



2025-26 Performance Report

- Bangholme
- Dandenong
- Dandenong North
- Dandenong South
- Keysborough
- Keysborough South
- Lyndhurst
- Noble Park
- Noble Park North
- Springvale
- Springvale South





Acknowledgement of Country

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.

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Message from the CEO



As we reflect on the achievements of the 2025–26 financial year, I am proud of the progress we have made together in delivering on our commitment to a thriving, inclusive and sustainable community.

Despite ongoing cost-of-living pressures, increasing demand for services and a challenging financial environment for local government, Council has remained focused on delivering value, investing in the future and supporting the wellbeing of our community.

This year, Council achieved significant results across all six strategic objectives of our Council Plan. 95 per cent of Annual Plan actions were completed or are continuing multi-year projects, reflecting the dedication of our staff, the leadership of our Councillors and the strength of our partnerships across the community.

One of the highlights of the year was the exceptional feedback received from our community. For the second consecutive year, residents rated Council's overall performance at a record level, with an overall satisfaction score of 7.4 out of 10—the highest result achieved among participating metropolitan councils. This achievement demonstrates the trust our community places in Council and reflects strong satisfaction with key services including waste collection, libraries, family support programs and community events.

We continued to invest in projects and initiatives that improve quality of life and strengthen community connection. More than 100,000 people attended Council's major festivals, events and programs throughout the year, celebrating the rich cultural diversity that defines our municipality. Community participation remained strong across sporting, recreational, cultural and educational

programs, while our libraries welcomed more than 836,000 visits, highlighting their ongoing importance as community hubs.

Council also made important progress in delivering major infrastructure and capital works projects. Construction of Oasis Wellbeing and Aquatics advanced significantly, including completion of the 50-metre pool structure, learn-to-swim facilities and key supporting infrastructure. Across the municipality, we continued investing in roads, sporting facilities, open spaces, community buildings and public realm improvements to meet the needs of our growing community.

Supporting vulnerable members of our community remained a key priority. Through strong partnerships and targeted initiatives, we expanded food relief programs, strengthened community wellbeing services, supported newly arrived migrants and refugees, advanced gender equity initiatives and continued our work to prevent family violence. These efforts are helping create a safer, healthier and more inclusive city for all.

Our commitment to sustainability and climate action also delivered meaningful outcomes. During the year, Council planted more than 1,800 trees, increased canopy coverage across the municipality, expanded electric vehicle infrastructure and progressed initiatives that support our transition to net zero emissions. The adoption of Our Bright Green Future provides a clear roadmap for a resilient and environmentally sustainable future.

We were also honoured to receive recognition at both the state and national level, including awards for environmental sustainability, innovation, community wellbeing and violence prevention. These achievements reflect Council's commitment to innovation, collaboration and delivering positive outcomes for our residents.

I would like to thank our Councillors, staff, volunteers, community organisations, businesses and residents for their ongoing support and contribution throughout the year. Together, we continue to build a city that is connected, resilient and community focussed.

Jacqui Weatherill
Chief Executive Officer

Highlights

Community Satisfaction Survey

Council achieved a record performance rating for the second year in a row in this year's annual community satisfaction survey.

Residents have rated Council's overall performance at 7.4 (out of 10) which was the highest recorded result for all Council areas participating in the survey conducted by Metropolis Research.

The survey results reflected high levels of satisfaction with waste services, local library services, Council's festivals and events, and family support services.

Awards

- *Keep Australia Beautiful Victoria 2025 Tidy Towns and Cities Sustainability Awards* - Council was recognised for its outstanding commitment to sustainability proudly taking home the 2025 Cities Litter Award at the 43rd Annual Keep Australia Beautiful Victoria Tidy Towns and Cities
- *MAVLab Innovation Awards Celebration* - The Youth and Family Services team were the winners of the Wellbeing Award for Community Health Impacts at the MAVLab Innovation Awards Celebration for the #Filtered, The Body Image Project.
- *2026 National Awards for Local Government* - Council received a national award for the Voices for Safety: A Community Led Stand Against Violence initiative. This is a prevention initiative addressing violence against women and children by targeting key drivers such as gender inequality, harmful social norms and power imbalances.
- *Victorian Museums and Galleries Awards* - The HOME25: Invisible Cities was highly commended at the Victorian Museums and Galleries Awards, recognised in the Medium Project of the Year (Museums) category. HOME 25: *Invisible Cities* invited audiences to explore how the concept of 'home' shapes identity, belonging, and dislocation.

Strategies and Plans

Since the adoption of the new Council Plan in June 2025 several priority strategies have been developed which focus on specific principles of the Community Vision and key priorities of the Council Plan:

- *Gender Equity Action Plan* - strengthens our focus on more flexible ways of working, fairer access to development opportunities, and a safer, more equitable workplace for all employees.
- *Our Bright Green Future* – brings together our sustainability into one clear strategy and outlines practical steps to reach our net zero target of 2035, adapt to climate impacts, protect our environment, and improve community health and wellbeing.
- *Domestic Animal Management Plan* – focuses on responsible pet ownership, community safety and animal welfare.
- *Reconciliation Action Plan* – reflects Council's commitment to embedding reconciliation across all aspects of our work.

Community Events

Council delivered 10 major festivals, events and programs throughout 2025-26 celebrating the municipality's cultural diversity. Over 100,000 people attended key events including Springvale Snow Winter Fest, the Greater Dandenong Children's Festival, Noble Park Family Fun Day, Greater Dandenong Carols, New Year's Eve Fireworks and Keysborough's Big Picnic.

Oasis Wellbeing and Aquatics Update

Overall Project Health	
The project is deemed to be HEALTHY.	
The overall project health is determined by assessing metrics such as budget, program, quality, risk, resources, OHS and environmental.	
The project program is under pressure with practical completion expected in Q3 2027.	
Key Achievements to Date	
✓ Construction of the 50m Pool, Learn to Swim Pool and Warm Water Pool 2 completed ✓ Timber Lamination beams installed in 50m Pool Hall ✓ Hydrotesting of Warm Water Pool 2 completed ✓ Stage 1 carpark has been handed over and in use	
Short Term Lookahead	
❖ Vertical Construction ongoing including steel installation ❖ Roof installation has commenced ❖ Hydrostatic resting of the 50m and learn to swim pools ❖ Construction of the Leisure pool is underway ❖ Stage 2 carpark work progressing ❖ Services Installation ongoing ❖ Commencement of the Hockey Pavillion construction	



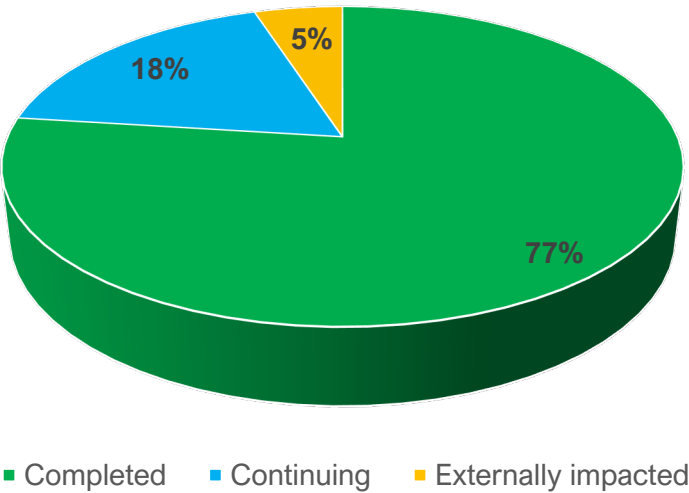


Performance Summary

Council Plan Progress

The Annual Plan 2025-26 outlines Council’s key activities to deliver on the Council Plan 2025-29. At the end of the financial year 95 per cent of actions are completed or continuing as multi-year projects and 5 per cent are externally impacted (4 actions).

Progress of Annual Plan Actions 2025-26



Council Plan Progress - Annual Plan Actions and Performance Measures

Strategic Objective 1:

A socially connected, safe and healthy city

Performance Measure	Result
Satisfaction with recreation centres and/or aquatic centres (<i>Community Satisfaction Survey</i>)	83% (Community Satisfaction Survey)
Satisfaction with sports ovals and other sporting facilities (<i>Community Satisfaction Survey</i>)	83% (Community Satisfaction Survey)
Increase in number of reported partnerships and level of collaboration	Council continued its collaboration with health agencies and other health stakeholders. In addition, Council also collaborated with the City of Casey, Cardinia Shire Council, the Municipal Association of Victoria and the Victorian Multicultural Commission, supported by the Department of Home Affairs, to deliver the Intercultural Dialogue and Social Cohesion Initiative.
% of Alcohol Harm Prevention and Management Framework actions complete	70%
Increase the number of consultation activities that consider accessibility for program and infrastructure design (Target – Minimum 6/ year)	8
Importance of the appearance of public areas as a responsibility of Council (<i>Community Satisfaction Survey</i>)	91% (Community Satisfaction Survey)
How safe do you feel in public areas of the City of Greater Dandenong? (<i>Community Satisfaction Survey</i>)	82% (Community Satisfaction Survey – Perceptions of safety during the day)
Increase in education and awareness of family violence support options	The annual Walk Against Family Violence provides an opportunity for local agencies to promote services and support along with online resources. The last event was held in November 2025.
Increase number and range of referrals to the community connector program	Over 40 referrals were facilitated in addition to more than 30 self-referrals from community members seeking assistance.

Number of, and attendance at, group MCH Key Age and Stage visits	176 attendees at 4 groups
Importance of disadvantaged support services as a responsibility of Council (<i>Community Satisfaction Survey</i>)	94% (Community Satisfaction Survey)
Advocate and secure service funding to enhance the availability of services	Council received \$76,000 of funding through the Department of Families, Fairness and Housing Community Food Relief Program to strengthen food relief and food security outcomes across the municipality. Council secured this grant in partnership with the Springvale Learning and Activity Centre and The Salvation Army, both key members of the Anti-Poverty Consortium who will deliver support to the community.

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

Actions	Status	Council's Role
		■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Continue to implement and review the Make Your Move Strategy informed by community engagement activities, data and statistics <i>The Make Your Move program delivered 13 free physical activity programs and events, including six multi-week programs and seven one-day events. More than 1,500 people participated, and more than 150 items of sports equipment were distributed to community members.</i>	Completed ●	■ ● ◆
1.2 Develop and implement an updated Positive Ageing Strategy to ensure older people are supported, valued and remain active members of the community <i>This strategy is a multi-year project informed by previous community engagement, a review of achievements under the current plan and ongoing input from the Positive Ageing Advisory Committee. These inputs have shaped the key priorities and directions, with community engagement and final endorsement due in 2026-27.</i>	Continuing ●	■ ● ◆
1.3 Commence development of an integrated Children, Youth and Families Strategy <i>This is a multi-year action. Council commenced development of the new Integrated Children, Youth and Families Strategy, and the project remains on track with endorsement due in 2026-27.</i>	Continuing ●	■ ● ◆
1.4 Develop and implement a Community Safety Action Plan <i>The Community Safety Strategy has been developed through extensive engagement and consultation and is now in final revision. Remaining community consultation and final endorsement are due in 2026-27.</i>	Continuing ●	■ ● ◆
1.5 Review and navigate Council's role in Aged and Disability Services in response to the National Aged Care Reforms <i>Officers continued to monitor reform updates relating to the new Aged Care Act and implemented compliance actions as required for Council.</i>	Completed ●	●

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
2.1 Implement an outcomes measurement framework to improve the outcomes and impact of the Community Grants Program <i>The successful trial and integration of SmartyGrants Analytics significantly improved data capability, streamlined reporting, increased visibility and provided accessible dashboards to support evidence-based decision-making. Preparation of the 2024–25 Impact Report, the first of its kind among local governments, was a key milestone in capturing and communicating program outcomes.</i>	Completed 	
2.2 Proactively build and maintain partnerships with existing and potential local stakeholders and networks to improve community wellbeing <i>Council collaborated successfully with the Department of Health, Monash Health, Prevention United, the South East Public Health Unit (SEPHU), enliven, Women's Health in the South East (WHISE), and other health stakeholders within the local prevention system to improve the strategic planning of local health and wellbeing priorities. This included strategic health priority planning, as well as collaboration on local health priorities initiatives, including HPV Vaccination, Keeping Kids Safe Preventing Sexual Harm, Tobacco, Vaping and Smoking and Bowel Cancer. Council also promoted the uptake of local residents to participate in the Victorian Multicultural Health Survey.</i>	Completed 	

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
3.1 Implement the Alcohol Harm Prevention and Management Framework and Action Plan <i>The Alcohol and Other Drug Harm Prevention Framework is a multi-year project nearing completion. Council endorsement will be sought following endorsement of the Community Safety Strategy in 2026-27.</i>	Continuing 	  

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Develop and implement Council's new Disability Action Plan <i>The new plan is a multi-year project developed through significant input from the community and the Disability Advisory Committee, with consideration of State and Federal reforms, the NDIS and local issues. Council approved the draft Plan for consultation in June, with final endorsement due in 2026-27.</i>	Continuing 	■ ● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Renew and upgrade streetscapes and open space areas as part of Council's annual Capital Works Program <i>The renewal projects to be delivered in the current financial year have been completed. Key highlights included upgrades to Palm Court as well as improvements for pedestrians around the Dandenong Market on Clow Street and Cleeland Street.</i>	Completed 	●
5.2 Implement the Road Safety Infrastructure Upgrade Program <i>Pedestrian safety improvements around the Dandenong Market and consultation on Bryants Road are complete. Several other designs are underway.</i>	Completed 	●
5.3 Implement the Springvale Pedestrian Wayfinding S1 <i>Springvale Pedestrian Wayfinding is complete. An audit of the wayfinding network confirmed that while signage content is outdated, existing structures remained in good condition. Updated maps and directional information have been installed using the current infrastructure. New signage elements have been introduced, including one new plinth installed alongside a creative wayfinding treatment helping to draw people from the Springvale station to Buckingham Avenue through murals, motifs and lights.</i>	Completed 	●

5.4 Seek State and Federal Government Grant funding for Road Safety and Active Transport Infrastructure (such as Blackspot funding)	Completed    
<i>\$16,000 was obtained for community road safety education.</i> <i>\$496,000 was obtained for road safety infrastructure on Kingsclere Ave along with \$2m for road safety infrastructure across McCrae Street, Chapel Road and Bryants Road.</i>	
5.5 Maintain an effective Closed Circuit Television (CCTV) network to deter crime and anti-social behaviour and promote access to public spaces	Externally impacted  
<i>This is a multi-year action. Phase 2 of Council's public CCTV renewal is underway. Detailed infrastructure auditing and design are complete, and the project is moving into procurement. On-site delivery is funded to occur in 2026-27.</i>	
5.6 Plan and deliver an annual forum on Crime Prevention and Safety	Completed   
<i>The Youth Crime Forum and Neighbourhood Policing Forum were delivered in March 2026, providing opportunities for information sharing, collaboration and coordinated responses to local safety concerns. Council and Victoria Police collaborated in planning and delivery, captured key issues and opportunities, and helped inform ongoing partnership work and future community safety initiatives.</i>	
5.7 Review and amend Council's Local Laws to improve relevance and effectiveness to manage community safety and public amenity issues	Continuing  
<i>This is a multi-year project. A project brief is underway and a community engagement plan has been developed.</i>	
5.8 Develop and implement the Domestic Animal Management Plan 2025–29	Completed  
<i>The Domestic Animal Management Plan was endorsed and adopted by Council in March 2026.</i>	
5.9 Improve the strategic direction of Council's community facilities and hubs	Completed  
<i>The new Community Facilities Access and Use Policy and Catering Policy have been endorsed providing stronger strategic direction for Council's community facilities and hubs.</i>	

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
6.1 Promote local services and support the implementation of initiatives to address gender equity and prevent family violence within the municipality <i>Initiatives to improve gender equity and prevent family violence were advanced through community awareness campaigns, including the annual Walk Against Family Violence, partnerships with Women's Health in the South East, implementation of the second Gender Equity Action Plan, and Gender Impact Assessments.</i>	Completed 	● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
7.1 Evaluate and expand the Fee for Service Vaccination Program to increase access to vaccines unavailable through the National Immunisation Program <i>Since expansion of the Fee for Service Vaccination Program in July 2025, 474 people have accessed paid vaccinations not funded through National or State immunisation programs. Meningococcal B was the most frequently purchased vaccine, with 255 doses provided.</i>	Completed 	●
7.2 Review and evaluate the Maternal and Child Health Key Ages and Stages group visits that support increased engagement for late-stage visits <i>Additional Saturday Key Ages and Stages sessions were scheduled throughout the year, with a focus on appointments for children aged 12 months to three and a half years. This supports increased engagement for later-stage visits.</i>	Completed 	●
7.2 Continue to implement the Fair Access Policy <i>Council incorporated the State Government Fair Access Policy into key seasonal allocations of sports grounds and facilities. Sporting clubs are assessed against the policy and must provide information on how they are improving access and participation opportunities for women and girls.</i>	Completed 	■ ● ◆

7.4 Continue to deliver the Community Connector Program to provide targeted support and connections to local services particularly for those from migrant and refugee backgrounds

Completed   

The Community Connector Program continued to provide targeted support to newly arrived migrants and refugees, connecting more than 100 households with essential services through advocacy, referrals and practical assistance. Strong partnerships, improved referral pathways and material aid helped strengthen community inclusion, wellbeing and settlement outcomes for vulnerable residents.

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

Actions	Status	Council's Role  Advocate  Deliver  Partner  Regulate
8.1 Undertake advocacy to advance strategies to reduce poverty and improve social equity in Greater Dandenong <i>Key advocacy outcomes included strengthened collaboration via the Anti-Poverty Consortium, successful grant funding (\$76,000) to deliver food relief and capability programs, and delivery of initiatives such as social supermarkets, community meals and co-designed workshops. Strategic planning identified shared priorities for the Consortium including cost of living relief, mental health pathways and housing responses. Engagement with government stakeholders and the community increased awareness and informed service planning. Overall, the actions enhanced coordinated local responses to rising economic and social pressures throughout the municipality.</i>	Completed 	

Strategic Objective 2:

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

Performance Measure	Result
Satisfaction surveys from Council run events	97%
Increase community satisfaction with arts and cultural activities	93%
Increase attendance to programs in libraries and outreach visits	-0.45% A total of 8,376 attendees participated across 597 library program sessions, including in-house programs, outreach activities and the Family Literacy Project. This represents a slight decrease of 0.45% in attendance compared to the same period last year, primarily due to two days of library closures associated with Protected Industrial Action, resulting in the cancellation of several scheduled programs.
My community is welcoming and accepting of people from diverse cultures and backgrounds (<i>Community Satisfaction Survey</i>)	83% (Community Satisfaction Survey)
Percentage of the Reconciliation Action Plan actions on track (100% target)	Council's Third Innovate RAP Plan was officially endorsed by Reconciliation Australia in May 2026. The plan and its implementation commence from July 2026.
Importance of community and cultural activities as a responsibility of Council (<i>Community Satisfaction Survey</i>)	88% (Community Satisfaction Survey)
Increase visitation to cultural and community hubs	9% increase in visitation to cultural venues
Occupancy rate of cultural and community hubs	The utilisation rate during the core operating period when community demand is highest (9.00 am to 5.00 pm), was 66.12%. The overall utilisation rate of 13.91% is based on all available hire hours, including extended operating hours (7 am to 12am) when demand is typically lower.
Library visits per population	4.96 (836,990 total visits)

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
1.1 Develop more strategic partnership and sponsorship opportunities for Council's annual events program <i>Council delivered 10 major festivals, events and programs celebrating the municipality's cultural diversity, including Springvale Snow Fest, the Greater Dandenong Children's Festival, Noble Park Family Fun Day, Deckchair Movies, Walk Against Family Violence, Greater Dandenong Carols, New Year's Eve Fireworks, the Greater Dandenong Australia Day Awards, Keysborough's Big Picnic and Springvale Winter Fest. These events engaged 103,909 people.</i>	Completed 	
1.2 Build the capacity of the community to deliver high quality community events <i>Council supported 374 events across Greater Dandenong, including 304 community-led events and 70 Council-led events. Of these, 337 events were completed and 37 applications were cancelled, postponed or amended during the event permit process.</i>	Completed 	

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
2.1 Support and advocate for the rights of People Seeking Asylum and Refugees as part of the 'Back Your Neighbour' campaign <i>The Mayoral and Councillor Taskforce advanced its Back Your Neighbour campaign through sustained advocacy focused on fairness, visa certainty and access to essential services. The campaign engaged Federal MPs, strengthened collaboration across Sydney councils and expanded support at the NSW Local Government Conference. The Taskforce continued outreach through newsletters, public events such as the Palm Sunday Walk for Justice and media coverage. Its National General Assembly delegation to Canberra further boosted visibility, engaging councils, community leaders and the Federal Government to strengthen nationwide advocacy for inclusive communities and refugee policy reform.</i>	Completed 	Advocate Deliver

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
3.1 Develop the new Reconciliation Action Plan and commence implementation <i>Council successfully developed, endorsed and launched its third Innovate Reconciliation Action Plan (RAP) 2026–2028. The plan was shaped through consultation with Bunurong Land Council, the RAP Reference Group and internal stakeholders, ensuring priorities such as cultural safety, truth-telling, community engagement and the integration of cultural values into infrastructure were reflected. Reconciliation Australia ratified the RAP on 5 May 2026, and Council launched it on 27 May during National Reconciliation Week. This demonstrated strong community and stakeholder engagement and established a clear framework for implementation.</i>	Completed 	 
3.2 Work with Bunurong Land Council and the wider local Aboriginal community to advance Reconciliation <i>Council continued to work with Bunurong Land Council and the broader Aboriginal community to advance reconciliation through ongoing engagement, community-led NAIDOC Week activities, contributions to key Council projects, support for Caring for Country initiatives, and updates to Council's formal Acknowledgement of Country.</i>	Completed 	

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
4.1 Develop and implement a new strategic plan to guide Arts, Culture and Heritage in the City of Greater Dandenong <i>Research and consultation are underway for the new Creative and Cultural Strategy. Under the current Strategy, Council's cultural venues welcomed 95,000 visits, up 9% on the previous year; supported more than 50 local creatives and organisations; generated more than \$91,000 for the local economy through exhibitions; launched the Creative Access Program; secured \$28,400 in grants and sponsorships; and received sector recognition for HOME 25.</i>	Continuing 	

4.2 Review the Library Strategy 2022–26 and develop an updated strategic plan to guide library services	Continuing 	
<i>This is a multi-year action. The Library Strategy review has commenced, with contractors engaged, foundational research completed, and a consultation and communications plan in place to support the next phase of stakeholder engagement.</i>		
4.3 Review and implement the strategic and operational plan for the Dandenong New Art redevelopment	Externally impacted 	
<i>The future direction of the gallery and alignment with contemporary gallery standards and Council priorities was refined. Design documentation, floor plans and technical assessments were progressed to support construction readiness, and a two-stage procurement process for design and construction commenced. The project is due for contract award in early 2026-27.</i>		
4.4 Undertake a planning scheme amendment to update/correct the existing sites contained within the Heritage Overlay	Completed 	
<i>The Heritage Overlay Review Planning Scheme Amendment completed the public exhibition process in the first half of 2025. The submissions received during the exhibition process have been resolved and a report to the 20 July 2026 Council meeting will recommend the adoption of the planning scheme amendment and its referral to the Minister for Planning for approval.</i>		

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

Actions	Status	Council’s Role
		 Advocate  Deliver  Partner  Regulate
5.1 Develop and implement the Community Hubs Framework to guide the planning, delivery and activation of the Springvale and Keysborough Community Hubs	Continuing 	
<i>The Community Hubs Framework has been developed and is scheduled for Council endorsement in August 2026.</i>		
5.2 Continue to maximise the use and performance of Council’s community facilities	Completed 	
<i>All Council facilities are now available to book through Bookable, supported by improved facility information and an enhanced booking process, including deposit payments and payment plans. Venue hire information sheets and 3D virtual tours have also been completed.</i>		

5.3 Continue aligning the Community Grants Program with Council Plan priorities and evolving community needs

Completed



The Community Grants Program continued to align with Council Plan priorities through strengthened processes, targeted engagement and responsive program delivery. Updates to the Medium Grants Program guidelines improved accessibility and increased applications in priority areas such as climate change, while consultation with Neighbourhood Houses and Community Centres supported endorsement of the NHCC Framework.

Strategic Objective 3:

A city of accessible, vibrant, centres and places

Performance Measure	Result
Satisfaction and engagement levels for public realm upgrade and usage	Placemaking projects across each of the activity centres - particularly around activation - have increased community satisfaction, improved perceptions of safety and attractiveness, and generated higher visitation, longer dwell times, and increased footfall.
Maintenance and appearance of public areas (<i>Community Satisfaction Survey</i>)	79% (Community Satisfaction Survey)
Review completed of all cultural and community hubs, with a collective Capital Improvement Plan identified	The initial stage of building and equipment audits has been completed. Next stages planned will include a more thorough review of facilities.
% of time aquatic and recreational facilities operational during opening hours	99% - South East Leisure retained opening hours with minimal closures throughout the year. There were two occasions where there were facility closures for a matter of hours due to water supply issues.
Value for money in services and infrastructure (<i>Community Satisfaction Survey</i>)	72% (Community Satisfaction Survey)
Number of affordable or social dwellings delivered	Four suitable Council sites were identified through the draft Housing Strategy, and engagement commenced with Community Housing Providers to assess site viability.
Dwell time within key public spaces	Over 2,000 people attended the Dandy Vibes activation programs which ran in December 2025 and again from February to June 2026.
Place score data to understand community satisfaction and quality of public spaces	Surveying through the Dandy Vibes activation program and Play in the Plaza shows positive community sentiments through programs that improved perceptions of safety and local vibrancy. The survey results demonstrated stronger place attachment and increased community use of public spaces.
Maintain sealed local roads to meet condition standards, supporting improved access, connectivity and safety	100%

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

Actions	Status	Council's Role
1.1 Develop and implement the facility management and operating model for Dandenong Wellbeing Centre <i>Consultants completed the operational and financial modelling, including updated 10-year operational financial projections for the Dandenong Wellbeing Centre (now called Oasis Wellbeing and Aquatics). These projections will be used to work with South East Leisure, Councillors and Council officers to confirm the required performance targets.</i>	Completed 	●
1.2 Explore partnerships to maximise the sustained performance and efficiency of Council's animal pound service <i>Council is continuing to investigate options for a shared animal pound facility with neighboring Councils in the south east to ensure best value for money is achieved in providing this service.</i>	Completed 	● ◆
1.3 Renew and upgrade community facilities as part of Council's annual Capital Works Program <i>Delivery of the capital works program for community facility renewal is complete. Finalised projects include; Springvale Reserve Pavilion Social room bathroom as well as completion of the Keysborough Community Hub.</i>	Completed 	●

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

Actions	Status	Council's Role
2.1 Develop a new Housing Strategy <i>The development of a revised Housing Strategy inclusive of a draft action plan commenced in mid 2025. Councillors have been briefed three times on the proposed actions and have provided in-principle support for those actions. The draft strategy has been finalised for community consultation in mid 2026. This consultation is currently on hold due to a requirement for the strategy to respond to State Government housing data, which is yet to be received.</i>	Externally impacted 	■ ▲

2.2 Undertake advocacy to develop an innovative and sustainable housing initiative on Council-owned land	Externally Impacted	
<i>Council progressed investigations into developing an innovative and sustainable social and affordable housing initiative on Council-owned land. Four suitable Council sites were identified through the draft Housing Strategy, and engagement commenced with Community Housing Providers to assess site viability. Advocacy positions were developed; however, significant State Government amendments to the Planning and Environment Act required these positions to be reviewed and refined. Council also strengthened advocacy through the submission of three housing-related Notices of Motion to the Municipal Association of Victoria. Direct advocacy regarding the identified sites was deferred pending formal adoption of Council's Housing Strategy in 2026–27.</i>		

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

3.1 Actions	Status	Council's Role  Advocate  Deliver  Partner  Regulate
3.2 Undertake placemaking initiatives across activity centres to enhance place experience and improve sense of pride and belonging	Completed 	
<i>A range of activations have been delivered across Dandenong, Springvale and Noble Park activity centres including:</i> <i>• Hodge Podge Art Lab in Noble Park</i> <i>• Muderra Way launch and pillar murals, including signage and plaque</i> <i>• Springvale pedestrian wayfinding, including creative wayfinding (mural/motifs and light)</i> <i>• Christmas decorations</i> <i>• Dandy Vibes activation program</i> <i>• Play in the Plaza</i>		

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

Actions	Status	Council's Role
		Advocate Deliver Partner Regulate
4.1 Provide strategic transport advice to major development projects and infrastructure projects <i>Over 400 referrals completed.</i>	Completed 	
4.2 Administer heavy vehicle permitting processes in a proactive manner to enable uptake and realisation of advances in commercial vehicle capabilities <i>Whilst Greater Dandenong remains one of the busiest Councils for heavy vehicle movements response rates continue to exceed service levels with over 98% of processes responded to within two business days.</i>	Completed 	
4.3 Advocate for key strategic transport network upgrades to accelerate growth <i>Major road network upgrades including the Djerring Trail Extension, Dandenong Station Upgrade, Dandenong Bypass Extension and Westall Road Extension were included within Council, Greater South East Melbourne (GSEM) and Eastern Transport Coalition advocacy platforms.</i>	Completed 	
4.4 Manage and implement renewal programs to ensure renewal projects meet modern capacity and functionality standards <i>Complex designs have been undertaken to enable the effective roll out of future renewal projects. Condition data has been built into renewal programs for future years for all civil assets.</i>	Completed 	
4.5 Implement the Active Transport Infrastructure Program <i>The Djerring Trail remains Councils highest Active Transport Infrastructure advocacy item and has been included in Councils advocacy packages. The execution of an agreement with the Level Crossing Removal Projects saw significant funding provided for Council to deliver paths on Fowler Road (delivered in Q2) and South Gippsland Highway (delivery underway). A new path under the rail line at Webster Street has recently been completed.</i>	Continuing 	

Strategic Objective 4:

A green city committed to a sustainable future

Performance Measure	Result
Canopy coverage across the municipality increased to 15% by 2028	14.6%
Number of trees planted each year less number of trees removed	421 (Number of trees removed for financial year = 1,440. Number of trees planted for financial year = 1,861)
No. of Gross Pollutant Traps installed	0
Number of existing open space areas improved (Target – 5)	5
Number of public EV charging stations	36
% of Council staff using green travel options (staff travel surveys)	In 2023, 13% of staff travelled using a mode other than driving a private vehicle
Continued reduction in Council's CO ₂ emissions	82%
Decrease on-road transport emissions	No updated data at this time. 2023-24 data remains the latest with 512,000 tCO ₂ e (declining each year). Freight emissions are a higher proportion in CGD than any other municipality in Victoria.
Number of engagements with local business and industry to enhance resilience to climate change and transition to net zero	2

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
1.1 Undertake a bi-annual canopy coverage audit and develop a strategic public tree planting program <i>The audit results, adopted at the Council Meeting held on 16 March 2026, show continued progress towards Council's target of 15 percent canopy cover for the municipality by 2028. Since the previous audit in 2023, canopy cover across the municipality increased by 0.5 percent to 14.6 percent. Canopy cover has also increased in most suburbs and major activity centres compared to the previous audit.</i>	Completed 	
1.2 Implement the Greening Our City: Urban Tree Strategy <i>A new Tree Maintenance Services Contract was successfully procured and commenced, supporting delivery of reactive and cyclic tree maintenance programs. 5,636 reactive tree pruning requests were completed and the cyclic pruning program remained on track, including delivery of electric line clearance requirements. Tree planting continued across priority streets and reserves, with 1,861 trees planted to increase canopy cover, improve amenity and support climate resilience. Initial development of the Urban Forest Implementation Plan commenced, along with planning for future planting programs to ensure species diversity, climate resilience and alignment with the city's canopy cover objectives.</i>	Completed 	
1.3 Deliver the Geo Tree Scan Project to quantify tree canopy cover for the municipality and monitor tree removals <i>Tree canopy mapping has been completed. Future requirements for this project will be assessed to inform planning for 2026-27.</i>	Completed 	
1.4 Implement the Biodiversity Action Plan, bushland maintenance and education programs <i>Implementation of the Biodiversity Action Plan progressed strongly throughout the year through ongoing bushland management, habitat enhancement and community education programs. More than 30,800 indigenous seedlings were planted and 7,358 seedlings and trees distributed through planting and giveaway programs. Environmental engagement initiatives reached over 3,000 participants through programs including Nature Play, One Tree Per Child, National Tree Day and the Discover Dandenong Creek Festival. Significant progress was also made in establishing baseline ecological condition and asset data across bushland reserves, providing a stronger evidence base to guide future works programs and biodiversity outcomes.</i>	Completed 	

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Implement the new Gross Pollutant Trap Centre Kirkham Road <i>The design for a Gross Pollutant Trap near Centre Kirkham Road has been completed.</i> <i>A review of priority water quality improvement projects (including the Centre Kirkham Road Gross Pollutant Trap) will be undertaken following release of updated flood modelling data undertaken in partnership with Melbourne Water. This is anticipated in late 2026. Following this review, the highest priority water quality improvement projects will be scoped to align with future grant or Council budget opportunities.</i>	Completed ●	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Develop a new Playground Strategy and implement the Open Space Strategy via CIP funding <i>Work is continuing on the development of this plan and completion is expected in 2026-27.</i>	Continuing ●	■ ●
3.2 Deliver passive and recreational open spaces through Council's annual Capital Works Program <i>The passive and open space projects scheduled for this year are now complete. Key highlights include new cricket nets at Greaves Reserve, field lighting upgrade at WJ Turner Reserve and the replacement of old synthetic cricket wickets at Fotheringham Reserve and Warner Reserve.</i>	Completed ●	●

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
4.1 Implement the Electric Vehicle (EV) Transition Plan <i>The Electric Vehicle (EV) Transition Plan is now fully embedded within Council's fleet procurement processes. Where operationally suitable, electric vehicles are prioritised as part of the fleet replacement program. Council has procured 7 electric vehicles (EVs), 2 plug-in hybrid electric vehicles (PHEVs), 10 hybrid vehicles, 4 electric trucks, and 2 electric vans, further advancing the transition to a lower-emissions fleet. Supporting infrastructure has also continued to expand, with additional EV charging stations installed across Council sites.</i>	Completed 	
4.3 Prepare an updated Fleet Decarbonisation Analysis <i>Significant progress has been made on the development of Council's Fleet Decarbonisation Plan. The engaged consultant has completed a detailed analysis of the existing fleet, vehicle replacement pathways, and operational requirements to support the transition to a lower-emissions fleet. The final phase of the project focuses on assessing electrical infrastructure capacity and identifying the upgrades required across Council sites to enable future fleet electrification. The completed plan will provide a strategic roadmap for fleet decarbonisation, including vehicle transition priorities, infrastructure requirements, implementation timeframes, and investment planning.</i>	Continuing 	
4.3 Implement the Gas and Fleet Transition Plans and implement sustainability strategies <i>Opportunities to replace and upgrade operational assets to electric or low emission options continue to be investigated and actioned where possible. Work continues to better understand the cost-benefits of transitioning to net zero emissions, giving a more detailed picture of Council's fleet and building emissions.</i>	Completed 	 

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Advocate for and support the business sector in reducing emissions through electrification, energy efficient upgrades, circular economy and other methods <i>Identified opportunities, including open grant funding through the State and Commonwealth Government are shared and promoted through the Our Bright Green Future newsletter to support the business sector.</i>	Completed ●	■

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
6.1 Advocate in partnership with regional bodies for public transport improvements and reform (Dandenong Station upgrade/ bus service review etc.) <i>Increased services on the 802 and 804 bus routes were announced in the State Budget. Transport projects were included in advocacy platforms for GSEM, Eastern Transport Coalition and Council.</i>	Completed ●	■
6.2 Advocate for key strategic transport network upgrades to improve transport options (Djerring Trail etc.) <i>Cycling and public transport projects were core to Council, GSEM and Eastern Transport Coalition advocacy platforms, including the Dandenong Station rebuild, Djerring Trail Extension and bus service improvements.</i>	Completed ●	■

Strategic Objective 5:

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

Performance Measure	Result
Increase in Gross Regional Product (\$40.42 billion in 2024)	\$40.42 billion in 2024. Awaiting new data. Data sourced from ABS Census Place of Work Employment and ABS National Input Output Tables and Gross State Product.
Number of collaborative initiatives with the manufacturing sector	15
Number of personal and professional development programs conducted annually	70
Maintain efforts to partner with businesses to support the delivery of initiatives that promote inclusive employment, employment pathways and local skills development	16 engagements have been conducted in relation to employment, employment pathways and local jobs skillset.
Number of programs delivered which enhance skill capability	14

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	Status	Council's Role
1.1 Develop and implement Investment initiatives highlighting the unique strengths of activity centres and industrial precincts to attract investors and support economic growth	Completed 	●
<i>Investment attraction initiatives progressed, strengthening Council's capacity to attract and facilitate investment. Key achievements included:</i> • <i>a draft Investment Attraction Framework establishing a consistent organisational-wide approach to managing investment opportunities and major enquiries</i> • <i>commencement of a dedicated investment attraction website to promote opportunities</i> • <i>activity centre business audits to provide valuable market intelligence on business activity, opportunities and competitive strengths.</i> • <i>expanded outreach with developers, commercial real estate professionals and industry networks, supporting key housing and mixed-use developments to progress.</i>		
1.2 Deliver the Business Permit Support Service, advocate to reduce regulatory barriers and address challenges identified through the Business Engagement Program that impede business growth	Completed 	■ ●
<i>The Business Permit Support Service (BPSS) received 699 enquiries, slightly down from 721 in 2024-25). The new chatbot 'Sam' is now live on Council's website to answer questions relating to new businesses. This is expected to enable customers to find information when in the research phase of their business journey.</i>		

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Partner with local manufacturers and industry organisations through the Business Engagement Program to strengthen the economy and enhance future employment opportunities <i>Over 29 business site visits were made to manufacturing businesses and 50 South East Business Network Sessions and events were held across Council's networks including Future of Manufacturing, Women in Business, Manufacturing Xcellence, Industry breakfast and a new network called Modern Technology for the manufacturing sector. The annual Career and Support Expo in partnership with Workforce Australia was held in March. This event saw over 600 people attend, over a 50 per cent increase in attendance from the previous year's event.</i>	Completed 	◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Develop and implement the Economy and Place Strategy <i>The Economy and Place Strategy progressed with a focus on research, stakeholder engagement, evidence gathering and strategic development. Key activities included analysis of local economic conditions, engagement with internal and external stakeholders, and completion of activity centre business audits to better understand needs, opportunities and challenges across the municipality. Feedback gathered during consultation, together with audit findings and internal review, have informed ongoing refinement of the draft and strengthened its evidence base. The draft Strategy is expected to be presented for adoption in late 2026.</i>	Continuing 	■ ● ◆

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
4.1 Develop partnerships with local education providers, industry organisations and business associations <i>Council continued to build and strengthen relationships which were instrumental in the launch of the Dandenong Pathway to Employment Hub on 2 July, following 12 months of collaboration with employment and education providers. Engagement with the Dandenong Jobs and Skills Network continued and regular meetings were held with Chisholm Institute and Federation University. Partnerships with SEMMA, the Greater Dandenong Chamber of Commerce, Melbourne Innovation Centre, NEAMI and WorkSafe Victoria supported workforce development, business growth and employment outcomes.</i>	Completed 	
4.2 Collaborate with local job providers and community organisations to pursue employment pathways for our local community <i>The Dandenong Pathway to Employment Hub was a major focus this year, culminating in its opening on 2 July 2026. Significant work was undertaken across stakeholder engagement, business planning, fit-out, marketing and staff recruitment. The Work Local Greater Dandenong Jobs Portal was also updated to support local employment opportunities and the Hub. Council continued collaborating with Workforce Australia, the Jobs and Skills Network, Transcend, Melbourne Innovation Centre and NEAMI to create employment and self-employment pathways. Workshops covered business planning, digital capability and online marketing, while the Women in Business Network continued supporting women through business development and networking opportunities.</i>	Completed 	

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
5.1 Undertake skill development initiatives to enhance future employment opportunities <i>Council delivered 33 skill-development activities through programs including Amplify, the Holiday Activities Committee, the Youth Leadership Collective, Moving Forward, careers expos, mock interviews, networking opportunities, the SELLEN Try a Trade Expo and the IMPACT Health Care Pathways Program. These initiatives built leadership, volunteering, event-planning, sustainability and career-readiness skills, and generated 7,080 contacts.</i>	Completed 	

Strategic Objective 6:

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

Performance Measure	Result
Satisfaction with the opportunity to have your say on key issues affecting the community (<i>Community Satisfaction Survey</i>)	76% (Community Satisfaction Survey)
% of identified child safe actions completed	100%
Positive adjusted underlying result – Target >0%	To be confirmed - this result will be available once the end of year financial statements are finalised.
Maintain a high completion rate of the annual renewal program	The Road Renewal Program achieved 95% delivery by year-end, with the remaining works associated with the multi-year Pillars Road Reconstruction Project, which is currently under construction. In addition, all assigned and scoped renewal programs, including the Car Park Renewal Program, Complex Footpath Renewal Program, and Proactive Drainage Renewal Program, were fully delivered, meeting planned objectives and service outcomes.
Increase in number of visitors to Council's website	Council's website recorded 2,043,937 visits during 2025-26.
Rate of First Contact Resolution through our call centre (% and increase year on year)	65%
How easy was it to deal with Council (<i>Community Satisfaction Survey</i>)	85% (Community Satisfaction Survey)
Overall satisfaction with the customer service experience (<i>Community Satisfaction Survey</i>)	85% (Community Satisfaction Survey)
Decrease in time taken to issue business permits	Business permit applications were assessed as per legislated timeframes. Process improvements have resulted in earlier feedback to customers regarding next steps.
Increase in the use of Snap Send Solve	Council received 18,383 Snap Send Solve reports in 2025-26, compared with 17,757 in 2024-25, an increase of 3.5%.

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
1.1 Run authentic, accessible community consultations for our community to influence programs and projects <i>Council refreshed its Community Engagement Policy, improved accessibility and translation features on the Have Your Say platform, and established a cross-Council engagement champions group to support culturally responsive consultation., Council delivered 43 engagement projects, recorded 3,893 in-person and online contributions, hosted 68 community pop-ups and drop-ins, attracted 16,264 visits to the Have Your Say website, and welcomed 161 new community members to the platform.</i>	Completed 	

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

Actions	Status	Council's Role Advocate Deliver Partner Regulate
2.1 Increase awareness of child safety and strengthen initiatives across all Council operations <i>Council continued to strengthen child safety through increased visibility on its website, development of awareness posters for Council facilities, and Child Safety Leadership Training for People Leaders. A comprehensive program of risk assessments and ongoing reviews of policies and procedures help ensure child safety remains embedded across all Council operations.</i>	Completed 	

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Implement the Service Review Framework <i>This framework forms part of a broader program of work focused on Strategic Service Planning, which aims to strengthen how Council plans, delivers, and reviews its services in a more integrated and holistic way. Key foundational work has been completed including a review of Council's existing Service Catalogue, and the development of Strategic Service Planning Principles and prioritisation criteria to guide future service reviews. These components have informed the preparation of Strategic Service Planning Guidelines which will be finalised in 2026-27 along with the development of service profiles and a forward service review program.</i>	Continuing 	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Maintain, renew and upgrade buildings and infrastructure as part of Council's annual Capital Works Program <i>Council's annual Capital Works Program is complete. Notable projects completed include; Fire services (Emergency Management Information System) and Bird Proofing at Dandenong Market, and Gas removal at 39 Clow Street as part of the heating, ventilation, and air conditioning upgrade.</i>	Completed 	●
4.2 Implement the Asset Plan 2025–35 <i>The Asset Plan has informed the development and finalisation of the 2026-27 Capital Improvement Program, adopted on 15 June as part of the Annual Budget. Six Asset Management Plans have reached draft stage including Arts and Cultural Heritage, Community Care, Community Safety, Community Wellbeing, Parking, and Planning. In addition, a further 13 Asset Management Plans have commenced. Asset condition audits have been completed for key asset classes, including Buildings and Footpaths and Cycle Paths, providing critical data to support ongoing asset planning and investment decisions.</i>	Completed 	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Promote our services in a human-centric way <i>Council services were promoted through a range of digital, print and community communication channels, with a continued focus on plain English, accessible visual communication and expanded language translation options. This ongoing work is making Council information more accessible, inclusive and customer-centred for our diverse community.</i>	Completed 	

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
6.1 Increase First Contact Resolution through our call centre <i>First Contact Resolution was improved through process improvements, enhanced staff capability, quality assurance activities and self-service enhancements. Throughout the year, the team focused on reducing avoidable transfers and repeat contact by expanding the range of enquiries that could be resolved at first contact, improving knowledge resources and customer information, and identifying service improvement opportunities through ongoing quality assurance reviews</i>	Completed 	

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

Actions	Status	Council's Role
		Advocate Deliver Partner Regulate
7.1 Introduce pay by app parking payment technology as per the Parking Precinct Action Plans <i>The implementation of new technology is complete making Greater Dandenong Victoria's first multi app environment and an Australian first with three providers available for residents and visitors to use.</i>	Completed	
7.2 Introduce AI technology to business processes <i>Council established a strong foundation for AI adoption through the introduction of governance frameworks, a dedicated Copilot training program and increased staff access to AI tools. Usage grew steadily throughout the year, supported by increasing staff confidence and engagement. Greater Dandenong achieved an AI capability score of 70 in the inaugural Victorian Local Government AI Benchmarking Survey, above the sector average of 67. Staff reported regular AI use, perceived time savings and improved efficiency in routine tasks. The development of Council's AI bot project saw progress towards applied AI use cases. Future priorities include governance maturity, policy review and measuring longer-term organisational benefits from AI.</i>	Completed	
7.2 Review Snap Send Solve to determine future opportunities to increase usage <i>Snap Send Solve continues to be a core channel for customers to interact with Council. Council received 18,383 Snap Send Solve reports in 2025-26, compared with 17,757 in 2024-25, an increase of 3.5%.</i>	Completed	