accordance with Council's Community Engagement Policy.

Following each Council election, Council undertakes deliberative engagement to inform:

- the Council Plan
- the Asset Plan
- the Long-Term Financial Plan

Community feedback, including input from the Greater Dandenong People's Panel, has helped shape priorities reflected in the LTFP and related plans.

The LTFP is publicly available and supports transparency by clearly explaining:

- Council's financial position
- long-term risks and pressures
- the financial impact of major decisions

For more information on the consultation process and Greater Dandenong People's Panel visit our website https://yoursay.greaterdandenong.vic.gov.au/our-city-our-future

8. Appendices and Supporting Financial Schedules

The following Financial Statements and Schedules are provided as appendices to the LTFP and provide a summary of financial plan projections of the City of Greater Dandenong over the next ten years. It is important that these Statements and Schedules are considered together, not in isolation, to gain a clear picture of Council's budgeted financial position and performance over the next ten years.

Appendix A	Comprehensive Income Statement
Appendix B	Conversion to Cash Result
Appendix C	Balance Sheet
Appendix D	Statement of Changes in Equity
Appendix E	Statement of Cash Flows
Appendix F	Statement of Capital Works
Appendix G	Statement of Human Resources ($)
Appendix H	Statement of Human Resources (FTE)
Appendix I(a)	Schedule of reserves
Appendix I(b)	Discretionary and restricted reserves
Appendix J	Schedule of borrowings
Appendix K	Local Government Performance Reporting Framework (LGPRF) Financial Performance Indicators
Appendix L	Asset Renewal
Appendix M	Capital works funded from operational surplus
Appendix N(a)	Operating grant income (recurrent)
Appendix N(b)	Operating grant income (non-recurrent and total)
Appendix O	Capital grant income (recurrent and non-recurrent)
Appendix P	Parameters
Appendix Q	Adjusted underlying result
Appendix R	Glossary of Key Financial Terms

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix A – Comprehensive Income Statement

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Income											
Rates and charges	184,700	190,774	196,758	202,831	209,057	215,440	221,982	228,689	235,565	242,613	249,838
Statutory fees and fines	11,987	13,598	13,256	13,419	13,764	14,039	14,241	14,526	14,898	15,196	15,415
User fees	9,848	10,841	13,003	13,934	14,273	14,621	14,987	15,361	15,745	16,139	16,542
Grants - operating	32,503	39,463	38,294	38,699	38,831	39,270	39,903	40,549	41,205	41,873	42,553
Grants - capital	20,880	14,248	3,230	1,418	-	-	-	-	-	-	-
Contributions - monetary	6,519	2,318	2,912	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Contributions - non-monetary	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	1,722	520	520	520	520	520	520	520	520	520	520
Other income	14,893	13,268	12,138	10,615	10,730	9,829	10,004	10,123	10,327	10,454	10,667
Total income	**290,552**	**292,530**	**287,611**	**290,936**	**296,675**	**303,219**	**311,137**	**319,268**	**327,760**	**336,295**	**345,035**
Expenses											
Employee costs	113,167	113,930	112,777	115,645	118,509	121,936	125,482	129,104	132,857	136,732	140,686
Materials and services	100,691	104,886	98,695	100,016	102,070	104,246	106,831	109,516	111,887	114,612	117,510
Depreciation	53,229	54,294	55,380	56,487	57,617	58,769	59,945	61,144	62,366	63,614	64,886
Depreciation - right of use assets	715	715	715	715	715	715	715	715	715	715	715
Allowance for impairment losses	1,615	1,577	2,311	2,426	2,547	2,675	2,809	2,949	3,096	3,251	3,414
Borrowing costs	2,740	4,086	6,288	6,378	5,932	5,504	5,078	4,616	4,126	3,604	3,062
Finance costs - leases	57	58	61	62	64	66	67	69	71	72	74
Other expenses	5,833	5,977	5,103	6,032	5,253	5,325	5,398	6,372	5,547	5,625	5,705
Total expenses	**278,047**	**285,523**	**281,330**	**287,761**	**292,707**	**299,236**	**306,325**	**314,485**	**320,665**	**328,225**	**336,052**
Surplus for the year	**12,505**	**7,007**	**6,281**	**3,175**	**3,968**	**3,983**	**4,812**	**4,783**	**7,095**	**8,070**	**8,983**
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods:											
Other	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	**12,505**	**7,007**	**6,281**	**3,175**	**3,968**	**3,983**	**4,812**	**4,783**	**7,095**	**8,070**	**8,983**

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix B – Conversion to Cash Result

Description	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Net operating result	**12,505**	**7,007**	**6,281**	**3,175**	**3,968**	**3,983**	**4,812**	**4,783**	**7,095**	**8,070**	**8,983**
Less cash costs not included in operating result											
Capital expenditure	115,485	105,529	61,038	44,815	46,794	48,219	46,429	46,703	48,190	48,219	48,082
Loan repayments	12,997	5,282	7,099	7,866	7,170	6,496	6,939	7,401	7,897	8,365	8,214
Loan proceeds	(30,172)	(38,932)	(8,471)	-	-	-	-	-	-	-	-
Repayment of lease liabilities	680	680	680	680	680	680	680	680	680	680	680
Transfer from reserves	(27,973)	(24,519)	(11,575)	(6,091)	(6,137)	(6,074)	(2,936)	(2,961)	(3,006)	(3,032)	(3,080)
Transfer to reserves	22,372	5,700	5,700	5,700	5,700	5,600	5,500	5,400	5,400	5,400	5,400
Sub total	**93,389**	**53,740**	**54,471**	**52,970**	**54,207**	**54,921**	**56,612**	**57,223**	**59,161**	**59,632**	**59,296**
Plus non-cash costs included in operating result											
Depreciation	53,229	54,294	55,380	56,487	57,617	58,769	59,945	61,144	62,366	63,614	64,886
Depreciation - right of use assets	715	715	715	715	715	715	715	715	715	715	715
Written down value of assets sold	125	45	45	45	45	45	45	45	45	45	45
Contributions - non-monetary assets	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Sub total	**46,569**	**47,554**	**48,640**	**49,747**	**50,877**	**52,029**	**53,205**	**54,404**	**55,626**	**56,874**	**58,146**
Cash surplus (deficit) for the year	**(34,315)**	**821**	**450**	**(48)**	**638**	**1,091**	**1,405**	**1,964**	**3,560**	**5,312**	**7,833**
Accumulated surplus brought forward	**37,838**	**3,523**	**4,344**	**4,794**	**4,746**	**5,384**	**6,475**	**7,880**	**9,844**	**13,404**	**18,716**
Accumulated surplus brought forward	**3,523**	**4,344**	**4,794**	**4,746**	**5,384**	**6,475**	**7,880**	**9,844**	**13,404**	**18,716**	**26,549**

Appendix C – Balance Sheet

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Assets											
Current assets											
Cash and cash equivalents	32,044	28,011	32,739	34,304	40,602	42,208	46,668	49,867	53,736	57,096	61,898
Trade and other receivables	32,584	33,422	34,256	35,105	35,972	36,860	37,768	38,696	39,647	40,619	41,614
Other financial assets	155,000	137,000	119,000	115,000	110,000	110,000	110,000	112,000	115,000	120,000	126,000
Prepayments	2,000	2,000	2,020	2,040	2,061	2,081	2,102	2,123	2,144	2,166	2,187
Other assets	3,503	3,515	3,527	3,539	3,552	3,564	3,577	3,590	3,602	3,615	3,629
Total current assets	**225,131**	**203,948**	**191,542**	**189,988**	**192,187**	**194,713**	**200,115**	**206,276**	**214,129**	**223,496**	**235,328**
Non-current assets											
Trade and other receivables	183	183	183	183	183	183	183	183	183	183	183
Property, infrastructure, plant & equip	3,096,467	3,155,157	3,168,270	3,164,053	3,160,685	3,157,590	3,151,529	3,144,543	3,137,822	3,129,882	3,120,533
Investment property	6,865	6,865	6,865	6,865	6,865	6,865	6,865	6,865	6,865	6,865	6,865
Right of use assets	664	649	634	619	604	589	574	559	544	529	514
Total non-current assets	**3,104,179**	**3,162,854**	**3,175,952**	**3,171,720**	**3,168,337**	**3,165,227**	**3,159,151**	**3,152,150**	**3,145,414**	**3,137,459**	**3,128,095**
Total assets	**3,329,310**	**3,366,802**	**3,367,494**	**3,361,708**	**3,360,524**	**3,359,940**	**3,359,266**	**3,358,426**	**3,359,543**	**3,360,955**	**3,363,423**
Liabilities											
Current liabilities											
Trade and other payables	39,128	34,718	26,356	23,897	24,563	25,157	25,288	25,776	26,413	26,867	27,323
Trust funds and deposits	3,300	3,350	3,400	3,450	3,500	3,550	3,600	3,650	3,700	3,750	3,800
Contract and other liabilities	54,354	55,024	55,644	56,214	56,734	57,204	57,624	57,994	58,314	58,584	58,804
Provisions	22,112	22,586	23,281	23,977	24,711	25,452	26,237	27,026	27,859	28,701	29,587
Interest-bearing liabilities	5,282	7,099	7,866	7,170	6,496	6,939	7,401	7,897	8,365	8,214	7,530
Lease liabilities	507	521	534	548	561	574	588	601	614	628	641
Total current liabilities	**124,683**	**123,298**	**117,081**	**115,256**	**116,565**	**118,876**	**120,738**	**122,944**	**125,265**	**126,744**	**127,685**
Non-current liabilities											
Trust funds and deposits	3,052	3,151	3,246	3,343	3,443	3,547	3,653	3,763	3,876	3,992	4,112
Provisions	1,718	1,649	1,570	1,501	1,429	1,379	1,320	1,272	1,217	1,172	1,120
Interest-bearing liabilities	60,263	92,097	92,702	85,532	79,036	72,097	64,696	56,798	48,434	40,220	32,689
Lease liabilities	251	257	264	270	277	284	290	297	304	310	317
Total non-current liabilities	**65,284**	**97,154**	**97,782**	**90,646**	**84,185**	**77,307**	**69,959**	**62,130**	**53,831**	**45,694**	**38,238**
Total liabilities	**189,967**	**220,452**	**214,863**	**205,902**	**200,750**	**196,183**	**190,697**	**185,074**	**179,096**	**172,438**	**165,923**
Net assets	**3,139,343**	**3,146,350**	**3,152,631**	**3,155,806**	**3,159,774**	**3,163,757**	**3,168,569**	**3,173,352**	**3,180,447**	**3,188,517**	**3,197,500**
Equity											
Accumulated surplus	1,011,974	1,037,800	1,049,956	1,053,522	1,057,927	1,062,384	1,064,632	1,066,976	1,071,677	1,077,379	1,084,042
Asset revaluation reserve	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966
Reserves	99,403	80,584	74,709	74,318	73,881	73,407	75,971	78,410	80,804	83,172	85,492
Total equity	**3,139,343**	**3,146,350**	**3,152,631**	**3,155,806**	**3,159,774**	**3,163,757**	**3,168,569**	**3,173,352**	**3,180,447**	**3,188,517**	**3,197,500**

Appendix D – Statement of Changes in Equity

	Forecast	Budget	Financial Plan Projections								
	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Accumulated surplus											
Balance at beginning of the financial year	993,868	1,011,974	1,037,800	1,049,956	1,053,522	1,057,927	1,062,384	1,064,632	1,066,976	1,071,677	1,077,379
Surplus/(deficit) for the year	12,505	7,007	6,281	3,175	3,968	3,983	4,812	4,783	7,095	8,070	8,983
Transfers to other reserves	(22,372)	(5,700)	(5,700)	(5,700)	(5,700)	(5,600)	(5,500)	(5,400)	(5,400)	(5,400)	(5,400)
Transfers from other reserves	27,973	24,519	11,575	6,091	6,137	6,074	2,936	2,961	3,006	3,032	3,080
Total Accumulated surplus	**1,011,974**	**1,037,800**	**1,049,956**	**1,053,522**	**1,057,927**	**1,062,384**	**1,064,632**	**1,066,976**	**1,071,677**	**1,077,379**	**1,084,042**
Revaluation reserve											
Balance at beginning of the financial year	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966	2,027,966
Net asset revaluation gain/(loss)	-	-	-	-	-	-	-	-	-	-	-
Total Revaluation reserve	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**	**2,027,966**
Other reserves											
Balance at beginning of the financial year	105,004	99,403	80,584	74,709	74,318	73,881	73,407	75,971	78,410	80,804	83,172
Transfers to other reserves	22,372	5,700	5,700	5,700	5,700	5,600	5,500	5,400	5,400	5,400	5,400
Transfers from other reserves	(27,973)	(24,519)	(11,575)	(6,091)	(6,137)	(6,074)	(2,936)	(2,961)	(3,006)	(3,032)	(3,080)
Total Other reserves	**99,403**	**80,584**	**74,709**	**74,318**	**73,881**	**73,407**	**75,971**	**78,410**	**80,804**	**83,172**	**85,492**
Total Equity											
Balance at beginning of the financial year	3,126,838	3,139,343	3,146,350	3,152,631	3,155,806	3,159,774	3,163,757	3,168,569	3,173,352	3,180,447	3,188,517
Surplus/(deficit) for the year	12,505	7,007	6,281	3,175	3,968	3,983	4,812	4,783	7,095	8,070	8,983
Total Equity	**3,139,343**	**3,146,350**	**3,152,631**	**3,155,806**	**3,159,774**	**3,163,757**	**3,168,569**	**3,173,352**	**3,180,447**	**3,188,517**	**3,197,500**

Appendix E – Statement of Cash Flows

	Forecast	Budget	Financial Plan Projections								
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash flows from operating activities											
Rates and charges	184,868	190,209	196,202	202,266	208,478	214,846	221,374	228,065	234,925	241,958	249,166
Statutory fees and fines	9,830	11,813	10,733	10,776	10,997	11,139	11,202	11,343	11,563	11,701	11,752
User fees	10,974	11,868	14,245	15,268	15,639	16,022	16,423	16,834	17,256	17,687	18,128
Grants - operating	34,541	41,854	40,553	40,984	41,114	41,582	42,264	42,959	43,665	44,384	45,116
Grants - capital	20,860	14,248	3,230	1,418	-	-	-	-	-	-	-
Contributions - monetary	7,319	3,068	3,612	2,650	2,600	2,550	2,500	2,450	2,400	2,350	2,300
Interest received	7,879	7,200	5,000	4,000	4,000	3,000	3,000	3,000	3,000	3,000	3,000
Trust funds and deposits taken	32,195	62,000	62,050	62,100	62,150	62,200	62,250	62,300	62,350	62,400	62,450
Other receipts	7,593	6,732	7,909	7,334	7,460	7,569	7,761	7,892	8,117	8,256	8,491
Net GST refund	17,852	17,469	12,122	10,658	10,939	11,234	11,217	11,512	11,706	11,887	12,057
Employee costs	(112,697)	(113,245)	(112,071)	(114,918)	(117,759)	(121,154)	(124,675)	(128,274)	(132,001)	(135,850)	(139,777)
Materials and services	(108,289)	(130,405)	(123,119)	(117,047)	(116,379)	(118,986)	(122,115)	(124,740)	(127,346)	(130,531)	(133,703)
Short-term, low value and variable lease payments	(861)	(802)	(746)	(768)	(787)	(806)	(826)	(847)	(868)	(890)	(912)
Trust funds and deposits repaid	(31,954)	(61,851)	(61,905)	(61,953)	(62,000)	(62,047)	(62,094)	(62,140)	(62,187)	(62,234)	(62,280)
Other payments	(5,656)	(6,053)	(4,957)	(5,967)	(5,079)	(5,143)	(5,193)	(6,251)	(5,312)	(5,383)	(5,439)
Net cash provided by operating activities	**74,454**	**54,105**	**52,858**	**56,801**	**61,373**	**62,006**	**63,088**	**64,103**	**67,268**	**68,735**	**70,349**
Cash flow from investing activities											
Payments for property, infrastructure, plant and equipment (PIPE)	(115,485)	(105,529)	(61,038)	(44,815)	(46,794)	(48,219)	(46,429)	(46,703)	(48,190)	(48,219)	(48,082)
Proceeds from sale of PIPE	1,847	565	565	565	565	565	565	565	565	565	565
Proceeds from investments	274,708	268,000	268,000	254,000	255,000	250,000	250,000	248,000	247,000	245,000	244,000
Payments for investments	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Net cash used in investing activities	**(88,930)**	**(86,964)**	**(42,473)**	**(40,250)**	**(41,229)**	**(47,654)**	**(45,864)**	**(48,138)**	**(50,625)**	**(52,654)**	**(53,517)**
Cash flow from financing activities											
Finance costs	(2,740)	(4,086)	(6,288)	(6,378)	(5,932)	(5,504)	(5,078)	(4,616)	(4,126)	(3,604)	(3,062)
Proceeds from borrowings	30,172	38,932	8,471	-	-	-	-	-	-	-	-
Repayment of borrowings	(12,997)	(5,282)	(7,099)	(7,866)	(7,170)	(6,496)	(6,939)	(7,401)	(7,897)	(8,365)	(8,214)
Interest paid - lease liability	(57)	(58)	(61)	(62)	(64)	(66)	(67)	(69)	(71)	(72)	(74)
Repayment of lease liabilities	(680)	(680)	(680)	(680)	(680)	(680)	(680)	(680)	(680)	(680)	(680)
Net cash provided by (used in) financing activities	**13,698**	**28,826**	**(5,657)**	**(14,986)**	**(13,846)**	**(12,746)**	**(12,764)**	**(12,766)**	**(12,774)**	**(12,721)**	**(12,030)**
Net movement	(778)	(4,033)	4,728	1,565	6,298	1,606	4,460	3,199	3,869	3,360	4,802
Opening cash and cash equivalents	32,822	32,044	28,011	32,739	34,304	40,602	42,208	46,668	49,867	53,736	57,096
Closing cash and cash equivalents	**32,044**	**28,011**	**32,739**	**34,304**	**40,602**	**42,208**	**46,668**	**49,867**	**53,736**	**57,096**	**61,898**

Note: The Statement of Cash Flows is derived from cash-based income and expenditure, adjusted for working capital movements, and reported inclusive of GST.

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix F – Statement of Capital Works

	Forecast	Budget	Financial Plan Projections								
	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Property											
Buildings	63,838	70,904	21,590	7,258	10,704	11,415	11,753	11,542	11,605	11,663	11,283
Leasehold improvements	10	80	-	-	-	-	-	-	-	-	-
Total buildings	**63,848**	**70,984**	**21,590**	**7,258**	**10,704**	**11,415**	**11,753**	**11,542**	**11,605**	**11,663**	**11,283**
Total property	**63,848**	**70,984**	**21,590**	**7,258**	**10,704**	**11,415**	**11,753**	**11,542**	**11,605**	**11,663**	**11,283**
Plant and equipment											
Plant, machinery and equipment	5,759	2,500	2,590	2,509	2,985	3,087	3,179	3,253	3,355	3,449	3,537
Fixtures, fittings and furniture	1,365	329	245	237	468	353	363	353	367	372	367
Computers and telecommunications	3,361	-	50	49	111	126	130	113	120	117	105
Library resources	866	1,179	1,056	1,023	1,195	1,231	1,268	1,306	1,345	1,385	1,426
Total plant and equipment	**11,351**	**4,008**	**3,941**	**3,818**	**4,759**	**4,797**	**4,940**	**5,025**	**5,187**	**5,323**	**5,435**
Infrastructure											
Roads	28,052	11,010	21,012	22,000	17,045	17,141	17,655	17,764	19,102	18,794	19,048
Bridges	262	400	2,739	112	130	134	138	142	146	151	155
Footpaths and cycleways	1,627	1,352	2,136	2,461	2,471	2,557	2,634	3,192	2,776	2,853	2,923
Drainage	1,726	710	2,335	2,344	3,206	3,279	3,269	3,312	3,427	3,478	3,473
Recreational, leisure and community facilities	2,966	8,424	2,713	2,316	2,936	3,095	1,642	1,501	1,578	1,569	1,476
Parks, open space and streetscapes	4,959	4,987	4,451	4,389	5,352	5,592	4,183	4,025	4,158	4,178	4,088
Off street car parks	694	52	121	117	191	209	215	200	211	210	201
Waste management	-	3,602	-	-	-	-	-	-	-	-	-
Total infrastructure	**40,286**	**30,537**	**35,507**	**33,739**	**31,331**	**32,007**	**29,736**	**30,136**	**31,398**	**31,233**	**31,364**
Total capital expenditure	**115,485**	**105,529**	**61,038**	**44,815**	**46,794**	**48,219**	**46,429**	**46,703**	**48,190**	**48,219**	**48,082**
Represented by:											
New asset expenditure	20,234	11,227	1,500	1,500	4,929	5,852	4,482	3,276	3,603	3,318	2,430
Asset renewal expenditure	47,291	35,025	42,074	40,815	37,411	37,387	38,393	40,560	41,535	42,009	43,268
Asset upgrade expenditure	43,028	59,277	17,464	2,500	4,454	4,980	3,554	2,867	3,052	2,892	2,384
Asset expansion expenditure	4,932	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	**115,485**	**105,529**	**61,038**	**44,815**	**46,794**	**48,219**	**46,429**	**46,703**	**48,190**	**48,219**	**48,082**
Funding sources represented by:											
Grants	20,880	14,248	3,230	1,418	-	-	-	-	-	-	-
Contributions	4,297	318	912	-	-	-	-	-	-	-	-
Council cash	45,495	38,894	39,127	39,397	42,794	44,219	45,429	45,703	47,190	47,219	47,082
Borrowings	21,447	38,932	8,471	-	-	-	-	-	-	-	-
Reserves	23,366	13,137	9,298	4,000	4,000	4,000	1,000	1,000	1,000	1,000	1,000
Total capital works expenditure	**115,485**	**105,529**	**61,038**	**44,815**	**46,794**	**48,219**	**46,429**	**46,703**	**48,190**	**48,219**	**48,082**

Appendix G – Statement of Human Resources ($)

	Budget	Financial Plan Projections								
	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
CEO Services										
Permanent - Full time										
- Women	676	698	719	740	763	785	809	833	858	884
Total Chief Executive	**676**	**698**	**719**	**740**	**763**	**785**	**809**	**833**	**858**	**884**
City Futures										
Permanent - Full time										
- Women	12,493	12,549	12,895	13,197	13,593	14,001	14,421	14,853	15,299	15,758
- Men	24,357	24,467	25,140	25,730	26,501	27,296	28,115	28,959	29,828	30,722
- Positions pending hire	4,896	4,918	5,053	5,172	5,327	5,487	5,651	5,821	5,996	6,176
Permanent - Part time										
- Women	1,289	1,295	1,331	1,362	1,403	1,445	1,488	1,533	1,579	1,626
- Men	1,304	1,310	1,346	1,378	1,419	1,462	1,505	1,551	1,597	1,645
- Positions pending hire	416	418	429	440	453	466	480	495	510	525
Total City Futures	**44,755**	**44,957**	**46,194**	**47,279**	**48,696**	**50,157**	**51,660**	**53,212**	**54,809**	**56,452**
Community Strengthening										
Permanent - Full time										
- Women	17,386	17,934	18,470	19,024	19,588	20,176	20,782	21,406	22,048	22,704
- Men	5,247	5,411	5,573	5,740	5,912	6,089	6,272	6,460	6,653	6,852
- Positions pending hire	1,657	1,709	1,760	1,813	1,867	1,923	1,981	2,040	2,101	2,164
Permanent - Part time										
- Women	14,395	14,842	15,286	15,747	16,219	16,704	17,204	17,720	18,252	18,796
- Men	2,282	2,353	2,424	2,496	2,571	2,651	2,727	2,809	2,893	2,980
- Persons of self-described gender	62	64	66	68	70	72	74	76	79	81
- Positions pending hire	2,214	2,283	2,352	2,422	2,494	2,569	2,646	2,726	2,807	2,891
Total Community Strengthening	**43,243**	**44,596**	**45,932**	**47,311**	**48,721**	**50,184**	**51,686**	**53,238**	**54,834**	**56,468**

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix G – Statement of Human Resources ($) (continued)

	Budget	Financial Plan Projections								
	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Customer & Information Office										
Permanent - Full time										
- Women	2,211	2,340	2,365	2,435	2,510	2,584	2,662	2,742	2,823	2,910
- Men	2,648	2,804	2,833	2,918	3,006	3,096	3,189	3,284	3,383	3,484
- Positions pending hire	483	512	517	533	549	565	582	600	618	636
Permanent - Part time										
- Women	782	577	583	599	617	635	656	675	695	717
- Men	204	150	152	156	161	166	171	176	181	187
- Positions pending hire	104	76	77	79	82	84	87	89	92	95
Total Customer & Information Office	**6,431**	**6,459**	**6,526**	**6,720**	**6,925**	**7,130**	**7,346**	**7,565**	**7,792**	**8,028**
Strategy & Corporate Services										
Permanent - Full time										
- Women	5,235	5,056	5,122	5,275	5,435	5,597	5,765	5,938	6,115	6,301
- Men	2,947	2,847	2,884	2,970	3,059	3,151	3,246	3,343	3,443	3,547
- Positions pending hire	649	627	635	654	674	694	715	736	758	781
Permanent - Part time										
- Women	1,102	1,066	1,080	1,111	1,144	1,178	1,215	1,251	1,288	1,328
- Men	70	68	69	71	73	75	77	79	82	84
- Positions pending hire	38	37	37	38	39	41	42	43	44	46
Total Strategy & Corporate Services	**10,041**	**9,701**	**9,826**	**10,119**	**10,424**	**10,736**	**11,059**	**11,389**	**11,730**	**12,086**
Chief Financial Office										
Permanent - Full time										
- Women	2,387	2,453	2,527	2,602	2,682	2,762	2,844	2,930	3,017	3,109
- Men	1,554	1,598	1,646	1,695	1,746	1,798	1,852	1,908	1,965	2,024
- Positions pending hire	93	96	98	101	104	108	111	114	118	121
Permanent - Part time										
- Women	336	347	357	367	378	388	402	413	425	439
Total Chief Financial Office	**4,370**	**4,494**	**4,627**	**4,765**	**4,910**	**5,056**	**5,208**	**5,364**	**5,525**	**5,692**

Appendix G – Statement of Human Resources ($) (continued)

	Budget	Financial Plan Projections								
	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Casuals and other										
- Women	372	416	427	440	453	467	481	495	510	525
- Men	252	281	290	301	308	316	325	335	346	356
- Positions pending hire	30	33	34	35	37	38	39	40	41	42
Other employee related costs	4,018	4,939	4,980	4,826	4,847	4,885	4,891	4,918	4,956	4,961
Core System Replacement program (CSR)	3,428	-	-	-	-	-	-	-	-	-
Labour vacancy rate & Efficiency dividend	(3,685)	(3,796)	(3,910)	(4,027)	(4,148)	(4,272)	(4,401)	(4,533)	(4,669)	(4,809)
Total casuals and other	**4,415**	**1,872**	**1,821**	**1,575**	**1,497**	**1,433**	**1,335**	**1,255**	**1,185**	**1,076**
Total staff expenditure	**113,930**	**112,777**	**115,645**	**118,509**	**121,936**	**125,482**	**129,104**	**132,857**	**136,732**	**140,686**

Notes

Casuals and other expenditure include casual staff costs, temporary agency staff, training and conferences, Fringe Benefits Tax (FBT), occupational health and safety programs, protective clothing and materials and other staff related costs.

The Long-Term Financial Plan (LTFP) reflects the introduction of a modest *labour vacancy allowance*, informed by Council's historical experience with staff turnover, recruitment lead times and natural vacancies. A vacancy factor of 2.5% has been applied to eligible employee costs and is assumed to continue across all years of the LTFP, incrementing in line with underlying employee cost growth. This equates to $2.05 million in 2026-27. The vacancy allowance has been applied conservatively and selectively, with exclusions where service delivery requirements, funding arrangements or cost recovery principles mean vacancies are not appropriate or achievable. This approach improves the realism of long-term workforce cost projections while maintaining a clear focus on service continuity.

In addition, the LTFP includes an *efficiency dividend* factor of 2%, equivalent to $1.64 million in 2026-27, to reflect Council's ongoing commitment to improving productivity and value for money. This allowance recognises that, over time, Council is expected to realise efficiencies through service review and prioritisation, process improvement, organisational redesign, and increased use of technology and digital solutions. The efficiency factor does not assume reductions to services but reflects a prudent, high-level allowance for continuous improvement in the way services are delivered. Both the vacancy allowance and efficiency factor will be monitored and reviewed through annual budget processes to ensure they remain appropriate and do not compromise service delivery outcomes.

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix H – Statement of Human Resources (Full time equivalent - FTE)

	Budget	Financial Plan Projections								
	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE	2031-32 FTE	2032-33 FTE	2033-34 FTE	2034-35 FTE	2035-36 FTE
CEO Services										
Permanent - Full time										
- Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total Chief Executive	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
City Futures										
Permanent - Full time										
- Women	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0
- Men	178.0	178.0	178.0	178.0	178.0	178.0	178.0	178.0	178.0	178.0
- Positions pending hire	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0
Permanent - Part time										
- Women	12.9	12.9	12.9	12.9	12.9	12.9	12.9	12.9	12.9	12.9
- Men	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8
- Positions pending hire	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3
Total City Futures	**346.0**	**346.0**	**346.0**	**346.0**	**346.0**	**346.0**	**346.0**	**346.0**	**346.0**	**346.0**
Community Strengthening										
Permanent - Full time										
- Women	128.0	128.0	127.0	127.0	127.0	127.0	127.0	127.0	127.0	127.0
- Men	42.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0
- Positions pending hire	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Permanent - Part time										
- Women	122.7	122.7	122.7	122.7	122.7	122.7	122.7	122.7	122.7	122.7
- Men	23.2	23.2	23.2	23.2	23.2	23.2	23.2	23.2	23.2	23.2
- Persons of self-described gender	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
- Positions pending hire	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7
Total Community Strengthening	**355.2**	**354.2**	**353.2**	**353.2**	**353.2**	**353.2**	**353.2**	**353.2**	**353.2**	**353.2**

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix H – Statement of Human Resources (Full time equivalent - FTE) (continued)

	Budget	Financial Plan Projections								
	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE	2031-32 FTE	2032-33 FTE	2033-34 FTE	2034-35 FTE	2035-36 FTE
Customer & Information Office										
Permanent - Full time										
- Women	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0
- Men	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
- Positions pending hire	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Permanent - Part time										
- Women	7.6	7.6	7.6	7.6	7.6	7.6	7.6	7.6	7.6	7.6
- Men	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
- Positions pending hire	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Total Customer & Information Office	**49**	**49**	**49**	**49**	**49**	**49**	**49**	**49**	**49**	**49**
Strategy & Corporate Services										
Permanent - Full time										
- Women	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0
- Men	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
- Positions pending hire	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Permanent - Part time										
- Women	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4
- Men	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
- Positions pending hire	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Total Strategy & Corporate Services	**64**	**64**	**64**	**64**	**64**	**64**	**64**	**64**	**64**	**64**
Chief Financial Office										
Permanent - Full time										
- Women	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5
- Men	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
- Positions pending hire	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time										
- Women	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Total Chief Financial Office	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**
Casuals										
- Women	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
- Men	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
- Positions pending hire	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total casuals	**5.9**	**5.9**	**5.9**	**5.9**	**5.9**	**5.9**	**5.9**	**5.9**	**5.9**	**5.9**
Core System Replacement program (CSR)	19.0	-	-	-	-	-	-	-	-	-
Core System Replacement program (CSR)	**19.1**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total staff numbers	**871.8**	**851.8**	**850.8**	**850.8**	**850.8**	**850.8**	**850.8**	**850.8**	**850.8**	**850.8**

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix I(a) – Schedule of reserves

Reserves	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Major Projects											
Opening balance	49,266	47,490	35,872	30,574	30,574	30,574	30,574	30,574	30,574	30,574	30,574
Transfer to reserve	15,500	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(17,276)	(11,618)	(5,298)	0	0	0	0	0	0	0	0
Closing balance	**47,490**	**35,872**	**30,574**	**30,574**	**30,574**	**30,574**	**30,574**	**30,574**	**30,574**	**30,574**	**30,574**
Open space - planning, developments and improvements											
Opening balance	6,726	8,493	7,585	6,585	5,585	4,585	3,585	5,585	7,585	9,585	11,585
Transfer to reserve	2,161	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Transfer from reserve	(393)	(2,909)	(3,000)	(3,000)	(3,000)	(3,000)	0	0	0	0	0
Closing balance	**8,493**	**7,585**	**6,585**	**5,585**	**4,585**	**3,585**	**5,585**	**7,585**	**9,585**	**11,585**	**13,585**
Open space - acquisitions											
Opening balance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer to reserve	77	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(77)	0	0	0	0	0	0	0	0	0	0
Closing balance	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**
Development Contribution Plans Council funded											
Opening balance	17,428	13,558	14,065	14,933	15,802	16,670	17,437	18,104	18,671	19,237	19,803
Transfer to reserve	1,150	900	900	900	900	800	700	600	600	600	600
Transfer from reserve	(5,020)	(393)	(31)	(32)	(32)	(32)	(33)	(33)	(34)	(34)	(35)
Closing balance	**13,558**	**14,065**	**14,933**	**15,802**	**16,670**	**17,437**	**18,104**	**18,671**	**19,237**	**19,803**	**20,368**
Keysborough maintenance levy											
Opening balance	3,682	3,451	3,811	4,162	4,488	4,790	5,066	5,317	5,542	5,740	5,910
Transfer to reserve	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Transfer from reserve	(2,031)	(1,439)	(1,450)	(1,474)	(1,498)	(1,523)	(1,549)	(1,575)	(1,602)	(1,630)	(1,658)
Closing balance	**3,451**	**3,811**	**4,162**	**4,488**	**4,790**	**5,066**	**5,317**	**5,542**	**5,740**	**5,910**	**6,052**
Self insurance reserve											
Opening balance	715	1,179	949	702	448	186	10	10	10	10	10
Transfer to reserve	685	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(221)	(230)	(247)	(254)	(262)	(176)	0	0	0	0	0
Closing balance	**1,179**	**949**	**702**	**448**	**186**	**10**	**10**	**10**	**10**	**10**	**10**

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix I(a) – Schedule of reserves (continued)

Reserves	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Spring Valley landfill assurance fund											
Opening balance	5,454	5,134	1,471	1,213	1,152	1,082	1,021	956	901	836	781
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(320)	(3,663)	(258)	(60)	(71)	(60)	(65)	(55)	(65)	(55)	(65)
Closing balance	**5,134**	**1,471**	**1,213**	**1,152**	**1,082**	**1,021**	**956**	**901**	**836**	**781**	**716**
Springvale Activity Precinct Parking and Development											
Opening balance	236	236	236	236	236	236	236	236	236	236	236
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	**236**	**236**	**236**	**236**	**236**	**236**	**236**	**236**	**236**	**236**	**236**
Dandenong Activity Precinct Parking and Development											
Opening balance	4,013	3,768	939	939	939	939	939	939	939	939	939
Transfer to reserve	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Transfer from reserve	(1,244)	(3,829)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Closing balance	**3,768**	**939**	**939**	**939**	**939**	**939**	**939**	**939**	**939**	**939**	**939**
General Reserve (Aged and Community Services)											
Opening balance	6,436	6,386	6,236	6,236	6,236	6,236	6,236	6,236	6,236	6,236	6,236
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(50)	(150)	0	0	0	0	0	0	0	0	0
Closing balance	**6,386**	**6,236**	**6,236**	**6,236**	**6,236**	**6,236**	**6,236**	**6,236**	**6,236**	**6,236**	**6,236**
Future Maintenance Reserve (LXRA)											
Opening balance	3,792	3,359	3,105	2,845	2,578	2,304	2,022	1,733	1,436	1,131	817
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(432)	(254)	(260)	(267)	(274)	(282)	(289)	(297)	(305)	(313)	(322)
Closing balance	**3,359**	**3,105**	**2,845**	**2,578**	**2,304**	**2,022**	**1,733**	**1,436**	**1,131**	**817**	**496**
Native revegetation - Pound Road											
Opening balance	35	35	35	35	35	35	35	35	35	35	35
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	**35**	**35**	**35**	**35**	**35**	**35**	**35**	**35**	**35**	**35**	**35**

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix I(a) – Schedule of reserves (continued)

Reserves	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Native revegetation - Dingley Arterial											
Opening balance	28	28	28	28	28	28	28	28	28	28	28
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	**28**	**28**	**28**	**28**	**28**	**28**	**28**	**28**	**28**	**28**	**28**
Native revegetation - Bowmans Redgum											
Opening balance	10	1	0	0	0	0	0	0	0	0	0
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(8)	(1)	0	0	0	0	0	0	0	0	0
Closing balance	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Native revegetation - Logis											
Opening balance	97	67	36	4	0	0	0	0	0	0	0
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(30)	(31)	(32)	(4)	0	0	0	0	0	0	0
Closing balance	**67**	**36**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Digital Technology											
Opening balance	1,088	218	218	218	218	218	218	218	218	218	218
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	(870)	0	0	0	0	0	0	0	0	0	0
Closing balance	**218**	**218**	**218**	**218**	**218**	**218**	**218**	**218**	**218**	**218**	**218**
Reserve summary											
Opening balance	105,004	99,403	80,584	74,709	74,318	73,881	73,407	75,971	78,410	80,804	83,172
Transfer to reserve	22,372	5,700	5,700	5,700	5,700	5,600	5,500	5,400	5,400	5,400	5,400
Transfer from reserve	(27,973)	(24,519)	(11,575)	(6,091)	(6,137)	(6,074)	(2,936)	(2,961)	(3,006)	(3,032)	(3,080)
Closing balance	**99,403**	**80,584**	**74,709**	**74,318**	**73,881**	**73,407**	**75,971**	**78,410**	**80,804**	**83,172**	**85,492**

Appendix I(b) – Discretionary and restricted reserves

Reserves	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Major projects reserve	47,490	35,872	30,574	30,574	30,574	30,574	30,574	30,574	30,574	30,574	30,574
Open space - planning, development and improvements	8,493	7,585	6,585	5,585	4,585	3,585	5,585	7,585	9,585	11,585	13,585
Open space - acquisitions	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
DCP Council funded reserve	13,558	14,065	14,933	15,802	16,670	17,437	18,104	18,671	19,237	19,803	20,368
Keysborough maintenance levy	3,451	3,811	4,162	4,488	4,790	5,066	5,317	5,542	5,740	5,910	6,052
Self insurance reserve	1,179	949	702	448	186	10	10	10	10	10	10
Spring Valley landfill assurance fund	5,134	1,471	1,213	1,152	1,082	1,021	956	901	836	781	716
Springvale Activity Precinct parking and development	236	236	236	236	236	236	236	236	236	236	236
Dandenong Activity Precinct parking and development	3,768	939	939	939	939	939	939	939	939	939	939
General reserve (Aged and Community Services)	6,386	6,236	6,236	6,236	6,236	6,236	6,236	6,236	6,236	6,236	6,236
Future maintenance reserve (LXRA)	3,359	3,105	2,845	2,578	2,303	2,022	1,733	1,435	1,131	818	496
Digital technology	218	218	218	218	218	218	218	218	218	218	218
Native revegetation reserves	131	99	67	63	63	63	63	63	63	63	63
Sub-total restricted	**34,992**	**34,664**	**34,591**	**34,515**	**34,410**	**34,173**	**36,802**	**39,296**	**41,756**	**44,179**	**46,564**
Sub-total discretionary	**64,411**	**45,920**	**40,117**	**39,803**	**39,470**	**39,234**	**39,168**	**39,113**	**39,048**	**38,993**	**38,928**
Total reserves	**99,403**	**80,584**	**74,709**	**74,318**	**73,881**	**73,407**	**75,971**	**78,410**	**80,804**	**83,172**	**85,492**

Appendix J – Schedule of borrowings

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Forecast	Budget	Financial Plan Projections								
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ALL BORROWINGS											
Opening balance	48,371	65,545	99,196	100,568	92,702	85,532	79,036	72,097	64,695	56,799	48,434
New loan proceeds	30,172	38,932	8,471	-	-	-	-	-	-	-	-
Less principal repayments	(12,997)	(5,282)	(7,099)	(7,866)	(7,170)	(6,496)	(6,939)	(7,401)	(7,897)	(8,365)	(8,214)
Closing balance of borrowings	**65,545**	**99,196**	**100,568**	**92,702**	**85,532**	**79,036**	**72,097**	**64,695**	**56,799**	**48,434**	**40,219**
Interest expense	**2,740**	**4,086**	**6,288**	**6,378**	**5,932**	**5,504**	**5,078**	**4,616**	**4,126**	**3,604**	**3,062**
Principal repayments	**12,997**	**5,282**	**7,099**	**7,866**	**7,170**	**6,496**	**6,939**	**7,401**	**7,897**	**8,365**	**8,214**

Debt performance indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.
Risk assessment criteria results (where applicable): High / Medium / Low

Please refer to the page following for further details on the risk assessment criteria ranges and ratio formula descriptions.

Indicator	Forecast 2025-26	Budget 2026-27	Financial Plan Projections 2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend
Liquidity ratio	181%	165%	164%	165%	165%	164%	166%	168%	171%	176%	184%	+
Loans and borrowings compared to rates (debt	35.8%	52.5%	51.6%	46.1%	41.3%	37.0%	32.7%	28.5%	24.3%	20.1%	16.2%	+
Loans and borrowings repayments compared to rates	8.6%	5.0%	6.9%	7.1%	6.3%	5.6%	5.5%	5.3%	5.1%	5.0%	4.5%	o
Non-current liabilities compared to own source	29%	42%	41%	38%	34%	30%	27%	23%	19%	16%	13%	+
Debt servicing ratio	5.4%	3.2%	4.7%	4.9%	4.4%	4.0%	3.9%	3.8%	3.7%	3.6%	3.3%	o
TCV Interest Cover ratio	19.3	12.4	8.9	8.6	9.5	10.5	11.7	13.0	15.2	17.8	21.4	+
TCV Financial Indebtedness	29.7%	43.7%	43.0%	38.8%	34.8%	31.4%	27.9%	24.4%	20.8%	17.3%	14.1%	+

		LGPRF Liquidity Ratio	LGPRF Debt Mgmt Ratio	Debt Servicing Ratio	Treasury Corp Victoria: TCV Interest Cover Ratio	Treasury Corp Victoria: TCV Financial Indebted-ness Ratio
Prudential ratio limits: Risk assessment criteria	High	Below 110%	Above 80%	Above 10%	Less than 2	Above 60%
	Medium	110% - 120%	60% - 80%	5% - 10%		
	Low	Above 120%	Below 60%	Below 5%	Above 2	Below 60%

Note re Debt Servicing Ratio - The 2025-26 ratio result reflects a one-off refinancing of $8.7 million of existing debt to achieve interest rate certainty. This temporary impact does not indicate an ongoing trend, with the ratio improving from 2026-27 onwards.

LGPRF Liquidity ratio

Current assets compared to current liabilities

= (Current assets / Current liabilities)

LGPRF Debt management

Loans and borrowings compared to rates

= (Current + Non-current Interest bearing liabilities / Rates and charges less Keysborough Maintenance Levy)

Debt servicing

Borrowing costs compared to rates

= (Interest expense / Rates and charges less Keysborough Maintenance Levy)

TCV Interest Cover Ratio

Ratio of earnings before interest, taxes, depreciation and amortisation (EBITDA) to interest expenses.

= (Net surplus - interest income - non-monetary contributions + borrowing costs + finance lease costs + depreciation and amortisation) / (Borrowing costs + finance lease costs)

TCV Financial Indebtedness Ratio

Value of interest bearing loans and borrowings as a percentage of own source revenue

= (Debt including leases/Own Source Revenue)

= (Current + Non-current Interest bearing liabilities / (Total income - grants operating - grants capital - contributions monetary - contributions non-monetary)

Appendix K(a) – Local Government Performance Reporting Framework (LGPRF) Financial Performance Indicators

Council's current and projected performance across a range of key financial performance indicators per the Local Government Performance Reporting Framework (LGPRF). These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/o/-
Financial management														
Liquidity *(sufficient working capital and cash is available to cover expenses)*														
Cash compared to current liabilities Cash / current liabilities	1	30.03%	25.70%	22.72%	27.96%	29.76%	34.83%	35.51%	38.65%	40.56%	42.90%	45.05%	48.48%	o
Operating position (an adjusted underlying surplus is generated in the ordinary course of business)														
Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	2	3.76%	(8.02%)	(5.59%)	(1.59%)	(2.25%)	(1.93%)	(1.88%)	(1.55%)	(1.52%)	(0.76%)	(0.44%)	(0.15%)	-
Rates effort (rating level is set based on the community's capacity to pay)														
Rates compared to property values Rate revenue / CIV of rateable properties in the municipal district	3	0.26%	0.26%	0.26%	0.26%	0.27%	0.27%	0.27%	0.27%	0.28%	0.28%	0.28%	0.29%	o

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/o/-
Financial management														
Expenditure and revenue level (resources are used efficiently in the delivery of services)														
Average rate per property assessment General rates and municipal charges / no. of property assessments	4	$2,053.24	$2,204.10	$2,269.36	$2,330.90	$2,392.81	$2,455.91	$2,520.21	$2,585.73	$2,652.51	$2,720.59	$2,789.95	$2,860.67	+
Rates collection (rates and charges are being responsibly collected)														
Rates and charges debt Unpaid rates and charges / all rates and charges	5	7.24%	6.99%	6.83%	6.69%	6.55%	6.42%	6.29%	6.16%	6.04%	5.92%	5.80%	5.69%	+
Financial forecasting														
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)														
Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue	6	22.64%	29.26%	42.43%	41.49%	37.56%	33.90%	30.38%	26.73%	23.08%	19.43%	16.04%	13.05%	+

Key to forecast trend

\+ Forecasts improvement in Council's financial performance/position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

\- Forecasts deterioration in Council's financial performance/financial position indicator

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/o/-
Financial forecasting														
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)														
Loans and borrowings compared to own-source revenue Interest bearing loans and borrowings / own-source revenue	7	22.30%	29.37%	43.32%	42.67%	38.41%	34.44%	31.06%	27.55%	24.03%	20.50%	17.00%	13.73%	+
Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	8	3.02%	7.05%	4.09%	5.68%	5.90%	5.28%	4.72%	4.59%	4.46%	4.34%	4.20%	3.85%	+
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)														
Expenses per head of population Total expenses / Population	9	$1,540.13	$1,660.91	$1,703.87	$1,677.17	$1,713.79	$1,741.51	$1,778.58	$1,818.89	$1,865.48	$1,900.24	$1,943.09	$1,987.44	-
Infrastructure per head of population Value of infrastructure / Population	10	$9,670.62	$9,691.96	$9,711.33	$9,730.73	$9,750.17	$9,769.65	$9,789.17	$9,808.73	$9,828.33	$9,847.97	$9,867.64	$9,887.36	+

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/o/-
Financial forecasting														
Revenue and grants (revenue is generated from a range of sources to fund the delivery of services to the community)														
Own-source revenue per head of population Own-source revenue / Population	11	$1,296.28	$1,332.99	$1,366.57	$1,404.99	$1,437.20	$1,477.56	$1,512.37	$1,554.12	$1,596.97	$1,641.81	$1,686.74	$1,732.72	+
Recurrent grants per head of population Recurrent grants / Population	12	$294.15	$199.81	$246.45	$240.42	$238.92	$231.03	$233.41	$236.94	$240.53	$244.18	$247.89	$251.66	o
Financial management														
Liquidity *(sufficient working capital and cash is available to cover expenses)* Current assets compared to current liabilities Current assets / current liabilities	13	229.35%	180.56%	165.41%	163.60%	164.84%	164.88%	163.80%	165.74%	167.78%	170.94%	176.34%	184.30%	o
Financial forecasting														
Asset renewal and upgrade *(renewal and upgrade of assets is planned and delivered)* Asset renewal and upgrade compared to depreciation Asset renewal and upgrade expenses / Asset depreciation	14	66.99%	169.68%	173.69%	107.51%	76.68%	72.66%	72.09%	69.98%	71.02%	71.49%	70.58%	70.36%	-

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

LONG TERM FINANCIAL PLAN 2027 - 2036

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Domain / *indicator* / measure	Notes	Actual 2024-25	Forecast 2025-26	Budget 2026-27	Projections 2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/o/-
Financial management														
Rates concentration *(revenue is generated from a range of sources)*														
Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	15	65.90%	71.06%	69.89%	70.40%	71.43%	72.17%	72.74%	73.00%	73.24%	73.45%	73.69%	73.92%	o
Expenditure and revenue level *(resources are used efficiently in the delivery of services)* Expenses per property assessment Total expenses / no. of property assessments	16	$3,712.00	$4,005.69	$4,094.64	$4,011.49	$4,079.92	$4,126.64	$4,195.03	$4,270.47	$4,359.91	$4,421.08	$4,500.49	$4,582.67	-

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Appendix K(a) – LGPRF Financial Performance Indicators (continued)

Commentary on several key sustainability indicator forecasts

1. Cash liquidity ratio – This ratio measures Council's immediate cash coverage of short-term obligations. The 2024-25 result was 30.03%. The forecast steady trend reflects deliberate use of cash for capital investment, increasing the importance of active cash management.
2. Adjusted underlying result – Council's adjusted underlying result is forecast to remain in deficit across most years of the LTFP, improving gradually toward the end of the period. Persistent deficits indicate that recurrent revenue is not sufficient to fully fund recurrent expenditure, placing pressure on cash reserves and limiting flexibility to respond to future service and asset needs.
3. Rates effort - This ratio measures rate revenue relative to total property values (CIV). The 2024-25 result was 0.26%. The gradual forecast increase indicates a slightly higher rate burden over time, though still within reasonable affordability limits.
4. Average rate per property assessment - This ratio measures the average rates paid per assessment. The 2024-25 result was $2,053.24 per assessment. The steady forecast increase reflects assumed rate-cap parameters.
5. Rates and charges debt - This ratio measures overdue rates and charges as a proportion of total levies. The 2024-25 actual result is 7.24% and forecast results are expected to improve further over time, indicating strong collection performance.
6. Non-current liabilities compared to own-source revenue - This ratio measures the long-term debt burden relative to Council-controlled revenue. The 2024-25 actual result was moderate at 22.64%. An increase in 2025-26 to 2027-28 reflects new borrowings to part fund the Oasis Aquatics and Wellbeing major capital project, followed by a declining trend as debt stabilises.
7. Loans and borrowings compared to own-source revenue - This ratio measures interest-bearing debt relative to own-source revenue. Debt levels were relatively low in 2024-25 at 22.30%. In future years, due to the Oasis Aquatics and Wellbeing borrowings the ratio result is expected to peak and then decline. These results are within prudential limits, however, it does reduce short-term budget flexibility. Long range forecasts show an improved trend.
8. Loan repayments compared to own-source revenue - This ratio measures the affordability of debt servicing costs. The 2024-25 burden was low at 3.02%. Higher future ratios reflect increased borrowings for Oasis Aquatics and Wellbeing, placing pressure on operating budgets and limiting discretionary expenditure. Long range forecasts show an improved trend.
9. Expenses per head of population - This ratio measures the average cost of services per resident. The 2024-25 actual result was $1,540.13 expenses per resident. The increasing trend reflects both population growth and cost escalation, signalling the need for productivity gains to maintain affordability.
10. Infrastructure per head of population - This ratio measures the value of infrastructure assets available per resident. The 2024-25 result was $9,670.62 per member of population, with a steady upward trend reflecting ongoing capital investment. While positive for service capacity, it also increases future maintenance obligations.

11. Own-source revenue per head of population - This ratio measures Council-controlled revenue generated per resident. The 2024-25 result was $1,296.28 per resident. The improving trend reflects rate and fee growth but does not fully offset rising cost pressures.

12. Recurrent grants per head of population - This ratio measures recurrent grant funding relative to population. The 2024-25 result was $294.15 which was higher than 2025-26 Forecast due to the timing of Financial Assistance grant allocations from the Victoria Local Government Grants Commission. The declining trend highlights ongoing cost-shifting and increased reliance on Council-generated revenue.

13. Liquidity (current assets compared to current liabilities) - This ratio measures Council's ability to meet short-term obligations from available assets. The 2024-25 actual result demonstrates very strong liquidity at 229.35%, well above minimum benchmarks. The gradual decline over the forecast period reflects the planned and responsible use of cash and reserves to fund major capital projects, rather than any deterioration in financial capacity. Importantly, Council's working capital position remains consistently strong, with the liquidity ratio staying above 160% across all years of the forecast. While liquidity tightens modestly in the medium term, it remains stable in later years and continues to support Council's capacity to meet short-term obligations.

14. Asset renewal and upgrade compared to depreciation - This ratio measures whether Council is investing in asset renewal at least at the rate assets are wearing out. The 2024-25 result of 66.99% is below the 100% benchmark, indicating a renewal lag and reflecting pressure on Council's capacity to fully reinvest in existing assets. Results improve significantly in 2025-26 and 2026-27, driven largely by the major capital investment in the Oasis Aquatics and Wellbeing project. However, the ratio is expected to decline again in later years of the LTFP, highlighting emerging renewal funding gaps once this one-off investment subsides.

Prolonged renewal gaps can lead to a growing backlog of ageing assets, increased maintenance and operating costs, higher service risks, and reduced asset reliability over time. If unaddressed, this can place pressure on future budgets and limit Council's flexibility to respond to service demand and community expectations.

To address this trend, Council has a number of options to consider through future budgets and strategic reviews. These include progressively increasing funding to base asset renewal programs, reviewing service levels and asset standards, improving prioritisation based on asset condition and risk, leveraging alternative funding sources such as grants and contributions, and strengthening lifecycle and whole-of-life cost planning. Ongoing integration between asset management planning and financial planning will be critical to ensuring renewal investment remains affordable and sustainable over the life of the LTFP.

15. Rates concentration - This ratio measures the share of total operating revenue derived from rates. The 2024-25 result already shows a moderate reliance on rates at 65.90%. The upward trend reflects constrained growth in other revenue sources, reducing financial flexibility over time.

16. Expenses per property assessment - This ratio measures operating costs per rateable property. The 2024-25 result was $3,712 per property assessment. Continued growth in future targets reflects wage and contract inflation, reinforcing the need for service prioritisation and efficiency improvements.

Appendix K(b) – Financial Sustainability Indicators

Indicator	Forecast 2025-26	Budget 2026-27	Financial Plan Projections 2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/o/-
Net result margin (%)	4%	2%	2%	1%	1%	1%	2%	1%	2%	2%	3%	o
Adjusted underlying result (%)	(8%)	(6%)	(2%)	(2%)	(2%)	(2%)	(2%)	(2%)	(1%)	(0%)	(0%)	-
Liquidity (ratio)	1.81	1.65	1.64	1.65	1.65	1.64	1.66	1.68	1.71	1.76	1.84	o
Internal financing (%)	64%	51%	87%	127%	131%	129%	136%	137%	140%	143%	146%	+
Indebtedness (%)	29%	42%	41%	38%	34%	30%	27%	23%	19%	16%	13%	+
Capital replacement (ratio)	2.17	1.94	1.10	0.79	0.81	0.82	0.77	0.76	0.77	0.76	0.74	-
Renewal gap (ratio)	1.70	1.74	1.08	0.77	0.73	0.72	0.70	0.71	0.71	0.71	0.70	-

Key to forecast trend
+ Forecasts improvement in Council's financial performance/position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The above financial sustainability indicators have been sourced from the Victorian Auditor-General's Office (VAGO). These indicators are used by VAGO to assess the financial sustainability risk of councils and are most meaningful when considered collectively and over time rather than in isolation.

Overall, the results indicate that Council remains in a stable financial position across the life of the LTFP, with adequate liquidity and manageable debt levels, but with emerging medium-term pressures. In particular, ongoing underlying operating deficits and tightening capacity to fund asset renewal highlight the need for continued focus on service affordability, efficiency improvements, cost containment and long-term financial decision-making to support Council's future sustainability.

- The net result margin declines in the early years of the LTFP before stabilising at a low but consistent level (around 2%). This reflects the combined impact of rate capping, rising operating costs and increased depreciation, partially offset by ongoing financial management actions.
- Council is forecasting an adjusted underlying deficit in all years of the LTFP. This indicates that recurrent operating expenditure continues to exceed recurrent revenue, reinforcing the need for ongoing service and cost reviews to improve long-term sustainability.
- The liquidity ratio remains around 1.6 across the LTFP and improves slightly in later years. This indicates Council continues to maintain sufficient liquid assets to meet short-term liabilities as they fall due, notwithstanding planned use of cash for capital projects.
- The internal financing ratio is below 100% in the early years of the LTFP due to significant investment in major capital projects. From the mid-point of the LTFP onward, the ratio exceeds 100%, indicating an improving capacity to fund capital works from internally generated cash flows.

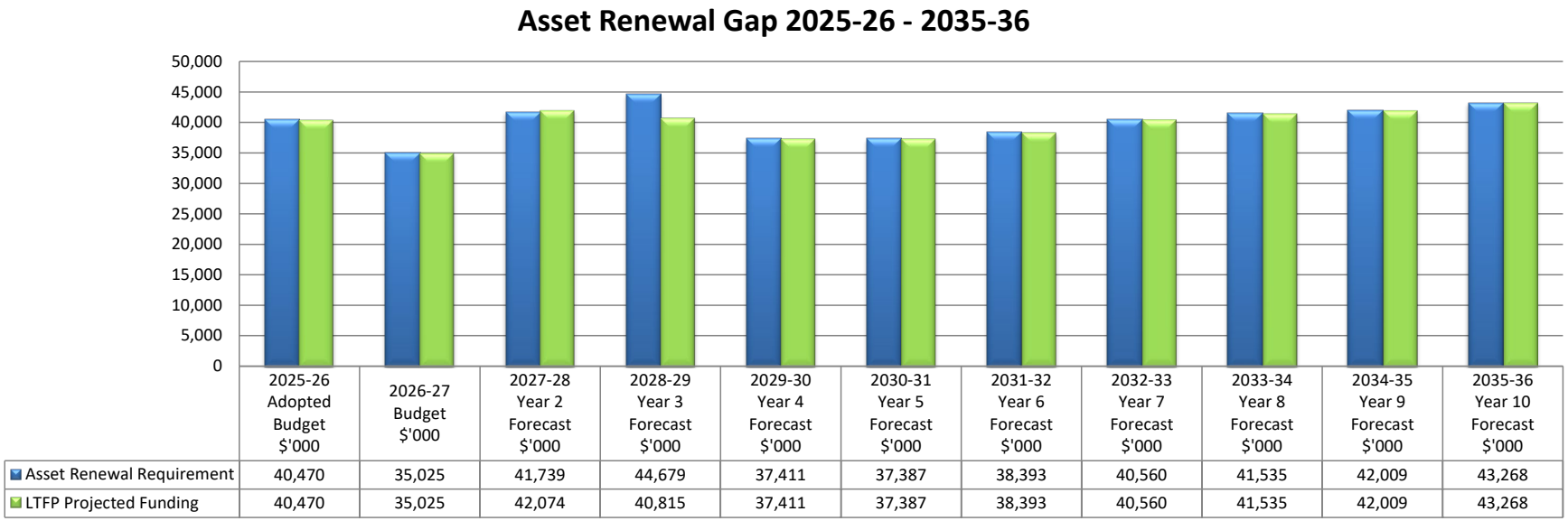
- The indebtedness ratio peaks in the early years of the LTFP due to borrowings to fund Oasis Aquatics and Wellbeing. The ratio then steadily declines over the remainder of the LTFP as debt is repaid, indicating reducing reliance on debt over time.
- The capital replacement ratio is elevated in the first two years of the LTFP due to delivery of major capital projects. In subsequent years, the ratio averages below 1.0, indicating that capital expenditure does not fully keep pace with asset consumption.
- On average, the renewal gap ratio across the LTFP is slightly below 1.0. This indicates that asset renewal expenditure is below depreciation and highlights a key long-term challenge in maintaining asset condition without additional funding.

Appendix L – Asset Renewal

Table L1 – Base Renewal Requirements (excludes major projects)

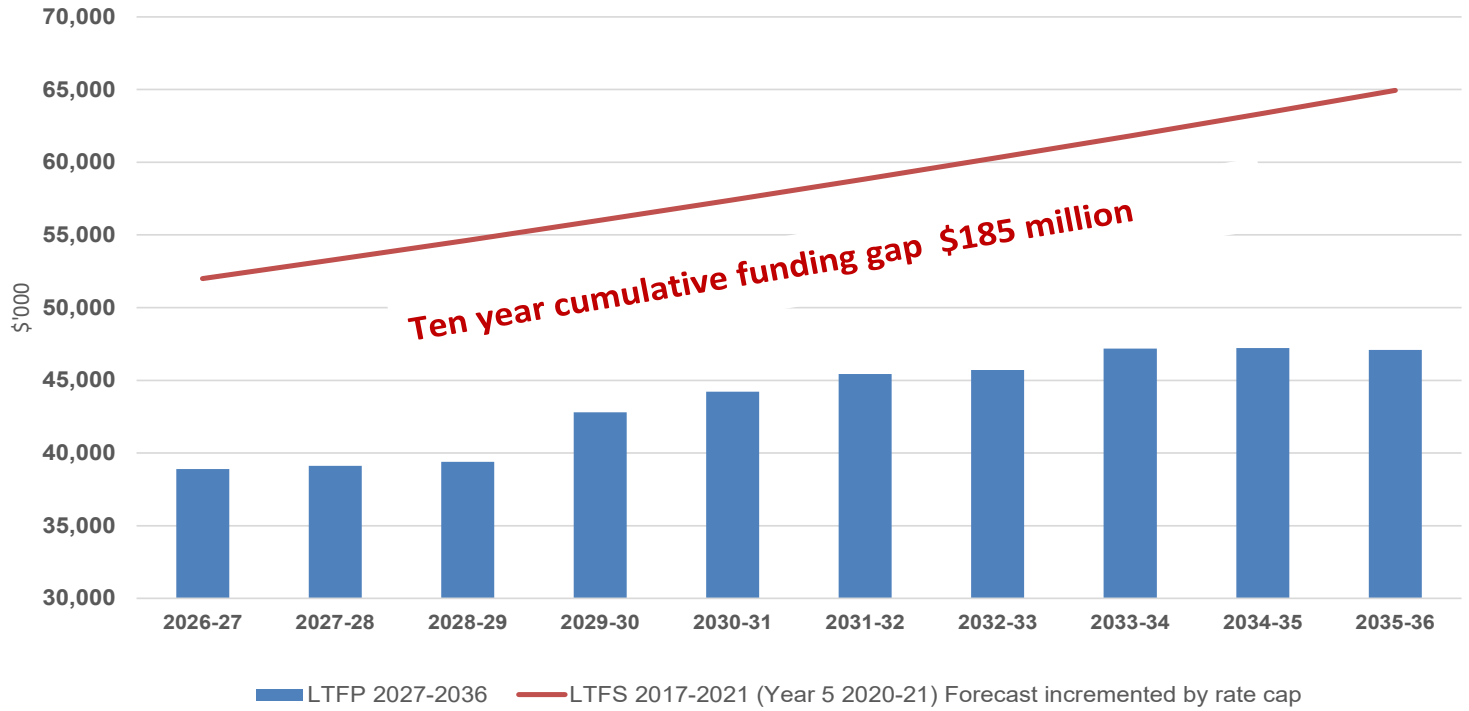
ASSET GROUP	2025-26 Adopted Budget $'000	2026-27 Budget $'000	2027-28 Year 2 Forecast $'000	2028-29 Year 3 Forecast $'000	2029-30 Year 4 Forecast $'000	2030-31 Year 5 Forecast $'000	2031-32 Year 6 Forecast $'000	2032-33 Year 7 Forecast $'000	2033-34 Year 8 Forecast $'000	2034-35 Year 9 Forecast $'000	2035-36 Year 10 Forecast $'000	2036-37 to 2046-47 Years 11-20 Forecast $'000
Property	13,344	15,308	7,068	8,231	8,174	8,203	8,445	9,124	8,949	9,214	9,490	93,416
Plant and equipment	7,658	3,914	4,204	4,330	4,596	4,593	4,730	4,871	5,017	5,167	5,322	45,938
Infrastructure	19,468	15,803	30,467	32,118	24,641	24,591	25,218	26,565	27,569	27,628	28,456	187,288
Total renewal	**40,470**	**35,025**	**41,739**	**44,679**	**37,411**	**37,387**	**38,393**	**40,560**	**41,535**	**42,009**	**43,268**	**326,641**

Graph L2 – Asset Renewal Requirements vs LTFP Projected Funding



As depicted in the above graph, Council can fund asset renewal requirements across most years. The exception is in 2028-29. The amounts in this graph may also differ to those presented in the capital works information presented in Appendix F Statement of Capital Works, as the asset renewal requirements disclosed here relates to base renewal funding and do not include renewal amounts relating to foreshadowed major projects or grant funded projects (if applicable).

Appendix M – Capital works funded from operational surplus



This graph shows the funding Council has available each year from its day-to-day operations to reinvest in capital works such as roads, buildings and community facilities. The **blue** bars show the funding forecast under the 2027-2036 Long Term Financial Plan, while the **red** line illustrates what funding levels may have been if capital funding had continued to grow broadly in line with rate increases since rate capping was introduced.

Over the ten-year period, the cumulative gap between these two positions is around $185 million. This reflects funding no longer available for capital works due to factors that have occurred since 2017, such as rate capping restraining revenue growth, the ongoing operating costs of new facilities, pandemic impacts, and higher debt servicing costs associated with major projects including the Oasis Aquatics and Wellbeing redevelopment. In practical terms, this reduces Council's capacity to reinvest in asset renewal and upgrades from operating income, increasing the need to prioritise projects, consider trade-offs, or identify alternative funding sources.

Appendix N(a) – Operating grant income (recurrent)

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Recurrent											
Commonwealth Government											
Financial Assistance Grant	7,119	14,556	14,703	14,848	14,997	15,147	15,298	15,451	15,609	15,765	15,920
Home and Community Care	7,278	8,253	8,131	8,141	8,151	8,161	8,324	8,490	8,660	8,834	9,010
Family Day Care	6,530	6,800	7,177	7,321	7,469	7,619	7,769	7,927	8,083	8,244	8,411
Libraries	235	137	0	0	0	0	0	0	0	0	0
Community Health	12	12	12	13	13	13	14	14	14	14	15
Social Inclusion	85	175	0	0	0	0	0	0	0	0	0
Community Safety	8	10	10	10	10	10	10	10	10	10	11
State Government											
Maternal and Child Health	3,443	2,571	2,700	2,754	2,809	2,865	2,922	2,981	3,040	3,101	3,163
Family and Children Services	3,817	3,595	2,484	2,513	2,562	2,612	2,664	2,717	2,772	2,827	2,884
Libraries	1,116	1,077	1,077	1,077	1,077	1,077	1,099	1,121	1,143	1,166	1,189
Home and Community Care	971	975	973	981	989	998	1,018	1,038	1,059	1,080	1,102
School Crossings	569	568	579	591	602	614	627	639	652	665	678
Education and Employment	300	300	300	300	0	0	0	0	0	0	0
Community Health	264	262	108	110	112	114	117	119	121	124	126
Emergency Management	40	40	40	40	40	40	41	42	42	43	44
Total recurrent operating grants	**31,787**	**39,331**	**38,294**	**38,699**	**38,831**	**39,270**	**39,903**	**40,549**	**41,205**	**41,873**	**42,553**

Appendix N(b) – Operating grant income (non-recurrent and total)

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
(a) Operating grants											
Non recurrent											
Commonwealth Government											
Libraries	1	0	0	0	0	0	0	0	0	0	0
State Government											
Community Health	18	0	0	0	0	0	0	0	0	0	0
Family and Children Services	8	0	0	0	0	0	0	0	0	0	0
Community Safety	114	0	0	0	0	0	0	0	0	0	0
Libraries	18	20	0	0	0	0	0	0	0	0	0
Social Inclusion	30	19	0	0	0	0	0	0	0	0	0
Information Management and Digitisation	131	0	0	0	0	0	0	0	0	0	0
Level Crossing Removal Program	179	0	0	0	0	0	0	0	0	0	0
Environment	67	93	0	0	0	0	0	0	0	0	0
Housing	150	0	0	0	0	0	0	0	0	0	0
Total non-recurrent operating grants	**716**	**132**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total operating grants	**32,503**	**39,463**	**38,294**	**38,699**	**38,831**	**39,270**	**39,903**	**40,549**	**41,205**	**41,873**	**42,553**

Appendix O – Capital grant income (recurrent and non-recurrent)

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
(b) Capital grants											
Recurrent											
Commonwealth Government											
Roads to Recovery	1,688	1,935	2,036	1,418	0	0	0	0	0	0	0
Total recurrent capital grants	**1,688**	**1,935**	**2,036**	**1,418**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Non recurrent											
Commonwealth Government											
Black Spot Program	4,377	0	0	0	0	0	0	0	0	0	0
Recreational, Leisure and Community Facilities	0	846	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	0	1,755	0	0	0	0	0	0	0	0	0
Oasis Aquatics and Wellbeing - Priority Community Infrastructure Program	8,488	9,393	1,194	0	0	0	0	0	0	0	0
Buildings	0	319	0	0	0	0	0	0	0	0	0
State Government											
Buildings	693	0	0	0	0	0	0	0	0	0	0
Level Crossing Removal Program	1,200	0	0	0	0	0	0	0	0	0	0
Roads	3,475	0	0	0	0	0	0	0	0	0	0
Recreational, Leisure and Community Facilities	290	0	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	469	0	0	0	0	0	0	0	0	0	0
Intangibles	200	0	0	0	0	0	0	0	0	0	0
Total non-recurrent capital grants	**19,192**	**12,313**	**1,194**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total capital grants	**20,880**	**14,248**	**3,230**	**1,418**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Note re Roads to Recovery *- The Commonwealth Government provides Roads to Recovery (R2R) funding to the local government sector. Council will receive $8.96 million for the five-year funding period 1 July 2024 to 30 June 2029. To be eligible for this funding, certain conditions must be followed, and audited annual reports submitted.*

Appendix P – Assumptions to the Financial Plan Statements (10 years)

Description	Budget 2026-27	Projections Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
CPI forecast	5.00%	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate revenue cap	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees and charges - Council	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees and fines - statutory	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Financial Assistance Grants	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Grants operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants capital	*Based on committed funding*									
Contributions monetary	*Based on committed funding*									
Contributions non monetary	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee costs (EA)	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs (incremental costs)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Materials and services (general)	5.00%	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Electricity	5.00%	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Water	5.00%	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Gas	10.00%	10.00%	10.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fuel	20.00%	10.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	15.00%	10.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Depreciation and amortisation	*Based on level of expenditure*									
Other expenses	5.00%	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

This Appendix sets out the key parameters and modelling assumptions used to prepare the ten-year financial statements that underpin the Long-Term Financial Plan (LTFP). The assumptions in this appendix are reviewed annually as part of Council's budget and LTFP update processes and may be refined where sustained and material changes in economic conditions or Council's financial position occur.

Interpretation of the financial impacts arising from these assumptions is provided in the body of the LTFP, particularly in **Sections 3** and **4**.

Appendix Q – Adjusted underlying result

	Forecast 2025-26 $'000	Budget 2026-27 $'000	Financial Plan Projections 2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000
Operating											
Total income	290,552	292,530	287,611	290,936	296,675	303,219	311,137	319,268	327,760	336,295	345,035
Total expenses	(278,047)	(285,523)	(281,330)	(287,761)	(292,707)	(299,236)	(306,325)	(314,485)	(320,665)	(328,225)	(336,052)
Surplus for the year	**12,505**	**7,007**	**6,281**	**3,175**	**3,968**	**3,983**	**4,812**	**4,783**	**7,095**	**8,070**	**8,983**
Less non-operating income and expenditure											
Grants - capital (non-recurrent)	(19,192)	(12,314)	(1,195)	-	-	-	-	-	-	-	-
Contributions - non-monetary	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Capital contributions - other sources	(6,519)	(2,318)	(2,912)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Adjusted underlying surplus (deficit)	**(20,706)**	**(15,125)**	**(5,326)**	**(6,325)**	**(5,532)**	**(5,517)**	**(4,688)**	**(4,717)**	**(2,405)**	**(1,430)**	**(517)**

Appendix R – Glossary of Key Financial Terms

This glossary is provided to assist readers in interpreting the Appendices and financial indicators included in the LTFP. Definitions are simplified for readability and should be read in conjunction with the detailed financial statements.

Term	Explanation
Accumulated surplus	The total equity of Council accumulated over time after accounting for operating results, excluding amounts held in specific reserves. It reflects Council's net financial position built up from past years.
Adjusted underlying result	A measure of operating performance that removes one-off, non-recurrent and capital-related items to show whether ongoing revenues are sufficient to fund ongoing operating costs.
Allowance for impairment losses	An estimate of amounts unlikely to be collected, primarily relating to fines and other receivables. This reduces reported income to reflect realistic collection outcomes.
Capital replacement ratio	Compares capital expenditure on asset renewal and upgrade to depreciation. A ratio below 1.0 indicates assets are being renewed more slowly than they are being consumed.
Cash and cash equivalents	Cash held by Council and short-term deposits that are readily available to meet operational and financial obligations.
Cash liquidity ratio	Measures Council's immediate ability to meet short-term obligations using available cash and cash equivalents.
Contract and other liabilities	Income received but not yet earned because performance obligations are incomplete at year end. Mainly relates to Development Contribution Plan (DCP) liabilities and operating or capital grants received in advance.
Contributions – monetary	Cash contributions received from developers to fund infrastructure required for new developments. These statutory contributions are held in restricted reserves and can only be used for their specified purpose.
Contributions – non-monetary	Infrastructure assets gifted to Council by developers as developments progress, typically under Development Contribution Plans (DCPs). These assets increase Council's asset base but also create ongoing maintenance and renewal obligations.
Conversion to Cash Result	Converts the accounting operating result to a cash basis by excluding non-cash items such as depreciation and including movements in working capital.
Depreciation	The accounting recognition of asset consumption over time. Depreciation is not a cash cost but reflects future asset replacement requirements.
Depreciation – right-of-use assets	Depreciation of leased assets recognised under AASB 16, including leased property, fleet, IT and office equipment.

Term	Explanation
Discretionary reserves	Reserve balances that Council may use for any purpose, subject to Council decision, regardless of the reserve title.
Employee entitlement provisions	Provisions for staff entitlements including annual leave, long service leave and rostered day off (RDO) balances, recognised in accordance with accounting standards.
Finance costs – leases	The interest component of lease liabilities recognised under accounting standards, representing the financing cost of leased assets.
Internal financing ratio	Measures the extent to which Council can fund capital works from internally generated operating cash rather than external funding such as borrowings.
Investment property	Land or buildings held primarily to generate long-term rental income. These assets are not depreciated, and changes in fair value are recognised in the Comprehensive Income Statement.
Liquidity (working capital) ratio	Current assets divided by current liabilities, indicating Council's capacity to meet short-term financial obligations as they fall due.
Local Government Performance Reporting Framework (LGPRF)	A state-mandated framework prescribing standard financial performance and sustainability indicators for Victorian councils.
Materials and services	Operating costs associated with service delivery, including waste management, asset maintenance, utilities, contracted services, materials and professional services.
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	The difference between sale proceeds and the written-down value of an asset. Gains or losses mainly arise from land sales and the planned replacement of plant and equipment.
Net result margin	The accounting surplus or deficit expressed as a percentage of total revenue, indicating overall operating performance.
Operating surplus (or deficit)	The accounting result after operating revenues and expenses, including depreciation. An operating deficit indicates expenses exceed revenue for the year.
Other assets	Assets that do not fall into other categories, mainly comprising accrued income and prepayments.
Other expenses	Operating expenses not classified elsewhere, including Councillor allowances, election costs, grants and sponsorships, audit costs and statutory levies.
Other financial assets	Cash invested in term deposits with a maturity of greater than 90 days at reporting date.
Other income (including interest)	Income from sources other than rates, fees and grants, including interest on investments, recoveries and rental income from Council facilities.

Term	Explanation
Own-source revenue	Revenue controlled directly by Council, such as rates, fees and charges, fines and statutory charges, excluding grants.
Property, infrastructure, plant and equipment	Council's tangible fixed assets such as roads, drainage, buildings, plant and equipment, recorded at depreciated values.
Provisions	Liabilities of uncertain timing or amount, primarily comprising employee entitlement provisions and landfill restoration provisions.
Rate effort	Measures rate revenue relative to total property values, indicating the relative burden of rates on the community.
Restricted reserves	Funds that Council is legally or contractually required to use for a specific purpose and cannot be applied at Council's discretion.
Right-of-use assets	Leased assets recognised under accounting standards, including property, fleet, IT and office equipment.
Statement of Cash Flows	Summarises cash inflows and outflows from operating, investing and financing activities, adjusted for movements in working capital and presented inclusive of GST.
Trade and other payables	Amounts owed by Council at year end for goods and services received, reflecting timing of payments, volumes and price movements.
Trade and other receivables	Amounts owed to Council, including rates, infringements, service charges and development contributions. Non-current items include refundable deposits and landfill contributions.
Trust funds and deposits	Monies such as tender deposits, bonds and retention amounts held on behalf of others and recognised as trust funds until refunded or forfeited.
Underlying operating result	A measure of ongoing operating sustainability that excludes capital income and non-recurrent items.
Working capital	The difference between current assets and current liabilities. While positive working capital indicates short-term capacity, some balances may be restricted for specific purposes.

4.4 OTHER

4.4.1 Medium Grants Program 2026 Round 1

Responsible Officer: Executive Director Community Strengthening

Attachments:

1. Attachment 1 Recommended Applications Community Development Grants [**4.4.1.1** - 1 page]
2. Attachment 2 Recommended Applications Climate Change Action [**4.4.1.2** - 1 page]
3. Attachment 3 Recommended Applications Arts Festivals and Events [**4.4.1.3** - 1 page]
4. Attachment 4 Recommended Applications Individual Artists Grants [**4.4.1.4** - 1 page]

Officer Recommendation

That Council:

1. **APPROVES the awarding of Community Development Grants to recommended recipients as outlined in Attachment 1 of this report;**
2. **APPROVES the awarding of Climate Change Action Grants to recommended recipients as outlined in Attachment 2 of this report;**
3. **APPROVES the awarding of Arts, Festivals and Events Grants to recommended recipients as outlined in Attachment 3 of this report; and**
4. **APPROVES the awarding of Individual Artist Grants to recommended recipients as outlined in Attachment 4 of this report.**

Executive Summary

1. Through the Medium Grants Program Council offers not-for-profit community groups, organisations and individual artists the opportunity to apply for one-off grants to support delivery of projects, programs and events that benefit the Greater Dandenong community.
2. This report outlines the assessment of applications submitted to four (4) grant categories under the Medium Grants Program 2026 Round 1:
   - Community Development.
   - Climate Change Action.
   - Arts, Festivals and Events.
   - Individual Artist.
3. All applications have been checked for eligibility by Council officers and assessed by an independent Community Grants Assessment Panel. The Panel recommendations are presented in this report.

Background

4. The Community Funding Program and Policy Review was conducted from April to December 2023. As a result, Council adopted a new consolidated Community Grants Program Policy that includes strategic, governance and operational improvements and responds to emerging community needs.

5. The Medium Grants Program has two funding rounds each year. This report considers Round 1 applications for 2026.

Key Issues and Discussion

Eligibility Check

6. Applications to the Medium Grants Program undergo an eligibility check by Council officers to confirm that applicants are:
    - Incorporated non-profit organisations (unless auspice);
    - Meeting key compliance requirements of Consumer Affairs Victoria; and
    - Have met past grants acquittal reporting requirements of Council.
7. Eligible applications progress to assessment. Ineligible applications do not proceed, and officers will advise applicants of this outcome once this report is endorsed.

Community Grants Assessment Panels

8. Community Grants Assessment Panels include community representatives and Council officers with broad experience and diverse knowledge.
9. Panel members are guided by a Terms of Reference and a signed Code of Conduct. Each member completed an induction and was supported by Council officers throughout training and assessment.
10. For each grant category, panel members completed an initial online assessment. These scores were then consolidated and discussed at a panel meeting to inform the final recommendations.

Round 1 of the 2026 Medium Grants Program

11. Round One of the 2026 Medium Grants Program was opened online on 10 February 2026 and closed on 10 March 2026.
12. This round was highly promoted via electronic and printed material, through Council networks and social media.
13. Grant information and grant writing workshops were offered in person and online. Applicants could also access face-to-face and remote support from Council officers to help develop their applications.

Category 1 – Community Development Grants

14. This grant category offers single year grants of up to $10,000 for projects that build community capacity, foster social inclusion, create healthy partnerships, prevent family violence, advance gender equity, and promote community harmony and participation.
15. A total of 60 applications were submitted to the Community Development Grants category. One (1) application was withdrawn, six (6) were ruled ineligible, and one (1) application was moved from the Climate Change Action category because it was a better fit for the Community Development Grants program.
16. This left a total of 54 applications to be assessed seeking total funding of $471,557.74.
17. Community Grants Assessment Panel members individually assessed applications online from 17 April to 3 May 2026. The Panel met on 6 May 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **thirteen (13) applications** be funded for a total of **$91,039.36.**
18. A list of all applications recommended for funding through the Community Development Grants category is provided in Attachment 1.

Category 2 – Climate Change Action Grants

19. This grant category offers single year grants of up to $10,000 for projects that deliver climate-related or other positive environmental outcomes and support Council's commitment to addressing climate change. Funding for this category was increased from $5,000 to $10,000 to encourage greater participation and improve application numbers.
20. A total of nine (9) applications were submitted to the Climate Change Action Grants category. One (1) application was moved to the Community Development Grants category because it was a better fit.
21. This left a total of eight (8) applications to be assessed seeking total funding of $48,206.66.
22. Community Grants Assessment Panel members individually assessed applications online from 17 April to 3 May 2026. The Panel met on 6 May 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **four (4) applications** be funded for a total of **$22,998.66.**
23. A list of all applications recommended for funding through the Climate Change Action Grants category is provided in Attachment 2.

Category 3 – Arts, Festivals and Events Grants

24. This grant category offers single year grants of up to $10,000 for projects that promote community connection, cross cultural exchange, and appreciation of cultural diversity. Arts, festivals, and events play an integral part in building and supporting broad community involvement and social cohesion.
25. A total of 42 applications were submitted to the Arts, Festivals and Events Grants category. One (1) application was withdrawn and two (2) were ruled ineligible.
26. This left a total of 39 applications to be assessed seeking total funding of $357,770.80.
27. Community Grants Assessment Panel members individually assessed applications online from 17 April to 3 May 2026. The Panel met on 7 May 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **ten (10) applications** be funded for a total of **$73,005.00.**
28. A list of all applications recommended for funding through the Arts, Festivals and Events Grants category is provided in Attachment 3.

Category 4 – Individual Artist Grants

29. This grant category offers single year grants of up to $5,000 to individuals for community-based arts and cultural projects that build relationships with community and create art that responds to community needs.
30. A total of six (6) applications were submitted to the Individual Artist Grants category. One (1) application was ruled ineligible.
31. This left a total of 5 applications to be assessed seeking total funding of $24,995.00.
32. Community Grants Assessment Panel members individually assessed applications online from 17 April to 3 May 2026. The Panel met on 7 May 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **two (2) applications** be funded for a total of **$9,995.00.**
33. A list of all applications recommended for funding through the Individual Artist Grants category is provided in Attachment 4.

Support for Unsuccessful Applicants

34. All unsuccessful applicants will be contacted by officers and offered feedback and assistance to support them to apply to the next round of the Medium Grants Program.

Grant Acquittal Reports

35. Grant recipients' progress toward outcomes is monitored throughout the life of the program. Recipients must also submit an acquittal report within one month of completing the project. The report outlines the activities delivered, outcomes achieved and how the funds were spent.
36. Failure to submit the required acquittal or deliver the agreed outcomes may make the recipient ineligible for future grant funding.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

37. 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

38. The financial implications of this report are a one-off cost of **$197,038.02** (=$91,039.36 + $22,998.66 + $73,005.00 + $9,995.00), with no ongoing costs in future budgets.
39. The Medium Grants Program has a budget of $357,392 for the 2026-27 financial year, leaving **$160,353.98** (= $357,392 - $197,038.02) to be allocated in Round 2.
40. All funding allocations are expressed exclusive of GST, and GST will be applied where relevant.

Asset Implications

41. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

44. A gender impact assessment is not required.

Community Consultation

45. Council's Community Grants Program is extensively promoted through electronic and printed materials, Council networks and social media. Grant information and grant writing workshops were offered both in person and online. Community groups could also access face-to-face and remote support from Council officers to help develop their applications.
46. During the assessment process, Council officers consulted with staff across the organisation to seek information and advice on the merits of the funding applications.
47. Officers carried out comprehensive eligibility checks, including review of compliance documents, financial reports, past grant acquittal history and other relevant matters.

48. All eligible applications were assessed by Community Grants Assessment Panels, which include community representatives and Council officers with broad experience and diverse knowledge.

49. The Community Grants Assessment Panels' recommendations for eligible applications are presented for endorsement.

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

50. 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.

51. 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

52. 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.

Medium Grants Program 2026 – Round 1

Community Development Grants – Round 1

Applicant	Project	Recommended Funding
African Women's and Families Network	Re-Engage & Rise: A Trauma-Informed Wellbeing Circle for CALD Women	$10,000.00
Australian Skateboarding Federation	DANDENONG SHRED	$4,990.00
Carers Connect Australia Incorporated	Supporting Carers: Skills, Wellbeing, Community Connection	$8,000.00
Dandenong South Primary School	2026 Annual Women's Health Forum	$7,500.00
Daughters of Jerusalem Youth and Family Support Agency	Thrive – Women Learning Together	$7,000.00
Family Relationships Institute Incorporated	Supporting Couples to Separate Well	$5,000.00
Lighthouse Foundation	Light-up the Break: holiday program for vulnerable children	$5,000.00
Lyndale United Soccer Club Inc.	Portable Lighting	$9,090.86
Project Respect Incorporated	Capacity building for safe, inclusive services	$4,997.00
Rotary Club of Springvale City Inc	Recycled Sound: Access and Connection	$10,000.00
The Royal Society For The Prevention Of Cruelty To Animals (Victoria)	Bridging Cultures, Caring for Animals: Improving Animal Welfare in Dandenong	$4,588.00
Victorian Masters Athletics Inc. (Springvale & Dandenong)	Circuit Progamm with weights for older women	$5,000.00
Wellsprings for Women Incorporated	Literacy Circles for Multicultural Primary School Students in Greater Dandenong	$9,873.50
	Total	**$91,039.36**

Medium Grants Program 2026 – Round 1

Climate Change Action Grants – Round 1

Applicant	Project	Recommended Funding
Greater Dandenong Environment Group Inc.	Verges for Nature	$5,000.00
Rosewood Downs Primary School	Rosewood Downs Water Wise School and Community Food Garden Refresh	$4,498.66
Springvale Learning and Activities Centre Incorporated	Implementation plan for Community Cool Place during heatwaves	$8,500.00
West Alchemy Collective Inc	Vespertine Gardens upgrade : Wicking beds and Tree Planting	$5,000.00
	Total	**$22,998.66**

Medium Grants Program 2026 – Round 1

Arts, Festivals and Events Grants – Round 1

Applicant	Project	Recommended Funding
Active Lifestyle 101 Incorporated	Dandenong Martial Arts Festival	$5,000.00
Actomania Incorporated	Act, Connect, Create a multicultural drama festival depicting cultural diversity	$6,500.00
Antiochian Community Support Association Incorporated	Dandenong Middle-Eastern Cultural Festival – Celebrating Syrian, Lebanese, Iraqi Culture	$8,500.00
DANDENONG AGRICULTURAL & PASTORAL SOCIETY INC	Scottish Heritage Day	$3,000.00
Garage 35 Art Studio Co-operative Ltd	HodgePodge artlab	$7,500.00
Masquerade Youth Productions Incorporated	Masquerade Youth Productions presents The Wizard of Oz	$10,000.00
PERWIRA PERHIMPUNAN WARGA INDONESIA DI VICTORIA INCORPORATED	Dandenong Bali Festival 2027	$7,500.00
South Eastern Melbourne Vietnamese Associations Council (SEMVAC Inc.)	SEMVAC's Lantern Festival 2026	$9,795.00
Southern Migrant and Refugee Centre Incorporated	Harmony Day Celebration 2027	$8,000.00
Wallara Australia Ltd	Visions of Us: An Inclusive Art Celebration	$7,210.00
	Total	**$73,005.00**

Medium Grants Program 2026 – Round 1

Individual Artist Grants – Round 1

Applicant	Project	Recommended Funding
Adrian Olguin	Creating a Brighter Space for a Hopeful Community	$5,000.00
Sarita Narayan	Multicultural Voices of Greater Dandenong	$4,995.00
	Total	**$9,995.00**

4.4.2 Australia Day Awards Review (Awards Category Process)

Responsible Officer: Executive Director Community Strengthening

Attachments:
1. Final Report - CGD Australia Day Review - 1 May 2026 [**4.4.2.1** - 71 pages]

Officer Recommendation

That Council:

1. **NOTES the completion of the Australia Day Awards Review (per Attachment 1);**
2. **ENDORSES the Officer Recommendations as listed in Table 1 below.**

Executive Summary

1. At its meeting on 11 August 2025, Council resolved to review the Australia Day Awards nomination process and public information.
2. Council then approved funding for an independent strategic review through the 2025 mid-year budget process at its meeting on 8 December 2025.
3. The review assessed whether the program remains relevant, inclusive, and reflective of Greater Dandenong's diverse community.
4. This report sets out the review findings and the officers' proposed program changes for Council's endorsement.

Background

5. The Greater Dandenong Australia Day Awards are an important civic recognition program. They celebrate people and groups who make a positive contribution to the community. The program runs each year, with nominations assessed by a panel of community members and Councillors.
6. The program was last reviewed in 2023. At its meeting on 14 August 2023, Council endorsed several changes, including:
   a. combining the Awards and Citizenship Ceremony'
   b. renaming the 'Citizen of the Year' Award to 'Community Leadership';
   c. introducing an Outstanding Contribution to the Arts Award; and
   d. limiting Living Treasure Awards at two annually.
7. Council did not support renaming the 'Australia Day Awards' to the 'Greater Dandenong Community Awards' or changing the day from 26 January.

8. The current Award Categories and the number of nominations received per category are:

Number of Nominations per Category	2026	2025	2024	2023
Community Leadership Award	11	4	6	4
Living Treasure Award	7	5	4	7
Community Group of the Year Award	10	4	3	6
Volunteer of the Year Award	10	5	7	4
Young Leader of the Year Award	13	8	7	2
Sustainability Award	3	8	2	2
Sportsperson of the Year	4	2	2	3
Corporate Citizen of the Year	4	3	2	2
Outstanding Contributions to the Arts Award* (*This award commenced in 2024)	2	2	3	
Total Nominations	**64**	**41**	**36**	**30**

9. After changes were introduced in 2023, nomination numbers increased strongly in 2026. This appears to be largely due to nominations opening earlier and remaining open for longer.
10. Nominations for the Sportsperson of the Year, Corporate Citizen of the Year and Outstanding Contributions to the Arts Award categories remain consistently low.
11. Sustainability Award nominations increased in 2025. However, many nominations this year were for businesses with sustainable practices rather than environmental organisations or individuals.
12. At its meeting on 11 August 2025, Council resolved to review the Australia Day Awards nomination process and public information.
13. At its meeting on 8 December 2025, Council approved funding for a further review of the program.
14. The strategic review considered the purpose of the program, the award categories, the nomination and assessment process, and how the program is delivered.
15. The review included extensive consultation with award recipients, nominees, nominators and panel members, including community members and Councillors, as shown in the table below.

Engagement activity	Participant group	Number of participants
Online community survey	People nominated for or in receipt of a Greater Dandenong Australia Day Award	17
Assessment panel engagement (online workshop, telephone interviews and email)	Assessment panel members (including one Councillor)	6
Online workshop	Community members who nominated Award recipients	5

Engagement activity	Participant group	Number of participants
In-person workshop	Council staff from across the organisation	22

16. The review was intended to produce practical recommendations to make the program more inclusive, transparent and easy to access.

Key Issues and Discussion

Strategic Review – Key Themes and Direction

17. The review confirms that the Greater Dandenong Australia Day Awards continue to play an important role in recognising community leadership, contribution and impact. It also highlights a clear opportunity to improve the program, so it better reflects our diverse community and is easier for people to understand and participate in.

18. The awards are more than a celebration event. They are also a way for Council to recognise the people and groups helping to build a more inclusive, connected, healthy and creative community.

19. The review supports keeping the overall structure of the program while making targeted changes to keep it current and relevant. This includes updating categories and criteria, sharpening the focus on impact in Greater Dandenong, and recognising a broader range of leadership, including grassroots and emerging contributions.

20. A key focus of the review is making the program easier to access and participate in. Proposed changes include clearer communication, simpler guidance and improvements to the nomination process to support stronger participation from culturally and linguistically diverse communities and other under-represented groups. The review also proposes stronger governance and assessment arrangements to support transparency and consistency.

21. Overall, the proposed changes would strengthen the program, increase community participation and improve confidence in the process. Most can be managed within current operations, but delivery will depend on clear priorities and available staff capacity. Without this, there is a risk to quality, timing and delivery, particularly during peak event periods.

Table One: List of Awards Program Changes
The table below summarises the review recommendations and the subsequent Officer recommendation for Council approval.

	Proposed Change Identified in external Review	Officer Recommendation
1.	Remove Corporate Citizen of the Year Award and incorporate into the Greater Dandenong Business Awards	Recommended as proposed
2.	Rename the Sportsperson of the Year Award to the Active and Healthy Award to better align with the Make Your Move Strategy and promote physical activity.	Officer alternate recommendation: Rename the award to the “Sports and Active Living Award.”
3.	Rename the Sustainability Award to the Environmental Sustainability Award.	Recommended as proposed

	Proposed Change Identified in external Review	Officer Recommendation
4.	Rename the Outstanding Contribution to the Arts Award to the Arts and Creativity Award.	Recommended as proposed
5.	Present the Living Treasure Award every two years to highlight long-term contribution and strengthen the significance of the award.	Officer alternate recommendation: One Living Treasure Award presented each year.
6.	Introduce a new Diversity and Inclusion Award to reflect Council and community priorities.	Recommended as proposed
7.	Rewrite all award criteria and guidance to make them clearer for nominators and the assessment panel.	Recommended as proposed
8.	Expand communication methods to increase awareness, particularly in under-represented communities.	Recommended as proposed
9.	Improve accessibility through multilingual information to support broader participation from diverse communities and more inclusive nomination practices.	Recommended as proposed
10.	Increase Council staff involvement to strengthen promotion and community engagement.	Recommended as proposed
11.	Adjust the nomination form to improve clarity, better define impact, and capture relevant context about the nominee. This includes word limits, clearer instructions, and a question about barriers or challenges the nominee has faced.	Recommended as proposed
12.	Maintain two-year panel terms and stagger membership to support continuity.	Recommended as proposed
13.	Introduce an initial staff review of nominations to check completeness, eligibility, relevance and referee details.	Recommended as proposed
14.	Provide more time and better tools for panel assessment to improve the quality of the evaluation process.	Recommended as proposed
15.	Continue recognising all eligible nominees at the awards ceremony.	Recommended as proposed
16.	Maintain the nomination period at two months.	Recommended as proposed
17.	Maintain the requirement for at least one referee in addition to the nominator.	Recommended as proposed
18.	Council staff will continue to manage the awards program and ceremony.	Recommended as proposed
19.	Renaming the program to the Greater Dandenong Community Awards and considering an alternative presentation date.	Not recommended. Council considered this option at its meeting on 14 August 2023 and did not endorse it.

	Proposed Change Identified in external Review	Officer Recommendation
20.	Establish a fully independent Assessment Panel of 4-6 community members only, including 2 CALD members, with delegated authority from Council to assess eligible nominations and no Councillor involvement.	Officer alternate recommendation: The assessment panel comprise of 3 to 5 community members, chaired by the Mayor or Deputy Mayor and supported by Council officers.
21.	Set quorum requirements based on panel size to strengthen governance: 2 (panel of 4), 3 (panel of 5), 4 (panel of 6)	Recommended as proposed

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

22. This work would be delivered within existing staffing resources. However, it would fall during a peak event delivery period, when staff capacity is already stretched. Any further expansion of the program may affect other service priorities unless workload and resourcing are reviewed.

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

Operating Budget Implications

23. The program already supports oral nominations, and planned improvements to translation features on Council's website will help make information more accessible in many languages.

24. To provide additional support for community members who do not speak English, a modest budget would be required to keep the nomination process accurate and accessible. Translating two pages of content is estimated to cost between $120 and $240 as a one-off program expense.

25. At this stage, there is no specific budget allocation for these costs in Council's annual budget. The expectation is that they would be managed within existing budgets and reviewed after the first year of implementation. Actual costs will depend on the number of nominations received and the level of translation or accessibility support required.

Asset Implications

26. This item does not affect any existing assets.

Legal/Risk Implications

27. There are no direct legal implications arising from this report. However, there are operational and reputational risks linked to the proposed changes, including community sensitivity about award categories, assessment processes and the program's ongoing association with Australia Day.

28. The assessment process must also remain fair, transparent and consistent with Council's governance requirements. These risks would be managed through clear communication, strong assessment processes, and alignment with Council policy, procedure and legislative obligations.

Environmental Implications

29. There are no environmental implications arising from this report.

Gender Impact Assessment

30. A Gender Impact Assessment Summary, including a Diversity Impact Assessment, has been prepared.

Community Consultation

31. No additional community consultation was required for this report.

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

32. This report aligns with the following Community Vision 2040 principles:
    - Safe and peaceful community.
    - Embrace diversity and multiculturalism.
33. This report also aligns with the following strategic objectives in the Council Plan 2025–29:
    - A socially connected, safe and healthy city.
    - A city that respects and celebrates diversity, our history and the arts.

Legislative and Policy Obligations

34. This report has considered the relevant legislative and policy obligations set out in the agenda report considerations. The key obligations considered are:
    - The Overarching Governance Principles of the *Local Government Act* 2020.
    - The *Gender Equality Act* 2020.
    - *Victorian Charter of Human Rights and Responsibilities* 2006.
    - Related Council Policies, Strategies or Frameworks.

Review of Greater Dandenong Australia Day Awards Program

Final Report

DATE: 1 May 2026

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VERSION CONTROL

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Executive Summary

The Greater Dandenong Australia Day Awards program has been a cornerstone of civic recognition for many years celebrating individuals, groups and organisations that make significant contributions to the community. Its purpose is to recognise and reward exceptional individuals and groups who do outstanding work that makes a positive impact on the Greater Dandenong community.

Council has commissioned a Review of the Awards program to ensure the program is relevant, inclusive and aligned with Council's priorities and obligations. The objectives of the review are to:

- Assess the current structure and delivery of the Australia Day Awards program.
- Ensure alignment with Council's strategic priorities, including cultural inclusion, gender equity, and sustainability.
- Benchmark against similar programs in other local governments.
- Recommend improvements to award categories, nomination processes, and delivery mechanisms.
- Ensure compliance with the Gender Equality Act 2020, Climate Change Emergency Strategy 2020–2030, and the Local Government Act 2020.

The Review is underpinned by these objectives and the outcomes from engagement with Award nominees and recipients, people who have nominated individuals or organisations to receive an Award, people who have been a member of the Assessment Panel and Council staff.

Key elements of the current Awards program

- There are 9 Award categories which each have a high-level criteria and more detailed objectives.
- Extensive promotion of the Awards program to create awareness in the community and encourage nominations
- The number of nominations increased between 2024 and 2026. A total of 64 nominations were received in 2026. It is common for multiple nominations to be received for some individuals or organisations.
- Nominations are open for 2 months.
- Nominations are primarily made online but can be submitted in hard copy.
- Council staff support community members to complete nominations if they request assistance.
- The Assessment Panel consists of an equal number of Councillors and community members. Community members are previous recipients of an Award.
- Assessment Panel members receive the nominations in electronic form, score them individually using an agreed methodology and scoring system. The Panel then comes together as a group for the final assessment process.
- The final component of the assessment process includes referee and police checks.
- Awards are presented each year at a ceremony held on Australia Day.

Key findings of the Review

- **The Awards program is well established** and appears to enjoy support in the community, although there is concern the Awards are not widely known and more needs to be done to raise the awareness of the Awards program, enable participation by culturally diverse communities, people with a disability, First Nations people and LGBTQIA+ community members is a priority.
- **Local governments are increasingly moving away from connecting community awards programs with Australia Day.** Consistent with this there was clear concern raised through the engagement about First Nations people and others in the community being unable to participate in the Awards program due to concerns about cultural safety and sensitivity.
- **Changes are needed to the Award categories and criteria to improve clarity and ensure they are more responsive to Council priorities and community diversity**. Key issues to be addressed are the overlap between Award categories, having a greater emphasis on the demonstrated impact of nominees rather than the duration of contribution, and improving the responsiveness of the Awards categories to community diversity and inclusion.
- **The nomination process and particularly the nomination form is identified as a challenging aspect**. There is a need to strike a balance between requiring enough information to allow the assessment panel to make an informed decision and not requiring so much information, it creates a barrier for people to nominate community members. Participants in the engagement for this Review identified a range of possible adjustments which could be made to the nomination form, and highlighted how important it is for Council staff to continue supporting nominators to prepare nominations where barriers exist such as disability, English language skills or not having access to a computer to complete the form online.
- **The assessment of nominations was a key area of interest for the Review,** particularly the composition and decision making of the Assessment Panel, the assessment process and the support provided to the Assessment Panel. The benchmarking revealed that 3 of the 5 Councils reviewed delegate assessment of nominations to a Panel comprised of community members. Feedback through the engagement revealed some concern about the objectivity of the current assessment process including the role of Councillors, a lack of clarity about Panel member accountabilities, and how having more community input may help to increase confidence in the assessment process. Other issues identified include the amount of time and work required to properly assess each nomination, the significant variability in the quality of submissions and the difficultly this creates in assessing nominations, and difficulty navigating the nominations online.
- **The importance of recognising nominees as much as recipients** of the Greater Dandenong Australia Day Awards. The decision to invite nominees to attend the Award ceremony in 2026 was well received and there is interest in further highlighting nominees as much as recipients to acknowledge the contribution of a wider group of community members.
- **There is opportunity to build on the Greater Dandenong Australia Day Awards program to strengthen community leadership.** The benchmarking identified a range of programs and initiatives Councils deliver to further develop and recognise leadership within the community. Examples include a leadership development program conducted over 6 workshops, a program specifically to support leadership by multicultural women, and a program of workshops and networking sessions that run over 6 months to support and develop 'community change makers'.

Recommendations

Topic	Recommendation
Support for the Australia Day Awards program	Continue to deliver a community awards program, recognising and celebrating community contributions and leadership and commit to reshaping the program to ensure the program is relevant, inclusive and aligned with Council's priorities and obligations.
The name and timing of Awards	Options considered for the name and timing of the Awards program: a. Retain the name Greater Dandenong Australia Day Awards and continue to hold the Awards ceremony on Australia Day. b. Change the name of the Awards program to Greater Dandenong Community Awards but continue to hold the Awards ceremony on Australia Day. c. Change the name of the Awards program to the Greater Dandenong Community Awards and hold the presentation on an alternate date. **This is recommended because it responds most effectively to feedback received and is consistent with the approach of other Councils.**
Award categories and criteria **Note:** more detailed information about the changes is provided following the recommendations	The Community Leadership Award to remain, with some adjustment to the criteria.
	Minor changes to be made to the criteria for the Young Leader Award.
	No change to be made to the Volunteer of the Year Award.
	Cease to have a Corporate Citizen of the Year Award with this to be recognised through the Greater Dandenong Business Awards.
	Minor changes to the Community Group of the Year Award, aligning it with the criteria for the Community Leadership Award.
	Rename and refocus the Sportsperson of the Year Award to the Active and Healthy Award, aligning the award with Council's Make Your Move Strategy aims to increase physical activity levels and the health of the Greater Dandenong community.
	Minor name and criteria change from Sustainability Award to Environmental Sustainability Award.
	Propose to award the Living Treasure Award every 2 years with small adjustments to the criteria.
	Rename and criteria change to the Outstanding Contribution to the Arts Award to the Arts and Creativity Award.
	Establish a new award – Diversity and Inclusion Award reflecting Council and community priorities.
	That the criteria and supporting measures for 2027 categories be rewritten to ensure clarity and provide adequate guidance to nominees and the Assessment Panel.
	That Council pursue opportunities to strengthen the relationship with the Greater Dandenong Chamber of Commerce on the Business Awards to reinforce the link with Council's strategic priorities and generate increased visibility.

Topic	Recommendation
Community information and promotional activities	Expand the communication tools and methods used to raise awareness of the Greater Dandenong Australia Day Awards with a focus on targeting hard to reach communities.
	To enhance the accessibility of the program, prepare Awards program information in different languages, make translation services available to support potential nominators, and consider supporting nominators to make oral nominations. It is acknowledged this recommendation will have resourcing impacts for Council.
	Strengthen the involvement of Council staff in promoting and facilitating community involvement in the Awards by making sure they have information about the Awards program and are encouraged to share this with their community contacts and networks and establishing an internal cross functional Working Group with representatives from a range of relevant Council teams to promote the Awards program and facilitate wider community involvement.
Nomination process	The nomination timeframe be maintained at 2 (two) months.
	Some minor adjustments be made to the nomination form including: • Placing a word limit on the selection criteria and impact questions e.g. perhaps 300 words per question. Also encouraging nominators to be brief and provide concrete information that will help the assessment panel in their decision making. • Providing clearer information about what demonstrates 'impact' in the Greater Dandenong community i.e. the intentional and positive change which is making Greater Dandenong a better place for community members e.g. getting more people involved in being physically active, supporting more people to be socially connected. • Including a question about whether the nominee has a disability, is a First Nations person, identifies as LGBTQIA+ or is from a multicultural background and how this influences or effects their contribution to community.
	Council staff continue to support nominators to prepare nominations where barriers exist such as disability, English language skills or not having access to a computer to complete the form online.
	Maintain the current requirement to provide at least one referee in addition to the nominator. Provide guidance about who can be a referee, specifically stating it cannot be a family member.

Topic	Recommendation
Assessment process	The Awards Assessment Panel to comprise of community members only and be delegated by Council to assess eligible nominations. Note eligibility is discussed in section 2.6.3.
	The Panel comprise four (4) to six (6) community members, including at least two (2) members from a culturally and linguistically diverse background. The number will be influenced by the make-up of the panel i.e. more community representation should increase the number.
	Implement quorum requirements as follows for formal meetings of the assessment Panel: • A panel with 4 members requires a quorum of 2, a panel with 5 members requires a quorum of 3, a A panel with 6 members requires a quorum of 4.
	Councillors to be advised of the outcome of the assessment process.
	Council staff to continue being responsible for administering the Awards program and ceremony.
	Two-year terms for Assessment Panel members be retained with Panel member terms staggered so that there is some continuity of membership complemented by annual renewal.
	As part of consolidating nominations, Council staff undertake an initial review of nominations to ensure completeness, check relevance and eligibility for the category nominated, and confirm that referees have been included. Following this, Council staff will request additional information from nominators as needed. Where additional information is not provided, the nomination will be considered ineligible and will not be forwarded to Assessment Panel Members. It is acknowledged this recommendation will have resourcing impacts for Council.
	Provide more time for Assessment Panel members to complete their assessment of nominations and break the assessment process into stages e.g. this week, the assessment is to be completed for these 3 categories. This could be complemented by weekly check-in sessions with Panel members to see how they are tracking, and whether they need any additional information or support to make their assessment.
	Explore ways to improve the online assessment tools, to make it easier and more reliable to navigate.
Recognition of nominees	Continue to invite all eligible nominees to the Awards ceremony to enable recognition of their role and contribution to the Greater Dandenong community.
Responsiveness to community diversity and inclusion	Council notes the recommended changes to the Awards program are consistent with its commitment to community diversity and inclusion.
Strengthening community leadership	Explore opportunities to establish initiatives which will complement the Awards program and support the development of community leaders.

Current award categories and criteria and proposed changes

Current Category	Current high-level criteria	Proposed Category	Proposed changes
Community Leadership Award	An individual who has demonstrated long-term commitment to voluntary or philanthropic work in the community and made positive contributions to enrich the lives of others.	Retain Community Leadership Award	**Refine criteria:** Awarded to the individual who has made the most outstanding contribution or impact to the Greater Dandenong community in the last year. The key change is to recognize contribution and impact in the last year. The contribution may have commenced prior to the last 12 months but has been most profound and impactful in the last year.
Young Leader Award	Aged 16-30 years on 26 January in year of award. Demonstrated leadership and is a positive role model.	Young Leader Award	**Change criteria:** To recognise the young person (aged 16 to 30) who has made the most significant contribution to the Greater Dandenong community in the last year. The key changes are to place emphasis on contribution to the wider community as opposed to only young people and on contributions and impact in the previous year.
Volunteer of the Year	An individual who has demonstrated commitment in caring for the community and outstanding and consistent voluntary contribution to a group, activity, or community.	Retain Volunteer of the Year Award	**No change proposed.**
Corporate Citizen of the Year	An individual or business who has made a significant contribution to the community through their business or corporate position in Greater Dandenong	Nil.	**Propose to no longer include in Australia Day Awards program.** The business focus of this Award can be met through the Greater Dandenong Business Awards which has a Community Impact Award sponsored by Council.
Community Group of the Year	A group whose outstanding initiatives demonstrate innovation and community capacity building. Actively engages with 'vulnerable or marginalised' community members and promotes harmony across cultures.	Community Group of the Year	**Change to criteria:** Awarded to a community group who has made the most outstanding contribution or impact to the Greater Dandenong community in the last year. A group whose outstanding initiatives demonstrate innovation and community capacity building. Actively engages with 'vulnerable or marginalised' community members and promotes community harmony.

Current Category	Current high-level criteria	Proposed Category	Proposed changes
Sportsperson of the Year	For excellence and leadership on and off the sports field. A sportsperson or a member of a Greater Dandenong Sports Club that inspires participation and involvement across the community	Active and Healthy Award	**Name and criteria change** to align with Council's Make Your Move Strategy aims to increase physical activity levels and the health of the Greater Dandenong community. Awarded to an individual or community group who has made a meaningful and significant contribution in supporting the community to be more physically active and healthy. This award recognises individuals or groups whose contribution: • Provides more opportunities and makes it easier for community members to be active and healthy • Creates sustainable physical activity participation opportunities • Empowers the community to be active and healthy • Ensures opportunities to be active and healthy are inclusive and innovative. Contributions may be delivered through advocacy, community activities, service delivery, lived-experience contributions, or informal and grassroots initiatives.
Sustainability Award	An individual or group whose initiatives contribute to making Greater Dandenong a healthy, vibrant, innovative and creative community committed to environmental sustainability.	Environmental Sustainability Award	**Minor name and criteria change**: To increase emphasis on environmental impacts and climate change rather than the broader term sustainability. Awarded to an individual or group who has demonstrated leadership in promoting environmental sustainability and response to climate change.
Living Treasure Award	An individual that has had a lasting impact on the quality of life for the community.	Living Treasure Award	**Propose this be awarded every 2 years and adjustments made to the criteria to provide clarity.** The Award currently overlaps with Volunteer of the Year and Community Leadership Awards causing confusion for nominators and the assessment panel. Propose the Living Treasure Award be awarded every 2 years to highlight unique longer-term contributions to the Greater Dandenong community and emphasizes the importance and value of the award.

Current Category	Current high-level criteria	Proposed Category	Proposed changes
Outstanding Contribution to the Arts Award	An individual or group who has demonstrated commitment to the Arts and Culture scene through outstanding and consistent voluntary contributions to a group, activity or community.	Arts and Creativity Award	**Minor name and criteria change**: Awarded to an individual or group who has demonstrated initiative and leadership to arts and creativity in Greater Dandenong. This award recognises people or groups whose artistic or creative work: • contributes to the cultural vibrancy of Greater Dandenong • showcases creativity, imagination or originality • enriches local places or events • supports cultural expression through visual arts, performance, music, writing, design, digital media or other creative practices
New	N/A	Diversity and Inclusion Award	**New award reflecting Council and community priorities.** Awarded to an individual or group who has demonstrated outstanding leadership in advancing diversity, inclusion and belonging in Greater Dandenong. The award recognises contributions that support community members to participate in community life, and feel welcome, respected and connected in Greater Dandenong. This award will focus on celebrating the lives' and championing the voices and interests of people from multicultural backgrounds, people with disabilities, LGBTIQA+ community members and First Nations people. The award will celebrate contributions that: • support, uplift or amplify the voices, experiences or participation • foster welcoming, inclusive or culturally safe environments, practices or initiatives • strengthen understanding, connection or belonging across the community Contributions may be delivered through advocacy, community activities, service delivery, lived-experience contributions, or informal and grassroots initiatives.

1.0 Purpose and scope of the review

This Report presents the findings from a Review of the City of Greater Dandenong Australia Day Awards Program. ***The primary purpose of the Review is to ensure the Program is relevant, inclusive and aligned with Council's priorities and obligations***. The key objectives as outlined in the project brief are to:

- Assess the current structure and delivery of the Australia Day Awards program.
- Ensure alignment with Council's strategic priorities, including cultural inclusion, gender equity, and sustainability.
- Benchmark against similar programs in other local governments.
- Recommend improvements to award categories, nomination processes, and delivery mechanisms.
- Ensure compliance with the Gender Equality Act 2020, Climate Change Emergency Strategy 2020–2030, and the Local Government Act 2020.

To achieve these objectives, the Review has involved the following:

- **Undertaking a Gender Impact Assessment** in accordance with the Gender Equality Act 2020 to ensure positive and equitable impacts for the community can be delivered from the Greater Dandenong Awards program.
- **Documenting and assessing the current Greater Dandenong Australia Day Awards program** including its purpose, award categories, the nomination process, the assessment panel and process, governance arrangements and how the program is promoted.
- **Identifying Council's strategic priorities and directions,** assessing the alignment of the Greater Dandenong Australia Day Awards program with theses priorities and directions and evaluating the program's responsiveness to community diversity and inclusion.
- **Examining the approach taken by other Councils to community leadership and community award programs** to identify how the Greater Dandenong program differs from others and identify innovative and inclusive practices in civic recognition. The Councils examined were Hume, Casey, Brimbank, Kingston and Monash.
- **Stakeholder engagement** to assist in reviewing the nomination, selection and delivery processes; to help identify barriers to participation and recognition; to help identify potential improvements to enhance transparency, accessibility, and community engagement, and to help identify how award categories may need to change to ensure they are relevant to and inclusive the Greater Dandenong community. Stakeholder engagement was undertaken with:
  - Past nominees and Award recipients.
  - Current and former assessment panel members (community and councillors).
  - People who have nominated community members or organisations for an award.
  - Council staff.

Using information from each of these components, key findings and recommendations have been identified to strengthen the relevance, inclusiveness and alignment of the Greater Dandenong Australia Day Awards program with Council's priorities and obligations.

2.0 Current Greater Dandenong Australia Day Awards Program

The Greater Dandenong Australia Day Awards program has been a cornerstone of civic recognition, celebrating individuals, groups and organisations that make significant contributions to the community. **Its purpose** is to recognise and reward exceptional individuals and groups who do outstanding work that makes a positive impact on the Greater Dandenong community.

In this section, information is provided about the award categories, how the program is promoted, the nomination process, the Assessment Panel and process, and how the Awards are given. Broadly, there has been minimal change to the program since 2023 when an internal Review was undertaken.

2.1 Award categories

The Award categories have remained the same for the last 3 years (2024 – 2026) and include:

Category	High-level criteria
Community Leadership Award	An individual who has demonstrated long-term commitment to voluntary or philanthropic work in the community and made positive contributions to enrich the lives of others.
Young Leader Award	Aged 16-30 years on 26 January in year of award. Demonstrated leadership and is a positive role model.
Volunteer of the Year	An individual who has demonstrated commitment in caring for the community and outstanding and consistent voluntary contribution to a group, activity, or community.
Corporate Citizen of the Year	An individual or business who has made a significant contribution to the community through their business or corporate position in Greater Dandenong.
Community Group of the Year	A group whose outstanding initiatives demonstrate innovation and community capacity building. Actively engages with 'vulnerable or marginalised' community members and promotes harmony across cultures.
Sportsperson of the Year	For excellence and leadership on and off the sports field. A sportsperson or a member of a Greater Dandenong Sports Club that inspires participation and involvement across the community.
Sustainability Award	An individual or group whose initiatives contribute to making Greater Dandenong a healthy, vibrant, innovative and creative community committed to environmental sustainability.
Living Treasure Award	An individual that has had a lasting impact on the quality of life for the community.
Outstanding Contribution to the Arts Award	An individual or group who has demonstrated commitment to the Arts and Culture scene through outstanding and consistent voluntary contributions to a group, activity or community.

2.2 Promoting the Awards program

A Communications Plan is prepared annually to guide the sharing of information and promotion of the Awards program. A range of tools are used to create awareness in the community and encourage nominations. These include:

- Posts on Council's social media channels including Facebook and Instagram.
- Information in Council's community newsletter which is delivered monthly to approximately 60,000 households.
- Delivery of postcards to approximately 8,000 residents and postcards being available at major Council community facilities including libraries and community hubs.
- Posters erected and information available at major Council community events and community facilities.
- Information published in the local newspaper 'Star News' in both printed and digital form.
- Information included in newsletters published by various Council Departments e.g. festival and events, sport and recreation, community partnerships and volunteers, youth network etc.
- Displays on Urban Screens in Springvale and Dandenong.
- Emails sent to previous nominees and nominators.
- Emails to community organisations including event organisers and sporting organisations.
- Emails to internal Council departments to encourage Council staff to promote the Awards with community leaders and partner organisations and encourage them to share this with their networks and the community members.

Following the Award ceremony, information about the Award recipients is also shared through Council's social media channels, in Council's newsletter, on Council's website, and through the local newspaper. The aim is to highlight the achievements of Award recipients and continuing raising the profile of the Awards program.

2.3 The nomination process

Nominations can be made online or in hard copy, accessible via Council's website. The form is in English and sets out the Award categories and criteria for each category. The following information is requested for each nomination:

- The category being nominated for.
- Contact details of nominees.
- Details of person / organisation to be nominated and which category.
- Details of at least one referee in addition to the nominator.
- Statement about how the nominee meets the selection criteria for the award.
- Statement about what impact the nominee's contribution has had within the Greater Dandenong community.
- Signed declaration as to the veracity of the information provided.

The amount of information required for a nomination has been scaled back in recent years due to concerns that the requirements were creating barriers to people submitting nominations. Nominations have increased in the last 3 years, which is thought to partially be about the change to the nomination requirements.

Key information about the nomination process includes:

- Nominations are open for 2 months and typically close in mid-September each year. Prior to 2026 nominations were only open for 1 month, but following community feedback, this was extended to 2 months.
- Community members are not able to nominate themselves, but organisations can.
- Community members and organisation can be nominated for multiple categories in each year.
- Council staff are available to support community members who may need assistance in completing the nomination form.

2.4 Nominations received

Information about the nominations received is outlined in table 2.1 – 2.4 and it shows:

- Nominations increased notably between 2025 and 2026 and with that, the profile of nominees also changed considerably.
- In 2024 and 2025, there were notably more nominations of female community members, but this changed in 2026 with nearly twice as many males nominated as females.
- Nominations of people of other or diverse genders has been very low between 2024 and 2026.
- Nominations of people aged below 30 years typically accounts for around 25% of all nominations and are usually for Young Leader of the Year and Sportsperson of the Year. Many of the Award categories have an emphasis on the duration of contribution to community which is likely to be a key driver of the limited nominations for people under 30.
- A high proportion of nominations in 2024 and 2025 were for people from diverse backgrounds (60 – 80%), but with the increase in nominations in 2026, this reduced to 44%.
- Information about nominees experiencing vulnerability or disadvantage is very limited and is only available for 2026. It shows only a very small number of nominees experience vulnerability or disadvantage.

Note: Tables 2.2 – 2.4 provides information about individuals nominated not organisations.

	2024	2025	2026
Total nominations received	38	39	64
Total individuals or organisations nominated	32	34	52

Table 2.1: Total nominations for the Greater Dandenong Australia Day Awards 2024 - 2026

Note: *The total nominations received is higher than the total individuals or organisations nominated. This is because multiple nominations have been received for some individuals or organisations.*

Gender	2024			2025			2026		
	Female	Male	Other	Female	Male	Other	Female	Male	Other
Community Leadership Award	4	2		3	1		5	6	
Living Treasure Award	4	1		4	2		3	4	
Corporate Citizen of the Year	2				2		0	1	1
Young Leader of the Year	4	3		7		1	1	12	
Volunteer of the Year	5	3		3	3		5	5	
Sustainability Award	1	1		4	2		2	1	
Sportsperson of the Year	1	1			2		1	3	
Total nominations	**21**	**11**	**0**	**21**	**12**	**1**	**17**	**32**	**1**

Table 2.2: Gender of individuals nominated, Greater Dandenong Australia Day Awards 2024 – 2026

Age	2024		2025		2026	
	Below 30	Above 30	Below 30	Above 30	Below 30	Above 30
Community Leadership Award		6		4	0	13
Living Treasure Award		5		6	0	6
Corporate Citizen of the Year		2		2	0	4
Young Leader of the Year	7		8		4	0
Volunteer of the Year		8		6	2	8
Sustainability Award		2		6	0	3
Sportsperson of the Year	1	1	1	1	2	2
Total nominations	**8**	**24**	**9**	**25**	**8**	**36**

Table 2.3: Age profile of individuals nominated, Greater Dandenong Australia Day Awards 2024 – 2026

Diverse background / vulnerability or disadvantage	2024		2025		2026	
	Diverse background	Vulnerable / disadvantage	Diverse background	Vulnerable / disadvantage	Diverse background	Vulnerable / disadvantage
Community Leadership Award	4	Not available	3	Not available	6	
Living Treasure Award	2		4		3	0
Corporate Citizen of the Year	2		2		1	0
Young Leader of the Year	5		7		4	1
Volunteer of the Year	3		2		4	1
Sustainability Award	1		4		1	0
Sportsperson of the Year	0		3		2	0
Total nominations	**19**		**27**		**23**	**2**

Table 2.4: Individual people nominated who are culturally diverse and experience vulnerability or disadvantaged, Greater Dandenong Australia Day Awards 2024 – 2026

2.5 The Assessment Panel

An Assessment Panel is appointed each year to assess nominations for the Greater Dandenong Australia Day Awards. The Panel membership is as follows:

- A maximum of five (5) Councillors (including the Mayor or delegate) appointed by Council as part of the annual process of appointments to committees and other bodies.
- Up to five (5) community members.
- A quorum needs to be a minimum of three (3) assessment panel members. At a minimum the quorum must consist of one (1) representing Mayor/Deputy Mayor/ Councillor and two (2) community members.

Community panelists:

- Are approached and appointed by Council staff.
- Are previous recipients of a Greater Dandenong Australia Day Award.
- Include at least one member from a culturally and linguistically Diverse (CALD) background.
- Participate for a maximum of two consecutive years to ensure a diverse range of views are represented.

The panel convened to support the 2026 Awards comprised of 4 Councillors and 4 community members.

Council has guidelines which are reviewed annually and updated as needed to support the functioning of the Assessment Panel. Meetings of the Panel are chaired by the Manager Community Wellbeing or their appointed representative. The role of the Chair is to facilitate the Assessment Panel's discussion, avoiding commenting on the merits of nominations other than their eligibility, and has no authority to score nominations or otherwise vote on matters concerning the Panel.

2.6 Assessment process

The assessment process includes the following steps:

- Council staff consolidate the nominations into an online platform and provide a link to this for Assessment Panel members.
- Panel members review the nominations online and individually assess and score the nominations. This is supported by criteria and outcomes for each category and standard scoring methodology.
- Panel members submit their assessment to Council staff who consolidate this into a spreadsheet which captures the assessment and scoring from each panel member.
- The Assessment Panel meets in person at an agreed time to review the content of the spreadsheet, discuss the merits of each nomination and review their scores if necessary and agree on a final endorsed list of winners for each award category. Council staff are present at the meeting to provide guidance and support as needed to the Assessment Panel.

Key additional information about the assessment process includes:

- Panel members are required to advise of any conflicts of interest and recuse themselves as needed.
- The assessment process is usually completed in one session. Should it be required, a second assessment session is scheduled to provide any further information to assist with decision making.
- The Assessment Panel collectively determines the final list of recommended winners for each award category.
- If the Panel determines there is no satisfactory nomination for a category, they may decide not to give an award in that category for the year. Sitting members of Federal, State and Local governments are not eligible for an award.

Following the meeting of the Assessment Panel, Council staff undertake a further process to confirm Award recipients. This includes:

- Conducting reference and police checks for the highest scorer for each Award.
- Contacting each person and advising them they have been shortlisted for an Award and obtaining any missing verification details. Should any recommended award winner decline the award, or be deemed ineligible by the confirmation process, the next highest scoring person on the list will become the recommended winner by default.

Following this process:

- Each person on the final list of Award winners is formally notified that they will receive the Award and the details about the Award presentation ceremony.
- Councillors are advised of the outcome of the assessment process.
- The interim winners were under embargo until 26 January 2026, when they were announced at the Greater Dandenong Australia Day Award Ceremony.

2.7 Presentation of the Awards

Presentation of the Greater Dandenong Australia Day Awards is made at an Award ceremony held on Australia Day each year. For the last 3 years this ceremony has been held at the Springvale Town Hall.

Up until 2026, only Award recipients, their family and people who nominated them were invited to attend. For the 2026 Award ceremony, invitations were also extended to every individual or organisation who had been nominated for an Award.

Community members are also able to attend the Award ceremony but must secure a ticket to do so, noting there is no cost for the ticket. The event is ticketed due to being held inside and having limited seating available.

3.0 Strategic context

This section we outline the findings from a strategic review and analysis of relevant background material. The purpose of this stage is to:

- Identify Council's strategic priorities contained in key strategic plans and assess the alignment of the Australia Day Awards Program with these priorities.
- Identify potential implications for the Australia Day Awards Program from key State legislation and policies i.e. the Local Government Act and Gender Equality Act.

3.1 City of Greater Dandenong strategic planning framework

Council has a significant strategic and policy framework guiding decisions and planning about how it supports the community and delivers services and infrastructure. The primary strategic documents are the Community Vision 2040 and the Council Plan 2025 – 2029 which incorporates the Health and Wellbeing Plan.

- **The Community Vision 2040** sets out the community's long-term aspiration for the City. The Vision is structured around 6 principles which are:
    1. Safe and peaceful community: A socially connected, safe and healthy city. A city of accessible, vibrant centres and places. A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community
    2. Education, training, entrepreneurship and employment opportunities: A city that supports business, entrepreneurship, quality education and employment outcomes.
    3. Sustainable environment: A green city committed to a sustainable future. A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community
    4. Embrace diversity and multiculturalism: A city that respects and celebrates diversity, our history and the arts.
    5. Mind, body and spirit: A socially connected, safe and healthy city.
    6. Arts and culture: A city that respects and celebrates diversity, our history and the arts.
- **The Council Plan 2025-2029 (incorporating the Municipal Health and Wellbeing Plan)** builds on the principles in the Community Vision. The Plan sets out objectives regarding community safety and wellbeing, celebration of diversity and the arts, a commitment to accessibility and supports to enhance community life. The Plan incorporates Council's health and wellbeing priorities (physical health, active living, social connection and wellbeing, community safety, and climate change and health) and acknowledges that individual needs and health outcomes change as people move through different life stages. The Council Plan strategic objectives are:
    1. A socially connected, safe and healthy city.
    2. A city that respects and celebrates diversity, our history and the arts.
    3. A city of accessible, vibrant centres and places.
    4. A green city committed to a sustainable future.
    5. A city that supports business, entrepreneurship, quality education and employment outcomes.

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

The current Council Plan strategic objectives are in strong alignment with those of the previous Plan with only minor wording changes to emphasise the development of vibrant public places rather than neighborhoods and a new emphasis on responsible use of public resources.

Other relevant Council plans and strategies

As noted previously, Council has a significant strategic and policy platform. The plans and strategies outlined below guide Council decision making and service delivery with the objective of developing a safe, inclusive and sustainable community, provision of places and spaces to support active living, and encouraging participation in creative and educational activities.

- ***Make Your Move Greater Dandenong Physical Activity Strategy 2020-2030:*** The strategy has been developed to guide the provision of services, programs and infrastructure over the next 10 years with the goal to increase the physical activity levels of our community.

  As part of the strategy's development, extensive consultation and research was conducted with residents of Greater Dandenong to better understand how active the community currently is, what prevents them from being active and how Greater Dandenong compares to the rest of Victoria.

- ***Climate Emergency Strategy and Action Plan 2020-2030:*** Council has developed a Climate 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.

- ***Community Safety Plan 2015-2022:*** The plan guides the actions undertaken by Council, community agencies and the community to improve perceptions of safety and reduce the risk of crime and anti-social behaviour. The City of Greater Dandenong's vision for community safety is a diverse, safe and welcoming community, where all people feel included and respected. This Plan is currently being reviewed.

- ***Community Engagement Policy and Framework:*** To ensure that Council's engagement is best practice, Council has developed a Community Engagement Policy and Framework. The policy outlines Council's commitment to thorough, consistent and genuine community engagement that will inform responsible decision making for the benefit of the community, while the framework provides for more comprehensive and broader community engagement with a wider range of mechanisms.

- ***Reconciliation Action Plan 2025 - 2027:*** This Plan is an important part of Council's ongoing commitment to the advancement of reconciliation. The wrap focuses on embedding truth telling within council business and the three domains as guided by Reconciliation Australia Innovate RAP Framework. These are Respect, relationships and opportunities.

- ***Arts Culture and Heritage Strategy 2022-2026***: Supports the Greater Dandenong Community Vision 2040 and guides Council's efforts to promote, support and grow arts and cultural heritage in the City of Greater Dandenong. This Strategy is currently being reviewed.

- ***Sustainability Strategy 2016-2030:*** Provides the strategic framework to achieve Council's vision for the City of Greater Dandenong to be one of the most sustainable cities in Australia by 2030.

The Strategy has 10 themes and associated goals including biodiversity and open space: a greener City; water and stormwater: a water sensitive City; waste and resource: a waste wide City; transport and movement: a well-connected City; climate and energy: a low carbon City; buildings and places: a City planned for the future; environmental pollution: a clean and healthy City; local and sustainable food: a City connected by food; local community and culture: a liveable City; local business and economy: a City of opportunity.

- **Youth and Family Strategy 2021-2026** and **Action Plan:** The Strategy aims to "create a community where young people and families feel safe, respected and supported". It adopts an integrated approach and acknowledges that Council needs to work in partnership to develop a supportive environment for families and young people. This Strategy is currently being reviewed and will be incorporated with the Children's Plan.
- **Children's Plan (2021-2026) and Annual Action Plan:** The Plan incorporates Council's commitment to the Child Friendly Cities Framework and confirms that Council is a signatory to the Victorian Child Friendly Cities and Communities Charter. The vision Council has for children and their families is to be valued, celebrated, respected and supported to reach their full potential. This Plan is currently being reviewed and will be incorporated with the Youth and Family Strategy.

3.2 Victorian State Government legislative and policy framework

The Victorian State Government has developed an extensive legislative and policy framework for provision of infrastructure and services to support communities. The Local Government Act provides the overarching framework for the conduct of Councils and their activities. This is complemented by other documents that set out requirements for areas including equity and inclusion and environmental management. Key elements of the State Government's legislative and policy framework for Councils are discussed below i.e. the Local Government Act and the Gender Equity Act.

The Local Government Act 2020 sets out the role and activities of Councils. The primary role of a Council is stated to be to "provide good governance in its municipal district for the benefit and wellbeing of the municipal community". Whilst the Act provides clear guidance on matters of governance, financial management and reporting, strategic planning and a requirement for community engagement there are only a few specific service requirements such as provision of roads, open space and waste management. Councils in fact have broad discretion to plan for and deliver facilities and services in response to current and forecast community needs and aspirations.

The Act sets out principles that Councils must adhere to in undertaking their role. The following are the overarching governance principles:

(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 is 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.

These are supported by other principles:

(a) the community engagement principles;

(b) the public transparency principles;

(c) the strategic planning principles;

(d) the financial management principles;

(e) the service performance principles.

In the context of the requirements of the Act, the conduct of an Australia Day Awards program is consistent with the stated role and obligations of Councils and it is important that such a program:

- Be conducted in an equitable and inclusive manner
- Be widely promoted to promote community involvement
- Provide for transparent nomination and assessment processes
- Be structured around categories that are consistent with Council's strategic priorities
- That Councillor involvement be structured around their established roles and responsibilities

The Gender Equality Act 2020 was implemented to require the public sector, Councils and universities to "take positive action towards achieving workplace gender equality; and to require the public sector, Councils and universities to promote gender equality in their policies, programs and services". A Public Sector Gender Equality Commissioner was also established to oversee the sector's efforts to take positive action towards gender equality.

Councils have a number of specific requirements under the Act. These include:

- When developing or reviewing any policy, program or service, Councils must undertake a gender impact assessment.
- Councils must undertake a workplace gender audit against the workplace gender equality indicators, prescribed gender equality targets or gender equality quotas and additional disadvantage or discrimination (on the basis of factors outlined above) that a person may experience.
- Each Council must prepare a Gender Equality Action Plan that includes the results of the workplace gender audit and strategies and measures for promoting gender equality in the workplace.
- In each reporting year the workplace gender audit must capture the state and nature of gender inequality in the workplace as of 30 June. The Gender Equality Action Plan must be submitted to the Commissioner by 31 October.

An Impact Assessment has been completed as part of Reviewing the Greater Dandenong Australia Day Awards program. The focus of the options analysis for the Impact Assessment was to identify what to concentrate upon to increase the diversity of people being nominated for and / or receiving Australia Day Awards. The options considered were:

Option 1: Make changes to the way the Greater Dandenong Australia Day Awards program is promoted, including making information more easily available about how to nominate a community member or group and highlighting how valuable it is to recognise and reward exceptional community members from all walks of life who are making a positive impact on the Greater Dandenong community.

Option 2: Make changes to the Greater Dandenong Australia Day Award categories, nomination and assessment process and timing of the Awards.

Option 3: Make changes to both the way the Greater Dandenong Australia Day Awards program is promoted to the community and to the Award categories, nomination and assessment process and timing of the Awards. Option 3 is assessed to be the most positive because it will:

- ensure inequalities and barriers to participation are identified and responded to across the Greater Dandenong Australia Day Awards program, and increase the diversity of people being nominated or receiving Greater Dandenong Australia Day Awards;
- facilitate increased understanding by Council staff and Councillors of the inequalities and barriers to participation in the Greater Dandenong Australia Day Awards program, and build the organisation's capacity to remove or reduce these barriers across the entire Awards program.

The Impact Assessment is provided in **Appendix A.**

3.3 Summary of key policy directions and influences

The key policy directions and influences for the Review of the Greater Dandenong Australia Day Awards program include:

- **A clear vision and commitment by the community and Council** to strengthening community connectedness and wellbeing, and embracing the City's diversity, multiculturalism and history.
- **Acknowledgement of the importance of supporting community participation and activity** including arts and cultural pursuits, sport, recreation, and physical activity, and support and recognition for community organisations.
- **The importance of supporting the local economy and education pathways** including entrepreneurship, employment and quality education.
- **A commitment to environmental sustainability** that informs planning, decision making and resource allocation.
- **A commitment to investing in the community,** to grow its capability and cohesiveness.
- **A State Government governance framework for local government** which includes principles for good governance, requirements for transparent planning and reporting, obligations to consult with stakeholders and community members and obligations in relation to equity and inclusion.

4.0 Looking at what others do

Benchmarking was undertaken to identify and review approaches to community leadership and recognition programs by other Councils. The purpose of this is to identify similarities and differences in the approaches taken and identify innovative and inclusive practices in civic recognition which may be relevant to Greater Dandenong.

The Councils reviewed were selected in partnership with Greater Dandenong Council staff. They are typically Councils of a similar size and community diversity, and / or are neighbours to Greater Dandenong. The Councils examined are Brimbank, Casey, Hume, Kingston and Monash.

4.1 Summary of key features

A summary of the key features of the community award programs conducted by the other Councils is shown in table 4.1 below:

Key features	**Councils**				
	Brimbank	**Casey**	**Hume**	**Kingston**	**Monash**
Award Programs conducted	We Are Brimbank Awards.	Casey Community Awards Casey Business Awards	Hume Community Awards Hume Business Awards Hume Young Leaders Awards	Kingston Community Awards Sustainable Business Awards Women of the Year Awards Youth Awards	Sir John Monash Awards. Monash Business Awards Volunteer of the Year
Award categories for the main community awards	Arts, culture and tourism Citizen of the year Community engagement Community group of the year Environment and sustainability Sports and wellbeing Young citizen of the year	Citizen of the Year Young Citizen of the Year Senior of the Year Woman of the Year Community Group of the Year Equity and Inclusion Award Lindsay King Art Award Environment and Sustainability Champion	Academic excellence Advocacy and social justice Arts and creative expression Community service excellence Environmental stewardship Outstanding cultural leadership Outstanding community leadership Sport and recreation achievement	Citizen of the year Community group of the year	Active Monash Age well leadership Inspirational women's leadership LGBTQI+ Community Leadership Multicultural champion Outstanding advocate for people with disabilities Reconciliation champion Sustainability leadership Volunteer of the year Youth leadership

Key features	Councils				
	Brimbank	**Casey**	**Hume**	**Kingston**	**Monash**
Complementary initiatives	Community Leadership Program Multicultural Women's Leadership Program	Community Leadership Program Step Up - community capacity building program Community panel convened for Community Awards & Grants	Multicultural Working Group. Hume Community Change Makers	Training grant for Community Group of the Year	Volunteer of the year awarded during Volunteer Week
Awards presented on Australia Day	**X**	✓	**X**	**X**	**X**
Recent review or in progress	✓	✓	✓	✓	✓
Good information available on-line	✓	✓	✓	✓	✓
Alignment with Council's strategic direction	✓	✓	✓	✓	✓
Aligned with objectives - inclusion, gender equality and sustainability	Good	Good	Excellent	Good	Good
Materials available in different languages	Translation service available	Translation service available	Translation service available	Translation service available	Yes
Level of awareness in the community	High	High	High	High	High
Response level p.a.	Strong (50 – 100)	Strong (50 - 100)	Low	Low	Strong (50 – 100)
Assessment process	Panel of community leaders convened by Officers	Community Panel convened by Council	Panel convened by Mayor with Deputy Mayor and community members.	Councillors	Working Group convened by staff. Report to Council.
Referee checking	✓	✓	**X**	✓	**X**
All nominees invited to function.	**X**	✓ All finalists invited.	**X**	**X**	**X**

Table 4.1: Key features of the Community Awards programs delivered by other Councils

4.2 More detailed benchmarking outcomes

There is a high level of consistency in the approach, structure and intent each Council takes to community awards programs. This section provides more information about the key similarities and differences, with further information about each Council provided in **Appendix B.**

Community award programs	All Councils have an awards program to recognise and celebrate community leadership, and most have multiple award programs. • Brimbank conducts a singular Community Awards program. • The other Councils have multiple award programs which recognise different cohorts or parts of the community. For example, Business Awards, Young Leaders Awards, Women of the Year Awards and Volunteer of the Year Awards.
Other initiatives to recognise community leadership	Most Councils have complementary programs or initiatives focusing on community leadership or capacity building. • Brimbank conducts a Community Leadership program and Brimbank Multicultural Women's Leadership Program. • Casey supports a Community Leadership Program and Step Up, a free community capacity building program with workshops tailored to support emerging and experienced community leaders. They also convene a Community Panel to assist in allocating grants and giving awards. • Hume Council conducts Hume Community Change Makers which is a free program of workshops and networking sessions that runs over 6 months and a Multicultural Working Group which is a network of organisations working in this space. • Kingston Council gives the recipient of the Community Group of the Year a grant to support training and development.
Recent reviews or changes made	All Councils have undertaken reviews or introduced changes to awards programs in recent years. Key changes include: • Casey and Hume renamed the Australia Day Awards to Community Awards. • Brimbank and Kingston have moved awards to National Volunteers Week with Brimbank folding the Citizen of the Year and Young Citizen of the Year into the existing We Are Brimbank Awards.
Connection to Australia Day	Casey is the only Council to connect their Awards program to Australia Day by holding he Awards ceremony on this day.
Award program categories	• The "Community Awards" Programs delivered by each Council (except Kingston) have between 7 and 10 categories. Kingston has only 2 categories - Citizen of the Year and Community Group of the Year, but it has complementary awards programs. • Casey, Hume, Kingston and Monash Councils conduct Business Awards programs with between 6 and 11 categories.

	• Awards to recognise young people are conducted by Hume and Kingston, Kingston also conducting a Women of the Year Awards program.
Policy context	There is a high level of consistency in the key policy directions and priorities of the Councils at the Community Vision and Council Plan level. There is also a high level of alignment with awards programs and the key policy directions. • Local differences in other policy development are reflected in Brimbank's Safe and Inclusive Brimbank Strategy, Casey's work on climate resilience, climate action and greening, and Kingston's policy work in relation to positive ageing and support and recognition for families and children.
Responding to inclusion, sustainability and gender equality objectives	All Councils demonstrate strong alignment with objectives concerning inclusion, sustainability and gender equality: • Hume has award categories that recognise Young Refugee / Newly Arrived Leader and Young Aboriginal Leader. • Monash has award categories that recognise Inspirational Women's Leadership, LGBTQIA+ and Community Leadership, Multicultural Champion, Outstanding Advocate of People With Disabilities, Reconciliation Champion and Sustainability Leadership.
Promotion of community award programs	All Councils use established community channels including media releases, Council's website, social media, Council newsletters and information to established networks and forums to promote awards. • Monash Council utilise Council's digital screens in community buildings and public places.
Awareness and support in the organisation	All Councils acknowledge challenges and express frustration with efforts to generate support and engagement with awards programs within the organisation.
Nomination process	Information requirements are generally consistent across the 5 Councils with key features including: • Nominations typically occur on-line with Casey Council supporting verbal nominations. • All Councils offer a translation service with Monash translating forms into Chinese. • Only Monash and Hume do not require a referee for nominations, but this is being contemplated by both.
Nominations received	Response rates across the Councils ranged between 50 and 100 across most award programs in 2025. Kingston was the exception with only 14 nominations received for its Community Awards program.
Assessment process	Assessment processes for awards vary significantly: • Assessments are undertaken via an on-line tool with the exception of Brimbank where information packs are provided to panel members.

- Brimbank and Casey Councils convene assessment panels comprising community members only with Councillors advised of the outcome.
- At Hume a panel is chaired by the Mayor and includes the Deputy Mayor and 2 community members. It has delegated authority to make decisions.
- At Kingston Councillors conduct the assessment of nominations.
- At Monash an officer working group undertakes an initial assessment for subsequent consideration and endorsement by a Councillor panel convened by the Mayor and formal ratification by Council at an Ordinary Council Meeting.

5.0 Engagement

This section presents a summary of the results from the engagement undertaken to inform the review of the Greater Dandenong Australia Day Awards Program, with more detailed results provided as a separate confidential attachment **(Appendix C).**

Key elements explored through the consultation were:

- The experience of people nominating potential recipients of the Greater Dandenong Australia Day Awards e.g. how did they find out about it, did they find it hard or easy to nominate someone, ideas they may have about how to make it easier to nominate community members, ideas they may have about how the awards could be better celebrate the CGD community and help to make the awards more accessible and visible in the community.
- The experience of people who were nominated for or received a Greater Dandenong Australia Day Award e.g. what was the experience like for them of being nominated or receiving the award, what impact has it had on their lives since being nominated or receiving the award, has it encouraged them to nominate other people in the community, do they have ideas about how the awards could be better celebrate the CGD community.
- The experience of assessment panel members e.g. what was the experience like for them as a panel member (strengths and challenges), ideas they have about how the panel could operate more effectively (structure of the panel, process, guidance provided), their views about the award categories, ideas they may have about helping to make the awards more accessible and visible in the community.
- The knowledge and experience of Council staff e.g. what do they see their role is in relation to the Awards, the strengths and challenges of the current awards program, ideas about how the awards could be better celebrate the CGD community, ideas about helping to make the awards more accessible and visible in the community.

Engagement with community members, Councillors and Council staff occurred throughout March 2026 in the following way:

- **An online community survey for people who have either been nominated or received a Greater Dandenong Australia Day Award**. In total 17 surveys were completed.
- **A combination of an online workshop, telephone interviews and email correspondence with assessment panel members**. In total 6 people participated including 1 Councillor. Note, Councillors were provided several opportunities to participate including via an online workshop.
- **An online workshop with people who have nominated community members** for an Award. In total 5 community members participated in the workshop.
- **An in-person workshop with Council staff** involving staff from across the organisation. In total 22 staff participated.

5.1 Past nominees and Award recipients

The key messages from the survey of past nominees and Award recipients include:

- All respondents indicated they felt honoured and proud when they heard about being nominated or receiving an Award.
- The majority indicated it was a positive and rewarding experience.
- Several indicated that they found the experience highly motivating while others indicated the nomination or award had made no difference to their volunteering or involvement in the community i.e. they continued to be as actively involved as previously.
- Many indicated they have been encouraged to nominate other people or organisations for an Award in the future.
- Ideas to make the awards more inclusive, accessible and visible include providing nomination forms in multiple languages, simplifying the nomination process, and increasing promotion through the increased use of social media.
- Other suggestions include ensuring the impact and sustainability of community contributions is considered, seeking increased input from members of the indigenous community and increase efforts to promote the Awards in culturally diverse communities, faith groups and youth programs.

5.2 Assessment panel members

Timelines and technology: Generally, the experience was rewarding and enjoyable but concerns include the extensive time commitment to assess the nominations and the short timelines to do this, the significant variability in the quality of the submissions, and difficulty navigating the scoring process with panel members needing to move between multiple documents. Suggestions to address these issues include:

- Being clear with panel members about the time commitment, providing more time for the assessment process, breaking up the assessment process into stages and Council staff holding regular online check sessions with panel members.
- Adding a step in the process where Council staff initially review the nominations, identifying those that pass the basic threshold, where additional information is needed, or where a person or organisation is nominated multiple times.
- Improving the technology and / or system which supports panel members to complete their assessment.

Having an informed assessment panel: It is important that the information provided to Panel members supports informed and timely assessment and decision making. Panel members expressed concern about not having sufficient information to make an effective assessment and expressed a desire for nominations to have a stronger focus on demonstrated and real impact in the community.

Award categories: Key concerns raised were the lack of understanding in the community about the different award categories, some categories being hard to assess because the criteria is unclear or there is significant overlap between categories and the categories not reflecting a wide range of backgrounds and contributions. Key suggestions include:

- Clarifying whether the focus of the Awards is on voluntary as opposed to paid contributions to the community.
- Including additional categories which reflect community diversity and the different contributions made to community e.g. community connector, emerging leader, quiet achiever.
- Providing guidance on what to do when people or organisations are nominated for more than one category.
- Reassessing the categories and criteria to remove overlap and improve clarity.

Functioning of the assessment panel: There was some concern about the high level of Councillor representation, and interest in more community involvement so that a wide range of backgrounds and contributions are represented and the Awards program is more actively led by the community.

Visibility and accessibility of the Awards program: Key issues raised include the awards program tends to engage the usual suspects and does not capture the quiet achievers and the diversity of the CGD community; people with a disability face significant barriers to move from being nominated to receiving an award; Awards often prioritise long-term service (5–10+ years), excluding newer contributors who have made significant recent impact; and the nomination process is in English only requiring written submissions. Suggested changes include:

- Tapping into the neighbourhood house network and appointing community champions to help get information out to the community about the Awards
- Identifying reasonable adjustments which can be made to ensure they are inclusive of all community members
- Focusing on impact rather than duration of contributions.
- Having additional categories that respond to Council's priorities around equity and inclusion.
- Having nomination forms in different languages and oral nomination options.

5.3 Nominators

The key messages from people who have nominated community members or organisations for an Award include:

- There is confusion about difference between Award categories and there would be benefit in updating the objectives and criteria to improve clarity and their focus and the criteria for assessment.
- Concern that the Awards are not widely known and community members only become aware of them if they, or someone they know, is nominated. Suggestions for increasing the visibility and accessibility of the Awards include conducting information sessions similar to those Council holds for its annual Community Grants Program, Council staff attending committee meetings of local organisations and sharing information at community events, and identifying community champions such as past Award recipients who can help get information out to community networks and hard-to-reach communities.
- Some concern about the transparency of the assessment process and the involvement of Councillors. A key suggestion was for the assessment panel to be made up of only community members to increase community ownership of the Awards program.

- A proposal to extend the time nominations are open to assist community organisations to be able to engage more effectively with the Awards program. It was suggested nominations be open for 3 months or more.
- Being more proactive in relation to facilitating input from culturally diverse communities through providing written material in multiple languages, placing a word limit on responses to questions in the nomination form and providing improved clarity on the objectives and criteria for each Award category.
- Review the timing of the Award ceremony and invitations to avoid summer holiday period. Invitations are currently sent out during Christmas holidays when many people are away.
- Consider how to improve valuing and recognising all nominees and not just Award recipients. Inviting nominees to attend the Award ceremony in 2026 was viewed positively.
- Observations about Australia Day and whether the Awards should be uncoupled from Australia Day. Some view the connection as problematic and others are concerned the community is afraid to celebrate Australia Day.

5.4 Council staff

The key messages from Council staff include:

- A clear understanding about why Council has a community awards program e.g. to acknowledge the contribution of groups and organisations to the Greater Dandenong community.
- An understanding of the important role Council staff play in facilitating and supporting the Awards program e.g. promoting the Awards program, encouraging and supporting people and organisations to make nominations, showcasing and celebrating the Award recipients.
- The importance of acknowledging the valuable work of all nominees and Award recipients.
- The role the Awards program plays in celebrating community resilience and strength.
- Concern about aligning the Awards with Australia Day and the potential to review this arrangement. Key concerns are First Nations community members not being involved because it is not culturally appropriate or safe, and community members or organisations choosing not to accept an Award as they are uncomfortable with the link to Australia Day. It is also inconsistent with Council's commitment to safety, diversity and inclusion.
- The opportunity to improve how inclusive the Awards are of people with a disability and members of the LGBTQI+ community. The concept of making reasonable adjustments to the nomination process, the Awards ceremony and more broadly the Awards program, was discussed to make them more inclusive of people with a disability.
- The need to provide better clarity about the Award categories, descriptions, objectives and criteria.
- Strengthen the link between Council's strategic priorities and the Awards e.g. commitment to safety, diversity and inclusion.
- Increase the involvement of community in the Awards program e.g. appoint community champions to help drive the Awards program, have a community working group, have community champions / members of the working group be a part of presenting the Awards.
- Use the Awards program as a springboard for growing community capacity / leadership.

- Acknowledging organisations / individuals who receive State or Federal honours.

6.0 Responsiveness to community diversity and inclusion

Council's commitment to the principles of community diversity and inclusion are clearly expressed in the major strategic planning documents. The Council Plan 2025-2029 sets out key directions for:

- A socially connected and safe city
- A city that celebrates diversity
- Supporting investment in the community
- Promoting places and spaces that are accessible
- Supporting quality education and employment outcomes.

These key directions are supported by other policy documents including:

- Community Safety Plan that supports Council's vision for a diverse, safe and welcoming community.
- Reconciliation Action Plan 2025-2027 that sets out Council's support for the advancement of reconciliation.
- Arts, Culture and Heritage Strategy 2022-2026 that seeks to promote, support and grow arts and cultural heritage I the City.
- Youth and Family Strategy 2021-2026 that seeks to develop a supportive environment for families and young people.

The Review has highlighted multiple areas where changes are needed to improve the responsiveness of the Greater Dandenong Australia Day Awards program to community diversity and inclusion. Key areas include:

- **Uncoupling the Awards program from Australia Day** to be more responsive to cultural safety and sensitivities for First Nations community members. Currently First Nations community members do not participate in the Australia Day Awards program and some community members who have been nominated have declined receiving an award because of their discomfort with the program being connected with Australia Day.
- **Having award categories which are more closely aligned with Council priorities, particularly celebrating diversity and inclusion.** The 2026 Australia Day Awards comprised 9 categories. The criteria for four of the award categories refers to support for multiculturalism, but there are no specific references to inclusion. Criteria for other awards supports community diversity and inclusion more broadly, with references to supporting people who are vulnerable, promoting community participation and involvement, nominees demonstrating community mindedness and conducting themselves in a way that embodies the values of the Greater Dandenong community.

  The benchmarking discussed in section 3 of this report highlights how other councils approach this. The City of Monash has the most well-developed approach to recognising community leadership and contributions to community diversity and inclusion with the following awards – LGBTIQ+ Community Leadership, Multicultural Champion, Outstanding advocate for people with a disability and Reconciliation Champion. In addition, they have awards targeted to specific cohorts including Age Well Leadership, Youth Leadership and Inspirational Women's

Leadership.

Specific recommendations about changes to Award categories are outlined in the findings and recommendations section of this report.

- **Increasing the visibility of the Awards** through expanding the communication tools and methods used with a focus on hard-to-reach communities. Examples include more outreach into community by Council staff and involving community champions.
- **Changes to the nomination process to remove or reduce barriers** for both nominators and nominees e.g. use of word limits, support for nominators with a disability, with limited English language skills or who do not have access to a computer to complete the form online.
- **Championing participation in the Assessment Panel by culturally diverse community members** by maintaining a quota for people from culturally and linguistically diverse backgrounds to be a part of the Assessment Panel.
- **Making reasonable adjustments** to the nomination and assessment process to ensure barriers to people with a disability participating in the Awards program are reduced.

7.0 Findings and recommendations

The findings and recommendations outlined below have been developed after careful consideration of the information gathered through background research, consultation and engagement, examining the approach 5 other Council's take to community awards programs (benchmarking), and the primary objective of the Review - to ensure the Awards program continues to be relevant, inclusive and aligned with Council's priorities and obligations.

The information below is structured as follows:

- Identifying the topic
- Providing a summary of key information and findings
- Outlining the recommended approach.

In some instances, multiple recommendations have been considered and these are outlined to provide Council with further information to understand the preferred recommendation.

7.1 Support for the Greater Dandenong Australia Day Awards program

The Greater Dandenong Australia Day Awards program is well established and appears to enjoy support in the community.

All Victorian Councils conduct a broadly similar community recognition program. Engagement with previous award recipients, community members who nominated candidates and community members involved in the work of the assessment panel confirms award winners are typically honored and humbled upon receiving the award and value that community leadership and positive contributions to Greater Dandenong are recognised and celebrated. Nominators and community assessment panel members benefit from increasing their understanding of the good work and community spirit evident in the municipality.

Recommendation: Continue to deliver a community awards program, recognising and celebrating community contributions and leadership and commit to reshaping the program to ensure the program is relevant, inclusive and aligned with Council's priorities and obligations.

7.2 The name and timing of Awards

While historically it has been common practice for Councils to conduct citizenship ceremonies, facilitate community celebrations and present recognition Awards to community members on Australia Day, this has changed over the last decade. Examining the approach of other Councils shows that only one of the 5 Councils assessed (Casey City Council) present Awards on Australia Day, and the program is titled City of Casey Community Awards with no reference to Australia Day.

As part of the 2022 internal review of the Greater Dandenong Australia Day Awards program, the name and timing of the Awards program was reviewed and Council decided to continue with the connection to Australia Day.

During the engagement undertaken for this Review, mixed views were shared about the name and timing of the Greater Dandenong Australia Day Awards. Stakeholders raised questions about whether the Awards program should be uncoupled from Australia Day due to the lack of cultural sensitivity

about the day for First Nations community members and consequently community members being excluded from participating. In recent years several individuals have refused to receive an Award because of the connection to Australia Day. In contrast to this, some stakeholders expressed strong support for continuing to recognise Australia Day, but this was not necessarily tied to the Awards program.

Options considered for the name and timing of the Awards program include:

1. Retain the name Greater Dandenong Australia Day Awards and contin ue to hold the Awards ceremony on Australia Day. *Considering the feedback received during the Review and the approach taken by other Council's, this option is not recommended.*
2. Change the name of the Awards program to Greater Dandenong Community Awards but continue to hold the Awards ceremony on Australia Day. *This is a compromise option but does not respond to the feedback received during the Review and is inconsistent with the approach taken by most other councils'.*
3. Change the name of the Awards program to the Greater Dandenong Community Awards and hold the presentation on an alternate date. This is recommended because it responds most effectively to feedback received and is consistent with the approach of other Councils.

Recommendation: Rename the Greater Dandenong Australia Day Awards to the Greater Dandenong Community Awards and hold the presentation on an alternate date.

7.3 Categories and criteria

7.3.1 Revise categories to improve clarity and be more responsive to Council priorities and community diversity

The current Greater Dandenong Australia Day Award categories have been in place for many years with occasional minor changes implemented. Feedback from the engagement highlighted:

- The need for the Awards criteria and supporting measures to be clearer for both nominators and for the assessment panel, with a focus on removing overlap between categories, placing a greater emphasis on the impact demonstrated in the community by nominees rather than duration of contribution, and on voluntary rather than paid contributions to community.
- The need to strengthen the link between the Awards, and Council and community priorities including the responsiveness of the program to community diversity and inclusion.

A summary of the recommended changes is outlined below with more information about the current Awards and criteria and the proposed changes available in Table 7.1.

Recommendations

- The Community Leadership Award to remain, with some adjustment to the criteria.
- Minor changes to be made to the criteria for the Young Leader Award.
- No change to be made to the Volunteer of the Year Award.
- Cease to have a Corporate Citizen of the Year Award with this to be recognised through the Greater Dandenong Business Awards.

- Minor changes to the Community Group of the Year Award, aligning it with the criteria for the Community Leadership Award.
- Rename and refocus the Sportsperson of the Year Award to the Active and Healthy Award, aligning the award with Council's Make Your Move Strategy aims to increase physical activity levels and the health of the Greater Dandenong community.
- Minor name and criteria change from Sustainability Award to Environmental Sustainability Award.
- Propose to award the Living Treasure Award every 2 years with small adjustments to the criteria.
- Rename and criteria change to the Outstanding Contribution to the Arts Award to the Arts and Creativity Award.
- Establish a new award – Diversity and Inclusion Award reflecting Council and community priorities.
- That the criteria and supporting measures for 2027 categories be rewritten to ensure clarity and provide adequate guidance to nominees and the Assessment Panel.

Table 7.1: Current award categories and criteria and proposed changes

Current Category	Current high-level criteria	Proposed Category	Proposed changes
Community Leadership Award	An individual who has demonstrated long-term commitment to voluntary or philanthropic work in the community and made positive contributions to enrich the lives of others.	Retain Community Leadership Award	**Refine criteria:** Awarded to the individual who has made the most outstanding contribution or impact to the Greater Dandenong community in the last year. The key change is to recognize contribution and impact in the last year. The contribution may have commenced prior to the last 12 months but has been most profound and impactful in the last year.
Young Leader Award	Aged 16-30 years on 26 January in year of award. Demonstrated leadership and is a positive role model.	Young Leader Award	**Change criteria:** To recognise the young person (aged 16 to 30) who has made the most significant contribution to the Greater Dandenong community in the last year. The key changes are to place emphasis on contribution to the wider community as opposed to only young people and on contributions and impact in the previous year.
Volunteer of the Year	An individual who has demonstrated commitment in caring for the community and outstanding and consistent voluntary contribution to a group, activity, or community.	Retain Volunteer of the Year Award	**No change proposed.**
Corporate Citizen of the Year	An individual or business who has made a significant contribution to the community through their business or corporate position in Greater Dandenong	Nil.	**Propose to no longer include in Australia Day Awards program.** The business focus of this Award can be met through the Greater Dandenong Business Awards which has a Community Impact Award sponsored by Council.
Community Group of the Year	A group whose outstanding initiatives demonstrate innovation and community capacity building. Actively engages with 'vulnerable or marginalised' community members and promotes harmony across cultures.	Community Group of the Year	**Change to criteria:** Awarded to a community group who has made the most outstanding contribution or impact to the Greater Dandenong community in the last year. A group whose outstanding initiatives demonstrate innovation and community capacity building. Actively engages with 'vulnerable or marginalised' community members and promotes community harmony.

Current Category	Current high-level criteria	Proposed Category	Proposed changes
Sportsperson of the Year	For excellence and leadership on and off the sports field. A sportsperson or a member of a Greater Dandenong Sports Club that inspires participation and involvement across the community	Active and Healthy Award	**Name and criteria change** to align with Council's Make Your Move Strategy aims to increase physical activity levels and the health of the Greater Dandenong community. Awarded to an individual or community group who has made a meaningful and significant contribution in supporting the community to be more physically active and healthy. This award recognises individuals or groups whose contribution: • Provides more opportunities and makes it easier for community members to be active and healthy • Creates sustainable physical activity participation opportunities • Empowers the community to be active and healthy • Ensures opportunities to be active and healthy are inclusive and innovative. Contributions may be delivered through advocacy, community activities, service delivery, lived-experience contributions, or informal and grassroots initiatives.
Sustainability Award	An individual or group whose initiatives contribute to making Greater Dandenong a healthy, vibrant, innovative and creative community committed to environmental sustainability.	Environmental Sustainability Award	**Minor name and criteria change**: To increase emphasis on environmental impacts and climate change rather than the broader term sustainability. Awarded to an individual or group who has demonstrated leadership in promoting environmental sustainability and response to climate change.
Living Treasure Award	An individual that has had a lasting impact on the quality of life for the community.	Living Treasure Award	**Propose this be awarded every 2 years and adjustments made to the criteria to provide clarity.** The Award currently overlaps with Volunteer of the Year and Community Leadership Awards causing confusion for nominators and the assessment panel. Propose the Living Treasure Award be awarded every 2 years to highlight unique longer-term contributions to the Greater Dandenong community and emphasizes the importance and value of the award.

Current Category	Current high-level criteria	Proposed Category	Proposed changes
Outstanding Contribution to the Arts Award	An individual or group who has demonstrated commitment to the Arts and Culture scene through outstanding and consistent voluntary contributions to a group, activity or community.	Arts and Creativity Award	**Minor name and criteria change**: Awarded to an individual or group who has demonstrated initiative and leadership to arts and creativity in Greater Dandenong. This award recognises people or groups whose artistic or creative work: • contributes to the cultural vibrancy of Greater Dandenong • showcases creativity, imagination or originality • enriches local places or events • supports cultural expression through visual arts, performance, music, writing, design, digital media or other creative practices
New	N/A	Diversity and Inclusion Award	**New award reflecting Council and community priorities.** Awarded to an individual or group who has demonstrated outstanding leadership in advancing diversity, inclusion and belonging in Greater Dandenong. The award recognises contributions that support community members to participate in community life, and feel welcome, respected and connected in Greater Dandenong. This award will focus on celebrating the lives' and championing the voices and interests of people from multicultural backgrounds, people with disabilities, LGBTIQA+ community members and First Nations people. The award will celebrate contributions that: • support, uplift or amplify the voices, experiences or participation • foster welcoming, inclusive or culturally safe environments, practices or initiatives • strengthen understanding, connection or belonging across the community Contributions may be delivered through advocacy, community activities, service delivery, lived-experience contributions, or informal and grassroots initiatives.

7.3.2 Increase recognition of contributions to local economic development

The current Greater Dandenong Australia Day Awards primarily recognise and celebrate significant contributions to the community by individuals, while the Greater Dandenong Business Awards have a focus on key industry sectors relevant to Greater Dandenong.

The Greater Dandenong Community Vision 2040 and Council Plan 2025-2029 both have a strong emphasis on economic prosperity, education and employment outcomes. The benchmarking revealed that 4 of the 5 Councils reviewed conduct discrete Business Award programs, typically in partnership with business organisations. In the context of the recommendation to cease having a Corporate Citizen of the Year Award, Council's support for the Greater Dandenong Business Awards, would benefit from being strengthened and made more visible.

Recommendation: That Council pursue opportunities to strengthen the relationship with the Greater Dandenong Chamber of Commerce on the Business Awards to reinforce the link with Council's strategic priorities and generate increased visibility.

7.4 Community information and promotional activities

7.4.1 Expand communication tools and methods

Council prepares a Communications Plan and uses multiple communication tools to promote the Greater Dandenong Australia Day Awards with the aim of generating awareness of the Awards and attracting nominations. This includes using local news and social media, distribution of postcards, use of Council newsletters, and emails to community networks.

While the number of nominations increased in 2026, the engagement undertaken for this Review identified some concern that the Awards are not widely known and community members only become aware of them if they, or someone they know, is nominated. Suggestions for increasing the visibility and accessibility of the Awards include conducting information sessions similar to those Council holds for its annual Community Grants Program, Council staff more proactively using their networks and contacts to promote the Awards and encourage nominations, sharing information at community events, identifying community champions such as past Award recipients who can help get information out to community networks.

Recommendation: Expand the communication tools and methods used to raise awareness of the Greater Dandenong Australia Day Awards with a focus on targeting hard to reach communities.

7.4.2 Enabling increased participation by culturally diverse communities

Increasing awareness of the Awards program and encouraging participation is a clear goal of Council. The engagement highlighted the importance of ensuring the program is accessible for all Greater Dandenong residents and inclusive of people from all cultural backgrounds. A key way this occurs currently is Council staff providing one on one support to community members who may need assistance in completing nomination forms.

Suggestions to help support increased participation by culturally diverse community members include preparing Awards program information in different languages, making a translator available to support potential nominators, and having the option of making an oral nomination. This approach is used by the City of Casey for their community awards program.

Recommendation: To enhance the accessibility of the program, prepare Awards program information in different languages, make translation services available to support potential nominators, and consider supporting nominators to make oral nominations. It is acknowledged this recommendation will have resourcing impacts for Council.

7.4.3 Increase awareness and support within Council

Feedback received during the engagement highlighted that staff across the organisation are aware of the Awards program, but there is some variability in the support they provide to promote the program and enable nominations. Broadly their role is to share information about and promote the Awards to their networks and partner organisations, to showcase and celebrate Award recipients, to nominate organisations and individuals, to support people who like to make a nomination, and support people who are nominated to understand what it means and how important it is.

It is important to strengthen the involvement of Council staff in promoting and facilitating community involvement in the Awards. Opportunities to do this include making sure they have information about the Awards program and are encouraged to share this with their community contacts and networks, and establishing a Working Group with representation from relevant teams across the organisation e.g. environment, arts and culture, community development, sport and recreation etc.

Recommendation: Strengthen the involvement of Council staff in promoting and facilitating community involvement in the Awards by making sure they have information about the Awards program and are encouraged to share this with their community contacts and networks and establishing an internal cross functional Working Group with representatives from a range of relevant Council teams to promote the Awards program and facilitate wider community involvement.

7.5 Nomination process

7.5.1 Nomination timelines

The current program allows a period of 2 months from the opening of nominations until closing. This was increased from 1 month in 2026 and is believed to be a key factor in increasing the number of nominations Council received in 2025 and 2026. Feedback gathered through the engagement undertaken for this Review suggests this poses challenges for some community groups due to the scheduling of committee meetings schedule, however, the benchmarking revealed other Councils open nominations for between 4 and 8 weeks. It is considered that with active promotion of the Awards program and support to community groups that a 2 month nomination period is appropriate.

Recommendation: The nomination timeframe be maintained at 2 (two) months.

7.5.2 Nomination form

The nomination form for the Greater Dandenong Australia Day Awards is generally completed on-line but community members can be assisted by Council staff to complete a hard copy if required. Currently the nomination form requires the following information to be provided:

- Award category being nominated for
- Name and contact details of the nominator and nominee
- Contact details for a referee (at least one in addition to the nominator)

- Responses to two questions capturing how the nominee meets the selection criteria for the Award and a description of the impact that the nominee's efforts have had on the community.

Suggestions for change raised through the engagement include reducing information requirements, having a lower word limit for the criteria response questions to make it more equitable for people with lower proficiency in English language skills, requiring a stronger focus on the 'impact' nominees' have in the community, requiring more information to assist the assessment panel in its decision making, making the nomination form available in multiple languages, and identifying reasonable adjustments which can be made to more effectively support people with a disability to both be a nominator or nominee. The benchmarking revealed that Greater Dandenong has similar information requirements for nominations as other Councils, and the form is generally provided only in English with staff assistance and translation support available to assist community members to complete the form as needed. It is also worth noting that Council reduced the information requirements for the nomination form in recent years to make it easier for community members to complete the form.

There is a clear need to strike a balance between requiring enough information to allow the assessment panel to make an informed decision and not requiring so much information, it creates a barrier for people to nominate community members.

Recommendations:

- Some minor adjustments be made to the nomination form including:
  - Placing a word limit on the selection criteria and impact questions e.g. perhaps 300 words per question. Also encouraging nominators to be brief and provide concrete information that will help the assessment panel in their decision making.
  - Providing clearer information about what demonstrates 'impact' in the Greater Dandenong community i.e. the intentional and positive change which is making Greater Dandenong a better place for community members e.g. getting more people involved in being physically active, supporting more people to be socially connected.
  - Including a question about whether the nominee has a disability, is a First Nations person, identifies as LGBTIQ+ or is from a multicultural background and how this influences or effects their contribution to community.
- Council staff continue to support nominators to prepare nominations where barriers exist such as disability, English language skills or not having access to a computer to complete the form online.

7.5.3 Requirement for referees

The current nomination form calls for at least one referee in addition to the person making the nomination. There does not appear to be any guidance provided about the suitability of referees, including that family members cannot be a referee. The benchmarking revealed that 3 of the 5 Councils currently require a referee, and the remaining 2 advised they are currently considering this as part of reviewing their community awards program.

Recommendation: Maintain the current requirement to provide at least one referee in addition to the nominator. Provide guidance about who can be a referee, specifically stating it cannot be a family member.

7.6 Assessment process

7.6.1 Composition and decision making of Assessment Panel

The benchmarking revealed that 3 of the 5 Councils reviewed delegate assessment of nominations to a Panel comprised of community members, one has a community Panel which is chaired by the Mayor with the Deputy Mayor also attending, and one has the assessment is undertaken by Councillors. Feedback through the engagement revealed some concern about the objectivity of the current assessment process including the role of Councillors, a lack of clarity about Panel member accountabilities, and how having more community input may help to increase confidence in the assessment process.

While it is critical Council establishes the framework (timing, categories, information requirements, criteria, etc) for the Awards program, having an Assessment Panel comprised of only community members, and who are well supported, will help to increase community ownership of the Awards program and increase the community's confidence that the Awards respond directly to the positive impact that many individuals and groups have.

It is also important to champion participation in the Assessment Panel by culturally diverse community members. Currently the Panel is required to have one member who is from a culturally diverse background. If the composition of the Panel changes, it may be appropriate to increase the quota.

Options considered include:

1 Increasing the number of community members on the Panel.

2 Reducing the number of Councillors on the Panel e.g. to include only the Mayor or Deputy Mayor.

3 The Assessment Panel comprising community members only and delegated by Council to assess nominations.

Following consideration of the issues and concerns raised through the engagement and the approach taken by other Councils, a Panel comprising community members only is recommended.

Recommendations:

- The Awards Assessment Panel to comprise of community members only and be delegated by Council to assess eligible nominations. Note eligibility is discussed in section 2.6.3.
- The Panel comprises four (4) to six (6) community members, including at least two (2) members from a culturally and linguistically diverse background. The number will be influenced by the make-up of the panel i.e. more community representatives should increase the number.
- Implement quorum requirements as follows for formal meetings of the assessment Panel:
  - A panel with 4 members requires a quorum of 2, a panel of 5 members requires a quorum of 3 and a panel with 6 members requires a quorum of 4.
- Councillors to be advised of the outcome of the assessment process.
- Council staff to continue being responsible for administering the Awards program and ceremony.

7.6.2 Term of Assessment Panel members

The current guidelines for the Assessment Panel propose for members to participate for a maximum of two (2) consecutive years. While committing to two years is a significant contribution for Assessment Panel members to make, this continuity benefits the assessment process. To further strengthen the assessment process, it is suggested that the term of Panel members be staggered to provide some continuity complemented by an annual refresh of views and perspectives.

Recommendation: Two-year terms for Assessment Panel members be retained with Panel member terms staggered so that there is some continuity of membership complemented by annual renewal.

7.6.3 The assessment process and support for the Assessment Panel

The current process for reviewing nominations received is as follows:

- Council staff consolidate the nominations into an online platform and provide a link to this for Assessment Panel members.
- Panel members review the nominations online and individually assess and score the nominations.
- Panel members submit their assessment to Council staff who consolidate this into a spreadsheet which captures the assessment and scoring from each panel member.
- The Assessment Panel then meets in person at an agreed time to review the content of the spreadsheet and agree on who will be recommended to receive the Awards. Council staff are present at the meeting to provide guidance and support as needed to the Assessment Panel.
- Council staff conduct referee checks and police checks for the recommended Award recipients and contact them to gather any further information required and identify whether they will accept the Award.

A number of issues have been identified about the assessment process through this Review including:

1. The amount of work and time required to properly assess each nomination and the limited time provided to do this. Panel members find it difficult to complete the review of all nominations on time.
2. The significant variability in the quality of the submissions. Many that are of poor quality, some that are self-serving, and some appear too good to be true. A lot of nominations do not have sufficient information to allow Panel members to make an effective assessment. Often additional information or evidence is required to substantiate claims made in nominations and Panel members find themselves doing their own research on individuals or organisations to assist with their assessment. This is outside the scope of the Panel's remit.
3. The assessment process is clunky and hard to navigate, requiring panel members to have multiple documents open and move back and forth between documents. Panel members also have trouble accessing and scoring the submissions at times because the portal works inconsistently.

It is evident a number of changes are needed to make the assessment process more efficient and to better support the volunteer Assessment Panel members.

Recommendation:

- As part of consolidating nominations, Council staff undertake an initial review of nominations to ensure completeness, check relevance and eligibility for the category nominated, and confirm that referees have been included. Following this, Council staff will request additional information from nominators as needed. Where additional information is not provided, the nomination will be considered ineligible and will not be forwarded to Assessment Panel Members.
- Provide more time for Assessment Panel members to complete their assessment of nominations and break the assessment process into stages e.g. this week, the assessment is to be completed for these 3 categories. This could be complemented by weekly check-in sessions with Panel members to see how they are tracking, and whether they need any additional information or support to make their assessment. This is important for all Panel members but particularly to support those with less proficiency in English language and in people with a disability.
- Explore ways to improve the online assessment tools, to make it easier and more reliable to navigate.

7.7 Recognition of nominees

Until 2026, only recipients of a Greater Dandenong Australia Day Award have been invited to the Awards ceremony, but this year all nominees were invited, enabling their contribution to the community to be publicly recognised and celebrated. This is something that was strongly supported through the engagement undertaken for this Review, with community members identifying how important it is to recognise both Award nominees and recipients. Some suggested more could be done to recognise nominees while others acknowledged it is important to feature and highlight the recipients.

An important consideration in inviting all nominees is their eligibility for an Award. As outlined previously in section 2.6.3, an initial review of nominations by Council staff is proposed to ensure completeness, and check relevance and eligibility for the category nominated.

Recommendation: Continue to invite all eligible nominees to the Awards ceremony to enable recognition of their role and contribution to the Greater Dandenong community.

7.8 Responsiveness to community diversity and inclusion

A key objective of this Review has been to evaluate the responsiveness of the Greater Dandenong Australia Day Awards program to community diversity and inclusion. The Council Plan sets out key directions for a city that celebrates diversity, is socially connected, and invests in the community. The engagement showed an understanding of how important it is for the Awards program to reflect principles of diversity, equity and inclusion and highlighted key areas where this can or should be improved including:

- Changing the name and timing of the Awards program, moving away from the connection to Australia Day.

- Having Award categories which are more closely aligned with Council priorities, particularly celebrating diversity and inclusion.
- Increasing the visibility of the Awards through expanding the communication tools and methods used with a focus on hard-to-reach communities. Examples include more outreach into community by Council staff and involving community champions.
- Changes to the nomination process to remove or reduce barriers for both nominators and nominees e.g. use of word limits, support for nominators with a disability, with limited English language skills or who do not have access to a computer to complete the form online.
- Championing participation in the Assessment Panel by culturally diverse community members by maintaining a quota for people from culturally and linguistically diverse backgrounds to be a part of the Assessment Panel.
- Making reasonable adjustments to the nomination and assessment process to ensure barriers to people with a disability participating in the Awards program are reduced.

Recommendation: Council notes the recommended changes to the Awards program are consistent with its commitment to community diversity and inclusion.

7.9 Strengthening community leadership

The benchmarking identified a range of programs and initiatives that Councils deliver to further develop and recognise leadership within the community. Examples include a leadership development program conducted over 6 workshops, a program specifically to support leadership by multicultural women, and a program of workshops and networking sessions that run over 6 months to support and develop 'community change makers'. In some instances, council's actively connects Community Award recipients to other council initiatives e.g. Kingston Council provides the recipient of the Community Group of the Year Award with a grant for training and development through council's community grant program.

Engagement with Greater Dandenong Council staff identified that Award recipients are often invited to participate in other Council led activities, but there is no formal commitment to this, and it occurs in an ad hoc way.

Such initiatives complement Award programs and build community capacity.

Recommendation: Explore opportunities to establish initiatives which will complement the Awards program and support the development of community leaders.

Appendix A: Impact Assessment

Review of Greater Dandenong Australia Day Awards

April 2026

Part A: Define the issues and challenge assumptions

What issue are we trying to address?

Council is reviewing its Australia Day Awards program. This program seeks to recognise and reward exceptional individuals and groups who do outstanding work that makes a positive impact on the Greater Dandenong community. As the review is undertaken, we will focus on building understanding in our organisation about what it means to apply a lens of equity and inclusion, and how the Australia Day Awards can meaningfully influence equity and inclusion outcomes in our community.

Key questions

1. Who do the Australia Day Awards most affect?

- All people living, working and spending substantial time in the City of Greater Dandenong. Specific cohorts which will be considered more closely are:
  - Females
  - First Nations community
  - People from culturally and linguistically diverse backgrounds
  - People experiencing vulnerability or disadvantage (e.g. socio-economic circumstances, disability or long-term health conditions, people experiencing loneliness, social isolation or mental wellbeing challenges)
  - People experiencing family violence
  - Older adults
  - Young people.
- Councillors
- Council officers with priorities flowing through to their work plans

2. Are the people who are targeted and impacted by the policy, program or service included in the decision-making?

Council proactively consults with the community to inform its strategic planning work, with the Greater Dandenong Community Vision and Council Plan providing a critical foundation for understanding community aspirations and needs. To help inform the Review of the Australia Day Awards, Council will undertake a program of consultation and engagement to gain insight about the effectiveness of the Australia Day Awards program in being inclusive and socially relevant. This will include consulting with:

- People who have previously nominated potential recipients of the Australia Day Awards
- People who have been nominated or been a recipient of an Australia Day Award
- People who have been a member of an assessment panel for the Australia Day Awards.

These cohorts reflect a wide cross section of the Greater Dandenong community. Complementing this, engagement will occur with Council staff from across the organisation and councillors who form part of the Australia Day awards assessment panel.

Information gathered through the engagement will directly inform the Review and influence the future focus and direction of the Australia Day Awards program.

3. Do you think that people of different genders or backgrounds access this program at the same rate?

There is variability in how different people in the community engage with the Australia Day Awards. Specific issues include:

- People in the community who may be unaware of the Awards, and /or do not understand how they can become involved in the Awards.
- People who are unable to participate because they have limited English language skills. All information about the Greater Dandenong Australia Day Awards is only available in English and this has been identified as a key barrier to participation in the Awards program.
- People who cannot be involved because the Awards are connected to Australia Day. This is particularly relevant for First Nations community members, but also impacts others in the community with some community members choosing not to receive an Award due to their concerns about the link to Australia Day.

The information outlined in tables 1, 2 and 3 below shows:

- In 2024 and 2025, there were notably more nominations of female community members, but this changed in 2026 with nearly twice as many males nominated as females.
- Nominations of people of other or diverse genders has been very low between 2024 and 2026.
- Nominations of people aged below 30 years typically accounts for around 25% of all nominations and are usually for Young Leader of the Year and Sportsperson of the Year. Many of the Award categories have an emphasis on the duration of contribution to community which is likely to be driving the limited nominations for people under 30 in other Award categories.
- A high proportion of nominations in 2024 and 2025 were for people from diverse backgrounds (60 – 80%), but with the increase in nominations in 2026, this reduced to 44%.
- Information about nominees experiencing vulnerability or disadvantage is very limited and is only available for 2026. It shows only a very small number of nominees experience vulnerability or disadvantage.

Gender	2024			2025			2026		
	Female	Male	Other	Female	Male	Other	Female	Male	Other
Community Leadership Award	4	2		3	1		5	6	
Living Treasure Award	4	1		4	2		3	4	
Corporate Citizen of the Year	2				2		0	1	1
Young Leader of the Year	4	3		7		1	1	12	
Volunteer of the Year	5	3		3	3		5	5	
Sustainability Award	1	1		4	2		2	1	
Sportsperson of the Year	1	1			2		1	3	
Total nominations	**21**	**11**	**0**	**21**	**12**	**1**	**17**	**32**	**1**

Table 1: Gender of individuals nominated, Greater Dandenong Australia Day Awards 2024 – 2026

Age	2024		2025		2026	
	Below 30	Above 30	Below 30	Above 30	Below 30	Above 30
Community Leadership Award		6		4	0	13
Living Treasure Award		5		6	0	6
Corporate Citizen of the Year		2		2	0	4
Young Leader of the Year	7		8		4	0
Volunteer of the Year		8		6	2	8
Sustainability Award		2		6	0	3
Sportsperson of the Year	1	1	1	1	2	2
Total nominations	**8**	**24**	**9**	**25**	**8**	**36**

Table 2: Age profile of individuals nominated, Greater Dandenong Australia Day Awards 2024 – 2026

Diverse background / vulnerability or disadvantage	2024		2025		2026	
	Diverse background	Vulnerable / disadvantage	Diverse background	Vulnerable / disadvantage	Diverse background	Vulnerable / disadvantage
Community Leadership Award	4	Not available	3	Not available	6	
Living Treasure Award	2		4		3	0
Corporate Citizen of the Year	2		2		1	0
Young Leader of the Year	5		7		4	1
Volunteer of the Year	3		2		4	1
Sustainability Award	1		4		1	0
Sportsperson of the Year	0		3		2	0
Total nominations	**19**		**27**		**23**	**2**

Table 3: Individuals who are culturally diverse and experience vulnerability or disadvantaged, Greater Dandenong Australia Day Awards 2024 – 2026

4. What additional needs might there be for people with disabilities, or from different cultural identities, ages, gender identities, sexual orientations or religions?

- Different communication methods about the Awards and how to nominate someone e.g. information available in different languages, information being available through a range of mediums to ensure people are exposed to the program e.g. libraries, community centres, online.
- A more simplified nomination process to make it easier to understand and participate e.g. plain English, accessible language that can be understood by the community, simple information requirements on the nomination form, additional supports to assist people who have difficulty reading, do not have access to technology, or English is a second language.
- Being able to see that people of diverse backgrounds and experiences are recipients of the Greater Dandenong Australia Day Awards – you can't be what you can't see.
- Making reasonable adjustments to the nomination and assessment process for people with a disability.

5. What will you focus on in your assessment so that you consider how gender shapes the issue?

The focus of the assessment will be to increase the diversity of people being nominated or receiving Greater Dandenong Australia Day Awards, with the aim of achieving a more equitable and inclusive Greater Dandenong Australia Day Awards program which reflects the diversity of the Greater Dandenong community and supports increased participation.

Part B: Understand the policy context

1. What information is already available (internal data and desktop research) to understand who is likely to be affected by the Review?

Demographic and social data – ABS Quickstats 2016 and 2021; Victoria in Future population 2023 - 2051; Australian Early Development Census, Community Data Explorer, 2024; Australian Curriculum Assessment and Reporting Authority, My School; Victorian Crime Statistics Agency 2023 and 2024; Victorian Health Sport Participation 2015 – 2021; 2023, Victorian Population Health Survey.

This information is available online and has been accessed through desktop research.

2. What did the research tell us?

- The Greater Dandenong population is increasing and is expected to increase by 11.1% between 2025 and 2036.
- The Shire has young profile with the median age currently 36 and the largest age cohort is 25 – 29 years.
- Consistent with the younger age profile, Greater Dandenong has a high proportion of couple with children households and high proportion of single parent households.
- There are just over 2,000 more males than females in Greater Dandenong.
- Females are more educated, are less likely to be in senior roles, and have lower incomes. They are also more likely to undertake more unpaid care than males.
- The reported incidents of family violence in Greater Dandenong are higher than the Victorian average, the number of incidents increased between 2023/24 and 2024/25, and 80% of people impacted by family violence are female.
- The number of children in the first year of school that are vulnerable on 1 or more of the developmental domains is much higher than that for wider Victoria.
- The Greater Dandenong community is the most disadvantaged community in Victoria. Housing stress and homelessness is high.
- A high number of people have a disability or a long-term health condition.
- Greater Dandenong has a small but increasing Aboriginal and Torres Strait Islander population.
- A low proportion of the community participate in community sport, and a high proportion do no moderate to vigorous physical activity.
- Mental wellbeing is a key area of concern with a high proportion of adults experiencing loneliness and high or very high psychological distress and children and young people identifying metal wellbeing as one of their biggest concerns.

Key data about the Greater Dandenong community[1]

Increasing and young population

171,000 in 2025 **190,000 by 2036**	**Median age 36** (Vic. median age is 38) Largest age group 25 – 29 year olds	**High% of couples with children 48%** (Vic. 45.5%) **High % of single parent households 19.1%** Vic. 15.2%

Diversity

High cultural diversity 60% born overseas, from 150 different birth places	**Increasing Aboriginal and Torres Strait Islander population** 0.4% (615) in 2021 up from 0.3% (517 people) in 2016

More disadvantaged

Higher socio-economic disadvantage SEIFA of 887 compared with 995 for the City of Casey.	**Lower tertiary education attainment** Fewer people with vocational, diploma or degree qualifications	**Lower digital inclusion** 71.6 compared with 74.1 for wider Vic.	**High % of low-income households 25.1%** Greater Melbourne 19% – less than $800 per week
A high % of children and young people identified as being in the bottom quarter of Socio-Education Disadvantage in schools across CGD e.g. 71% Dandenong High School, 70% Dandenong South Primary School, 60% Keysborough Secondary College, 58% Noble Park Primary School			

Disability and health conditions

High % with a need for assistance 6.4% Greater Melbourne 4.9%	**Lower % with at least 1 long term health condition 26.1%** Greater Melbourne 29.5%

[1] ABS, Quickstats, Greater Dandenong, 2021and 2016; Victorian State Government, Victoria in Future 2023; Victorian Crime Statistics Agency 2023/24 and 2024/25; Australian Early Development Census, Community Data Explorer, 2024; Greater Dandenong, Australian Curriculum Assessment and Reporting Authority, My School, School search | My School; id Profile, City of Casey Social Atlas; Victorian State Government, Victorian Health Sport Participation 2015 – 2021; Victorian State Government Department of Health, 2023, Victorian Population Health Survey.

Gender equity

More females have a Bachelor or Higher Degree 14,364 v 13,231	**Fewer females are managers or professionals** 7,648 V 8490	**Females undertake more unpaid care than males**	**More females earn less than $800 per week** $41,970 v $30,960

Family violence

High levels of reported incidents of family violence 1,785.1 per 100,000, Vic avg. 1499.68. Reported incidents decreased in 2023/24 but increased in 2024/25	**80% of people impacted by family violence are female**

Housing

Nearly 2,000 people in Greater Dandenong are homeless (2016 data)	**Over half of household's experience housing stress** (spending more than 30% of their income on housing) 32.5% of renters, 22% of homeowners

Physical activity and nutrition

Low participation in community sport 5.1%	**Low % of adults do NO moderate to vigorous physical activity** 20%, Vic avg. 16.8%	**A high % of adults experience food insecurity 11.8%**

Mental wellbeing

A very high % of adults reported experiencing loneliness **33.1%,** Vic avg 23.3%	**Higher % of adults reported experiencing high or very high psychological distress** 20.7%, Vic avg 19.1%	**Children and young people in CGD are most concerned about Mental Wellbeing.**

Consultation with affected stakeholders

Council will undertake a program of consultation and engagement to help inform the Review of the Greater Dandenong Australia Day Awards. The aim of the consultation is to gain insight about the effectiveness of the Awards program in being inclusive ad equitable by consulting with:

- People who have previously nominated potential recipients of the Greater Dandenong Australia Day Awards.
- People who have been nominated or a recipient of a Greater Dandenong Australia Day Award
- People who have been a member of an assessment panel for the Greater Dandenong Australia Day Awards.

These cohorts reflect a wide cross section of the Greater Dandenong community. Complementing this, engagement will occur with Council staff from across the organisation and Councillors.

The consultation program will include the following:

- **People who have previously nominated potential recipients of the Greater Dandenong Australia Day Awards**. Engagement will take the form of an online workshop, with follow up discussions as needed. Topics to be explored include how they found out about the Awards, did they find it hard or easy to nominate someone, ideas they may have about how to make it easier to nominate community members, how the awards could be better celebrate the CGD community, and how to make the awards more accessible and visible in the community.
- **People who have been nominated or a recipient of a Greater Dandenong Australia Day Award.** Engagement will take the form of an online survey. Topics to be explored include what the experience of being nominated or receiving the award was like for them, what impact being nominated or receiving the award has had on their lives, has being nominated or receiving the award encouraged them to nominate other people in the community, do they have ideas about how the awards could be better celebrate the CGD community.
- **People who have been a member of an assessment panel for the Greater Dandenong Australia Day Awards** in the last 3 years. The assessment panel includes a combination of community members and councillors. Engagement will take the form of an online workshop with follow up discussions and emails as needed. Topics to be explored include what the experience was like for them as a panel member, ideas they may have about how the panel could operate more effectively (structure of the panel, process, guidance provided), their views about the award categories, and ideas they may have about helping to make the awards more accessible and visible in the community.
- **Council staff from a range of departments across the organisation**. Engagement will take the form of an online workshop. Topics to be explored include what they see as being their role is in relation to the Awards, the strengths and challenges of the current awards program, ideas about how the awards could be better celebrate the CGD community and about helping to make the awards more accessible and visible in the community.

Ongoing engagement with Council staff and Councillors will occur throughout the Review. This will occur through an iterative process focused on tapping into existing knowledge and building understanding about how to structure and deliver the Greater Dandenong Australia Day Awards

program to ensure it is inclusive and equitable. Key components of this part of the engagement will be to test ideas and options about any changes to the current program, share the Review outcomes and seek feedback about the Draft Report before finalising the review document.

3. How will the Review have different impacts for different people?

The Review seeks to increase the diversity of people being nominated or receiving Greater Dandenong Australia Day Awards, with the aim of achieving a more equitable and inclusive Awards program reflecting the diversity of the Greater Dandenong community and supporting increased participation. While the outcomes of the Review will seek to drive positive outcomes for the whole of the community, it will give particular consideration to:

- Females
- First Nations community
- People from culturally and linguistically diverse backgrounds
- People experiencing vulnerability or disadvantage (e.g. socio-economic circumstances, disability or long-term health conditions, people experiencing loneliness, social isolation or mental wellbeing challenges)
- People experiencing family violence
- Older adults
- Young people.

The Review will aim to identify how changes to the Awards program can support increased participation and representation of these cohorts amongst nominees, recipients and assessment panel members.

More broadly, the Review will seek to identify how the Awards program can be made more visible and accessible for the whole of the community.

Part C: Options analysis

The focus of the options analysis is to identify what to concentrate upon to increase the diversity of people being nominated for and / or receiving Australia Day Awards.

Option 1: Make changes to the way the Greater Dandenong Australia Day Awards program is promoted, including making information more easily available about how to nominate a community member or group and highlighting how valuable it is to recognise and reward exceptional community members from all walks of life who are making a positive impact on the Greater Dandenong community.	
Benefits	More inclusively promoting the Awards will raise the profile of the Awards program and drive more diverse and inclusive nominations from across the community.
Costs and risks	Changing the way the Awards are promoted may not be sufficient to increase the diversity of nominations for the Australia Day Awards, perpetuating unequal representation of the community through nominees and recipients. There may be a need for increased resources to support changes to the way the Awards program is promoted. There is a lost opportunity to apply an equity and inclusion lens across the Award program in its entirety, particularly through the assessment process.
Overall impact	The overall impact is considered to be ***neutral***. This option: • will support a more inclusive approach to the way the community receives information and understand the Greater Dandenong Australia Day Awards, which may prompt more diverse and inclusive nominations; • will facilitate increased understanding by Council staff and Councillors about how promotion of the Awards program can be improved to remove or reduce inequalities and barriers to participation; • but it will not fundamentally address any inequalities in the Award categories, the nomination and assessment process, and the timing of the Awards which are currently tied to Australia Day, a day which is contested.

Option 2: Make changes to the Greater Dandenong Australia Day Award categories, nomination and assessment process and timing of the Awards.	
Benefits	Making changes to the Award categories, nomination and assessment process and timing of the Awards will provide good opportunity to address inequalities and barriers to participating in the Awards program, creating an environment to support an increased diversity of nominees and recipients.
Costs and risks	Councillors may not be supportive of recommended changes and consequently they cannot be implemented. There may be a need for increased resources to support changes to the Award categories, nomination and assessment process and timing of the Awards. There is a lost opportunity to apply an equity and inclusion lens across the Greater Dandenong Australia Day Awards program in its entirety, particularly through the promotion of the Awards program.
Overall impact	The overall impact is considered to be ***neutral.*** This option: • will support a more inclusive approach to the Award categories, nomination and assessment process and timing of the Awards, helping to support an increased diversity of nominees and recipients; • will facilitate increased understanding by Council staff and Councillors about how the Award categories, nomination and assessment process and timing of the Awards can be improved to remove or reduce inequalities and barriers to participation; • but it will not address any inequalities in the way the Awards program is promoted to the community.

Option 3: Make changes to both the way the Greater Dandenong Australia Day Awards program is promoted to the community and to the Award categories, nomination and assessment process and timing of the Awards.	
Benefits	There is a greater likelihood inequalities and barriers to participating in the Awards program can be removed or significantly reduced by identifying changes across the Awards program rather than a single component.
Costs and risks	Councillors may not be supportive of recommended changes and consequently they cannot be implemented. There is a need for increased resources to support changes to the Award categories, nomination and assessment process, timing and promotion of the Awards program.
Overall impact	The overall impact is considered to be ***positive.*** This option: • will ensure inequalities and barriers to participation are identified and responded to across the Greater Dandenong Australia Day Awards program, and increase the diversity of people being nominated or receiving Awards; • will facilitate increased understanding by Council staff and councillors of the inequalities and barriers to participation in the Greater Dandenong Australia Day Awards program, and build the organisation's capacity to remove or reduce these barriers across the entire Awards program.

Part D: Recommendation

The Review has highlighted multiple areas where changes to the Greater Dandenong Australia Day Awards program can meaningfully influence equity and inclusion outcomes in Greater Dandenong. Key recommended changes are:

- **Uncoupling the Awards program from Australia Day** to be more responsive to cultural safety and sensitivities for First Nations community members. Currently First Nations community members do not participate in the Awards program and some community members who have been nominated have declined receiving an award because of their discomfort with the program being connected with Australia Day.
- **Having award categories which are more closely aligned with Council priorities which focus on diversity and inclusion.** A key recommended change is to have a Diversity and Inclusion Award to be awarded to an individual or group who has demonstrated outstanding leadership in working to make sure all community members can participate in community life, feel welcome and be connected in Greater Dandenong. This award will focus on celebrating the lives' and championing the voices and interests of people from multicultural backgrounds, people with disabilities, LGBTIQA+ community members and First Nations people.
- **Increasing the visibility of the Awards** through expanding the communication tools and methods used with a focus on hard-to-reach communities. Examples include more outreach into community by Council staff and involving community champions.
- **Changes to the nomination process to remove or reduce barriers** for both nominators and nominees e.g. use of word limits, support for nominators with a disability, with limited English language skills or who do not have access to a computer to complete the form online.
- **Championing participation in the Assessment Panel by culturally diverse community members** by maintaining a quota for people from culturally and linguistically diverse backgrounds to be a part of the Assessment Panel.
- **Making reasonable adjustments** to the nomination and assessment process to ensure barriers to people with a disability participating in the Awards program are reduced.

Appendix B – Detailed information from benchmarking

Item	Brimbank	Casey	Hume	Kingston	Monash
Context					
Resident population	198,000	444,000	271,000	165,000	209,000
Are Australia Day Awards conducted?	No Separate Community Awards program is conducted.	Casey Community Awards are presented on Australia Day.	No, they used to be but were renamed. Separate Community Awards program conducted.	No Separate Community Awards program is conducted.	No Separate Community Awards program is conducted.
Are there objectives / terms of reference?	Detailed information regarding the categories, criteria and process is listed on-line.	Guidelines published on-line. Also FAQs available.	Terms and conditions available on-line. Limited information regarding criteria and process is available publicly.	Extensive information on-line.	No policy statement or terms of reference exist. Extensive information on criteria and guidelines on-line.
Presented at Australia Day celebrations or around Australia Day?	No The We Are Brimbank Awards are presented at a function held to celebrate National Volunteers Week in May.	Yes Presented on Australia Day.	No Award ceremony in August each year.	No The Community Awards are presented at a function held to celebrate National Volunteers Week in May.	No Sir John Monash Awards are presented in October and Monash Business Awards presented in June.
Other community awards programs conducted?	We Are Brimbank Awards • 7 categories • Announced in National Volunteer Week • Managed through Smarty Grants	Casey Community Awards - 8 categories Casey Business Awards – held 14 November 2025 - 7 categories	Hume Community Awards - 8 categories Hume Business Awards - 11 categories Hume Young Leaders Awards - 10 categories	Kingston Community Awards Sustainable Business Awards Women of the Year Awards Youth Awards	Sir John Monash Awards Monash Business Awards Volunteer of the Year.

Item	Brimbank	Casey	Hume	Kingston	Monash
Context					
Other innovative and inclusive practices in civic recognition / community leadership?	Community Leadership Program is conducted and comprises 6 workshops. Also offered is Brimbank Multicultural Women's Leadership Program. Nothing else conformed.	Partnerships model supporting groups in community, arts, youth and business programs and events. A Community Selection Panel is convened for community grants and awards. Council supports a Community Leadership Program and Step Up, a free community capacity building program with workshops tailored to support emerging and experienced community leaders.	Multicultural Working Group - a network of organisations working in this space. Hume Community Change Makers – a free program of workshops and networking sessions that runs over 6 months.	Community Group of the Year in Community Awards receives a grant to support training.	Volunteer of the year awarded during Volunteers Week. Nothing else identified.
Any recent reviews or assessments of programs conducted?	A review was undertaken in 2024, and Citizen and Young Citizen of the Year awards are not included in We Are Brimbank Awards and presented in Volunteers Week.	The Awards were changed from Australia Day Awards to Community Awards in 2022. A formal review has been foreshadowed following the 2026 round.	Review conducted in 2023 and as a result the awards reverted to a Community Awards program. A further review of Community Awards is currently occurring.	A review was conducted 3 years ago to move the awards from Australia Day to National Volunteers Week.	A review of the Monash Awards is proposed for April 2026. Looking to use Smarty Grants framework for future Award programs.
Recent changes to strengthen effectiveness?	Information requirements strengthened with 200-word statement of support and other supporting documents encouraged. Smarty Grants used in 2026 for first time, allows nominations to be completed in different sessions.	None identified.	Other than the move to Community Awards none identified.	Criteria and guidelines are reviewed each year. Additional requirements for referees for Community Awards with 2 now the minimum. Community Group of the year, nominees can now self-nominate.	Responsibility for the Monash and Business Awards and Volunteer celebrations has recently moved from the media and Communications Team to Community Strengthening.

Item	Brimbank	Casey	Hume	Kingston	Monash
Category review					
Award categories and criteria.	**We Are Brimbank Awards - 7 categories** ✓ Arts, culture and tourism ✓ Citizen of the year ✓ Community engagement ✓ Community group of the year ✓ Environment and sustainability ✓ Sports and wellbeing ✓ Young citizen of the year Announced in National Volunteer Week in May each year. Managed through Smarty Grants	**Casey Community Awards - 8 categories** ✓ Casey Citizen of the Year ✓ Casey Young Citizen of the Year ✓ Casey Senior of the Year ✓ Casey Woman of the Year ✓ Casey Community Group of the Year ✓ Casey Equity and Inclusion Award ✓ Lindsay King Art Award ✓ Casey Environment and Sustainability Champion **Casey Business Awards delivered by Council – 7 categories** ✓ Business of the Year & Excellence in Innovation ✓ Excellence in Community & Customer Support ✓ Excellence in Diversity & Inclusion ✓ Excellence in Environmental Sustainability ✓ Best Micro Business ✓ Best New Business ✓ Young Entrepreneur of the Year	**Hume Community Awards - 8 categories** ✓ Academic excellence ✓ Advocacy and social justice ✓ Arts and creative expression ✓ Community service excellence ✓ Environmental stewardship ✓ Outstanding cultural leadership ✓ Outstanding community leadership ✓ Sport and recreation achievement **Hume Business Awards delivered by Council - 11 categories** ✓ Circularity ✓ Inclusive workforce ✓ Innovation and economic growth ✓ Manufacturing ✓ Retail ✓ Small and medium enterprises ✓ Start-up ✓ Transport, logistics and warehousing ✓ Visitor economy – hospitality ✓ Visitor economy – tourism ✓ Young achiever	Kingston Community Awards - 2 categories ✓ Citizen of the year ✓ Community group of the year **Sustainable Business Awards delivered by Council - 6 categories** ✓ Waste reduction and recycling solutions ✓ Diversity and inclusion ✓ Small and medium business leadership ✓ Towards net zero 2030 ✓ Product innovation and technology ✓ Young changemakers and innovators **Women of the Year Awards - 4 categories** ✓ Young woman of the year ✓ Courageous commitment ✓ Excelling in arts or sport ✓ Impact in STEM or innovation **Youth Awards - 2 categories** ✓ Young Citizen of the Year ✓ Young Community Group of the Year	**Sir John Monash Awards – 10 categories** ✓ Active Monash ✓ Age well leadership ✓ Inspirational women's leadership ✓ LGBTQI+ Community Leadership ✓ Multicultural champion ✓ Outstanding advocate for people with disabilities ✓ Reconciliation champion ✓ Sustainability leadership ✓ Volunteer of the year ✓ Youth leadership **Monash Business Awards – auspiced by Monash Business Association and supported by Council ($15,000 p.a.) - 9 categories** ✓ Business of the year ✓ Rising star award ✓ Food and services ✓ Health and science ✓ Innovation and tech ✓ Micro business ✓ Not for profit ✓ Professional services ✓ Transport / trade / manufact./ construction **Volunteer of the Year**

Item	Brimbank	Casey	Hume	Kingston	Monash
Category review					
Award categories and criteria continued….			**Hume Young Leaders Awards** - 10 categories ✓ Young leader of the yr ✓ Emerging young leader ✓ Young advocacy leader ✓ Young environmental leader ✓ Young creative leader ✓ Young entrepreneurial leader ✓ Young sports leader ✓ Young refugee / newly arrived leader ✓ Young aboriginal leader ✓ Young group of the year		
Is there a policy context for Awards / categories?	**Community Vision** has an emphasis on supporting welcoming and safe communities, liveability and economic prosperity and promoting civic and community leadership. **Council Plan (We Are Brimbank)** has 4 key pillars: people, places, prosperity and leadership / governance. Strategic priorities include healthy / active lifestyles, creativity, transport, public places and spaces, sustainability, future transformation and engagement.	**Community Vision** has priorities in promoting a safe, inclusive and connected community, encouraging innovation and community strengthening to promote resilience. **Council Plan** has an emphasis on supporting strong communities, promoting liveability, sustainability, support for the local economy and governance.	**Community Vision** sets out an aspiration for a thriving city with a sense of belonging. Priorities include enhancing physical connections, promoting equality and inclusion and a focus on sustainability. **Council Plan** has priorities for liveability and welcoming places and spaces, climate resilience, community health and wellbeing and good governance.	**Community Vision** has an emphasis on resilience, inclusion and support for community diversity. It recognises the importance of liveability and community connections. **Council and Wellbeing Plan** has key directions relating to health and community connectedness, a vibrant and prosperous economy, liveability and good governance.	**Community Vision** has an emphasis on sustainability, diversity, liveability, community connectedness and access to services. **Council Plan** has an emphasis on community wellbeing, sustainability, planning for future and good governance.

Item	Brimbank	Casey	Hume	Kingston	Monash
Category review					
Is there a policy context for Awards / categories? Continued…..	**Key strategies** include: Cultural Strategy – includes strategies and action to support cultural development and promote participation in the arts. Physical Activity Strategy – reflects Council's commitment to support and develop physical activity participation. Safe and Inclusive Brimbank – includes strategies to build a community where people feel safe, enhance safety in places and spaces and prevent gender-based violence. Visitor Economy Strategy – aims to increase visitor numbers to Brimbank. Climate Emergency Plan – sets out the strategy to provide leadership to the transformation necessary to address the challenges of the climate emergency.	**Key strategies** include: Climate Resilient Casey – sets out a roadmap for a safer, more connected and resilient Casey. Integrated Transport Strategy – provides guidance on planning and investment in all modes of transport. Greening Casey – aims to respond to the need for climate resilience and greening of public places. Climate Action Plan – a strategy to meet emissions reduction target. Living and Ageing Well Strategy – a strategy to proactively support residents as they age. Sport and Physical Activity Strategy – actions to encourage and support physical activity and community participation.	**Key strategies** include: Climate Action Plan – captures Council's leadership response to climate change. Creative Community Strategy – supporting creative industries to promote opportunities, connection and belonging. Leisure Strategy – sets out key priorities for Council and its partners to provide a range of leisure participation opportunities. Multicultural Strategy – sets out Council's priorities for supporting the culturally diverse community including newly arrived communities. Open Space Strategy – sets out priorities for planning and development of open space to meet community and environmental objectives. Events and Festivals Strategy – scopes support and recognition for local festivals and events.	**Key strategies** include: Economic Development Strategy – sets out how Council will support local business, industry groups and partners to grow the local economy for the benefit of the community. Family and Children's Strategy – supports the development of children and young people aged 0 to 12 through planning and coordination, service provision, advocacy and building capacity. Integrated Transport Strategy – provides guidance for integrated transport and land use planning to support investment, advocacy and policy development. Open Space Strategy – will guide the management and development of open space through to 2033. Reflects both community (sport and recreation) and environmental objectives. Positive Ageing Action Plan – will enable Council to strengthen its response to the needs and aspirations of older people.	**Key strategies** include: Active Monash – promotes participation in sport and recreation and active lifestyles. Arts and Culture Strategy – capacity building in the creative and cultural industries. Environmental Sustainability Strategy – adopts sustainability principles to guide decision making and service delivery. Gender Equity Framework and LGBTQI+ Action Plan – promotes equity and inclusion for people of all genders. Reconciliation Action Plan – seeks to promote and facilitate recognition and inclusion. Economic Development Strategy – to facilitate economic growth and prosperity.

Item	Brimbank	Casey	Hume	Kingston	Monash
Category review					
Responses to inclusion, sustainability and gender equality objectives?	Award categories recognise the following: ✓ Young Citizen of the Year ✓ Environment and sustainability ✓ Sports and wellbeing	Award categories include: ✓ Young Citizen of the Year ✓ Woman of the Year Award ✓ Equity and Inclusion Award ✓ Environment and Sustainability Champion(s)	Award categories in programs include: ✓ Advocacy and social justice ✓ Environmental leadership ✓ Circularity ✓ Young environmental leader ✓ Inclusive workforce ✓ Community service excellence ✓ Young refugee / newly arrived leader ✓ young aboriginal leader	There is a specific awards program for sustainability. There is an award for diversity and inclusion in the sustainability awards and a dedicated Women of the Year awards program.	Sir John Monash awards include the following Awards: ✓ Inspirational women's leadership ✓ LGBTQIA+ and community leadership ✓ Multicultural champion ✓ Outstanding advocate of people with disabilities ✓ Reconciliation champion ✓ Sustainability leadership
Promotion / community information					
How are the Awards promoted out in the community?	Through media releases, website, social media posts, Council newsletter and established networks.	A detailed Communications Plan is prepared. Through media releases, website and social media. Also access networks across the community.	Through media releases, website, social media and use if promotional videos.	Through media releases, website, posters, social media, postcards and use if promotional videos.	Media release, web campaign, social media posts, flyers sent to community buildings, emails to networks and Council digital screens.
Are any promotional materials provided in different languages?	Translation service available.	Translation service available. Staff are available to assist in making nominations.	Translation service available.	Translation service available.	Yes, flyer translated to Chinese.
How is awareness and support in the organisation encouraged?	Rely on different Council departments to promote in the community. Staff can nominate community members.	Promoted through internal staff communication channels. Suggest it could be improved.	Promoted through internal staff communication channels and staff working with community groups actively promote nominations.	Work hard internally to generate awareness. Particularly with teams involved in parks, active Kingston, arts, etc.	The overall organisation is currently not well engaged. This is to be reviewed by the Working Group.

Item	Brimbank	Casey	Hume	Kingston	Monash
Nomination process for community awards					
How are nominations generated – from community organisations, internally, etc?	Mostly from community nominations but staff in arts and culture, sport and environment areas are active in encouraging participation. Nominations are open for 2 months.	Predominantly from community awareness of the program. There is a requirement for 5 nominations for a category. If that number is not reached the nominations will be allocated to other categories. Nominations are open for 4 weeks.	Generally from the community but staff activity does result in some nominations. Nominations are open for 4 weeks.	Generally from the community. Groups can self-nominate for the Community Group of the Year Award. Nominations are open for 6 weeks.	Nominations are generated both through promotional activities and by Council staff proactive action. Members of the Working Group promote within their work areas. Members of First Nations and diverse communities are difficult to reach. Nominations are open for 6 weeks.
Are nomination forms available both on-line and in physical format?	No Process is managed through Smarty Grants.	Nominations on-line via Council's website. Council staff can assist with verbal submission over the phone.	No Nominations submitted on Council form only through Council's website.	Yes	Translation of forms into Chinese.
Information requirements for nominations.	Information is required to support the nomination by addressing the criteria for each category.	Statement of support is required in addition to referee. Required to provide all available information as information submitted will only be assessed.	Information required includes details of nominee's achievements, contributions and supporting evidence.	Information is required to support the nomination by addressing the criteria for each category.	Sir John Monash Awards ✓ Contact detail ✓ nominee's achievements ✓ Positive difference made ✓ Supporting documentation ✓ Response to questions – background and context really
Is there a requirement for referees? If so, how many?	A current requirement for a referee and supporting statement from referee.	1 referee required.	No, but this is being considered.	2 independent referees are required and statement of support.	No current requirement but proposed to be considered in review.
Can you be nominated for different categories?	Yes	Yes	Yes	Yes	Sir John Monash Awards - No

Item	Brimbank	Casey	Hume	Kingston	Monash
Can you be nominated if you've received an award before?	If it is a different category.	Yes, for a different category.	Yes, for a different category.	No, you are ineligible.	Yes, but not if your nomination was successful.
Response rate for nominations overall, age profile, gender?	54 nominations were received in 2025, 80% from new candidates.	Response rate has remained consistent over recent years. Over 100 nominations in 2025.	Response rate has remained consistent over recent years but no detail available.	An example is the Community Awards that received a total of 14 nominations in 2025 and 8 in 2024.	Sir John Monash Awards – 80 nominations in 2025. Business Awards – less than Monash Awards.
Assessment process / governance (for community awards)					
Is assessment run by a panel / committee?	A panel of judges is convened by Council staff comprising community leaders. Councillors consider and endorse membership of the panel. The panel does not actually meet in person.	Assessment is run by a community panel convened by Council through an ongoing selection process for community input into Council programs. Scoring is done individually and then the Panel meets to review overall scoring and agree on finalists. Senior staff and Councillors advised of the outcome.	The assessment process is conducted by a panel convened by the Mayor comprising the Mayor, Deputy Mayor and 2 award winners from prior years.	Assessment is conducted by Councillors.	A Working Group is convened with a relevant officer(s) for each category. Assessment (qualitative) is undertaken separately for each category and then Working Group meets to verify / compare / review consistency. Recommendations go to a Councillor Panel chaired by the Mayor and then as a confidential report to a Council Meeting.
Terms of reference / guidelines?	Extensive detail is available on-line for all award programs including categories, eligibility, referee requirements, selection process and timelines.	Documents available include Grant Guidelines prepared each year, FAQs, criteria and eligibility for categories, timelines, assessment process.	Fairly basic information available on website including terms and conditions and FAQs.	Extensive detail is available on-line for all award programs including categories, eligibility, referee requirements, selection process and timelines.	No other documentation is available regarding roles, the process or objectives.
Composition of Panel and length of term?	Comprises community leaders and formed each year.	Community panel formed each year.	A new panel is convened each year.	The selection panel comprises the Mayor and Councillors.	Process managed by officer Working Group.
Role of Council officers?	To facilitate the process.	Facilitate the nomination and assessment process.	Facilitate the nomination and assessment process.	To support and facilitate the process.	Officers run the process through a Working Group.

Item	Brimbank	Casey	Hume	Kingston	Monash
Conflicts of interest?	Panel members are required to declare that they have no conflicts and step aside if they have.	Process for panel members to declare conflict of interest.	Process for panel members to declare conflict of interest.	Councillors acknowledge conflict of interest in the scoring portal.	Addressed by Council's 'normal' conflict of interest policy and processes.
Assessment / scoring methodology?	Individual packs are provided to panel members.	Scoring undertaken individually and then collated.	Decision making by consensus.	Councillors are provided with a link to the scoring portal.	A qualitative assessment process with consideration of the criteria for each category.
Validation / referee checking and is there a feedback loop?	Checking and validation is undertaken by Council staff.	Referee checking only, otherwise rely on information submitted.	The process relies on information submitted.	Council officers undertake referee checking.	No reference checking but validation of background information provided undertaken.
Advice to successful / unsuccessful nominees.	All nominees receive written advice following final decision.	Yes, all nominees are advised of the outcome.	Yes, all nominees are advised of the outcome.	All nominees receive written advice following final decision.	All nominees receive written correspondence from Council following Council meeting.
Are all nominees invited to award ceremony? Do many attend?	Not currently.	All finalists receive an invitation.	Not currently.	Not currently.	No This is to be considered in review.
Decision making for community awards					
Are recommendations referred to Councillors / Council for decision / ratification?	No. List of recommended recipients provided to Mayor for endorsement.	No. Panel has delegation to make decisions on awards.	No. Panel has delegation to make decisions on awards.	Councillors undertake separate scoring. Compiled results are reported to a Council meeting.	Recommendation to Council meeting by way of confidential report.

Appendix C – Detailed results from engagement

The detailed results are provided as a **separate confidential attachment** to maintain the privacy of participants.

4.4.3 Annual Review of Advocacy Priorities and Action Plan

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments:

1. Attachment 1 Evaluation three priority campaigns action plans [**4.4.3.1** - 18 pages]
2. Attachment 2 Evaulation broader advocacy activities [**4.4.3.2** - 9 pages]
3. Attachment 3 Other advocacy activites conducted (unforecast) [**4.4.3.3** - 2 pages]

Officer Recommendation

That Council NOTES the annual review of Council's Advocacy Priorities and Action plans for the 2025-26 financial year.

Executive Summary

1. The endorsed Strategic Advocacy Framework requires advocacy priorities and associated action plans to be reviewed annually to support Council's ability to influence policy and funding by strengthening the quality, credibility and impact of advocacy activities.
2. This report presents the annual review of Council's three priority advocacy campaigns for the 2025-26 financial year (Attachment 1 for detailed evaluation comments). The Campaigns are:
    a. Mayoral Taskforce/ Back Your Neighbour
    b. Anti-Poverty
    c. Housing
3. The report also provides updates to Council's advocacy efforts across the other six identified campaign areas that did not receive dedicated EFT resourcing for their implementation (Attachment 2), and other advocacy activities carried out in response to specific unforeseen circumstances affecting our community (Attachment 3).

Background

4. Greater Dandenong's Strategic Advocacy Framework was endorsed by Council on 22 July 2024. The Framework provides a clear and consistent approach for identifying, prioritising and pursuing advocacy issues that align with community needs and Council objectives.
5. At the 24 March 2025 Council meeting, Council endorsed three strategic priority advocacy campaigns for the 2025-26 financial year with specific EFT resource allocation. They are: Back Your Neighbour (BYN) 1.0EFT, Anti-Poverty 0.5EFT, and Housing 1.0EFT.
6. Detailed action plans for each of these three priority campaigns were developed and endorsed by Council on 23 June 2025. The action plans outlined the purpose, key advocacy asks, strategic framing and messaging, advocacy tactics, stakeholders, campaign stages, estimated costs and associated risks for each campaign.
7. This report applies the Framework's assessment criteria to evaluate the three strategic advocacy campaigns as part of the annual review process. The evaluation assesses:
    a. The effectiveness of advocacy activities in achieving outcomes,
    b. The ability to build skills and knowledge capacity both internally and within community,

c. The development of relationships, partnerships and networks,

d. The cost-effectiveness of advocacy efforts, including the efficient use of time and resources.

8. Alongside these three priority campaigns, Council also endorsed a broader set of advocacy priorities covering: transport, sustainability, sport and open space, business and employment, major projects, and community safety.

9. These other priorities were to be progressed through flexible and responsive advocacy activity, integrated into Council's broader advocacy work, when EFT resourcing could be allocated and suitable opportunities arose.

10. These broader priority areas do not have a dedicated action plan developed for each and they are not evaluated against the Framework's assessment criteria. Where progress has been made against individual priorities an update comment is supplied (Attachment 2).

11. Additional advocacy activities have been conducted by Council over the 2025-26 financial year in response to emerging issues or opportunities that were not foreseen or forecast. A summary of these activities is included in Attachment 3.

Key Issues and Discussion

Mayoral and Councillor Taskforce/ Back Your Neighbour Advocacy Evaluation

12. The Back Your Neighbour campaign has been highly effective in advancing coordinated local government advocacy on behalf of people seeking asylum who remain in prolonged visa uncertainty.

13. Across 2025-26, the campaign remained strongly aligned with community need and delivered sustained engagement with Federal Government decision makers on key policy issues.

14. **Effectiveness in achieving outcomes:** The campaign demonstrated clear effectiveness in progressing its advocacy objectives through a combination of targeted lobbying and public engagement activities. This included Mayoral and Councillor delegations to Canberra, electorate-based meetings, joint correspondence with peak bodies within the sector, and digital mobilisation via social media channels.

15. This approach contributed to:

    a. Sustained bipartisan engagement with Federal MPs and Ministers,

    b. Increased national media visibility of the issue,

    c. Continued growth of the campaign coalition, including 48 local governments and 90 community organisations,

    d. Progressive resolution of a number of long-standing Fast Track cases.

16. While broader systemic reform remains complex, the campaign has maintained consistent pressure and visibility on key policy asks and advanced incremental progress.

17. **Capacity building (internal and external stakeholders):** The campaign made a strong contribution to building advocacy capability across participating councils and partners. Shared tools, templates and coordinated actions enabled councils to participate confidently in advocacy activities with a strengthened understanding of the issues and effective advocacy approaches.

18. The campaign also supported greater awareness of the impacts of visa insecurity within the community, contributing to a more informed and engaged advocacy base.

19. **Development of relationships, partnerships and networks:** The campaign significantly strengthened relationships, partnerships and networks across local government and the

refugee support sector. Collaboration between councils, community organisations and peak bodies was a key feature, with the coalition continuing to expand over the reporting period.

20. This collective approach reinforced the campaign's legitimacy and positioned it as a credible and unified local government voice, enhancing its ability to influence decisionmakers at a national level.
21. **Cost effectiveness and efficient use of resources:** The campaign delivery model demonstrated strong cost-effectiveness, leveraging shared resources and coordinated effort to achieve national reach and influence without significant individual council expenditure.
22. Strategic alignment of activities with key political opportunities ensured that effort was targeted and proportionate, maximising impact relative to available resourcing.
23. **Concluding remarks:** The Back Your Neighbour campaign highlights the effectiveness of coordinated, sector led advocacy, particularly in complex policy environments where change is incremental. Identified risks, including political sensitivity and shifting policy contexts, were largely mitigated through coalition building, bipartisan engagement, and disciplined, consistent messaging.
24. Overall, the campaign has strengthened partnerships, maintained national attention on key issues, and contributed to ongoing policy progress on matters with significant and enduring community impact.

Anti-Poverty Campaign Advocacy Evaluation

25. The Anti-Poverty Campaign has been effective in strengthening coordinated, place-based advocacy and local responses to poverty and cost of living pressures in Greater Dandenong. Across the reporting period, the campaign remained well aligned with community need and Council's strategic priorities, combining advocacy, partnership building and practical initiatives.
26. **Effectiveness in achieving outcomes:** The campaign demonstrated effectiveness through a combination of advocacy, community engagement and practical initiatives. Engagement with local MPs, the development of advocacy materials grounded in lived experience, and mechanisms to amplify community voice supported increased visibility and policy engagement on poverty related issues.
27. The campaign also delivered tangible outcomes through successful funding acquisition, including:
    a. $12,000 through the Game Change Grant to support co designed vocational workshops; and
    b. $76,000 in Food Relief funding to deliver culturally appropriate meals, employment readiness and financial literacy initiatives through community partnerships.
28. These outcomes strengthened local service delivery and supported coordinated responses to community need, while continuing to highlight these needs in a complex policy environment.
29. **Capacity building (internal and external stakeholders:** The campaign made a strong contribution to building advocacy capability across Council, community organisations and the community. Co design approaches and collaborative nature of the Consortium increased understanding of effective advocacy practice and strengthened the ability of stakeholders to advocate for poverty related issues.
30. The integration of lived experience into campaign design and implementation also supported greater community awareness and participation, contributing to a more informed and engaged advocacy base.
31. **Development of relationships, partnerships and networks:** The campaign significantly strengthened partnerships and collaborative networks, particularly through the expansion and activation of the Anti-Poverty Consortium. This brought together community organisations, service providers and Council to address service gaps, reduce duplication and coordinate responses.

32. Shared leadership, joint planning and partnership-based delivery enhanced collective impact and sector coordination, reinforcing Council's role as a convenor and partner in addressing complex social challenges.
33. **Cost effectiveness and efficient use of resources:** Campaign delivery demonstrated efficient use of resources, with activities largely implemented within existing staffing capacity. The integration of advocacy with practical service initiatives, such as financial counselling events and food relief coordination, enabled dual outcomes, delivering immediate community benefit while advancing advocacy objectives.
34. This approach supported cost effective delivery by leveraging partnerships and aligning effort with both policy engagement and service outcomes.
35. **Concluding remarks:** The Anti-Poverty Campaign demonstrates the value of coordinated place-based advocacy combined with community led responses to complex social issues.
36. Risks associated with limited staffing capacity and reliance on shared leadership were mitigated through strong partnerships and collaborative delivery models, although these constraints continue to influence the scale and sustainability of ongoing activity.
37. Overall, the campaign has strengthened partnerships, enabled coordinated action, secured targeted funding and delivered tangible outcomes for residents experiencing disadvantage, while highlighting the importance of sustained resourcing to maintain momentum and deepen impact.

Housing Campaign Part 1. Legislative and Regulatory Advocacy Evaluation

38. The Housing Advocacy Campaign – Part 1 has been effective in establishing a coordinated regional approach to housing policy advocacy, focused on legislative and regulatory reform. Greater Dandenong City Council provides 0.5EFT officer support to the Regional Charter Group of Councils and the campaign has responded to increasing housing stress and system pressures through collective, evidence-based engagement. This has strengthened alignment across councils and elevated regional influence on broader housing and homelessness policy discussions.
39. **Effectiveness in achieving outcomes:** The campaign demonstrated effectiveness through the development and advancement of shared regional advocacy positions on housing reform. A key outcome was the finalisation of collectively endorsed policy asks, reflecting both system gaps and lived experience.
40. These priorities were successfully elevated through joint Municipal Association of Victoria (MAV) and Australian Local Government Association (ALGA) motions. These outcomes positioned Charter councils as a coordinated and credible contributor to broader housing policy discussions.
41. **Capacity building (internal and external stakeholders):** The campaign contributed to building policy and advocacy capability across participating councils, particularly in relation to housing system reform. Collaborative development of advocacy positions strengthened understanding of complex legislative and regulatory issues, while supporting a more confident and consistent approach to advocacy engagement.
42. The process also supported greater integration of evidence and local government challenges, improving the quality and relevance of policy positions.
43. **Development of relationships, partnerships and networks:** The campaign significantly strengthened regional collaboration and cross sector partnerships, particularly through Council's Secretariat role supporting engagement across 13 Charter councils. Structured forums enabled regular communication, shared learning and alignment of advocacy approaches.
44. Partnerships with peak bodies, including MAV and Greater South East Melbourne (GSEM), further enhanced the campaign's reach and credibility, supporting a more unified and coordinated regional voice in housing policy discussions.

45. **Cost effectiveness and efficient use of resources:** The campaign demonstrated efficient use of resources through a shared, regionally coordinated model. Leveraging collective effort and existing governance structures enabled progress without requiring significant additional resourcing at the individual council level.
46. A focus on research, alignment and consensus building in the early stages ensured that effort was strategically directed, supporting effective use of time and resources in a complex and evolving policy environment.
47. **Concluding remarks:** The Housing Advocacy Campaign – Part 1 highlights the value of coordinated, regionwide advocacy in addressing complex systemic issues such as housing. Challenges associated with aligning diverse council priorities and responding to a changing policy environment were managed through structured collaboration and shared governance.
48. Overall, the campaign has strengthened regional partnerships, clarified shared advocacy priorities and positioned Council as an active contributor to housing system reform, providing a strong foundation for continued engagement and future advocacy phases.

Housing Campaign Part 2. Local Projects Advocacy Evaluation

49. It should be noted that advocacy efforts for Part 2 have been delayed allowing for development of Council's Housing Strategy which is scheduled for public consultation in June 2026. The site specificity offered in the Housing Strategy would allow for more appropriate and targeted advocacy for local projects.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

50. 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

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

Asset Implications

52. This item does not affect any existing assets.

Legal/Risk Implications

53. Identify if there are any legal or risk implications.

Environmental Implications

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

Gender Impact Assessment

55. A gender impact assessment is not required.

Community Consultation

56. There was no requirement for community consultation.

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

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

    Not Applicable

58. 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

59. 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.

Mayoral & Councillor Taskforce/ BYN Campaign – Advocacy Action Plan		
	Action Plan FY2025-26	**Annual Evaluation**
Purpose	Coordination of joint advocacy by Australian Local Governments to address Federal policies and guidelines affecting humanitarian arrivals. This is achieved in collaboration with peak refugee and support service organisations.	*To what extent did the campaign purpose remain relevant and aligned with identified community needs during the reporting people?* The campaign purpose remained highly relevant and aligned to clearly identified community needs: local councils report growing demand for unfunded assistance as thousands of people seeking asylum remain in prolonged visa limbo without adequate Federal Government support. Back Your Neighbour's purpose—calling for certainty, stability, and adequate support while immigration status is resolved—continued to reflect on-the-ground impacts faced by people seeking asylum, including poverty, homelessness risk and barriers to health care, income support, safe accommodation and crisis services.
Key Asks	1. Provide a pathway to permanency for people with a long-term unresolved immigration status. 2. Provide people with a valid Bridging Visa and the opportunity to work. 3. Expand access to health care, income support and essential services so that people can fully participate in society.	*Were the key advocacy asks clearly articulated and consistently applied throughout the campaign?* The campaign's key advocacy asks were clearly articulated across core pages and calls to action and were applied consistently in published materials (letters, petition and briefing papers). The Taskforce reports sustained bipartisan engagement (including several delegations and electorate meetings in 2025-26), coordinated correspondence with elected MPs post-Federal election (including co-signing with the Refugee Council of Australia to the Prime Minister). The Taskforce also wrote directly to Minister Tony Burke (December 2025) advocating for permanent visas for community members in immigration limbo.

Strategic Framing & Messaging	**Humanitarian & Community Solidarity:** Emphasizes compassion, fairness, and equal opportunity. **Leadership & Legacy:** Appeals to the new government's mandate to lead with integrity and compassion. **Nation-building:** Positions inclusion and embracing diversity as a strength for Australia. **Messaging examples:** "Stand up for our neighbours and community members who need certainty and support to rebuild their lives." "Provide a fair and clear path for refugees with unresolved immigration status to get permanent protection." "Give people a valid visa with work rights so they can support themselves." "Make health care, financial help and important services easier to access so people can participate fully in society."	*How effective was the chosen strategic framing in resonating with decision-makers, stakeholders and the broader community?* *What feedback was received on campaign messages from stakeholders or partners?* Strategic framing centred on local government's practical experience and responsibility to community wellbeing—positioning the issue as one of fairness, dignity, and basic support for neighbours living in our communities. Messaging emphasised that people have lived, worked and contributed for many years in Australia while facing ongoing uncertainty. This framing is designed to resonate with decision-makers by: • Highlighting local impacts (cost shifting to councils and community services; unmet crisis demand). • Using clear, solutions-focused asks (aligned with those of peak bodies and broader refugee sector). • Reinforcing shared Australian values (supporting each other; fair and welcoming communities). Indicative feedback during 2025–26 includes the campaign's sustained coalition base (48 local governments and 90 community partners publicly supporting the campaign), its continued ability to secure engagement with a broad cross-section of political stakeholders and direct positive feedback from refugee sector on the campaign's framing.
Advocacy Tactics	**Direct lobbying:** Meetings with federal MPs, ministers, and advisors. **Council motions:** Encourage local councils to pass motions supporting the campaign.	*Which advocacy tactics were implemented as planned, and which were most effective?*

	Community mobilization: Petitions, town halls, and public events. **Coalition building:** member recruitment and partnering with NGOs, faith groups, unions, and service providers. **Media engagement:** Op-eds, press conferences, and human-interest stories. **Digital campaigns:** e-news, social media storytelling, pledges of support, and targeted ads.	*What evidence is there that advocacy tactics contributed to policy influence, awareness or engagement?* Advocacy tactics implemented included: • Coordinated local government advocacy to Federal decision-makers (delegations to Canberra; electorate office meetings; direct letters). • Coalition-building with refugee sector peak bodies and community partners including joint statements/letters/public events. • Public mobilisation tools: online MP email tool, petition, supporter endorsements, and social media amplification (#BackYourNeighbour), supported by printable resources. Evidence of contribution to influence/awareness includes documented bipartisan engagement, national visibility (including an article in The Guardian, event coverage by SBS News), and growth of a large supporter base. More importantly, the Federal Government has progressively begun to resolve many prolonged 'Fast-Track' cases. These tactics strengthened the campaign's legitimacy as a unified local government voice and sustained attention on the three-core policy asks.
Stakeholders	• **Federal Government:** Ministers for Immigration, Home Affairs, Social Services, and the Prime Minister's Office. MP's and Senators, relevant Federal departments. • **Local Councils:** Mayors and councillors in the Taskforce and nationally. • **Community Organisations:** Refugee advocacy groups, legal services, and charities	*How effective was engagement with key stakeholders, including government, community organisations and people with lived experience?* *What new relationships or partnerships were formed as a result of the campaign?*

	• **Allies:** Faith leaders, unions, business leaders, and academics • **Refugees and People Seeking Asylum:** As spokespeople and storytellers	*Was there any improvement of skills and knowledge within the team and among stakeholders involved in advocacy efforts?* Stakeholder engagement was a central strength of the campaign, bringing together local governments, refugee-sector organisations and community partners to advocate with a shared voice. Engagement included direct meetings and correspondence with Federal MPs and Ministers, as well as collaboration with peak bodies and community organisations supporting people with lived experience. New relationships/partnerships and coalition growth are evidenced by: • 3 new Executive Member Councils • 6 new General and Supporter Councils • Ongoing growth to community partner network up to 90 organisations publicly listed as campaign supporters. Capacity-building: the campaign's shared resources (templates, printable materials, coordinated actions) support councils and partners to participate in advocacy, and the Taskforce model enables members to share best practice community engagement and improve knowledge over time.
Campaign Stages	1. Preparation & Research: Policy briefs, stakeholder mapping, and message testing. 2. Engagement & Mobilization: Council motions, public events, and media outreach. 3. Direct Advocacy: Meetings with MPs, submissions to inquiries, and briefings. 4. Escalation: National days of action coordinated media pushes, and coalition statements.	*Were campaign stages implemented as intended? Were there any challenges?* *What lessons were learned from the sequencing of campaign stages?* Campaign stages were implemented as intended through a combination of ongoing relationship-based advocacy and time-

	5. Follow-up & Accountability: Track commitments, report back to Taskforce, partners and community supporters, and maintain pressure.	bound mobilisation moments. For example, the Taskforce intensified engagement during in-person delegations to Canberra (June and September 2025) and Sydney (Local Government NSW annual conference (November 2025). Challenges noted: the complexity of federal policy reform, competing with Federal Government's priorities and aligning to political windows (budgets, sitting calendar). Also noting that mayoral elections for local government meant new representatives on the Taskforce who were new to the topic.
Estimated Costs	Campaign Secretariat officer 1.0EFT – note EFT offset through portion of membership fees. Media & Comms, Events & Campaign materials, Travel, Software subscriptions, delegation costs i.e. funding lived experience travel to MP meetings – funded through Taskforce membership fees $63,000.	*Were advocacy activities delivered within the estimated resource allocation?* *How cost-effective were the advocacy initiatives relative to their outcomes?* Relative cost-effectiveness is strengthened by the collective model: Executive and General Councils' financial contributions fund advocacy activities e.g. events, subscriptions, campaign materials. The campaign design prioritises scalable, cost-effective tactics—shared templates/resources, coordinated letters, stakeholder meetings, and digital mobilisation (petition and MP email tool)—that can be delivered with modest direct expenditure compared to high-cost media campaigns.
Risks	**Political backlash:** Frame campaign as non-partisan, values-based and align to government agenda. **Internal coordination challenges:** Establish clear governance and communication protocols.	*Were the identified risks accurate and reflective of actual challenges encountered?* *How effective were the mitigation strategies in managing these risks?*

	Public fatigue or misinformation: Use clear, human-centered stories and trusted messengers **Media misrepresentation:** Prepare spokespeople and have rapid response plans. Amplify positive messages to counter negative stereotypes and rhetoric. **Membership reduction and corresponding funding shortfalls:** Active recruitment drive planned for ALGA NGA Diversify funding sources by increasing membership and seek in-kind support from member councils.	Yes, the key risks identified proved accurate. Following the Federal election, the Government prioritised other national issues and was cautious about potential negative public reaction to any changes in refugee policy. Mitigation strategies reflected in campaign activity included: • Building a broad, credible coalition (partnership with Refugee Council of Australia and other peak bodies) to reduce reputational/political risk and strengthen legitimacy. • Maintaining bipartisan engagement and regular direct advocacy (delegations, meetings, letters) to manage access risk and sustain policy attention. • Using clear, consistent messaging and concrete asks to reduce misinterpretation and maintain alignment across diverse supporters. • Providing multiple low-barrier actions (petition, email tool, social sharing) to mitigate participation drop-off.

Anti-Poverty Campaign – Poverty is Everyone's Business Advocacy Action Plan		
	Action Plan FY2025-26	**Annual Evaluation**
Purpose	A collaborative partnership with local community organisations and Greater Dandenong City Council to address poverty and its impacts in Greater Dandenong. It focusses on creating sustainable solutions and advocating for systemic change to support our most vulnerable residents.	*To what extent did the campaign purpose remain relevant and aligned with identified community needs during the reporting period?* The campaign purpose remained highly relevant and strongly aligned with identified community needs throughout the reporting period. Rising cost-of-living pressures, increasing food insecurity and limited access to affordable housing continued to have a significant impact on residents in Greater Dandenong. The campaign's focus on coordinated advocacy, service responses and community empowerment directly addressed these pressures and aligned with the Council Plan 2025–29 Strategic Priority to advocate for increased services for people experiencing poverty and homelessness.
Key Asks	1. Amplify the voices of people experiencing poverty and ensure lived experience informs decision-making and advocacy. 2. Advocate for place-based solutions addressing the unique needs of local community members. 3. Discuss and lead innovative solutions, deliver coordinated responses, and achieve better outcomes for individuals and families affected by poverty.	*Were the key advocacy asks clearly articulated and consistently applied throughout the campaign?* *What progress was made in advancing or influencing decision-makers in relation to the key asks?* The three key asks in the Action Plan were reflected in campaign delivery: • Amplifying lived experience was progressed through the establishment of a working group to design an anonymous homelessness and housing hardship survey. • Place-based advocacy was advanced through local MP engagement (15 MPs contacted; six meetings held) and locally tailored advocacy tools.

		• Coordinated and innovative responses were demonstrated through shared project planning, grant partnerships and integrated service events. Overall, the key asks were consistently applied and clearly referenced in advocacy discussions and materials.
Strategic Framing & Messaging	**Equity & Dignity:** Emphasizes that every person deserves the opportunity to live with dignity, regardless of their background. **Action:** Appeals to government and institutions to act on evidence and community voices to lead transformative change. **Economic Participation & Wellbeing:** Positions poverty reduction as an investment in community wellbeing and productivity. **Messaging examples:** “Everyone deserves a safe home, enough food, and a fair chance to succeed." "Let’s work together to make Greater Dandenong a place where no one is left behind." “Place-based funding empowers communities to tackle poverty at the roots, with lasting impact." "Support for basics like food, housing and education helps people live better lives and be part of the community." "Real change happens when we listen to people with lived experience and act on what they need."	*How effective was the chosen strategic framing in resonating with decision-makers, stakeholders and the broader community?* *What feedback was received on campaign messages from stakeholders or partners?* The campaign’s framing around equity, dignity, action and economic wellbeing was applied consistently. Messaging focused on basic needs such as housing, food security and financial stability, positioning poverty reduction as essential to community wellbeing. The campaign was promoted through stalls at Council-led events and activities, raising awareness and enabling direct engagement with residents. QR-code email tools supported community members to contact State and Federal MPs about cost-of-living pressures across Greater Dandenong. The Consortium’s feedback indicated the messaging was clear, values-based and effective in supporting shared advocacy and engagement with decision-makers.

Advocacy Tactics	**Direct lobbying:** Meetings with Federal and State MPs and relevant departments. **Community mobilization:** Empower residents and local service users to share their stories and concerns through surveys and QR-code letters to MPs; Host community events. **Consortium Building & Collaboration:** Strengthen the Anti-Poverty Consortium by recruiting new members and filling service gaps. **Media engagement:** Use local newspapers, radio, and community newsletters to share stories from those with lived experience. **Digital campaigns:** e-news, social media storytelling, pledges of support, and targeted ads.	*Which advocacy tactics were implemented as planned, and which were most effective?* *What evidence is there that advocacy tactics contributed to policy influence, awareness or engagement?* Most advocacy tactics outlined in the Action Plan were implemented: • **Direct lobbying:** Letters to MPs and six meetings delivered. • **Community mobilisation:** QR-code email templates, flyers and survey development enabled broader resident participation. • **Digital advocacy** was delivered through monthly social media posts aligned with key campaign messages and social events run by Consortium members. • **Consortium collaboration:** Ongoing monthly meetings strengthened coordination and reduced duplication. • **Grassroots action:** Bring Your Bills Day events and food relief initiatives aligned with community-facing tactics. These tactics contributed to increased political engagement, grant funding outcomes and service coordination. • Applied for three grants and secured the following two: ○ **Game Change Grant** – $12,000 secured (Apr 2025): Supporting four co-designed, low-cost vocational workshops to build practical skills and confidence among residents. ○ **Food Relief Grant (DFFH)** – $76,000 secured (2025–26): In partnership with Salvation Army and Springvale Learning and Activity Centre, funding will support culturally appropriate meals, employment readiness activities and financial literacy workshops delivered via a community café/social supermarket.

Stakeholders	• Federal and State Government: Local MPs and Federal Ministers for Housing, Homelessness, Social Services, Employment and Education. • Relevant Federal departments (DFFH, DSS, Dep. of Education etc..) • Community Organisations: Members of the Anti-Poverty Consortium and other Local charities, employment services, foodbanks, neighbourhood houses, and multicultural agencies. • Greater Dandenong City Council Community connector and grassroots leaders who know the challenges on the ground. • People with Lived Experience: Individuals and families who have faced poverty, housing stress, or financial hardship	*How effective was engagement with key stakeholders, including government, community organisations and people with lived experience?* *What new relationships or partnerships were formed as a result of the campaign?* *Was there any improvement of skills and knowledge within the team and among stakeholders involved in advocacy efforts?* Stakeholder engagement aligned strongly with the Action Plan. Federal and State MPs, community organisations and people with lived experience were actively involved throughout the year. New local community organisations joined the Anti-Poverty Consortium to help fill service gaps, including organisations such as Life Without Barriers. At the beginning of the calendar year, Consortium members participated in a planning session and agreed to progress three collaborative, region-wide projects. These projects are being delivered through shared leadership, coordinated planning and pooled organisational assets. Partnerships were further strengthened through joint grant delivery and service events (e.g. Game Change Grant, Food Relief DFFH Grant and Bring Your Bills Day), and advocacy capability improved through shared tools, clearer messaging and more coordinated approaches.
Campaign Stages	1. Preparation & Community Listening: Gather stories and feedback from residents and service providers.	*Were campaign stages implemented as intended? Were there any challenges?*

	2. Awareness & Engagement – Share stories via newsletters, social media, events, and surveys. 3. Local Advocacy & Collaboration: Meet Local MPs and State government representatives; Present to Council advisory bodies and community networks; Build partnerships with local organisations to fill service gaps. 4. Grassroots Action – Run Bring Your Bills Day, Food Security Events and promote local success stories. 5. Impact & Follow-Up – Report outcomes to the community and MPs; continue consortium collaboration.	*What lessons were learned from the sequencing of campaign stages?* Campaign stages were largely implemented as intended. Community listening and awareness were progressed through service-provider engagement, community stalls, events and advocacy tools such as QR-code email templates and surveys. Local advocacy and collaboration included coordinated MP letters and meetings, presentations across networks and the recruitment of new organisations into the Consortium to address service gaps. Grassroots actions were delivered through Bring Your Bills Day and food security initiatives, while impact and follow-up were supported through consortium planning sessions, the development of three collaborative projects and ongoing engagement within Consortium members. Ongoing follow-up with decision-makers was challenging due to the limited capacity of the volunteer-based Steering Committee.
Estimated Costs	Campaign Secretariat officer 0.5EFT Media & Comms, Events & Campaign materials, Software subscriptions.	*Were advocacy activities delivered within the estimated resource allocation?* *How cost-effective were the advocacy initiatives relative to their outcomes?* Campaign delivery aligned with estimated costs in the Action Plan. Advocacy was supported through existing 0.5 EFT officer capacity and external grant funding.

		Outcomes achieved including $76,000 in Food Relief funding demonstrate strong value for money and effective use of resources.
Risks	**Low community engagement:** Simplify messaging, involve respected local leaders, translate materials. **Lack of political support:** Provide clear data, personal stories, and align with Council priorities. **Limited funding:** Leverage partnerships, explore grants and philanthropic support. **Service duplication or gaps:** Map local services, coordinate through the Consortium, share roles. **Burnout among lived experience participants:** Offer support, flexibility, and compensation where possible. **Miscommunication or unclear goals:** Use plain language, regular updates, and shared action plans.	*Were the identified risks accurate and reflective of actual challenges encountered?* *How effective were the mitigation strategies in managing these risks?* The risks identified in the Action Plan were accurate and reflected challenges encountered, including limited community capacity, reliance on volunteer leadership and increasing service demand. Partnership collaboration, shared leadership through the Consortium, and clear messaging supported delivery. However, funding remained a key risk, with the collaborative pilot proposal submitted to Minister Gabrielle Williams MP not securing funding, and ongoing advocacy follow-up was constrained by the volunteer-based nature of the Steering Committee, highlighting the need for continued Council officer support to manage sustainability risks.

Housing Campaign – Part 1		
	Action Plan FY2025-26	**Annual Evaluation**
Purpose	Coordination of joint advocacy to address specific gaps in State and Federal social and affordable housing legislation and regulatory mechanism. This is achieved through collaboration with the regional Charter Group of Councils in collaboration with peak housing advocacy organisations, such as Community Housing Industry Association Victoria (CHIA).	*To what extent did the campaign purpose remain relevant and aligned with identified community needs during the reporting people?* The campaign purpose remained highly relevant and closely aligned with identified community needs throughout the reporting period, particularly in response to escalating housing stress, homelessness and affordability pressures across the region. As community need became more complex and pronounced, the campaign appropriately refined and expanded its advocacy asks, increasing from four to eight to better reflect system gaps and lived experience.
Key Asks	1. Advocate to State and Federal Governments for a single clear definition of affordable & social housing to aid achieving housing development targets. 2. Advocate to State Government for the inclusion of a mandatory provision in the Planning Scheme to require residential developments to provide a contribution towards affordable housing. 3. Advocate to State Government for greater flexibility in the Planning Scheme to allow for a variety of housing stock that can be utilised as affordable/social housing e.g. tiny homes.	*Were the key advocacy asks clearly articulated and consistently applied throughout the campaign?* *What progress was made in advancing or influencing decision-makers in relation to the key asks?* The key advocacy asks were: • Clearly articulated • Agreed through consensus across 13 Charter councils • Consistently applied in meetings, submissions and advocacy materials Progress achieved included: • Finalisation of regionally endorsed housing reform asks • Inclusion of these asks in joint MAV and ALGA motions

Strategic Framing & Messaging	**Ask 1.** **Strategic Framing:** **Clarity for Impact:** Emphasize that a unified definition will eliminate confusion, streamline planning, and ensure that housing targets are met efficiently. **National Consistency:** Frame it as a necessary step to align state and federal efforts under the National Housing and Homelessness Plan and the Housing Australia Future Fund. **Data-Driven Policy:** Highlight how consistent definitions enable better data collection, monitoring, and accountability. **Messaging Examples:** "A single definition means smarter planning, faster delivery, and fairer outcomes." "Let's speak the same language on housing—so every home counts." "Clear definitions build strong foundations for real change." **Ask 2.** **Strategic Framing:** **Fair Share Principle:** Position this as a way for all developers to contribute fairly to solving the housing crisis. **Unlocking Supply:** Emphasize how this policy can unlock thousands of affordable homes without relying solely on government funding. **Community Benefit:** Frame it as a win-win—supporting inclusive communities and long-term economic resilience. **Messaging Examples:** "Every development should help build a more affordable future." "Growth with fairness: making housing contributions part of the plan."	*How effective was the chosen strategic framing in resonating with decision-makers, stakeholders and the broader community?* *What feedback was received on campaign messages from stakeholders or partners?* Feedback from partners indicated: • Strong value in having clear, shared language and collateral • Use of briefing collateral and increased confidence to engage with MPs and Departments using agreed regional messaging.

	"Affordable housing isn't optional—it's essential." **Ask 3.** **Strategic Framing:** **Innovation in Housing:** Highlight the need for modern, flexible solutions like tiny homes to meet diverse needs. **Responsive Planning:** Argue that planning schemes must evolve to reflect changing demographics, lifestyles, and affordability challenges. **Sustainability and Efficiency:** Emphasize the environmental and economic benefits of smaller, adaptable housing forms. **Messaging Examples:** "Flexible planning for a flexible future." "Diverse housing for diverse lives." "Big solutions can come in small packages—let's make room for tiny homes."	
Advocacy Tactics	**Utilising the broader reach of the Charter group of Councils** **Coalition Building & Stakeholder Mobilization:** Form Alliances, Joint Statements or Open Letters, Advocate for inclusion on Advisory Panels or Working Groups. **Political Advocacy & Government Engagement:** Briefings & Submissions, Meetings with MPs and Ministers, Parliamentary questions or motions, Participation in consultations. **Research & Evidence-Based Advocacy:** Policy papers, data visualization, Pilot projects. **Legal and Planning Leverage:** Planning Scheme Amendments, Test cases.	*Which advocacy tactics were implemented as planned, and which were most effective?* *What evidence is there that advocacy tactics contributed to policy influence, awareness or engagement?* • Officer workshop (Aug 2025) for review of past advocacy asks with follow up working groups meetings to refine) • Secretariat-led coordination of Charter Group meetings • Regional collaboration enabling a unified advocacy voice • Submissions and motions through MAV and ALGA • Community mobilisation through Interactive map to find their local MPs

Stakeholders	• **Charter Group of Councils**: Councils implementing housing strategies and planning schemes. • **Municipal Association of Victoria**, Peak bodies/Forums/Networks • **Federal Government**: Department of Social Services, Housing Australia, National Housing Supply and Affordability Council. • **State Government**: Homes Victoria, Department of Treasury and Finance. • **State Planning Departments**: Gatekeepers of planning scheme flexibility. • **Community Housing Providers** (CHPs) and: Need clarity for eligibility and funding. • **Developers & Planners**: Require consistent definitions for compliance and planning. • **Planning Authorities & Tribunals**: Oversee compliance and appeals. • **Community Advocacy Groups**: Push for equitable housing outcomes. • **Urban Planners & Architects**: Design and advocate for diverse housing models. • **Tiny Home & Modular Housing Industry**: Emerging sector needing regulatory support. • **Environmental & Sustainability Groups**: Support compact, low-impact housing.	*How effective was engagement with key stakeholders, including government, community organisations and people with lived experience?* *What new relationships or partnerships were formed as a result of the campaign?* *Was there any improvement of skills and knowledge within the team and among stakeholders involved in advocacy efforts?* • Council's Secretariat role • Regular three-monthly meetings with Charter Group councils • Active collaboration with peak bodies such as MAV and GSEM • Shared learning between councils
Campaign Stages	1. Preparation & Research: Policy briefs, stakeholder mapping and engagement, alignment of asks and message testing. 2. Engagement & Mobilization: through advocacy allies 3. Direct Advocacy: Meetings with MPs, Departmental officers, submissions to inquiries, and briefings.	*Were campaign stages implemented as intended? Were there any challenges?* *What lessons were learned from the sequencing of campaign stages?* • Strong early focus on research, alignment and consensus-building (Stages 1 & 2)

	4. Follow-up & Accountability: Track commitments, reports back to Charter group, partners, and maintain pressure.	• Challenges are managing varied local priorities across councils and responding to shifting State Government planning reforms that were announced during the campaign period. • Stages 3 has been partially fulfilled through submission of ALGA and MAV Notice of Motions. Other direct advocacy activities are yet to be scheduled.
Estimated Costs	Campaign Officer 0.5EFT Media & Comms, Events & Campaign materials – within existing budget	*Were advocacy activities delivered within the estimated resource allocation?* *How cost-effective were the advocacy initiatives relative to their outcomes?* • Activities as described were delivered within the 0.5EFT allocation. Workload responsibilities varied over the time period reflecting specific outcomes linked to timelines e.g. MAV and ALGA motion submissions.
Risks	**Political Resistance:** Governments may be reluctant to adopt new definitions or impose mandatory contributions due to political ideology, budget constraints, or lobbying pressure. Mitigation: Frame asks in terms of community wellbeing, economic benefit and alignment with existing government goals. **Developer Pushback:** Developers may oppose mandatory contributions or planning changes, arguing it increases costs or reduces project viability. Mitigation: Engage developers early, highlight successful case studies, and propose incentives or offsets. **Public Misunderstanding or Opposition:** Misconceptions about affordable/social housing (e.g., fears of reduced	*Were the identified risks accurate and reflective of actual challenges encountered?* *How effective were the mitigation strategies in managing these risks?* • Identified risks are still relevant to the overall Campaign Strategy but not immediately applicable to the current stage of Campaign activity. • State Government Planning Reforms have legislated mandatory contributions (with conditions).

	property values or increased crime) can lead to community resistance. Mitigation: Use storytelling, education campaigns, and community champions to build support. **Policy Dilution or Delay:** Advocacy efforts may result in watered-down reforms or be delayed by bureaucratic processes. Mitigation: Maintain pressure through coalitions, and ongoing engagement with policymakers. **Fragmented Stakeholder Support:** Lack of alignment among housing advocates, councils, or CHPs can weaken the campaign. Mitigation: Build a unified platform with shared messaging and coordinated actions. **Legal and Regulatory Barriers:** Existing planning laws may limit the ability to implement flexible housing types like tiny homes. Mitigation: Advocate for pilot programs and legal reviews to test and adapt regulations.	

Broader Advocacy Priorities – No associated action plans	
Advocacy Priority	**Summary FY2025-26**
Transport Campaign	**Progress**
Road safety Infrastructure and Improvements on the Jackson Rd/ Elonera Rd/ Chandler Rd corridor - $2m	Council representation on the Eastern Transport Coalition and the GSEM Transport Working Group ensured inclusion of the Chandler Rd/ Jacksons Rd corridor improvements as part of the advocacy and election platforms for both regional bodies. Advocacy priority raised in meetings with Department of Transport and Planning to influence their pipeline of investments, as well as included in grant applications. Featured in all advocacy documents and supported by the Department of Transport and Planning, however, remains unfunded.
Construction of the Djerring Trail cycling corridor between Yarraman Station and Dandenong	Council representation on the Eastern Transport Coalition and the GSEM Transport Working Group ensured inclusion of the Djerring Trail cycling corridor as part of the advocacy and election platforms for both regional bodies. Advocacy priority raised in meetings with Department of Transport and Planning to influence their pipeline of investments, as well as included in grant applications. Remains a priority for both Council and Department of Transport and Planning, however higher cost cycling facilities have been unfunded at all levels of government in all areas for several years.
Advocate for public transport and road infrastructure improvements that allow access to business and employment areas, improving residents access to employment and market access for business	Council representation on the Eastern Transport Coalition and the GSEM Transport Working Group ensured inclusion of the Dandenong Bypass Extension, Dandenong Station Rebuild, Dandenong South bus service review, 814 & 828 Bus route upgrades, and Dandenong Activity Centre bus service route realignment as part of the advocacy and election platforms for both regional bodies. Advocacy priority raised in meetings with Department of Transport and Planning to influence their pipeline of investments, as well as included in grant applications. Featured in all advocacy documents, however public transport improvements only supported by Victorian Government as part of a broad high-cost review which remains unfunded. Road infrastructure improvements on Council roads progressing, however State arterial roads remain generally unfunded.

Strongly advocate for the signalisation of the Heatherton Rd/ Douglas St roundabout and the lowering of the speed limit along the section of Heatherton Rd that passes through the centre	Council representation on the Eastern Transport Coalition and the GSEM Transport Working Group ensured inclusion of the Heatherton Rd/ Douglas St roundabout as part of the advocacy and election platforms for both regional bodies. Advocacy priority raised in meetings with Department of Transport and Planning to influence their pipeline of investments, as well as included in grant applications. Featured within all advocacy documents, however not a high priority for Department of Transport and Planning.
Advocate for more consistent, reliable and accessible transport options for people with a disability, and older people when using taxis and other ride sharing providers	Council representation on the Eastern Transport Coalition and the GSEM Transport Working Group ensured inclusion of the Dandenong Station Rebuild as part of the advocacy and election platforms for both regional bodies. Advocacy priority raised in meetings with Department of Transport and Planning to influence their pipeline of investments, as well as included in grant applications. No broader advocacy within last few years, apart from Dandenong Station. Poorly scoped and specific asks have not been well articulated.
Additional comments	Officer time is quite substantial to undertake all of the above. Transport Team also develops concept plans and surveys to convince other levels of government that projects are sufficiently scoped and shovel ready. Team routinely attracts $2m in funding for road safety improvements, and in addition have secured $2m in path infrastructure in and around the Progress St Level Crossing removal project and $1m in path and road safety infrastructure for the Webster St Level Crossing removal project.
Sport & Open Space Campaign	**Progress**
Revitalising Springvale – Multicultural Place Upgrade $5m	Featured in the Greater Dandenong Advocacy Priorities for 2025 – 26 documents. No further formal actions taken.
Revitalising Springvale – Springvale Boulevard Project $5m	Featured in the Greater Dandenong Advocacy Priorities for 2025 – 26 documents. No further formal actions taken.
Greaves Reserve – Alan Carter Pavilion Social Room extension, carpark & interface $2.4m	No funding applications to State/Federal Government were submitted. Project is included in Greeves Reserve Master Plan; however, construction timing and funding remain unknown.

Greaves Reserve – Oval One – Lighting installation $450,000	Application was submitted to the Federal Government 'Play Your Way' Program Grant Opportunity under Stream 1: Facilities. Application was for 50% of project costs ($225,000), however, application was unsuccessful
JC Mills Reserve – Hockey Pitch Surface, Fencing & Lighting Renewal $2.1m	Detailed design and documentation have been completed, project is shovel ready, awaiting future funding opportunities and council funding allocation in future annual plans for FY2026-27. Project was unable to be submitted for State Government funding opportunity in FY2025-26 due to project not being shovel ready and detailed designs not being completed
Robert Booth Reserve – Batting Cage Renewal $380,000	No funding applications to State/Federal Government were submitted.
Ross Reserve – Athletics Change Room amenities and accessible change renewal $1.2m	Council received a federal government funding commitment through the Major and Local Community Infrastructure Program (MLCIP) as part of last year's federal election for this project. Federal government has announced $900,000 co-contribution to the project. Applications were submitted to the respective departments of the Federal Governments and are in their final stages of assessment (Project name: MLCIP140- Ross Reserve (Greater Dandenong) Inclusive Changerooms and Athletics Track Shade). Council's co-contribution to the project is in next years draft budget for delivery, provided the applications are approved.
Warner Reserve – Southern Precinct Soccer Field $2m	Detailed design and documentation have been completed. Officers are in the process of updating State Government on project delivery timelines and milestones, and finalising grant application with State Government for $200,000 under the 2024-25 Local Sports Infrastructure Fund, Planning (Facility stream). Council contribution ($250,000) is included in FY2026-27 annual plan, for adoption in late May/ June. Resident club, South Springvale Football Club (SSFC) have provided a letter of support to assist in grant application. Project planned to be delivered in FY2026-27.
Council will continue to advocate and support all the places where people gather, as well as any community hubs in the future as necessary in response to local emerging needs.	No formal actions undertaken in FY2025-26.

Advocate for the establishment and renewal of key cultural spaces, including Dandenong New Art, a new creative space (DNA Lab) and Walker Street Gallery (interim use).	No formal actions undertaken in FY2025-26.
Champion the expansion and renewal of public art installations to ensure they continue to enrich public spaces and reflect the cultural diversity of the community.	No formal actions undertaken in FY2025-26.
Business & Employment Campaign	**Progress**
Advocate to Government, agencies and other influential stakeholders, to identify, support, and deliver targeted renewal initiatives for improved economic and social outcomes in Springvale, Noble Park and Dandenong activity centres.	No formal actions undertaken in FY2025-26.
Raise awareness of English Language Skill resources and programs for residents by promoting local English as a Second Language (ESL) training and services.	No formal actions undertaken in FY2025-26.

Engage with industry and government partners to promote and support business attraction, including through investment in enabling/catalyst infrastructure.	No formal actions undertaken in FY2025-26.
Ensure the municipality is 'investment ready' and can support business investment, as well as increased demand for services, through advocating for infrastructure investment and ensuring sufficient supply of zoned land across the GSEM area.	No formal actions undertaken in FY2025-26.
Reinforce the role of the Southern State Significant Industrial Precinct (SSIP) as a key economic hub connecting metropolitan Melbourne to export markets, including development of underutilised/brownfield sites – and leveraging the proposed Dandenong South Intermodal Terminal.	No formal actions undertaken in FY2025-26.
Undertake investment attraction and advocacy activities that promote CGD as a destination of choice for investment in key industries.	No formal actions undertaken in FY2025-26.

Attract high quality education, health and aged care service providers to cater to the growing population and improve socio-economic outcomes and liveability for residents.	No formal actions undertaken in FY2025-26.
Dandenong Employment Hub	$1.5m secured from Federal Government as part of the establishment and operation of the Dandenong Employment Hub over three years. Scheduled to open July 2026.
Sustainability Campaign	**Progress**
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.	No formal advocacy undertaken; however, discussions had with Sustainability Victoria to accelerate circular procurement, improve the use of reuseable products across councils in Victoria and support councils to learn from each other. Partnership strengthened with state government and local councils as part of Buy Circular Program.
Advocate for increased investment in climate resilient infrastructure that reduces the impact of climate change on the community.	**Federal Government's Community Energy Upgrade Fund (CEUF), Grant Round 2 – Dandenong Civic Centre** Application submitted for funding through the Federal Government's Community Energy Upgrade Fund (CEUF), Grant Round 2. This grant application requested $1.5million in grant funding, (with $1.5million co-contribution), to replace the existing gas boilers with an innovative electric heating and cooling system at the Dandenong Civic Centre. This project would have supported Council's sustainability vision to transition to net zero emissions, while providing improved thermal comfort for library users, visitors and staff, along with a more efficient and reliable source of heating and cooling. Unfortunately, the proposal was not successful for grant funding despite receiving positive feedback from the assessors. - Co-contribution of $1.5million required if successful - Staff time (approx. 3 full time staff for approx. 2 weeks to complete the application) Sustainability Team will continue to apply for grants to transition ageing gas infrastructure to electric systems to support Council's transition goals.

	Response to Parliamentary Inquiry on Electric Vehicle Charging (in collaboration with Transport) Completed in October 2025, the primary purpose of Council's submission was to share insights on EV Charging infrastructure as a user and supportive role for commercial installation. This was completed in collaboration with Martin H. **Submission to Legislative Assembly Environment and Planning Committee** This submission advocated for improved rebates and incentives for apartments owners, renters and landlords to encourage uptake of renewable and affordable energy. The letter highlights the vulnerability of residents in CGD as a high proportion of renters, with limited ability to upgrade to more affordable energy sources. **Membership with Council Alliance for Sustainable Built Environment** Ongoing membership (approx. $20,000pa) Ongoing advocacy to State Government for stronger and elevated Environmentally Sustainable Design requirements in the planning system. Advocating through use of BESS (Built Environment Sustainability Scorecard) for more sustainable developments. Contributed to and supported a joint submission on: o Activity Centres Program Expansion Phase 1 – Understanding Place Contributed to and supported the development of CASBE Position Paper: *Planning for sustainable and resilient communities - 2025 and beyond*. This document sets out the vision for sustainable and climate resilient communities across Victoria and commits to advocating for stronger ESD principles in Victoria's planning system within four key focus areas.
Advocate to and support the business sector and wider community regarding the importance of reducing emissions through electrification, energy efficiency upgrades and other methods.	**Sustainability Festival** The annual Sustainability Festival was held in March 2026 at the Dandenong Market. The theme of this year was Change Starts at Home and was all about the small, and bigger changes we can make in the home to be more sustainable. The event gave the community access to experts to learn about ways to save money on bills by draught proofing, switching to more efficient electric alternatives, including EVs, and the rebates available to do so. Annual event, delivered at a cost of $45,000. **Supporting two CHEEP grant recipients**

	The SET Street Program and Lower Power Bills Program received grant funding to enhance education and access for the community to renewable energy providers. Sustainability Team is supporting these two programs by promoting the programs and engaging with the organisers as needed. The SET Street Program is underway and is taking place in Keysborough. The Lower Power Bills Program will be hosting an expo in the Springvale Town Hall on 4 June 2026. **Our Bright Green Future e-newsletter** Our monthly e-newsletter continues to be distributed to approx. 6,000 subscribers. Each month, we share sustainability tips and information to support our community transition to net zero and live more sustainably. This extends to sharing grant and rebate opportunities.
Major Projects Campaign	**Progress**
Upgrading Dandenong Station - 1. Commitment to funding and undertaking a Business Case for the redevelopment of Dandenong Station. 2. Commitment in the short term to a designated range of disability access improvements.	Council representation on the Eastern Transport Coalition and the GSEM Transport Working Group ensured inclusion of the Dandenong Station Rebuild as part of the advocacy and election platforms for both regional bodies. Advocacy priority raised in meetings with Department of Transport and Planning to influence their pipeline of investments, as well as included in grant applications.
Dandenong Community Hub	No formal actions undertaken in FY2025-26.
Selective Entry High School in Dandenong	No formal actions undertaken in FY2025-26.
Advocate for the establishment of an education anchor/Science, Technology, Engineering, Mathematics (STEM) work in Greater Dandenong	No formal actions undertaken in FY2025-26.

Development of a Greater Dandenong Employment Hub - mixed employment and study hub	No formal actions undertaken in FY2025-26.
Noble Park Library	No formal actions undertaken in FY2025-26.
Community Safety	**Progress**
Crime Prevention Initiatives - $500,000 to increase perceptions of safety across Dandenong Activity Centre through infrastructure upgrades employing CPTED principles.	No formal actions undertaken in FY2025-26.
Other crime prevention initiatives $500,000	No formal actions undertaken in FY2025-26.

Other advocacy activities by Community Advocacy Team in addition to priority campaigns		
Topic – Letters - topic	Recipient	Response (if provided)
Addressing Homelessness and Crime in Greater Dandenong (July 2025)	The Hon. Gabrielle Williams MP	
Springvale Post Office Closure (Jul 2025)	The Hon. Clare O'Neil MP Member for Hotham	Reply from Minister Chief of Staff – no action possible Meeting organised with senior PO execs and Council CEO, Mayor.
	The Hon. Anika Wells MP Minister for Communication	
	CEO of Australia Post	
Cambodia Thailand Conflict (Aug 2025)	The Hon. Penny Wong Minister MP for Foreign Affairs	Acknowledgement responses
	The Hon. Anthony Albanese Prime Minister	
	Australian Ambassador to Cambodia	
	Australian Ambassador to Thailand	
Impact of Gambling (Aug 2025)	The Hon. Enver Erdogan MP Minister for Casino, Gaming and Liquor Regulation	
Welcome letter (Sep 2025)	Sherri Bruinhout CEO Launch Housing	
Advocacy letter re sex premises near school	The Hon. Sonya Kilkenny MP Minister for Planning	
Congratulatory Letters (May 2026)	Victorian Cabinet Ministers with new portfolios as a result of the Apr 2026 reshuffle	
Submission (Dec 2025)	RE Victorian Gambling and Casino Control Commission proposals for redevelopment of the gaming application process	Acknowledgement response

Other Directorate advocacy activities not included in Attachment 2	
Community Strengthening	Retention fo PRIME Immunisation Program
	Meningococcal B Vaccine (noting Vic Gov has included allocation in the state budget for free Men B for year 10 students)
	2025 Rapid review into Child Safety – inclusion of Family Day care program
	Dandenong Hospital Maternal Child Health Services (unsuccessful initial response, have subsequently added to FY26-27 advocacy pack)
	Monash Health Needle Syringe Program (NSP) & Secure Dispensing Units (SDU) programs (which will now be expanded to include the Victorian Government Naloxone Dispensing Machine Trial)

4.4.4 Oasis Squash Courts - Cost Estimate to undertake Feasibility Study

Responsible Officer: Executive Director Community Strengthening
Attachments: **Nil**

Officer Recommendation

That Council:

1. **NOTE recent community interest in retaining the existing squash court facilities at Dandenong Oasis following completion of the new Wellbeing Centre;**
2. **NOTE Council's current position that the existing Dandenong Oasis facility is to be demolished following completion of the new centre, with demolition scope and contract award to be the subject of a future Council decision;**
3. **NOTE that if Council directs officers to undertake feasibility work to assess retention of the squash courts and/or part of the existing facility, Council endorsement of the related costs is required; and**
4. **DETERMINE whether officers are to proceed with a feasibility assessment of retaining the existing squash courts and/or part of the existing facility following completion of the new centre and, if so, APPROVES the related feasibility assessment costs of up to $46,000.**

Executive Summary

1. This report responds to recent community interest in retaining the existing squash courts, and potentially part of the current Dandenong Oasis facility, once the new Wellbeing Centre opens.
2. The report recognises that the existing squash courts are valued by regular users, and that recent advocacy reflects a genuine desire to retain a familiar local recreation facility.
3. Council's current endorsed position is that the existing Oasis facility will be demolished following completion of the new centre, with the future demolition scope and contract award to be subject to a future decision of Council.
4. Design of the new venue was informed by an extensive multi-year planning and consultation process, including more than 2,400 engagements undertaken between 2019 and 2021.
5. That process included targeted efforts to engage all users of the existing facility. While the squash-user specific response to that outreach was limited, the decision not to include squash facilities in the new centre reflected both declining participation over time and the strategic focus of the new Wellbeing Centre on aquatic, wellbeing, allied health, fitness, education and passive recreation outcomes.
6. Current utilisation data shows that use of the squash courts is concentrated in a relatively small cohort of users and limited peak periods, with overall occupancy of 13% across the review period from 1 January to 17 May 2026. If Council wishes to explore retention of the squash courts and/or part of the existing facility, officers would need to undertake further feasibility work at an indicative cost of approximately $32,000 to $46,000.
7. Any retention option would need to take account of the condition of the existing facility, likely future renewal and upgrade requirements, and increased ongoing operational costs relating to security, access and management.

8. The central question for Council is whether it wishes to maintain its current endorsed position or instruct officers to undertake feasibility work to inform a future decision to possibly retain the existing facilities post completion of the new centre.

Background

9. At its meeting on 24 February 2025, Council awarded Contract 2425-05RFT for the construction of the new Wellbeing Centre.
10. The Council report noted that this contract was for construction of the Dandenong Wellbeing Centre only and did not include any works associated with the table tennis facility or demolition of the existing Oasis building. The scope for those works would be delivered under a separate contract, subject to a future Council resolution.
11. Council resolved in September 2019 to develop a new aquatic and wellbeing centre at Mills Reserve to replace the existing Dandenong Oasis, which is over 40 years old; is expensive to operate (due to a range of inefficiencies including high levels of energy consumption) and no longer meets the needs of the community.
12. This major infrastructure project is a key recommendation from Council's Aquatic Strategy, which identified the new aquatic centre as an indoor multi -purpose facility that will complement the nearby Noble Park Aquatic Centre (NPAC) and have a targeted focus on allied health, passive activity, education, fitness and wellness.
13. The Business Case for the new Wellbeing Centre was prepared by Deloitte in accordance with Department and Treasury and Finance (DTF) guidelines and built on the outcome of the Aquatic Strategy to establish the investment rationale and delivery strategy for the proposed centre, with the view to maximise external funding support.
14. The design process was led by a multidisciplinary team, with support from specialist consultants. Each design phase was presented to Council and approval was received to proceed to the next stage of design.
15. An Advisory Group - MPAG (Mills Precinct Advisory Group) consisting of Councillors and Senior Project Officers was established to provide input into the design and advise on design enhancements. Additionally, the MPAG was briefed on other project matters such as sustainability, energy efficiency, operational matters, funding and budget etc. with any queries and questions addressed during the design development.
16. Although a robust design process was completed, a significant capital investment was required by Council to realise this project. As such, Council requested that additional independent peer reviews be undertaken before committing to the initiation of the RFT procurement process of the Head Contractor. This task was successfully completed and the project received Councils endorsement to proceed.
17. Construction of the new Wellbeing Centre is well underway and has been planned in a manner that enables construction while the existing Oasis facility remains open. This means that and access is not impacted sand community members can continue to use the existing facility while the new Centre is being constructed.
18. As a result, the existing squash courts will remain available until the new centre opens in late 2027. While it is understood that users would prefer not to have to commute any further distance, Officers have offered to assist users transition to nearby alternatives, including Carrington Park Squash Club and Monash University Squash Club, which remain available for those wishing to continue playing locally, and both offer public bookings during peak times.

Key Issues and Discussion

19. While there has been recent community interest in retaining the existing squash courts, current utilisation data indicates that demand is concentrated within a relatively small cohort of users and within limited peak periods. Over the review period from 1 January to 17 May 2026, 708 hours were booked out of 5,560 available hours, representing overall occupancy of 13 per cent.
20. There were 597 bookings made by 108 individual users during this period, with repeat use accounting for a substantial proportion of activity. Use is strongest on weekday evenings, particularly on Thursday evenings (5.00pm-9.00pm), while weekday daytime and weekend utilisation remains low. These figures provide useful context for Council, indicating that current demand is concentrated within a smaller group of regular users and limited peak periods, while also helping to explain why squash was not included in the new facility design.
21. It is also important to recognise that the existing squash courts are clearly valued by the people who use them, including residents from CGD and surrounding municipalities. For regular users, these courts represent more than a bookable recreation space; they are a familiar local facility that supports routine, social connection and ongoing participation in a sport they enjoy. The recent advocacy for retaining the courts reflects a genuine desire to preserve something that matters to this community of users, and that perspective should be acknowledged as part of a balanced consideration of the matter.
22. Against that background, Council's current endorsed position is that the old Dandenong Oasis will be demolished once the new Dandenong Wellbeing Centre is operational, with the scope of demolition works and any future contract award to be brought back to Council for decision. The recent request to retain the existing squash courts and potentially parts of the current facility therefore asks Council to reconsider an already established direction.
23. In considering this request, it is important to recognise that the new centre has been shaped through an extensive multi-year planning and consultation process, including more than 2,400 engagements undertaken between 2019 and 2021. This process informed the final design and included targeted efforts to engage all facility users, including direct invitations all members and extensive advertising of the proposed design and consultation opportunities. While the response to that targeted outreach from Squash users was limited, it formed part of the broader evidence base that informed the decision not to include squash facilities in the new centre.
24. That earlier decision also reflected declining participation in squash at Oasis over time, alongside the broader strategic intent for the Dandenong Wellbeing Centre to focus on aquatic, wellbeing, allied health, fitness, education and passive recreation outcomes.
25. While squash utilisation data obtained from the booking system at the time showed an overall participation decline of 76% between the design review years of 2016/2017 and 2020/2021, there was acknowledgement of site closure during initial COVID-19 lockdowns, and the subsequent the underlying decline being was consistent at ~20-22% annually.
26. The key issue for Council is whether it wishes to maintain its current endorsed position or authorise officers to invest in undertaking feasibility work on retaining the squash courts and/or part of the existing building.
27. Initial feasibility costs are estimated at approximately $32,000 to $46,000, comprising specialist assessment work and preparation of an options paper with ongoing cost analysis. If Council were ultimately to support retaining this section of the facility, further capital investment would also be required to upgrade amenities and associated services to contemporary standards, at a considerably higher cost. There is also a timing and governance consideration, as the existing facility is expected to remain open until the new centre opens in late 2027, but any decision to retain part of the current facility would need to be made early enough to inform future contract scoping, budget consideration and project sequencing.
28. The condition of the existing Oasis facility is also a relevant consideration in assessing any retention option. The complex contains a high density of specialist plant and asset

infrastructure, including mechanical systems such as chillers, boilers, air handling units and split systems; electrical systems including switchboards, distribution boards and mixed legacy and newer lighting; fire systems; security systems; and building fit-out elements such as flooring, ceilings, wet area fixtures and finishes.

29. Many of these assets are ageing, and the condition profile indicates operational and service reliability risks, with a significant clustering of renewal needs likely within the next five to 10 years.

30. Compared with similar civic and leisure assets, the facility is in poor condition, suggesting that any retention option would likely require targeted lifecycle renewal and may also trigger the need for broader refurbishment or major upgrade planning. In addition, any retained section would need to consider increased operational costs associated with security, access and day-to-day management.

Asset category	**Examples**	**Condition / implication**
Mechanical	Chillers, boilers, air handling units, split systems	Ageing systems present operational and service reliability risks.
Electrical	Main switchboards, distribution boards, T8 fluorescent lighting, LED lighting, emergency and exit lighting	Renewal demand is likely to cluster within the next five to 10 years.
Fire systems	Fire indicator panels, smoke detectors, fast response sprinklers, EWIS speakers, hose reels	Any retention option would need to consider compliance, reliability and upgrade requirements.
Security	Access control, CCTV, duress alarms	Ongoing serviceability and system compatibility would need review.
Fit-out and finishes	Vinyl flooring, tiles, carpet, painted finishes, ceilings, wet area fixtures	Condition is poorer than comparable civic and leisure assets and may require refurbishment or replacement.
Overall implication		**Any retention option is likely to require targeted lifecycle renewal and may also necessitate strategic refurbishment or major upgrade planning, together with increased operational costs relating to security, access and management.**

31. This condition profile helps explain why any decision to retain part of the facility would first require targeted feasibility work to test viability, scope and and likely ongoing capital and operating cost implications.

Indicative feasibility costs

32. The table below outlines the indicative components of the feasibility work that would be required if Council wishes to explore a retention option further.

Feasibility activity	**Indicative cost**
Structural assessment	$7,000–$13,000
Decommissioning assessment	$5,000-$8,000
Options paper and ongoing cost analysis	$20,000-$25,000
Total indicative feasibility cost	**Approximately $32,000–$46,000**

33. If Council were to proceed beyond feasibility and support retention of this section of the facility, additional works may be required to bring the amenities and associated building services up to contemporary standards. These upgrade costs have not been estimated at this stage but would be explored through the feasibility, as well as operating costs such as security/access, cleaning, maintenance and court administration (ie, bookings, payments etc).

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

34. This report does not have any direct implications for existing human resources.

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

Operating Budget Implications

35. If Council resolves to proceed with feasibility work, the financial implications for the current financial year are estimated at approximately $32,000 to $46,000. This comprises a structural assessment estimated at $7,000 to $13,000, a decommissioning assessment of approximately $5,000-$8,000, and $20,000 - $25,000 to prepare an options paper and ongoing cost analysis. No budget allocation exists to undertake this work, and therefore If approved by Council, the cost would need to be funded through a budget adjustment. The cost variations reflect a range of unknowns associated with the structure and decommissioning options.

Asset Implications

36. If Council resolves to retain part of the existing Oasis facility, this would affect Council's asset base and create additional future renewal, upgrade and operating cost implications. The retained section contains ageing mechanical, electrical, fire, security and fit-out assets, with renewal demand likely to cluster over the next five to 10 years. Any retention option is therefore likely to require targeted lifecycle renewal and may also necessitate broader refurbishment or major upgrade works to bring amenities and associated services up to contemporary standards. In addition, retention would be expected to increase ongoing operational costs associated with security, access and day-to-day management (i.e., court administration, bookings, payments etc). These costs have not yet been fully quantified and would need to be considered as part of any future feasibility assessment and budget process.

Legal/Risk Implications/Risk Implications

37. There are no immediate legal impediments arising from this report. The principal risks are strategic, financial, asset and project-delivery related. If Council maintains its current endorsed position, there is a risk of continued concern from affected user groups; however, this is moderated by the extensive consultation previously undertaken and the fact that the current position remains consistent with Council's endorsed project scope.

38. If Council resolves to undertake feasibility work on retaining part of the existing facility, key risks would include creating expectations of retention before viability is established, potential impacts on project sequencing and future demolition planning, and exposure to additional renewal, upgrade and operational cost liabilities associated with ageing infrastructure.

39. These risks can be managed through clear Council resolution, defined feasibility scope, and transparent communication that any further work would be exploratory only and subject to future Council decision.

Environmental Implications

40. There are no direct environmental implications arising from this report. If Council were to resolve to undertake feasibility work on retaining part of the existing facility, any environmental implications would be considered as part of that future assessment.

Gender Impact Assessment

41. A gender impact assessment is not required for this report. The report seeks direction on whether officers should undertake feasibility work and does not in itself establish or amend a policy, program or service that directly and significantly affects the public.

Community Consultation

42. Extensive community consultation informed the planning and design of the Dandenong Wellbeing Centre between 2019 and 2021, including surveys, workshops, public exhibition and targeted stakeholder engagement. More than 2,400 engagements were undertaken across four consultation rounds. This included targeted efforts to engage squash users at Oasis, including direct invitations to all members. While recent community interest has prompted the current report, no new formal consultation has been undertaken specifically for this matter at this stage.

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

43. 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.

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

    A socially connected, safe and healthy city.
    A city of accessible, vibrant centres and places.
    A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community.

Legislative and Policy Obligations

45. 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.

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

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

Officer Recommendation

That Council:

1. **RECEIVES and NOTES the information contained in this report; and**
2. **The information discussed at the below listed Councillor Briefing Sessions on 1 June 2026 that was declared confidential under section 3(1) of the Local Government Act 2020 in Item 10 below remains confidential until further advisement unless that information forms the subject of a subsequent Council 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 5 May 2026 – 9 June 2026.

Background

3. The Executive Team and associated staff at Greater Dandenong City Council host Councillor Briefing Sessions and Pre-Council Meeting 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 5 May 2026 – 9 June 2026.

Matters Presented for Discussion

Item		Councillor Briefing Session/Pre-Council Meeting
1	***South East Leisure (SEL) Draft Budget and Annual Plan*** Councillors were provided with a briefing on South East Leisure Pty Ltd's 2026–27 Annual Plan and Budget, outlining the proposed Council contribution, key external cost pressures impacting the budget and establishment funding to support the opening of the Dandenong Oasis Aquatic and Wellness Centre, with the Plan setting the operational and financial framework for the year ahead.	***Councillor Briefing Session (CBS) – 11 May 2026***
2	***Glass Bin Program Update*** Councillors were provided with a briefing on the legislated requirement to introduce a kerbside glass service by 1 July 2027, Council's prior resolution to implement the service and subsequent consideration of available options, including associated benefits and risks.	***Councillor Briefing Session (CBS) – 11 May 2026***
3	***Animal Pound Contract*** Councillors were provided with a briefing on the outcome of a public tender process to appoint a provider for statutory Animal Pound Services, including the proposed award of Contract 2526-15 to The Lost Dogs Home, outlining service scope, contractual arrangements, and compliance with relevant legislation.	***Councillor Briefing Session (CBS) – 11 May 2026***
4	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. New staffing appointment within Customer Service Strategy; b. SnowFest event update; c. Councillor Remuneration Tribunal Update; and Agenda items for the Council Meeting 18 May 2026.	***Councillor Briefing Session (CBS) – 11 May 2026***

5	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. Update on changes to the Immunisation program; and Agenda items for the Council Meeting 18 May 2026.	***Pre-Council Meeting (PCM) – 18 May 2026***
6	***Councillor Professional Development Session – Effective Communication*** Councillors were provided with a briefing on the Intercultural Dialogue and Social Cohesion Initiative delivered across south-east Melbourne, with an overview of workshop outcomes, key insights on social cohesion in the region, and the identified role of local government in strengthening community connections. Additionally, Councillors were provided with a briefing on the increasing impact of disinformation and information integrity challenges, including the use of digital platforms and emerging technologies to influence public opinion and contribute to social division.	***Councillor Briefing Session (CBS) – 25 May 2026***
7	***Heritage Overlay Review Update*** Councillors were provided with an overview of Planning Scheme Amendment C249gdan which proposes to correct anomalies and mapping errors in the Schedule to Clause 43.01 Heritage Overlay (HO) in the Greater Dandenong Planning Scheme to ensure the information and planning controls contained within the schedule are correct and accurate. The amendment affects 18 heritage places located in Greater Dandenong. The Council report to be tabled at the 20 July 2026 Council meeting will recommend Council resolve to continue the statutory process of Amendment C249gdan by supporting and adopting the amendment and seeking approval from the Minister for Planning.	***Councillor Briefing Session (CBS) – 1 June 2026***

8	***Dandenong Market Precinct Plan – Final Draft for endorsement*** Councillors were briefed on the Dandenong Market Precinct Plan which provides strategic direction for land use, urban design, economic investment, transport, public realm and community infrastructure. It was developed through stakeholder consultation and Councillor Briefings, with the draft exhibited from 3 March to 10 April 2026. Engagement attracted record participation from community members, traders, and visitors, indicating strong support. The Plan will be presented at a future Council meeting for adoption.	***Councillor Briefing Session (CBS) – 1 June 2026***
9	***Australia Day Awards Review (Awards Category Process*** Council resolved to review the Australia Day Awards nomination process in August 2025 and subsequently funded an independent strategic review in December 2025. The review assessed the program's relevance, inclusivity and alignment with Greater Dandenong's diverse community. This briefing presents the findings and proposed changes for Council's feedback.	***Councillor Briefing Session (CBS) – 1 June 2026***
10	***Service Review – Aged Care*** ***CONFIDENTIAL under s 3(1) of the Local Government Act 2020.***	***Councillor Briefing Session (CBS) – 1 June 2026***
11	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. Australian Services Union Update; b. Upcoming Audit & Risk Committee Meeting; c. Changes to Councillor Professional Development Training schedule; and Agenda items for the Council Meeting 15 June 2026.	***Councillor Briefing Session (CBS) – 1 June 2026***

12	***Community Engagement Feedback – Proposed 2026-27 Budget and LTFP 2027-2036*** Councillors were provided with a briefing on the outcomes of community consultation for the Proposed 2026–27 Budget and Long Term Financial Plan 2027–2036, including key themes from submissions, the two-stage engagement approach, and confirmation that no changes were made to the proposed financial settings, with submitters also invited to attend the briefing to present their feedback directly to Councillors.	***Councillor Briefing Session (CBS) – 9 June 2026***
13	***Draft Disability Action Plan - Endorsement for Consultation*** Councillors were provided with a briefing on the Draft Disability Action Plan, including its development through community and advisory input, proposed public consultation process, and timeline for finalisation and Council endorsement following feedback.	***Councillor Briefing Session (CBS) – 9 June 2026***
14	***Annual Review of Advocacy Priorities and Action Plan*** Councillors were provided with a briefing on the annual evaluation of Council's Strategic Advocacy Framework, including the performance of priority advocacy campaigns, progress across broader advocacy areas, and overall effectiveness in achieving outcomes, building capacity, and strengthening partnerships.	***Councillor Briefing Session (CBS) – 9 June 2026***
15	***Sponsorships and Advertising Policy 2026*** Councillors were provided with a briefing on the proposed Sponsorship and Advertising Policy, including key updates to consolidate existing policies, clarifying the focus on incoming sponsorships, enhancing transparency and reporting requirements and alignment with best practice and Victorian Government standards.	***Councillor Briefing Session (CBS) – 9 June 2026***
16	***Catering Policy*** Councillors were provided with a briefing on the updated Catering Policy 2026, outlining a contemporary framework for the provision of catering services, including governance, procurement, sustainability and responsible financial management, and clarifying Council's position on alcohol at Council-funded events.	***Councillor Briefing Session (CBS) – 9 June 2026***
17	***Young Leaders 2026 Program Overview Presentation*** Councillors were provided with a briefing from the Young Leaders group, who delivered a short presentation outlining their program for the year and key focus areas.	***Councillor Briefing Session (CBS) – 9 June 2026***

18	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. Upcoming closure of private housing at 2 locations within the Municipality; b. Upcoming crime forum being held at Dandenong Civic Centre; and Agenda items for the Council Meeting 15 June 2026.	***Councillor Briefing Session (CBS) – 9 June 2026***

Apologies

5. Councillor Isabella Do did not attend the Councillor Briefing Session on 11 May 2026.
6. Councillor Jim Memeti submitted an apology for the Councillor Briefing Session on 25 May 2026.
7. Councillor Jim Memeti, Councillor Sophie Tan and Councillor Loi Truong submitted apologies for the Councillor Briefing Session on 1 June 2026.
8. Councillor Jim Memeti, Councillor Alice Phuong Le and Councillor Loi Truong submitted apologies for the Councillor Briefing Session on 9 June 2026.

Legislative and Policy Obligations

9. 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.
10. 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.

4.4.6 List of Registered Correspondence to Mayor and Councillors

Responsible Officer: Manager Governance, Integrity, Legal & Risk

Attachments:
1. List of Registered Correspondence to Mayor and Councillors [**4.4.6.1** - 2 pages]

Officer Recommendation

That the listed items for the period 4 May 2026 to 29 May 2026 provided in Attachment 1 to this report be received and noted.

Executive Summary

1. Consistent with Council resolutions regarding registered incoming correspondence addressed to the Mayor and Councillors, Attachment 1 to this report provides a list of this correspondence for the period 4 May 2026 to 29 May 2026.

Objective
CONNECTED. COLLABORATIVE. COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 04/05/26 & 29/05/26 - for officer action - total = 5

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
An email from a student at a secondary college requesting an interview with the Mayor or council representative for a school project.	4-May-26	5-May-26	fA385979	Mayor & Councillors Office
An email from a director at Rail Safety Systems Pty Ltd inviting the Mayor to a RAXS rail safety system demonstration and official launch event.	5-May-26	5-May-26	fA386025	Mayor & Councillors Office
An email from a member of the public urging Council to address environmental and climate concerns, referencing Sir David Attenborough's message and local policy impacts.	7-May-26	11-May-26	fA386712	Mayor & Councillors Office
A letter from a member of the public raising concerns about illegal rubbish dumping along Westall Road.	5-May-26	15-May-26	fA387390	Mayor & Councillors Office
An email from a resident to a council requesting action on illegal rubbish dumping and associated public health and safety concerns at a local carpark in Springvale South.	21-May-26	21-May-26	fA387996	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 04/05/26 & 29/05/26 - for information only - total = 3

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
An invitation letter from Australian Local Government Association to the Mayor encouraging attendance at the 2026 National General Assembly and associated forums.	15-May-26	15-May-26	A13719181	Mayor & Councillors Office
A letter from Tim Richardson MP regarding concerns raised by local residents and ratepayers about the condition and safety of McMahons Road and Riverend Road in Bangholme.	15-May-26	15-May-26	A13723373	Mayor & Councillors Office
An email from a resident advocating for Council's support to retain and strengthen VicHealth as an independent preventive health agency.	22-May-26	22-May-26	A13750278	Mayor & Councillors Office

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

4.4.7 CEO Employment and Remuneration Update

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments: 1. CONFIDENTIAL - Summary of Fees [**4.4.7.1** - 1 page]

This report contains an attachment which is deemed confidential under s 3(1)(a) of the *Local Government Act* 2020. It contains council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

Officer Recommendation

That Council ENDORSES the decision made by the CEO Employment and Remuneration Committee (CEOERC) to engage Christine Mileham from SAL Human Resources Management consulting as the Independent Advisor to the CEOERC for an initial period of 12 months with an option to extend.

Executive Summary

1. This report seeks Council endorsement of the CEO Employment and Remuneration Committee's decision to appoint Christine Mileham as Independent Advisor to support the committee in meeting its obligations under the CEO Employment & Remuneration Policy. The Advisor will provide independent professional advice on CEO performance, remuneration and related executive matters.

Background

2. The Independent Advisor is responsible for providing independent professional advice to the CEOERC in relation to matters dealt with under the CEO Employment & Remuneration Policy in accordance with section 45(2)(a) of the Act.
3. The Advisor is expected to provide independent professional advice in relation to such matters. Specifically:
    - CEO performance planning and structured annual review facilitation
    - Development of measurable CEO performance plans with measurable KPIs that include strategic leadership, organisational culture, governance, financial sustainability and delivery against the Council Plan and strategic objectives.
    - Remuneration benchmarking and executive contract advisory
    - Executive recruitment and assessment

Key Issues and Discussion

4. The CEOERC resolved to invite proposals for the appointment of a new Independent Advisor.
5. Of the six shortlisted candidates, the committee identified four suitably qualified and experienced advisors to be invited to submit proposals.
6. Of the four invited candidates, two submitted proposals for the committee's consideration.
7. All members of the CEOERC were invited to participate in the interviews and provide a recommendation, with four members available to do so.

8. Both candidates were strong; however, based on experience, the interviews and referee checks, the committee agreed to appoint Christine Mileham of SAL Human Resources Management Consulting to support the CEOERC for an initial 12-month term, with an option to extend.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

9. 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

10. The resource requirements are in accordance with existing budgetary allocations.

Asset Implications

11. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

14. A gender impact assessment is not required.

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

15. 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

16. 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.

5 NOTICES OF MOTION

5.1 NOTICE OF MOTION NO. 21 - PUBLIC TRANSPARENCY OF MAJOR PROJECT COSTS

Responsible Officer: Executive Director City Futures
Author: Cr Sean O'Reilly

Preamble

1. Greater Dandenong City Council (Council) regularly delivers a diverse range of major capital works and infrastructure projects to support the growth and prosperity of the Greater Dandenong community.
2. Local residents and ratepayers have an interest in tracking the progress, timelines, and anticipated costs of these municipal infrastructure assets.
3. Under the *Local Government Act 2020* (Vic), Council is committed to public transparency, financial accountability, and making municipal information easily accessible.
4. Providing a standardised, simplified summary table, consisting only of the estimated project cost and key project dates, on the webpage for each major project will significantly improve transparency and streamline public enquiries.
5. This motion seeks to establish these standardised summary tables on the City of Greater Dandenong website for all active major capital works projects, ensuring that the published data remains accurate through regular, mandatory reviews.

Motion

That Council:

1. **NOTES that the Greater Dandenong City Council delivers an extensive annual capital works program to improve local public spaces and infrastructure;**
2. **REAFFIRMS its commitment to transparency and the proactive, plain-language sharing of basic project details with ratepayers; and**
3. **REQUESTS the Chief Executive Officer arrange for the implementation of a standardised summary table displaying the overall estimated project cost on the dedicated webpage for all active major capital works projects over an established threshold (such as $1 million), with the published information to be reviewed and updated at a minimum of every 12 months.**
4. **FURTHER REQUESTS that Council investigate enhanced reporting capabilities — including the potential use of visual public dashboards and additional project data fields — as part of its broader project reporting initiative, with options to be included in the briefing note provided to Councillors.**

5.2 NOTICE OF MOTION NO. 22 - EQUITABLE ACCESS TO COUNCIL FACILITIES

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

Preamble

1. Council-owned facilities are important community assets that support participation, connection, recreation, learning and community wellbeing.
2. Council's commitment to equity requires consideration of whether all residents and community groups can reasonably access these facilities. While Council provides support through its Community Grants Program, reliance on grant funding may create additional barriers for some users, particularly low-income residents, newly established community groups, multicultural communities, volunteer-run organisations and others with limited capacity to navigate application processes. Grant funding may also be unavailable once annual allocations have been exhausted.
3. To ensure Council's facility hire arrangements align with its commitment to equitable access, it is appropriate to better understand whether any groups experience barriers in accessing Council facilities.

Motion

That Council REQUESTS a report be presented to Council within six(6) months outlining:

1. **the current fees and charges applicable to community use of Council facilities;**
2. **the role of Community Grants in supporting access to Council facilities;**
3. **any information available regarding barriers experienced by residents, community groups and not-for-profit organisations in accessing Council facilities, with particular consideration of low-income residents, newly established groups, volunteer-run organisations and culturally diverse communities;**
4. **current utilisation information for Council community facilities, where available; and**
5. **options available to Council to improve equitable access to Council facilities for residents and community organisations who may experience financial, administrative or other barriers to participation.**

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