

Agenda

Council Meeting

Monday 19 October 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 19 October 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

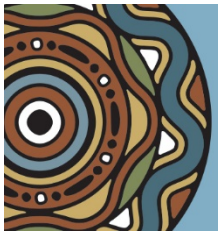
Cr Jim Memeti

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.

(03) 8571 1000

council@cgd.vic.gov.au

greaterdandenong.vic.gov.au

TTY: 133 677
Speak and listen: 1300 555 727
Online: relayservice.gov.au

TIS:13 14 50

Acknowledging Bunurong Country

Follow us:

COUNCIL OBLIGATIONS AND AGENDA REPORTS

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

Community Vision 2040 (Community Vision | Greater Dandenong Council)

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

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

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

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

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

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

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

The Overarching Governance Principles of the Local Government Act 2020

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

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

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

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

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

The Gender Equality Act 2020

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

a) to promote, encourage and facilitate the achievement of gender equality and improvement in the status of women; and

b) to support the identification and elimination of systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities; and

c) to recognise that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes; and

d) to redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate persons of different genders by way of structural change; and

e) to enhance economic and social participation by persons of different genders; and

f) to further promote the right to equality set out in the Victorian Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women.

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

Victorian Charter of Human Rights and Responsibilities

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

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

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

Consideration of Climate Change and Sustainability

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

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

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

Related Council Policies, Strategies or Frameworks

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

TABLE OF CONTENTS

1 MEETING OPENING 8

1.1 OPENING OF MEETING BY CHAIR 8

1.2 ATTENDANCE 8

1.3 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS OF LAND 9

1.4 OFFERING OF PRAYER, REFLECTION OR AFFIRMATION 9

1.5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS 10

1.6 DISCLOSURES OF INTEREST 10

1.7 ADOPTION OF THE AUDIT AND RISK COMMITTEE MEETING MINUTES 11

1.8 OUTGOING MAYOR/ DEPUTY MAYOR SPEECH AND PRESENTATION 12

2 OFFICERS REPORTS - PART 1 13

2.1 STATUTORY PLANNING APPLICATIONS 13

2.1.1 Planning Delegated Decisions Issued – September 2026 13

3 PUBLIC QUESTION TIME 28

4 OFFICERS REPORTS - PART 2 30

4.1 PROCUREMENT 30

4.1.1 Contract 2526-30 (Parks & Open Space Maintenance Services Panel) 30

4.1.2 Dandenong New Art (DNA) Contract Award 35

4.2 POLICY AND STRATEGY 42

4.2.1 Council Support for 2027 Ramadan Night Market 42

4.2.2 Greater Dandenong City Council Annual Report 2025-26 53

4.2.3 Draft Community Safety Strategy 2027-2030 - Endorsement for Consultation 298

4.3 OTHER 329

4.3.1 Greater Dandenong Planning Scheme Review 329

4.3.2 Councillor Observer Roles on Council Owned Entity Boards 385

4.3.3 Chief Executive Officer's Annual Review 2026 403

4.3.4 Response to Notice of Motion No. 21 - Public Transparency of Major Project Costs 406

4.3.5 Draft Minutes of Advisory Committee Meetings 410

4.3.6 Report on Matters Discussed at Councillor Briefing Sessions and Pre Council Meetings 422

4.3.7 List of Registered Correspondence to Mayor and Councillors.....425

5 NOTICES OF MOTION 428

5.1 NOTICE OF MOTION NO. 29 - SMART GLASSES AND PRIVACY IN COUNCIL FACILITIES 428

5.2 NOTICE OF MOTION NO. 30 - DATA CENTRES.....431

6 REPORTS FROM COUNCILLORS/DELEGATED MEMBERS AND COUNCILLORS' QUESTIONS.....434

7 URGENT BUSINESS 435

8 CLOSE OF BUSINESS 436

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 21 September 2026.

Recommendation

That the Minutes of the Meeting of Council held 21 September 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.

1.7 ADOPTION OF THE AUDIT AND RISK COMMITTEE MEETING MINUTES

The Audit and Risk Committee held a meeting on 11 September 2026 and Minutes of this meeting, as summarised in the following table, are presented to Council for adoption.

Item	Topic
1.	The Audit and Risk Committee reviewed actions arising from previous meetings.
2.	The Audit and Risk Committee reviewed, discussed and noted the following reports with Council officers: • Chief Executive Officer's Report • Risk Management Report, 2026-27 Insurance Renewals • Risk Management Framework & Policy • Council Status of Internal Audit Actions Report • Core Systems Replacement (CSR) Update • Incident Response Plan • Policy Register Status Update • Investment Policy 2026 Update • Review of CEO and Councillor Purchasing Card Transactions 1 July 2025 - 30 June 2026 • Performance of the External Auditor (verbal) • Review of FOI Performance 2025-2026 • Council's Gift and Travel Registers • Annual Report on Reimbursement of Councillor Expenses • Procurement Exemption Reporting
3.	The Audit and Risk Committee reviewed, discussed and noted the following reports with Council officers and the External auditor: • Council 2025-26 summary financial report - management results • Consolidated 2025-26 financial statements and performance statement • South East Leisure Pty Ltd 2025-26 Financial Statements and Financial Performance Report • Dandenong Market Pty Ltd 2025-26 Financial Statements and Financial Performance Report • End of Year Performance Report 2025-26 - June 2026 Management Results • LGPRF 2025-26 end of Year Financial Summary
4.	The Audit and Risk Committee reviewed, discussed and noted the following reports with Council officers and the internal auditor: • Privacy & Data Governance Update • Grant Thornton - Endorsement of Strategic Internal Plan Fy 2027 To Fy 2029 • Integrity Body Reports • HLB Mann Judd - Internal Audit Status Report • Sel Review of Cyber (Essential 8) Report

Officer Recommendation

That the unconfirmed minutes of the Audit and Risk Committee meeting held on 11 September 2026 be adopted.

1.8 OUTGOING MAYOR/ DEPUTY MAYOR SPEECH AND PRESENTATION

The outgoing Mayor and Deputy Mayor will deliver speeches reflecting on their term in office.

2 OFFICERS REPORTS - PART 1

2.1 STATUTORY PLANNING APPLICATIONS

2.1.1 Planning Delegated Decisions Issued – September 2026

Responsible Officer: Executive Director City Futures

Attachments:
1. Planning Delegated Decisions Issued – September 2026 [**2.1.1.1** - 14 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 September 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 1/09/2026 to 30/09/2026

City of Greater Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLA25/0227	PlnAppAmd	No	48 Garnsworthy Street SPRINGVALE VIC 3171	Perry Town Planning	AMENDMENT TO Place of Assembly (PLN06/0417)	Amend Permit to allow extension of trading hours	Delegate	AmendPerm	09/09/2026	Springvale North
PLA26/0036	PlnAppAmd	No	1 Hopetoun Street DANDENONG VIC 3175	S Sharma	AMENDMENT TO: Development of the land for four (4) double storey dwellings (PLN19/0567)	Amend endorsed plans to reflect what was constructed on site	Delegate	AmendPerm	22/09/2026	Yarraman
PLA26/0043	PlnAppAmd	No	106A Herbert Street DANDENONG VIC 3175	Z Hussaini	AMENDMENT TO: Use of the land for a Take Away Food Premise, display of internally illuminated business identification signage and a reduction in the car parking requirements (PLN21/0005)	Amend permit to allow for dine-in services in addition to the current take away use	Delegate	AmendPerm	28/09/2026	Cleeland
PLA26/0051	PlnAppAmd	No	220-222 Princes Highway DANDENONG VIC 3175	Bayside Town Planning Pty Ltd	AMENDMENT TO: Use of the land for Car Sales and Transfer Station (PLN21/0436)	No response to further information request	Delegate	Lapsed	11/09/2026	Cleeland
PLA26/0057	PlnAppAmd	No	15-27 Mark Anthony Drive DANDENONG SOUTH VIC 3175	Australian Paper Recovery Pty Ltd	AMENDMENT TO: Use and development of the land for Trade Supplies (PLN19/0640)	Amend endorsed plans	Delegate	AmendPerm	11/09/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLA26/0065	PlnAppAmd	No	National Water Sports Centre 1-3 Riverend Road BANGHOLME VIC 3175	Gravity Recreation Pty Ltd	AMENDMENT TO: The use and development of the land for an Outdoor Recreation Facility (water sports lakes, climbing facility, canoe, kayak, slalom, mini golf, racquet sports and a visitor's centre), the display of business identification signage, and associated earthworks (PLN15/0156)	Amend permit preamble and conditions	Delegate	AmendPerm	09/09/2026	Keysborough South
PLA26/0079	PlnAppAmd	No	4 Ash Grove DANDENONG VIC 3175	I Rexit	AMENDMENT TO: Development of the land for two (2) double storey dwellings (PLN23/0494)	Amend planning permit	Delegate	AmendPerm	29/09/2026	Cleeland
PLA26/0085	PlnAppVicA	Yes	12 Clement Street DANDENONG VIC 3175	TL Congues, BF Congues	AMENDMENT TO Subdivision of the land into two (2) lots SPEAR (PLN26/0010) VICSMART	Amend permit preamble and conditions	Delegate	AmendPerm	28/09/2026	Cleeland
PLN23/0386	PlnApp	No	21 Goodall Close DANDENONG SOUTH VIC 3175	Australand C & I Land Holdings Pty Ltd	Removal of reservation status of land identified as Reserve No. 3 and 4 on PS831501 SPEAR	Industrial	Delegate	PlanPermit	18/09/2026	Dandenong
PLN23/0519.01	PlnApp	No	117 Ann Street DANDENONG VIC 3175	Clarke Planning Pty Ltd	Development for the land for three (3) double storey dwellings	No response to further information request	Delegate	Lapsed	07/09/2026	Cleeland

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN25/0137	PlnApp	No	350 Springvale Road SPRINGVALE VIC 3171	Town Planning Group Pty Ltd	Use and development of the land for a medical centre, to display business identification signage and alteration of access to a road in a Transport Zone 2	Housing Choice and Transport 1 Zone, medical centre	Delegate	PlanPermit	15/09/2026	Springvale Central
PLN25/0165	PlnApp	No	52-56 Berends Drive DANDENONG SOUTH VIC 3175	ASAP Bin Hire	Use and development of the land for a transfer station	Industrial 2 Zone, 3000sqm	Delegate	PlanPermit	18/09/2026	Dandenong
PLN25/0218	PlnApp	No	64 Colemans Road DANDENONG SOUTH VIC 3175	Smart Town Planning Pty Ltd	Use and development of the land for Industry (Timber Treatment Plant) and a reduction in the car parking requirements	Industrial 1 Zone, 1.52 hectares	Delegate	PlanPermit	23/09/2026	Dandenong
PLN25/0353	PlnApp	No	16 Edward Avenue DANDENONG VIC 3175	Smart Town Planning Pty Ltd	Alterations and additions to the existing/retained single-storey dwelling, together with the construction of one (1) new double storey dwelling to the rear of the land	General Residential 1 Zone, 747sqm	Delegate	PlanPermit	21/09/2026	Cleeland
PLN25/0396	PlnApp	No	12 Dowling Avenue SPRINGVALE VIC 3171	PreDev	Development of one (1) single storey dwelling to the rear of an existing dwelling and alterations to the existing single storey dwelling	General Residential 1 Zone, 637sqm	Delegate	PlanPermit	22/09/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN25/0398	PlnApp	No	80 Colemans Road DANDENONG SOUTH VIC 3175	Tiger Metal Recycling c/- KLM Spatial	Use and development of the land for materials recycling and a reduction to the car parking requirements	Proposal fails to comply with, Clause 13.07-1S (Land Use Compatibility) ,Clause 17.03-1S (Industrial Land Supply) ,Clause 17.03-2S (Sustainable Industry) ,Clause 17.03-3S (State Significant Industrial Land) ,19.03-5S (Waste and Resource Recovery),Clause 33.01 (Industrial 1 Zone) ,Clause 52.16 (Native Vegetation Precinct Plan)	Delegate	Refusal	24/09/2026	Dandenong
PLN25/0431	PlnApp	No	225 Glasscocks Road DANDENONG SOUTH VIC 3175	Taras Nominees Pty Ltd	Subdivision of the land, the creation of easements and reserves SPEAR	Industrial	Delegate	PlanPermit	11/09/2026	Dandenong
PLN25/0432	PlnApp	No	22 Suzanne Street DANDENONG VIC 3175	Zai (Pty) Ltd	Construction of two (2) double storey dwellings	General Residential 1 Zone, 584sqm	Delegate	PlanPermit	01/09/2026	Cleeland
PLN25/0433	PlnApp	No	225 Glasscocks Road DANDENONG SOUTH VIC 3175	Taras Nominees Pty Ltd	Subdivision of the land and creation of easements SPEAR	Industrial	Delegate	PlanPermit	24/09/2026	Dandenong
PLN25/0436	PlnApp	No	65-67 Overseas Drive NOBLE PARK NORTH VIC 3174	Bidfood Australia	Use of the land for Industry (Chemical manufacturing)	Commercial 2 Zone	Applicant	Withdrawn	11/09/2026	Noble Park North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN25/0445	PlnApp	No	8 Commercial Drive DANDENONG SOUTH VIC 3175	AS Planning	Use and development of the land for materials recycling	Proposal fails to comply with, Clause 13.07-1S(Land use compatibility), Clause 17.03.1S (Industrial Land Supply), Clause 17.03-2S (Sustainable Industry), Clause 17.3-3S (State significant Industrial Land), Clause 19.03-5S (Waste and Resource Recovery)	Delegate	Refusal	08/09/2026	Dandenong
PLN25/0453	PlnApp	No	81-87 South Park Drive DANDENONG SOUTH VIC 3175	STG Sales Pty Ltd	Use of the land for Industry, to display business identification signage and reduction of car parking requirements	Industrial 2 Zone	Delegate	PlanPermit	24/09/2026	Dandenong
PLN25/0479	PlnApp	No	4/533 Frankston Dandenong Road DANDENONG SOUTH VIC 3175	Property Change Town Planners	To construct a building or construct or carry out works	Industrial 1 Zone	Delegate	PlanPermit	30/09/2026	Dandenong
PLN25/0487	PlnApp	No	19 Victoria Avenue SPRINGVALE VIC 3171	ABS Design & Construction	Development of the land for four (4) double storey dwellings	Housing Choice and Transport 1 Zone, 982sqm	Delegate	PlanPermit	22/09/2026	Springvale North
PLN25/0507	PlnApp	No	1 Wood Street SPRINGVALE VIC 3171	Squareback Planning Pty Ltd	Development of the land for four (4) double storey dwellings and to remove one (1) boundary canopy tree in the General Residential Zone	General Residential 1 Zone, 719sqm	Delegate	PlanPermit	22/09/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0056	PlnApp	No	27 Agnes Street NOBLE PARK VIC 3174	RHAX Architecture Studio	Construction of two (2) double storey dwellings	General Residential 1 Zone, 691sqm	Delegate	PlanPermit	21/09/2026	Noble Park
PLN26/0060	PlnAppVic	Yes	1/40 Noble Street NOBLE PARK VIC 3174	Silverpoint Building Designers and Planning Consultants	Buildings and Works (Dwelling Extension) VICSMART	Housing Choice and Transport 1 Zone, 160sqm	Delegate	PlanPermit	16/09/2026	Noble Park
PLN26/0076	PlnApp	No	1/37 Tarene Street DANDENONG VIC 3175	Arkham Design	Use and development of the land for Community Care Accommodation	Under Clause 52.22 a permit is not required for the use and development of the land for community care accommodation	Delegate	NotRequire	30/09/2026	Dandenong
PLN26/0088	PlnApp	No	468-472 Princes Highway NOBLE PARK NORTH VIC 3174	P.L Group (VIC) Pty Ltd	Use of the land for a restricted recreation facility (gym) and to display internally illuminated business identification signage	Commercial 2 Zone	Delegate	PlanPermit	29/09/2026	Noble Park North
PLN26/0139	PlnApp	No	843 Princes Highway SPRINGVALE VIC 3171	Zhilian New Energy Auto ZKM Pty Ltd	Use of land for retail premise (motor vehicle sales), buildings and works, and display of illuminated business identification and a pylon sign	Industrial 1 Zone	Delegate	PlanPermit	30/09/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0141	PlnApp	No	8 Zenith Road DANDENONG SOUTH VIC 3175	Fayaz Pty Ltd C/- KLM Spatial	Use and development of the land for Materials Recycling (Vehicle Wrecking), display internally illuminated business identification signage and reduction to car parking requirements	The proposal fails to comply with, Clause 13.07-1S (Land Use Compatibility), Clause 15.01-1L (Urban Design in Commercial and Industrial Areas), Clause 17.03-1S (Industrial Land Supply), Clause 17.03-2S (Sustainable Industry), Clause 19.03-5S (Waste and Resource Recovery), Clause 33.01 (Industrial 1 Zone), Clause 52.06 (Car Parking), Clause 65	Delegate	Refusal	28/09/2026	Dandenong
PLN26/0156	PlnApp	No	5 Armstrong Street SPRINGVALE VIC 3171	Abacus Design & Planning	Development of the land for three (3) double storey dwellings	Housing Choice and Transport 1 Zone, 549sqm	Delegate	PlanPermit	22/09/2026	Springvale Central
PLN26/0160	PlnApp	No	4 Cranley Street SPRINGVALE VIC 3171	Abacus Design & Planning	Development of the land for four (4) double storey dwellings	Housing Choice and Transport 1 Zone, 741 sqm	Delegate	PlanPermit	24/09/2026	Springvale North
PLN26/0169	PlnApp	No	1A/831-837 Princes Highway SPRINGVALE VIC 3171	Platinum Planning Solutions	Buildings and works and reduction in the car parking requirements	Commercial 1 Zone	Delegate	PlanPermit	02/09/2026	Springvale North
PLN26/0172	PlnApp	No	20 Fowler Road DANDENONG SOUTH VIC 3175	Hive Tree Services	Removal of native vegetation	The proposal fails to comply with Clause 12.01-1S (Protection of Biodiversity), Clause 12.01-2S (Native Vegetation Management) and Clause 52.17 (Native Vegetation Management)	Delegate	Refusal	18/09/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0178	PlnApp	No	2/6-10 Leonard Avenue NOBLE PARK VIC 3174	CS Town Planning	Use of the land for a restricted recreation facility and the display of illuminated business identification signage	Commercial 1 Zone	Delegate	PlanPermit	11/09/2026	Noble Park
PLN26/0185	PlnApp	No	26 Edward Avenue DANDENONG VIC 3175	SPD Building Design Pty Ltd	Development of the land for three (3) double storey dwellings	No response to further information request	Delegate	Lapsed	07/09/2026	Cleeland
PLN26/0192	PlnApp	No	8 Treesbank Avenue SPRINGVALE VIC 3171	Squareback Planning Pty Ltd	Development of the land for three (3) double storey dwellings	General Residential 1 Zone, 720sqm	Delegate	PlanPermit	24/09/2026	Springvale Central
PLN26/0205	PlnAppVic	Yes	236 Corrigan Road NOBLE PARK VIC 3174	Bello Designs Pty Ltd	Alterations and additions to the existing single-storey dwelling to the front and construct one (1) new double-storey dwelling to the rear VICSMART	General Residential 1 Zone, 809sqm	Delegate	PlanPermit	01/09/2026	Springvale South
PLN26/0231	PlnApp	No	345-353 South Gippsland Highway DANDENONG SOUTH VIC 3175	Transform Architects Pty Ltd	Buildings and Works (Storage Warehouse) and an associated reduction in car parking	Commercial 2 Zone	Delegate	PlanPermit	16/09/2026	Dandenong
PLN26/0241	PlnAppVic	Yes	15 McLeod Street SPRINGVALE VIC 3171	R Najdovski	Development of the land for two (2) double storey dwellings VICSMART	General Residential 1 Zone, 580sqm	Delegate	PlanPermit	21/09/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0247	PlnApp	No	1/22 Watson Road NOBLE PARK NORTH VIC 3174	jREdwards Land Surveyors	Subdivision of the land into two (2) lots	Residential	Delegate	PlanPermit	16/09/2026	Noble Park North
PLN26/0248	PlnAppVic	Yes	16 Hope Street SPRINGVALE VIC 3171	C Mai	AMENDMENT RECEIVED: Development of the land for a single storey dwelling to the rear of an existing dwelling and alterations and additions to the existing dwelling VICSMART SEE CHILD PROCESS (PLA26/0099)	General Residential 1 Zone, 625sqm	Delegate	PlanPermit	08/09/2026	Springvale North
PLN26/0255	PlnAppVic	Yes	6 Somers Street NOBLE PARK VIC 3174	C Mom, T Mom	Subdivision of the land into two (2) lots SPEAR (VICSMART)	Residential	Delegate	PlanPermit	07/09/2026	Springvale Central
PLN26/0261	PlnAppVic	Yes	46 Paterson Road SPRINGVALE SOUTH VIC 3172	Harnest Construction Pty Ltd	Development of the land for two (2) dwellings comprising of one (1) single storey dwelling and one (1) double storey dwelling VICSMART	General Residential 1 Zone, 528sqm	Delegate	PlanPermit	18/09/2026	Springvale South
PLN26/0271	PlnApp	No	9-11/6-12 Airlie Avenue DANDENONG VIC 3175	Dandenong Freestyle Wrestling	Change of Use (Restricted Recreation Facility)	No response to further information request	Delegate	Lapsed	11/09/2026	Cleeland
PLN26/0277	PlnApp	No	61 Naxos Way KEYSBOROUGH VIC 3173	Isaton Pty Ltd	Subdivision of the land into two (2) lots SPEAR	Industrial	Delegate	PlanPermit	11/09/2026	Keysborough South

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0278	PlnApp	No	12 Lucian Avenue SPRINGVALE VIC 3171	Cota Residential Investments Pty Ltd	Subdivision of the land into seven (7) lots SPEAR	Housing Choice and Transport 2 Zone	Delegate	PlanPermit	03/09/2026	Springvale North
PLN26/0300	PlnApp	No	23 Ambrie Crescent NOBLE PARK VIC 3174	Nacha Moore Land Surveyors Pty Ltd	Subdivision of the land into four (4) lots SPEAR	Residential	Delegate	PlanPermit	15/09/2026	Yarraman
PLN26/0305	PlnAppVic	Yes	249-251 Hammond Road DANDENONG SOUTH VIC 3175	Victorian Smart Planning	Buildings and works (Marquee storage) VICSMART	Industrial 1 Zone	Delegate	PlanPermit	21/09/2026	Dandenong
PLN26/0306	PlnAppVic	Yes	71 Kelvinside Road NOBLE PARK VIC 3174	Magnitude Building Design	Development of the land for two (2) double storey dwellings VICSMART	General Residential 1 Zone, 538sqm	Delegate	PlanPermit	18/09/2026	Yarraman
PLN26/0308	PlnAppVic	Yes	10 Ronald Street DANDENONG VIC 3175	D Pike	Removal of one (1) canopy tree VICSMART	Housing Choice and Transport 1 Zone, 626sqm	Delegate	PlanPermit	17/09/2026	Dandenong
PLN26/0310	PlnApp	No	170 South Gippsland Highway DANDENONG SOUTH VIC 3175	Castle Kane Group Building Surveyors	Buildings and Works (Silos)	Industrial 1 Zone	Delegate	PlanPermit	11/09/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0314	PlnApp	No	2 MacPherson Street DANDENONG VIC 3175	A Yogaparan, V Yogaparan	Subdivision of the land into four (4) lots SPEAR	Housing Choice and Transport 1 Zone	Delegate	PlanPermit	11/09/2026	Dandenong
PLN26/0325	PlnApp	No	23 Balmoral Avenue SPRINGVALE VIC 3171	V Pham	Development of the land for a carport associated with an existing medical centre	Commercial 1 Zone	Delegate	PlanPermit	11/09/2026	Springvale North
PLN26/0335	PlnApp	No	12 Quality Drive DANDENONG SOUTH VIC 3175	Chobani Pty Ltd C/- Contour Consultants Aust Pty Ltd	Building and Works	Industrial 1 Zone	Delegate	PlanPermit	10/09/2026	Dandenong
PLN26/0338	PlnAppVic	Yes	55 Liege Avenue NOBLE PARK VIC 3174	N Supel	Buildings and Works (Front Fence) VICSMART	General Residential 1 Zone	Applicant	Withdrawn	07/09/2026	Yarraman
PLN26/0351	PlnAppVic	Yes	9 Finchley Court SPRINGVALE SOUTH VIC 3172	M J Reddie Surveys Pty Ltd	Subdivision of the land into two (2) lots SPEAR (VICSMART)	Residential	Delegate	PlanPermit	11/09/2026	Springvale South
PLN26/0355	PlnAppVic	Yes	47 Burden Street SPRINGVALE VIC 3171	Redback Tree Services	Removal of one (1) Boundary Canopy Tree VICSMART	General Residential 1 Zone	Delegate	PlanPermit	21/09/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0363	PlnAppVic	Yes	8/11 Swift Way DANDENONG SOUTH VIC 3175	AS Planning	Construct a building or construct or carry out works comprising a mezzanine floor VICSMART	Industrial 1 Zone	Delegate	PlanPermit	07/09/2026	Dandenong
PLN26/0365	PlnAppVic	Yes	12 Godfrey Crescent DANDENONG VIC 3175	X FENG	Remove two (2) boundary canopy trees in the General Residential Zone VICSMART	General Residential 1 Zone	Delegate	PlanPermit	04/09/2026	Cleeland
PLN26/0367	PlnAppVic	Yes	14 Maximus Way KEYSBOROUGH VIC 3173	KGT Planning	Buildings and works to construct a mezzanine for a warehouse and to reduce car parking requirements VICSMART	Industrial 1 Zone	Delegate	PlanPermit	24/09/2026	Noble Park
PLN26/0375	PlnAppVic	Yes	10 Bridge Road KEYSBOROUGH VIC 3173	Darley Aluminium	Building and Works (Exterior Works) VICSMART	Industrial 1 Zone	Delegate	PlanPermit	29/09/2026	Noble Park
PLN26/0383	PlnAppVic	Yes	21 Murray Road DANDENONG NORTH VIC 3175	Bayside Town Planning Pty Ltd	Development of the land for two (2) single storey dwellings VICSMART	Neighbourhood Residential 1 Zone, 649sqm	Applicant	Withdrawn	30/09/2026	Dandenong North
PLN26/0392	PlnAppVic	Yes	1 Narellan Drive KEYSBOROUGH VIC 3173	Total Tree Care Australia	Removal of one (1) Canopy Tree VICSMART	Neighbourhood Residential 1 Zone	Applicant	Withdrawn	01/09/2026	Keysborough

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0404	PlnAppVic	Yes	16/80-82 Ellendale Road NOBLE PARK VIC 3174	Prime Drafting Pty Ltd	Buildings and Works (Verandah) VICSMART	Under Clause 62.02-2 a permit is not required for an open-sided pergola or verandah to a dwelling or small second dwelling with a finished floor level not more than 800 mm above ground	Delegate	NotRequire	11/09/2026	Yarraman
PLN26/0414	PlnAppVic	Yes	5 Avril Street DANDENONG NORTH VIC 3175	R Rasuly	Subdivision of the land into two (2) lots SPEAR VICSMART	Residential	Delegate	PlanPermit	30/09/2026	Cleeland
PLN26/0415	PlnAppVic	Yes	1/36 Gatcum Court NOBLE PARK VIC 3174	JN Beddard	Subdivision of the land into two (2) lots SPEAR (VICSMART)	Residential	Delegate	PlanPermit	21/09/2026	Yarraman
PLN26/0424	PlnAppVic	Yes	17 Francesco Drive DANDENONG NORTH VIC 3175	CA Kendall	To remove two (2) boundary canopy trees VICSMART	Neighbourhood Residential 1 Zone	Delegate	PlanPermit	18/09/2026	Dandenong North
PLN26/0425	PlnAppVic	Yes	20 St Leonards Close NOBLE PARK VIC 3174	Total Tree Care Australia	Removal of one (1) Boundary Canopy Tree VICSMART	General Residential 1 Zone	Delegate	PlanPermit	23/09/2026	Springvale South
PLN26/0443	PlnAppVic	Yes	7 Popes Road KEYSBOROUGH VIC 3173	MG Land Surveyors	Subdivision of the land into two (2) lots SPEAR (VICSMART)	Residential	Delegate	PlanPermit	29/09/2026	Noble Park

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
71										

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 Contract 2526-30 (Parks & Open Space Maintenance Services Panel)

Responsible Officer: Executive Director City Futures

Attachments:

1. CONFIDENTIAL REDACTED - Tender Report Contract No. 2526-30 (Parks & Open Space Maintenance Services Panel) [**4.1.1.1** - 20 pages]

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 Contract 2526-30 Parks and Open Space Maintenance Services Panel to the following service providers as a Schedule of Rates contract for a three (3) year term, commencing 1 January 2027 to 31 December 2029, with two (2) optional one (1) year extensions at Council's discretion:**

   a. **Service Category 1: Landscape/Civil Maintenance (Programmed & Reactive) to a panel of three (3) providers at an estimated total contract spend of $500,000 ex GST per annum. Successful tenderers recommended for inclusion are;**
      - **Urban Plumb & Scape (ABN 34 068 382 570).**
      - **Grant Oliva Excavations (ABN 26 084 034 579) and.**
      - **Programmed Property Services (ABN 66 106 015 632).**

   b. **Service Category 2: Parks/Playground Asset Maintenance (Programmed & Reactive) to Programmed Property Services (ABN 66 106 015 632) at an estimated total contract spend of $150,000 ex GST per annum;**

   c. **Service Category 3: Electrical Services (Reactive) to a panel of two (2) providers at an estimated total contract spend of $25,000 ex GST per annum. Successful tenderers recommended for inclusion are;**
      - **Commlec Services (ABN 48 055 185 718) and.**
      - **Teoma Group (ABN 91 109 743 008).**

   d. **Service Category 4: Plumbing and Irrigation Services (Programmed & Reactive) to a panel of three (3) providers at an estimated total contract spend of $200,000 ex GST per annum. Successful tenderers recommended for inclusion are;**
      - **Tees & Greens (ABN 74 125 592 207).**
      - **Hydrotech Services (ABN 35 083 931 766) and.**
      - **Hallett Plumbing (ABN 85 253 031 420).**

   e. **Service Category 5: Fencing and Safety Netting Repairs (Reactive) to a panel of two (2) providers at an estimated total contract spend of $75,000 ex GST per annum. Successful tenderers recommended for inclusion are;**
      - **The Fencing Man (ABN 54 455 957 092) and.**
      - **Melbourne Chainwire Fencing (ABN 91 609 191 460).**

f. **Service Category 6: Sportsground Turf Maintenance (Programmed & Reactive) to a panel of five (5) providers at an estimated total contract spend of $100,000 ex GST per annum. Successful tenderers recommended for inclusion are;**
   - **DGM Turf (ABN 92 683 097 501).**
   - **Green Life Group (ABN 26 626 197 582).**
   - **Elite Turf Services (ABN 83 616 207 697).**
   - **Turf Conditioning Services (ABN 37 678 358 408).**
   - **Evergreen Turf Group (ABN 17 007 427 536).**

g. **Service Category 7: Synthetic and Acrylic Surface Maintenance (Programmed & Reactive) to a panel of two (2) providers at an estimated total contract spend of $100,000 ex GST per annum. Successful tenderers recommended for inclusion are; and**
   - **Tuff Group Holdings (ABN 63 134 718 433).**
   - **Bildsports (ABN 15 659 410 778).**

2. **AUTHORISES the delegated authority to execute the two (2), one (1) year optional contract extensions subject to satisfactory performance.**

Executive Summary

1. This report seeks Council approval to establish the Parks and Open Space Maintenance Services Panel Contract for an initial term of three (3) years, with two (2) optional one (1) year extensions at Council's discretion.
2. The proposed contract term provides greater cost certainty and budget predictability, reduces procurement and administrative overheads, supports knowledge retention and performance monitoring, strengthens contractor relationships, encourages continuous service improvement and maintains competitive market pricing over the life of the contract.
3. The contract specification was developed following a comprehensive operational service review undertaken in consultation with key internal stakeholders and informed by benchmarking against comparable councils. This process ensured that the scope and service requirements align with industry best practice and Council's operational needs.
4. The recommended panel comprises several suitably qualified and experienced contractors capable of delivering a broad range of parks and open space maintenance services. Establishing a panel will improve service delivery flexibility, increase responsiveness to operational priorities and maintain a competitive supplier environment. This approach also recognises that the volume and diversity of programmed and reactive maintenance works exceed the capacity of a single contractor, while providing Council with the flexibility to allocate work based on contractor capability, availability, performance and value for money.

Background

5. Council is responsible for maintaining an extensive parks and open space network to ensure these assets remain safe, functional and presented to a high standard for community use. To support the ongoing delivery of scheduled, programmed and responsive maintenance services, Council sought to establish a panel of suitably qualified contractors capable of delivering parks infrastructure repair and maintenance services efficiently and in accordance with operational requirements.

6. Given the scale and volume of works across the municipality, a panel arrangement provides the operational flexibility required to meet service demands, respond to seasonal and weather-related constraints, and maintain continuity of service delivery.
7. The existing Contract 2021-45 – Repair and Maintenance of Parks Infrastructure and Facilities commenced on 1 July 2021 and was due to expire on 30 June 2026. A six-month extension was approved to facilitate the procurement process and enable the establishment of the new contractor panel, anticipated to commence in January 2027.
8. To ensure continuity of these essential services, Council undertook a public tender process for Contract 2526-30 – Parks and Open Space Maintenance Services, which was advertised on 14 May 2026 and closed on 11 June 2026.

Key Issues and Discussion

Specification Development

9. Following the recent restructure of the Parks and Open Space Department and the establishment of an internal Reserve Response Team to deliver reactive maintenance across Council's parks and reserves, an operational service review was undertaken to determine the appropriate balance between in-house service delivery and external contractor support.
10. The review included benchmarking service delivery against comparable councils, consultation with existing service providers, and analysis of Council's asset data, maintenance schedules and operational requirements. The outcomes informed the consolidation of service requirements and the development of tender specifications across the following service categories:
    - Landscape and Civil Maintenance (Programmed and Reactive)
    - Parks and Playground Asset Maintenance (Programmed and Reactive)
    - Electrical Services (Reactive)
    - Plumbing and Irrigation Services (Programmed and Reactive)
    - Fencing and Safety Netting Repairs (Reactive)
    - Sportsground Turf Maintenance (Programmed and Reactive)
    - Synthetic and Acrylic Surface Maintenance (Programmed and Reactive)

Tender Evaluation Process

11. All compliant tender submissions were evaluated in accordance with the approved Tender Evaluation Plan. Tender Evaluation Panel members independently assessed the non-price criteria before participating in a moderated evaluation process to determine consensus scores. Prior to qualitative assessment, the Evaluation Chairperson undertook an initial review of the submitted Schedule of Rates for each service category to assess value for money. Where submissions were assessed as not representing value for money, they were excluded from further qualitative evaluation in accordance with the approved evaluation methodology and with the endorsement of Council's Procurement Business Partner.
12. Following moderation, tendered pricing was further analysed and benchmarked using a representative sample of Schedule of Rates items to identify pricing anomalies and determine weighted evaluation scores. The Tender Evaluation Panel subsequently recommended the preferred contractors for each service category, having regard to pricing, demonstrated capability, capacity, anticipated service demand and the need to maintain a competitive, flexible and resilient contractor panel.

13. A detailed Tender Evaluation Report is attached to this report as a confidential item.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

14. 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

15. The estimated expenditure under the Contract for the first 12 months is approximately $1,150,000 (excluding GST) across the seven (7) service categories. Annual expenditure will be subject to the availability of approved operational budget allocations within the Parks and Open Space Department. Delivery of Parks and Open Space Maintenance Services Contract can be meet within existing recurrent operational expenditure. No additional funding to deliver these services are required.

Asset Implications

16. Appointment of a panel of suitably qualified service providers will assist Council in mitigating operational and asset management risks by ensuring the consistent delivery of scheduled and responsive maintenance services. This approach supports the proactive management of parks and open space assets, promotes public safety and contributes to maintaining service levels and asset performance across the municipality.

Legal/Risk Implications/Risk Implications

17. Failure to proceed with the establishment of the Parks and Open Space Maintenance Services Panel Contract would significantly impact Council's ability to deliver essential maintenance services across its parks/open space network. Without an appointed contractor panel, Council may be unable to meet operational service levels, respond to reactive maintenance requests in a timely manner, or deliver programmed maintenance works, increasing the risk of asset deterioration, service disruption and community safety issues.

18. There is also a procurement and governance risk associated with not proceeding. The current contract extension is intended as a transitional arrangement only, and failure to establish a replacement panel would limit Council's ability to procure services in accordance with its Procurement Policy and legislative obligations. This may result in increased reliance on ad hoc procurement arrangements, reduced value for money, diminished market competition and increased financial and operational risk.

Environmental Implications

19. The establishment of the Parks and Open Space Maintenance Services Panel Contract will support the ongoing maintenance and preservation of Council's parks, reserves and associated infrastructure, contributing to the sustainability and longevity of public assets. The contract includes service specifications that require contractors to undertake works in accordance with relevant environmental legislation, industry standards and Council policies, including the appropriate management and disposal of waste materials and the protection of surrounding vegetation and natural assets during maintenance activities.

20. Where practicable, contractors will be expected to adopt environmentally responsible work practices, including the efficient use of resources, minimisation of waste and compliance with relevant environmental management requirements.

Community Consultation

21. There was no requirement for community consultation.
22. Councils Community Engagement Policy has been reviewed. Under exemptions, community engagement will not occur in circumstances which relate to operational matters, confidential or commercial in confidence information, or when Council must make emergency or safety related decisions. Given the operational nature of Contract 2526-06, community consultation was not sought.

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

23. This report is consistent with the following principles in the Community Vision 2040:
    - Safe and peaceful community.
    - Sustainable environment.
24. 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

25. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
    - Related Council Policies, Strategies or Frameworks.

4.1.2 Dandenong New Art (DNA) Contract Award

Responsible Officer: Executive Director City Futures

Attachments:

1. CONFIDENTIAL REDACTED - CONFIDENTIAL ATTACHMENT 1 Tender Information 2526-25 Dandenong New Art (DNA) Redevelopment [**4.1.2.1** - 7 pages]

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.
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.

Purpose

1. To provide an update on the Dandenong New Art (DNA) Gallery redevelopment project and to outline the comprehensive procurement process undertaken to select a suitably qualified and experienced contractor for award of the Design and Construction Contract for the DNA redevelopment project.

Officer Recommendation

That Council:

1. **NOTES the update on the Dandenong New Art (DNA) Gallery project, including the delivery model;**
2. **AWARDS Contract 2526-25 for the Dandenong New Art Gallery (DNA) Redevelopment to Carelli Constructions Pty. Ltd., ABN: 75 606 840 331 for a fixed lump sum price of Six million seven hundred and ninety-six thousand and ninety-seven dollars ($6,796,097) excluding GST;**
3. **AUTHORISES the Chief Executive Officer to execute the contract agreements and any associated documentation; and**
4. **DELEGATES the Chief Executive Officer to make expenditure variations up to and not exceeding the total project budget.**

Executive Summary

1. This report updates Council on the Dandenong New Art (DNA) Gallery project, including its complex history and the actions taken to de-risk the site and progress the project following termination of the previous construction contract.
2. The report outlines minor scope refinements to improve gallery functionality and compliance, including replacement of the former glass extension, inclusion of a goods/service lift, and land consolidation to support upgraded building services.
3. Approval is sought to award Contract 2526-25 for the Dandenong New Art Gallery (DNA) Redevelopment and progress the project under a Design and Construct delivery model at the October 19 2026 Council Meeting.

4. Following a comprehensive EOI and tender evaluation process, Carelli Constructions Pty. Ltd. is recommended as the preferred contractor for a fixed lump sum price of $6,796,097 excluding GST. The project remains within the available budget and includes appropriate contingency provisions.

Background

5. The Dandenong New Art (DNA) Gallery project involves the redevelopment of the former 1920s Masonic Hall at 5 Mason Street Dandenong, with the aim of delivering a contemporary art facility that supports touring exhibitions, curated spaces, and community programs.
6. The project's initial design phase commenced in 2017 and was finalised in 2019. Following the completion of the design, the project proceeded to the engagement of a builder under a construct-only contract.
7. Construction began in 2020 but was paused in 2021 due to concerns regarding build quality, particularly structural issues associated with the steel frame of the building extension. These issues led to a dispute between Council and the builder.
8. In June 2023, Council and the Contractor finalised a termination agreement, formally concluding their contractual relationship for the project.
9. Prior to the project being paused, several construction components had been procured, including the lift system and elements of the mechanical and lighting systems. These items were retained by Council and are currently stored off-site for potential use in the project.
10. Due to the quality issues identified during construction, a significant portion of the completed works required review and/or rectification, including the steel structural, lift, inground services, and electrical components.
11. Council undertook inground services rectification works in 2024-25 to de-risk the site for future works.
12. A market sounding exercise undertaken in 2024-25 tested industry interest in completing the project. Feedback from prospective builders indicated significant concerns regarding the assumption of liability for works completed by others, citing unverifiable site conditions, insurance constraints, and the associated risk exposure. To mitigate these risks, builders advised that a substantial risk premium, estimated at approximately $2.5 million, would be required and ultimately borne by Council.
13. The market sounding exercise focused on the assumption that the DNA project was simply a paused construction project ready for resumption. As a result, it identified that the project required managing outdated design documentation, inconsistent site conditions, and uncertainty about the quality of previous works.

Project Delivery Approach:

14. Following the market sounding exercise, a comprehensive review of the DNA project was undertaken to determine the most appropriate path forward, considering the project's complex history and the findings of the market sounding exercise.
15. As a result of this review, the DNA project delivery is being treated as a new project rather than a paused construction. As such, a lightly revised concept design has been developed for construction, rather than solely relying on the previously completed design package.

    This approach is based on the following factors:
    - Inconsistencies between the existing design documentation and actual site conditions.
    - Quality concerns raised during the first construction process.

- Elements of the existing design no longer meeting current building standards and DDA compliance.
- Significant technological advances in lighting, air conditioning, audio-visual, and information technology systems since the original design was developed.

16. By treating the project as a new development, the focus shifts from managing legacy issues to delivering a fit-for-purpose outcome. This approach improves the delivery models, including options from detailed design through to construction completion, and supports a more strategic and risk managed procurement and delivery process.
17. For a project of this scale and the associated risks to be managed in finalising the design and construction works, the delivery model for completing the construction of the DNA Project will be a Design and Construct (D&C) contract. Whereby Council engages a single entity (builder) to both finalise construction design drawings and construct the project, based on a detailed concept, accompanied by performance and standards brief developed by Council officers.

High-Level funtionality Review:

18. The project originated as a placemaking and activation initiative under the Revitalising Central Dandenong (RCD) program, with design decisions driven primarily by precinct activation principles as opposed to gallery optimisation and functionality.
19. Introducing contemporary architectural design principles, key improvements have been made to functional operations for the DNA Gallery. This includes altering the glass façade, improved gallery-standard spaces and the introduction of a goods lift. Without these important initiatives, would restrict the building's ability to operate as a contemporary gallery compliant with current day, relevant museum and gallery standards.

External impression of the building with the glass extension



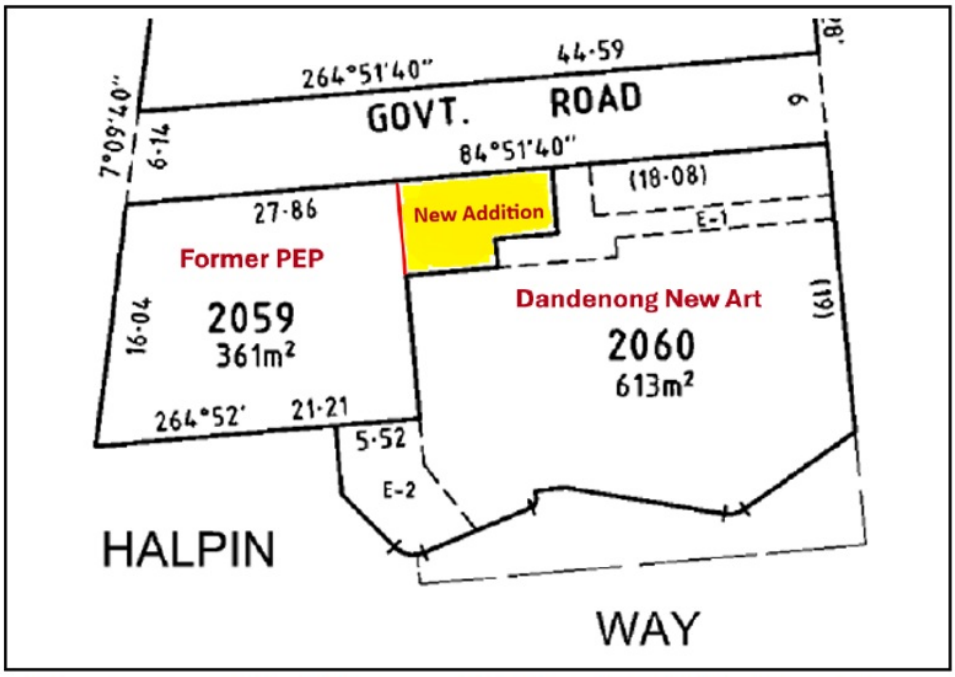
External Impressions of the building with changes to the glass extension – grey cladding



Land Consolidation and Services Upgrade

20. An opportunity has arisen since the adjacent Precinct Energy Plant (PEP) building has been demolished, a small portion of the former Precinct Energy Plant (PEP) land has been consolidated with the Dandenong New Art (DNA) site. The land consolidated is less than 50 square metres and will create a straight boundary between the two sites.

21. This consolidation also provides improved operational value to DNA as the additional land is located directly behind the building services extension. The addition will accommodate the newly added goods lift and the upgraded mechanical plant for air conditioning.



The consolidated land highlighted in yellow

Walker Street Gallery

22. It should be noted that on 12 July 2021, Council resolved that the Council-owned land at 1-9 Walker Street, Dandenong, currently occupied by the Walker Street Gallery and Arts Centre, be identified as surplus to Council requirements following the opening of the Dandenong New Art (DNA) Gallery, with the future sale of the land to be considered at that time.
23. Any future consideration of the site's use, including potential disposal of the land, will be subject to further assessment, consultation with existing user groups, identification of suitable alternative accommodation or allocations where required, and a future Council decision. Relevant options and recommendations will be presented to Council for consideration at an appropriate time.

Procurement

24. A detailed procurement process has been undertaken to identify an appropriately experienced and qualified contractor to undertake the associated works to construct the Dandenong New Art (DNA) Gallery. The procurement process includes two key phases; Expression of Interest and Tender.

Expression of Interest Process

25. Following the high-level design review, utilising the established Victorian Government Construction Supplier Register (CSR), an invite-only Expression of Interest (EOI) was undertaken to identify suitably qualified contractors with demonstrated capability to deliver the project under a Design and Construct procurement / contract model.
26. The EOI was issued on Thursday, 2 April 2026 to fourteen (14) pre-selected contractors with proven experience in comparable projects particularly design and construct projects under $10M in heritage / art galleries / redevelopments.
27. A mandatory site inspection was conducted on Monday, 13 April 2026 of the fourteen (14) contractors invited, seven (7) attended the site inspection.
28. The EOI period closed on 28 April 2026, six (6) submissions were received, all from contractors who attended the site visit.
29. The EOI process was structured to:
    - Test the market's understanding of the project's complexity and risk profile.
    - Assess contractor capability, experience and resourcing before tender to reduce procurement risk and shortlist respondents best placed to deliver the project.
    - Inform refinements to the tender approach and documentation.
30. Four (4) EOI submissions were shortlisted based on their alignment with the D&C procurement approach, understanding of risk and project complexity, project-specific methodologies, relevant experience, and demonstrated capability to manage design, approvals, construction and stakeholder coordination within the project budget.
31. All four contractors returned a satisfactory corporate score card result as well as a Rapid Global registration (Council's workforce management software for health and safety compliance) at risk level one (1) rating.

Tender Process

32. The shortlisted contractors were invited to tender for the project. Tender 2526-25RFT Dandenong New Art Gallery (DNA) Redevelopment opened on 25 May 2026 and closed on 30 June 2026, with all four invited contractors submitting a proposal.
33. Each submission was assessed against all established evaluation criteria, to ensure that the tenderers met the standards required for Council contractors.
34. At the conclusion of the tender evaluation process, the evaluation panel recommends awarding Contract 2526-25 for the Dandenong New Art Gallery (DNA) Redevelopment to Carelli Constructions Pty. Ltd., ABN 75 606 840 331, for a fixed lump sum price of Six million seven hundred and ninety-six thousand and ninety-seven dollars ($6,796,097) excluding GST.
35. Carelli Constructions Pty. Ltd. demonstrated the best value for money for Council through its understanding of the project's complexity, relevant experience, and demonstrated capability to manage design, approvals, construction and stakeholder coordination within the project budget.

Budget

36. In 2019, Council allocated $9.5million, of which, significant portion was expended on the previous construction including on design documentation, project management fees, site works and contract termination.
37. Through the Major Projects Review in 2024, at the 8 July 2024 Council meeting, Council resolved to allocate an additional $6.24M to the project, bringing the total project budget since 2019–20 to $15.7 million.
38. Based on the recommended tender submitted by Carelli Constructions Pty. Ltd for $6,796,097, excluding GST, sufficient funding remains within the project budget to accommodate the recommended contract as well as other remaining project costs including but not limited to; project management costs, architects, superintendent, quantity surveyors, legal services.
39. The $6.80M cost to complete the construction project under a Design and Construct contract relates to the base building only. The detailed fit out, branding, marketing and operational costs, including the opening ceremony needs to be considered as part of the future operational model. The anticipated practical completion date for the project is at the end of June 2028.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

40. 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

41. There are no financial implications associated with this report. Appointment of the Contractor as recommended is within the allocated budget of the endorsed Capital Improvement Program. Future operational funds requirements will be considered in future budget considerations.

Asset Implications

42. This item relates to a current CIP project and does not change the scope/timeframe/budget for the project.

Legal/Risk Implications

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

Environmental Implications

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

Community Consultation

45. There was no requirement for community consultation. As the project proceeds into the construction phase and future operational stage, there will be future communications undertaken to update and inform key stakeholders.

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

46. This report is consistent with the following principles in the Community Vision 2040:
    - Education, training, entrepreneurship and employment opportunities.
    - Embrace diversity and multiculturalism.
    - Sustainable environment.
    - Art and culture.
47. 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 Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community.

Legislative and Policy Obligations

48. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
    - Related Council Policies, Strategies or Frameworks.

4.2 POLICY AND STRATEGY

4.2.1 Council Support for 2027 Ramadan Night Market

Responsible Officer: Executive Director Community Strengthening

Attachments:
1. 2026 Ramadan Night Market Evaluation Report [**4.2.1.1** - 8 pages]

Officer Recommendation

That Council:

1. **NOTES the findings of the 2026 Ramadan Night Market Evaluation Report, per Attachment 1;**
2. **APPROVES a funding allocation of $97,000 to the Bright Community Organisation for the 2027 Ramadan Night Market, payable post-event subject to the event meeting all governance, compliance and public safety requirements; and**
3. **NOTES that data collection for the 2027 event will be further targeted to enable a detailed cost-benefit analysis to be undertaken to underpin decision making for future events of this nature.**

Executive Summary

1. This report briefs Councillors on the 2026 Ramadan Night Market evaluation and matters to inform future Council support for the 2027 event, including the balance between public value, funding, governance and risk.
2. The 2026 event delivered significant community, cultural and economic value by celebrating Greater Dandenong's diversity and activating central Dandenong. However, the evaluation found that the event has outgrown aspects of its planning and governance arrangements, creating issues across compliance, traffic, public health, waste, public safety, stakeholder communication and readiness.
3. Council considered the organiser's 2027 funding application through the Large Grants Council Report endorsed on 16 March 2026. As the request exceeded usual program parameters, Council deferred the application pending a detailed assessment and separate recommendation.
4. Any funding decision will need to consider the level of Council funding, in-kind support and risk exposure required, and whether appropriate governance and funding conditions can support safer, better governed and more sustainable delivery in 2027.

Background

5. The Ramadan Night Market is one of Greater Dandenong's most significant multicultural events and a major annual activation in central Dandenong. It attracts visitors from across Melbourne and contributes to cultural celebration, social cohesion, economic activity and place activation.

6. In 2026, the event attracted strong attendance and created opportunities for local traders and food vendors, reinforcing its role in supporting connection, belonging and cultural celebration.
7. Bright Community Organisation delivered the 2026 event and achieved its primary community objectives. However, the evaluation found that growth has outpaced parts of the delivery model, with issues identified across governance, compliance, public safety, traffic, public health, waste, stakeholder engagement and planning.
8. The key issue is whether governance, compliance and operational systems have matured sufficiently to support an event of increasing scale, complexity and public risk exposure.

Key Issues and Discussion

Key Evaluation Findings

9. The evaluation found that the event now operates more like a large-scale regional event than a traditional community festival, with attendance, infrastructure needs, stakeholder expectations and regulatory obligations exceeding the original model.
10. Council support was required across multiple business units to support compliance, coordinate stakeholders and manage operational issues.
11. The review identifies key risk areas for 2027, the in-kind resource investment made in 2026, and funding and governance matters to inform any decision about future support.
12. A key principle for future support is that Council's role should focus on regulatory oversight, approvals, strategic support and public value stewardship, not operational coordination. The organiser should retain clear responsibility for planning, delivery, compliance and stakeholder management.
13. The review presents three options for the 2027 event: retaining the 2026 level of support, increasing support, or withdrawing support.
14. The review recommends Option One: Provide the same funding commitment as in 2025-2026 ($97,000), subject to the event meeting increased governance, compliance and public safety requirements.

Governance and Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

15. Peak-period resourcing will be required; however, it is expected to be managed within current workforce planning processes.

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

Operating Budget Implications

16. The recommended funding is expected to be managed within the remaining Large Grants Program allocation. Council's in-kind contribution, including officer time, operational support, regulatory oversight and compliance assistance, is expected to be managed within the current operational budget.

Asset Implications

17. If the 2027 event proceeds at Palm Plaza, remediation work for the area may need to be undertaken to ensure the site is suitable, safe and ready for an event of this scale.

Legal/Risk Implications

18. The report identifies legal and risk considerations relating to event permits, public safety, traffic management, food safety, waste management, stakeholder impacts and Council's financial and operational exposure. These matters are manageable only if addressed through clear funding conditions, confirmed governance arrangements, approved event documentation, appropriate cost recovery and compliance with all relevant permit and regulatory requirements before the 2027 event proceeds.

Environmental Implications

19. Environmental implications will be considered through the 2027 planning process, particularly in relation to waste management, oil and wastewater disposal, cleaning requirements and site impacts associated with a large-scale food-based event.

Gender Impact Assessment

20. A gender impact assessment is not required.

Community Consultation

21. Formal community consultation was not required for this evaluation report. However, community, trader and stakeholder impacts have been considered through the evaluation findings, including feedback, enquiries and complaints relating to road closures, parking, waste, noise, deliveries and service disruptions.

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

22. This report is consistent with the following Community Vision 2040 principles, particularly where the event supports cultural celebration, social connection, inclusive participation and safe, vibrant public places:
    - Safe and peaceful community.
    - Embrace diversity and multiculturalism.
    - Mind, body and spirit.
    - Art and culture.
23. This report is consistent with the following strategic objectives from the Council Plan 2025-29, while also recognising that delivery of these objectives must be supported by appropriate governance, safety, compliance and financial controls:
    - 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

Not Applicable

REPORT

Date: 25 August 2026

Summary Review of 2026 Ramadan Night Market

Table of Contents

Purpose 2
Executive Summary 2
Strategic Value and Community Outcomes 2
Economic Activity and Spending 3
Key Findings 3
Governance, Funding and Event Planning 3
Public Safety, Crowd Management and Regulatory Compliance 4
Traffic Management and Stakeholder Impacts 4
Infrastructure, Public Health and Environmental Management 4
Council Investment and Operational Sustainability 5
Council In-Kind Contribution 5
Progress Towards 2027 Delivery 6
Relocation to Palm Plaza and Triangle Car Park 6
Governance and Planning Improvements 6
Shared Commitment to Improvement 6
Event Management Capability 6
Funding Context 6
Future Delivery Model and Conditions of Support 7
2027 Support - Options Analysis (Summary) 7
Recommended Option 7
Conclusion 8

REPORT

Purpose

To review Council's support for the 2026 Ramadan Night Market and guide decisions about future funding and involvement for the 2027 event.

Executive Summary

The Ramadan Night Market is one of Greater Dandenong's major multicultural events and a key activation in central Dandenong. Delivered by Bright Community Organisation, it celebrates Ramadan and provides clear cultural, social and economic benefits.

The 2026 event met its core community aims, but its growth has outpaced parts of the delivery model. Governance, compliance, public safety, traffic management and event planning now need to match the event's scale.

The question is not whether the event has value. It does. The question is whether its governance, compliance and operating model are strong enough for an event of this size.

Planning for 2027 has already addressed several issues, including:

- Relocation to Palm Plaza and the Triangle Car Park. (subject to appropriate permit approvals)
- Appointment of an experienced Event Manager.
- Establishment of a formal governance framework.
- Progression of Place of Public Entertainment (POPE) requirements (if required).
- Introduction of milestone-based planning and compliance processes.

Officers recommend continued Council support, subject to the revised delivery model and ongoing compliance with agreed governance, planning, compliance and public safety requirements.

Strategic Value and Community Outcomes

The Ramadan Night Market supports cultural celebration, community connection, local participation and economic activity. It also strengthens Greater Dandenong's profile as one of Australia's most culturally diverse municipalities.

The event aligns strongly with Council priorities relating to:

- Social cohesion
- Cultural diversity and inclusion
- Community wellbeing
- Economic participation
- Place activation.

The 2026 event attracted strong attendance, increased visitation, supported traders and food vendors, and created opportunities for belonging and cultural celebration.

The event's value remains strong. Future success depends on stronger governance, safety and operational systems as attendance, stakeholder expectations and regulatory requirements grow.

REPORT

Economic Activity and Spending

Economic Development reviewed transaction and visitation data for the Ramadan period from 19 February to 15 March 2026.

Across Greater Dandenong, spending increased during Ramadan, particularly in food-related sectors:

Indicator	Change from previous year
Total expenditure	↑ **8.0%**
Visitor expenditure	↑ **8.4%**
Takeaway / fast-food spending	↑ **19.8%**
Restaurant spending	↑ **22.0%**

Central Dandenong, where the event was held, recorded stronger growth:

Indicator	Change from previous year
Total expenditure	↑ **15.9%**
Visitor expenditure	↑ **17.4%**

The data cannot attribute spending directly to the Night Market, but it shows higher visitation and economic activity during Ramadan, especially in Central Dandenong and hospitality sectors.

Trader data also shows regional reach. Of 98 temporary food premises registrations, 22 were from Greater Dandenong and 76 were from outside the municipality.

Key Findings

The event has grown beyond the scale anticipated under the previous delivery arrangements. It now operates more like a major regional event than a traditional community festival.

The 2026 event required significant support from several Council teams, including compliance, stakeholder coordination, documentation review, planning and issue resolution.

Success should not be measured only by the absence of a major incident. Council also needs to consider the event's growing complexity, resource demands and risk profile. These risks are manageable if the revised 2027 governance and delivery model is maintained.

Governance, Funding and Event Planning

The review found governance issues during the 2026 event, including late or incomplete documentation, funding administration issues and heavy reliance on Council officers for compliance and coordination.

Because funding was allocated through the mid-year budget review, a formal funding agreement was not in place before the event. This limited Council's ability to link funding to readiness and compliance requirements.

These issues point to the need for clearer accountability, stronger event management and milestone-based governance.

REPORT

Improvements already underway for 2027, including an Event Manager and structured planning framework, provide a stronger foundation.

Public Safety, Crowd Management and Regulatory Compliance

Public safety is the most important issue from the review. No major incidents occurred in 2026, but stronger systems are needed if the event continues to grow.

Peak weekend attendance reached about 10,000 people. However, there was no formal site capacity framework, attendance monitoring system or clear trigger points for intervention.

The review also identified opportunities to strengthen:

- Security operations.
- Incident reporting.
- Emergency preparedness.
- Event command structures.
- Communication systems.
- Coordination with emergency services.

The event now needs formal public safety systems. Depending on the 2027 scope, a POPE permit may be required to strengthen oversight of crowd management, emergency planning, fire safety, infrastructure and patron welfare.

Traffic Management and Stakeholder Impacts

Traffic management was one of the most visible challenges in 2026. Although approved arrangements were in place, they were not consistently implemented, causing congestion, access issues and confusion.

Council received complaints about road closures, parking, access, towing and limited communication about traffic changes.

The main concern was how impacts were communicated and managed, rather than the event itself. Earlier notification, clearer accountability and relocation to Palm Plaza should reduce these issues.

Infrastructure, Public Health and Environmental Management

The event required significant temporary infrastructure for food operations, waste and power. No major public health or safety incidents occurred, but several issues required Council intervention.

Food vendor management issues included differences between approved registrations and actual operations, unauthorised substitutions and food safety non-compliance. Environmental Health Officers undertook significant enforcement activity.

Waste management was below expectations, with insufficient bins, litter, cooking oil and wastewater issues creating environmental concerns and extra cleaning costs.

Power was delivered, but late documentation, contractor issues and generator safety concerns required significant officer support.
Overall, the future model needs stronger contractor management, compliance systems and operational oversight.

REPORT

Council Investment and Operational Sustainability

Council's support extends beyond grant funding. The 2026 event required staff time and operational support across events, environmental health, waste, traffic, communications, community amenity, governance and executive leadership.

In addition to the **$97,000** grant, Council officers spent an estimated **712 hours** on the event, valued at about **$94,925**. This brings Council's recorded investment to more than **$191,925**.

Council In-Kind Contribution

Council Business Unit	Total Hours	Indicative Cost
Festivals and Events Team	235	$15,080
Traffic Management	14	$1,540
Environmental Health (Existing Staff)	30	$4,775
Additional / Agency resourcing required in Environmental Health (Inc. BAU coverage)	202	$45,000
Waste Management	113	$6,495
Media and Communications	18	$1,670
Community Amenity	40	$3,020
Corporate Services and Executive Support	60	$10,180
On-costs	15%	$7,165
Total	**712**	**$94,925**

These figures are conservative and do not include all indirect support, coordination, overtime, legal services or other resources.

Council's involvement was higher than expected for a community-led event. Officers often had to guide, follow up and resolve matters that would normally sit with the event organiser.

Council remains supportive of the event, but the current level of intervention is not sustainable. Future support needs clearer roles, stronger accountability and confidence that public funds are managed transparently.

An experienced Event Manager and structured governance framework should reduce reliance on Council and support long-term sustainability.

REPORT

Progress Towards 2027 Delivery

Council officers and BCO have started key improvements for 2027:

Relocation to Palm Plaza and Triangle Car Park

BCO and Council are exploring relocation to Palm Plaza and the Triangle Car Park from 2027, subject to approvals. This responds to review findings and feedback from businesses, traders and stakeholders affected by past road closures.

Relocation is expected to:

- Improve crowd circulation.
- Enhance emergency and service access.
- Reduce the extent of road closures.
- Improve traffic management outcomes.
- Reduce impacts on surrounding businesses and residents.
- Provide a more suitable footprint for future growth.

Governance and Planning Improvements

A stronger planning framework is now in place for 2027, with clearer milestones, approvals and accountability. The Event Manager role is a key improvement.

Shared Commitment to Improvement

Council and BCO are working together to address the review findings and support safer, more sustainable event delivery.

Event Management Capability

BCO has appointed an experienced Event Manager to coordinate planning, compliance, contractors and stakeholder engagement. This should significantly improve future delivery.

Funding Context

Council considered BCO's application through the Large Grants Council Report endorsed on 16 March 2026. The request was above normal program limits, so Council deferred a decision pending further assessment.

Under the Large Grants Program, Strategic Project Grants are available up to **$80,000** per year and Festivals and Events Sponsorship Grants up to **$40,000** per year. Current projections show about **$91,984** available in 2026/27 and **$29,127** in 2027/28, subject to Council decisions and budget allocations.

BCO sought funding well above these limits, including **$640,000** over two years for Festivals and Events Sponsorship and **$320,000** for a Strategic Project.

Future funding should consider the event's community benefit, review findings, governance improvements, available budget and BCO's ability to meet compliance and reporting requirements.

REPORT

Future Delivery Model and Conditions of Support

The event now needs a more formal delivery model, with stronger governance and professional event management. The issues identified are linked to the event's scale, complexity and public profile.

The improvements underway provide a strong base, but ongoing Council support should depend on key governance, compliance and public safety requirements being met.

These include:

- Relocation to Palm Plaza (pending appropriate approvals).
- Retention of an experienced Event Manager.
- Completion of funding acquittal obligations.
- Execution of formal funding agreements.
- Compliance with planning milestones.
- Implementation of approved Traffic Management, Public Health, Waste Management and Security Plans.
- Application for and approval of a POPE permit. (if required)
- Attendance monitoring and capacity management systems.
- Delivery of a Stakeholder Engagement and Communication Plan.
- Ongoing monitoring, reporting and compliance requirements.

This approach recognises the event's value and Council's responsibility to invest public funds transparently and accountably. If agreed requirements are not met, future support may be reconsidered.

2027 Support - Options Analysis (Summary)

Option	Approach	Benefits	Risks / Funding Impact
Option 1 Maintain support Recommended	Provide the same grant level as 2026, subject to stronger governance, compliance and public safety requirements.	Maintains a high-value multicultural event while improving accountability, safety and operational sustainability.	Manageable risk if requirements are met. Can be funded through available Large Grants Program funds, with officer support expected to reduce over time.
Option 2 Increase support	Provide funding above the 2026 level in response to BCO's higher grant request.	May provide greater certainty and help meet rising delivery, compliance and infrastructure costs.	Creates budget pressure, precedent risk and greater Council exposure. Any amount above $97,000 would require offsets or service reductions in other areas.
Option 3 Withdraw support Not recommended	Cease direct grant funding and significantly reduce Council officer involvement.	Reduces direct expenditure, officer workload and some operational exposure.	May result in the loss or reduction of a major multicultural event, with social, economic and reputational impacts.

Recommended Option

Officers recommend **Option 1: continue Council support subject to the 2027 event meeting increased governance, compliance and public safety requirements.** This is the most balanced option. It keeps the cultural, social and economic benefits of the Ramadan Night Market, while requiring stronger governance, compliance, public safety and event management.

REPORT

It also recognises Council's financial constraints and limited ability to increase grant funding without identifying service offsets elsewhere. Maintaining support at the 2026 level, with stronger conditions, reduces Council's officer resource burden and places clearer responsibility on BCO for safe, transparent and sustainable delivery.

Conclusion

The Ramadan Night Market remains one of Greater Dandenong's most significant multicultural events. It supports social cohesion, celebrates diversity, encourages economic participation and activates central Dandenong.

The main challenge is not the event's value. It is ensuring governance, compliance, public safety and operations keep pace with its growth.

Progress is already underway through relocation planning, appointment of an Event Manager and implementation of a structured governance framework reflective of the event size and scale.

Officers recommend continued Council support under a stronger governance and compliance framework to support the event's safe, sustainable and successful growth. Officers also recommend that data collection for the 2027 event be focussed to enable a detailed cost-benefit analysis to be undertaken to underpin decision making for future events of this nature.

4.2.2 Greater Dandenong City Council Annual Report 2025-26

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments:
1. Greater Dandenong City Council Annual Report 2025-26 [**4.2.2.1** - 242 pages]

Officer Recommendation

That Council:

1. **APPROVES the Annual Report 2025-26 (per Attachment 1) in line with legislative requirements of the *Local Government Act 2020*; and**
2. **AUTHORISES the Chief Executive Officer, or their delegate, to make amendments to the document to correct any minor drafting errors that do not materially alter the intent of the document.**

Executive Summary

1. The Annual Report 2025-26 has been prepared in accordance with the *Local Government Act 2020* and contains all mandatory information as outlined in the legislation.

Background

2. Council has a statutory obligation to prepare an Annual Report that is in accordance with sections 98 and 99 of the *Local Government Act 2020*. The Annual Report must be prepared as soon as is practicable after the end of the financial year and Council is required to publicly consider the report within four months of the end of the financial year.
3. The Annual Report must contain:
    a. a report of operations of the Council;
    b. audited financial statements;
    c. an audited performance statement; and
    d. a copy of the Auditor's report on the financial statements under Part 3 of the Audit Act.

Key Issues and Discussion

4. The audited statements were approved in-principle by Council at the 21 September 2026 Council meeting. Subsequent to this, the Auditor-General's endorsement of the statements has been received with no further amendment.
5. The Greater Dandenong City Council Annual Report 2025-26 meets all legislative requirements.
6. Copies of the adopted Annual Report will be made available at Council's Customer Service Centres and on Council's website at www.greaterdandenong.vic.gov.au on 20 October 2026.
7. The Greater Dandenong City Council Annual Report 2025-26 also highlights Council's major achievements for the financial year ending 30 June 2026 and progress against actions from the Annual Action Plan.

8. Key highlights in 2025-26 included:
    a. significant progress on the new Oasis Aquatics and Wellbeing centre;
    b. endorsement of the Reconciliation Action Plan, Council's first LGBTIQA+ Action Plan, Our Bright Green Future strategy and the Gender Equality Action Plan;
    c. $1.7 million invested in 183 projects as part of the Community Grants Program;
    d. $86 million invested in infrastructure projects supporting improved facilities, recreation spaces, roads and footpaths;
    e. over 2,000 participants in face-to-face community engagements;
    f. planting of 1,861 street trees;
    g. over 830,000 visits to Council libraries;
    h. more than 2 million visits to Councils website; and
    i. the highest overall community satisfaction score of all Councils participating in the Metropolis Community Satisfaction Survey.
9. Printed copies of the report will be available to interested members of the public upon request.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

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

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

Operating Budget Implications

11. The Financial Statements of Greater Dandenong City Council, as included in the attached Annual Report, are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020* and the Local Government (Planning Reporting) Regulations 2020.
12. These consolidated financial statements for the year ended 30 June 2026 comprise the results of operations for both Council and its wholly owned subsidiaries, namely the Dandenong Market Pty Ltd and South East Leisure Pty Ltd.
13. The Comprehensive Income Statement highlights that Greater Dandenong City Council's surplus for the financial year is $19.48 million ($30.91 million in 2024-25).
14. A comprehensive review of Council's asset valuations in 2025-26 resulted in a significant revaluation increase of $405 million, contributing to a $424 million surplus in the Comprehensive Income Statement. The uplift was driven by improvements in valuation methods, including more detailed assessments of asset features, location, and updated construction inputs. Key asset classes such as land and building, roads, drainage, footpaths, cycleways and off-street car parks saw notable increases. These changes reflect both market conditions and updates to accounting standards.

Asset Implications

15. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

18. A gender impact assessment is not required.

Community Consultation

19. There was no requirement for community consultation. The Annual Report 2025-26 has been compiled from information provided by the Executive Team, Managers and staff across the organisation regarding the various performance achievements.

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.



Annual Report 2025–26

Greater Dandenong



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 practices, 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.



Uncle Mark Brown, Bunurong Elder and Senior Cultural Heritage Officer at the Bunurong Land Council

Contents

Our City 2

Our Community 4

Community Vision and Council Plan 6

Year in Review 8

- Mayor's Message 8
- CEO Message 9
- Highlights 12
- Major Capital Works 14
- Council's spending in 2025-26 16
- Awards and Recognition 18
- Communicating with our Community 20
- Community Engagement 22
- Climate Change and Sustainability 24
- Advocacy 25
- Health and Wellbeing in Our Community 27

Our Future 29

The Year Ahead 29

Our Council 30

- Ward Map 31
- Councillors 32
- Governance 34
- Council meetings 34
- Committees and representations 38
- Audit and Risk Committee 43
- Public Interest Disclosures Act 2012 44
- Freedom of Information 44
- Public Transparency 46
- Statutory Information 48
- Disability Action Plan 48
- Child Safety and Wellbeing 49
- Contracts 49
- Governance and Management Checklist 50

Community Grants 53

Our People 66

Our Performance 74

- Integrated Planning Framework 74
- Community Satisfaction Survey 76

Strategic Objective 1
A socially connected, safe and healthy city 78

- Our Performance 80
- Performance Measures 80
- Action Progress 81
- Local Government Performance Reporting Framework (LGPRF) 84
- Services Funded 87

Strategic Objective 2
A city that respects and celebrates diversity, our history and the arts 88

- Our Performance 90
- Performance Measures 90
- Action Progress 91
- Local Government Performance Reporting Framework (LGPRF) 94
- Services Funded 95

Strategic Objective 3
A city of accessible, vibrant, centres and places 96

- Our Performance 98
- Performance Measures 98
- Action Progress 99
- Local Government Performance Reporting Framework (LGPRF) 100
- Services Funded 103

Strategic Objective 4
A green city committed to a sustainable future 104

- Performance Measures 106
- Action Progress 107
- Local Government Performance Reporting Framework (LGPRF) 109
- Services Funded 110

Strategic Objective 5
A city that supports business, entrepreneurship, quality education and employment **112**
- Our Performance 114
- Performance Measures 114
- Action Progress 115
- Services Funded 116

Strategic Objective 6
A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community **118**
- Our Performance 120
- Performance Measures 120
- Action Progress 121
- Local Government Performance Reporting Framework (LGPRF) 122
- Services Funded 124

Infrastructure and developer contributions **126**

Performance Statement **131**

Understanding the Financial Report **151**

Annual Financial Report **160**

Our City

Greater Dandenong City Council provides over 100 services to improve the quality of life of all residents. The Community Vision and Council's strategic objectives are outlined in the Council Plan 2025–29 and the Annual Budget. The delivery of services is measured by a set of service performance indicators and measures.

These services 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



Our Community

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

17.4% have limited fluency in spoken English

(Source: Census ABS 2021)

Disability

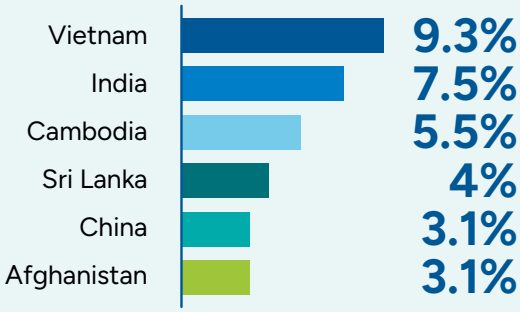
7.7% of people are living with a disability

(Source: Census ABS 2021)

Country of birth



The proportion of residents born overseas is **61.2%** compared to **31.6%** in Victoria



(Source: Census ABS 2021)

Employment

The City of Greater Dandenong supports **124,206** jobs

(Source: Remplan)

The unemployment rate is **7.6%** compared to 4% in Victoria

(Source: Department of Employment and Workplace Relations 2025)

Population

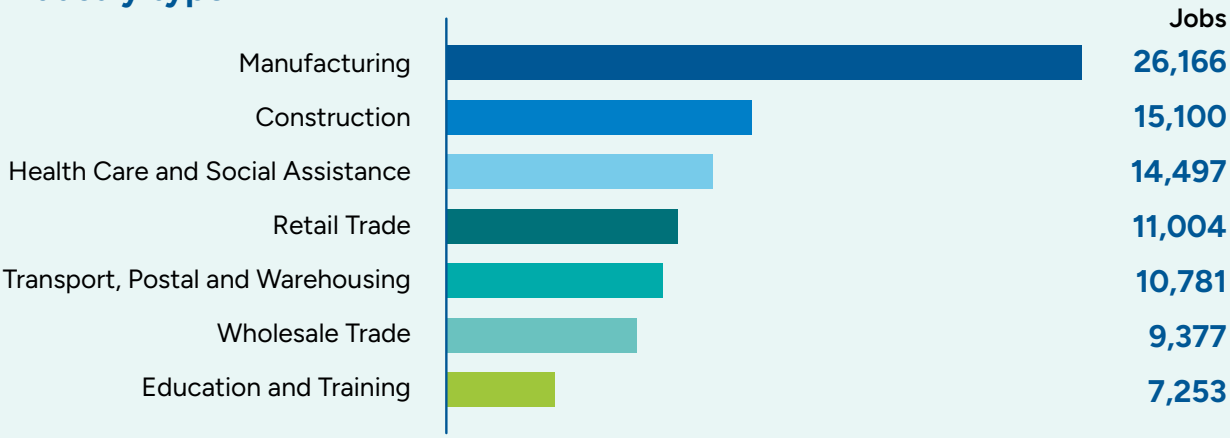
167,000 residents

(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)

Community Vision and Council Plan

The vision for Greater Dandenong was developed by the Greater Dandenong People's Panel through a deliberative engagement process in 2021. This vision was reviewed by a second community panel in 2024 to ensure alignment with the key priorities identified in the community engagement process for the Council Plan 2025-29. 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.

To complement the vision and further define what the community would like to see Greater Dandenong be in 2040, six principles were developed. These principles are:



Safe and peaceful community



Embrace diversity and multiculturalism



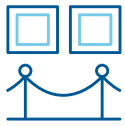
Education, training, entrepreneurship and employment opportunities



Mind, body and spirit



Sustainable environment



Art and culture

Council Plan

In 2025 a new Council Plan was developed to help deliver on our community's vision. An intensive community consultation process was undertaken with over 3,000 people participating including individual residents, community groups, schools, health stakeholders, sporting clubs, businesses and visitors. This consultation, combined with previous commitments, key municipal health priorities, legislative requirements and Council's ongoing investment and infrastructure projects, have shaped the strategic objectives and key priorities outlined in this plan.





Year in Review

Mayor's Message



In November 2025, I was honoured to be elected Mayor of the City of Greater Dandenong. Since then, I have been inspired by the dedication of Council staff and their commitment to serving our community every day.

2025–26 has been a year of achievement, progress and opportunity. By working together and keeping our community at the heart of every decision, we have delivered important projects, strengthened local services and continued to make Greater Dandenong a great place to live, work and visit.

Some of our key achievements this year include the adoption of Our Bright Green Future, setting a strong direction for sustainability and climate action while maintaining an impressive 82 per cent reduction in Council emissions, and significant progress on the new Oasis Aquatics and Wellbeing centre, a transformative project that continues to move closer to completion.

Our commitment to innovation and community impact was also recognised through several prestigious awards. Council received the 2025 Cities Litter Award for its *Bin It or Take It Home With You* campaign, a MAVLab Innovation Award for *#Filtered, The Body Image Project*, a National Award for Local Government for *Voices for Safety*, and a Victorian Museums and Galleries Award commendation for *HOME25: Invisible Cities*.

Community voices continued to shape our work throughout the year. Through 11 editions of Council News and more than 2,000 face- to-face engagement participants, residents helped inform key plans and policies, environmental initiatives, infrastructure projects, and improvements to parks, playgrounds and sporting facilities across the municipality.

We also strengthened support for local communities by endorsing a multi-year funding and service agreement with seven Neighbourhood Houses and Community Centres, helping these valued organisations continue fostering connection, learning and wellbeing.

Council remained committed to building a community where everyone feels welcome, included and supported. Key milestones included the development of Council's first LGBTIQA+ Action Plan and ongoing advocacy through the Mayoral and Councillor Taskforce Supporting People Seeking Asylum, helping strengthen equity, participation and belonging across Greater Dandenong.

I thank CEO Jacqui Weatherill, my fellow Councillors, Council staff, volunteers, community organisations and partners for their hard work, passion and commitment throughout the year. Together, we continue to achieve great outcomes for our community.

As we look ahead to 2026–27, I am optimistic about the future. Guided by our shared vision and the priorities of the Council Plan 2025–29, we will continue building a vibrant, inclusive, sustainable and connected Greater Dandenong for current and future generations.



Mayor, Cr Sophie Tan



CEO Message

Thank you to everyone who helps make Greater Dandenong such a vibrant, diverse and welcoming community. Whether you share your ideas, volunteer your time, support local initiatives or work for Council, your contribution helps make our city stronger.

In 2025, Council reshaped our organisational structure to better connect strategy, service delivery and digital innovation, helping us work more effectively together and deliver better outcomes for our community.

Council recorded an operating surplus of **$19.5 million** and invested **$86 million** in infrastructure projects, supporting improved community facilities, recreation spaces, roads and footpaths.

This year we also saw *significant* funding commitments from the Federal Government on a range of projects, including:

- Oasis Aquatics and Wellbeing centre – $9 million
- Road to Recovery Program – $1.8 million
- Black Spot Program – $0.5 million

This year demonstrated what we can achieve when we work together. Through our Community Grants Program, Council invested more than $1.7 million in 183 projects, supporting local organisations, strengthening inclusion and wellbeing, and helping bring community-led ideas to life.

We also expanded support for our neighbourhood houses and community centres, investing **$360,500** to help foster connection, learning and belonging across our community.

Creating a respectful, inclusive and supportive workplace remained a priority. Our Employee Experience Survey highlighted strong results in employee wellbeing, inclusion and workplace culture, while helping identify opportunities for continued growth. These insights also informed the development of Council's 2026–2030 Gender Equality Action Plan, which sets a clear path towards a more equitable and inclusive future for both our workforce and community.

One of the achievements I am most proud of is the confidence our residents have in Council. In 2026, Greater Dandenong recorded the highest overall community satisfaction score among Melbourne's metropolitan councils surveyed. Residents rated many of our services above metropolitan benchmarks, including libraries, family support, early years services, arts and cultural facilities, community centres and economic development initiatives.

These results reflect the collective efforts of our staff, Councillors, volunteers, community organisations and partners, and reinforce our shared commitment to delivering positive outcomes for the people of Greater Dandenong.



CEO, Jacqui Weatherill



Message from our Junior Mayor – Fariha

What do you love most about the City of Greater Dandenong?

What I love most is the wide range of diversity. Dandenong is one of the most multicultural cities in Victoria because of this we get awesome festivals like the Ramadan Night Market, Lunar New Year, Eid, Diwali, Easter, Nuwruz and so much more! Did you know that if you go north onto Thomas Street you get the Afghan Bazaar. Buzzing with music, pastries and restaurants. And if you go a little more north into Springvale with Cambodian, Vietnamese and Chinese culture you get noodle shops and fresh food markets. Little India set on Foster Street is popping with spices, clothing and food and sitting in the heart is Dandenong Market buzzing with Asian, African, American, European and Australian history!

Why did you want to be Junior Mayor?

When I first heard there would be a Junior Mayor election I was thrilled at the idea and immediately wrote my entry letter. I wrote about how the voice of young children is a staple of Greater Dandenong and that our ideas, concerns and opinions should be taken seriously by Council believing I could truly make a difference. To me this was more than just a title, but a chance most children can't even dream for. In Australia we have freedom, facilities and rights, not every child in the world gets that chance, but we do so let's use it, let's be a little louder, a little clearer and a little more confident. Because young children aren't just part of the present we're part of the future.

How would you like to make a difference in the City of Greater Dandenong?



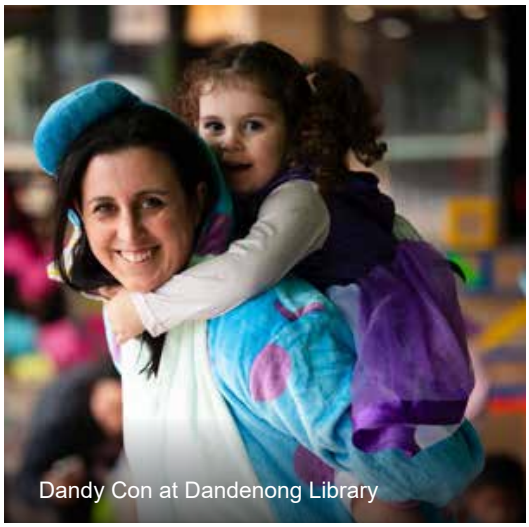
I love planting flowers and working on my vegetable garden especially when it's for cooking. But what if we could plant together as a community all with different fruit and vegetables. In Dandenong there are homeless people all with a story who haven't eaten in days. What if they had a shelter to go to getting a warm meal and hot shower, somewhere to sleep when it gets cold. We need homeless shelters and a community garden. Not only will it teach us children the importance of responsible care and empathy but teach us how to cook which is a basic life skill.

What makes Greater Dandenong a child friendly city?

It makes sure that children and young people are included and represented and given the opportunities to learn, have fun and have their voices listened to. It is recognised by UNICEF as a child friendly city which means it is committed to making decisions that consider the needs and rights of children. Greater Dandenong offers many free and low-cost school holiday activities such as arts and crafts, sports programs, science work, performances, library events, and outdoor adventures giving families affordable ways to stay active and connected.

Highlights


Opening of the Keysborough Community Hub


Dandy Con at Dandenong Library



Launch of the Reconciliation Action Plan



Walk Against Family Violence


Construction of Oasis Aquatics and Wellbeing



Springvale Winterfest



Ramadan Night Market



Discover Dandenong Creek



Noble Park Family Fun Day



Muderra Way Official Opening

Major Capital Works

Over the past 12 months, Council delivered a significant program of capital works across Greater Dandenong, upgrading roads, parks, playgrounds, sporting facilities and community spaces, while progressing major projects like the new Oasis Aquatics and Wellbeing centre.

Alongside major builds, there was a focus on essentials, improving safety, access and reliability through footpath upgrades, drainage works and building renewals.

A socially connected, safe and healthy city

With more than 100 parks, sports reserves and playgrounds, and over 600 hectares of open space, we continued to invest in places where people stay active, connect and feel safe.

- New multi-court, tennis half court with rebound wall, improved paths and seating at Greaves Reserve, Dandenong
- A new pocket park at View Road, Springvale
- Springvale Reserve Pavilion upgrades
- A new synthetic cricket wicket at Warner Reserve, Springvale
- New lighting at Frederick Wachter Reserve, Keysborough and WJ Turner Reserve, Noble Park North.

A green city committed to a sustainable future

Practical work to reduce environmental impact and build a more sustainable city continued.

- Drainage upgrades in Leonard Avenue, Vincent Crescent and Browns Road (Noble Park), Gladstone Road (Dandenong North) and Grace Street (Springvale)
- Planted 1,861 street trees and more than 30,000 indigenous seedlings across the city, growing canopy and biodiversity
- Used more than 7,000 tonnes of recycled materials in roadworks
- Installed porous pavement near Dandenong Market made from recycled tyres.

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

Our city's diversity, storytelling heritage and creative spirit continued to be celebrated.

- Continued delivery of the Springvale Revitalisation Action Plan, including the delivery of the Springvale Creative Wayfinding Project, to improve navigation, enhance safety and strengthen the identity of the Springvale precinct
- Engaged more than 40 artists and groups with exhibitions hosted by Greater Dandenong, supporting 43 local traders, and reinvesting over $74,000 in the local economy
- Launched our first large-scale Aboriginal and Torres Strait Islander peoples public art gateway at Muderra Way, Noble Park.

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

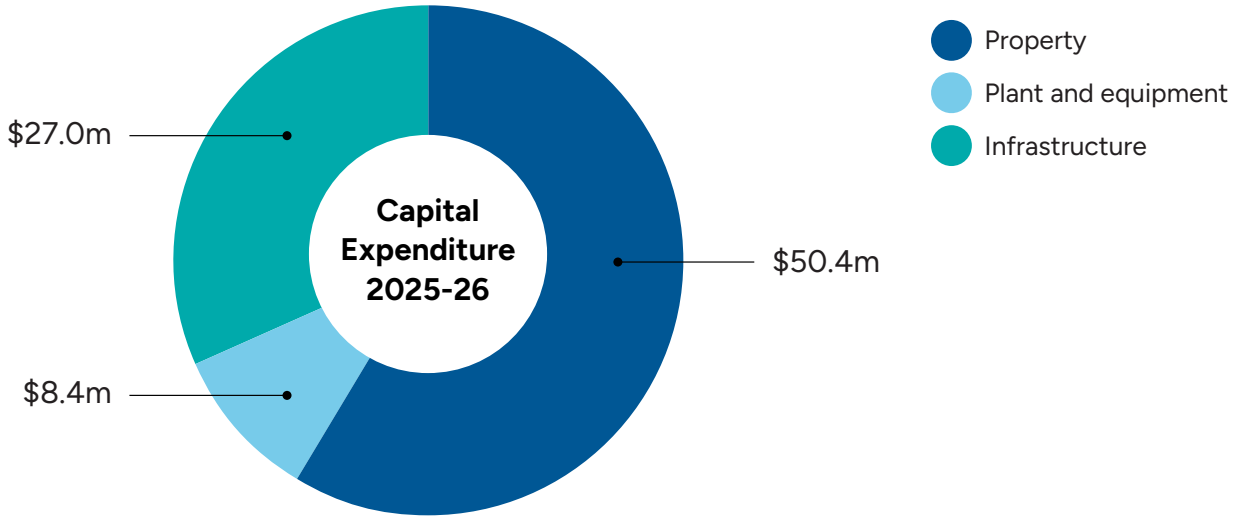
Investment in infrastructure our community rely on every day continued, focusing on practical, durable work that delivers value over time.

- In Palm Plaza, Dandenong, pavers damaged by tree roots were replaced with durable concrete, expanded garden beds and improved drainage across 95m of kerb and 170sqm of pavement
- Continued the citywide Footpath Renewal Program, replacing more than 8000sqm of worn and uneven paths, with a focus on footpaths in Noble Park, Noble Park North, Dandenong and parts of Keysborough at an investment of around $1.5 million.

A city of accessible, vibrant centres and places

How people move through and experience our activity centres was improved, making them safer and easier to access.

- Safety upgrades to Cleeland and Clow streets, Dandenong
- A new footpath on Fowler Road, Dandenong South



- The final stage of the Perry Road construction and widening in Keysborough
- Road resurfacing including Outlook Drive, Loch Road, Sylvia Street, Carlton Road, Howe Avenue and Westminster Avenue in Dandenong North.

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

Council continued to invest in a local economy where businesses can thrive and residents can access jobs and opportunities close to home.

- Upgraded parking meters with mobile payments, allowing people to start, extend or end parking without returning to their car, making it easier to stay longer and support local businesses
- Made improvements at Dandenong Market, including more accessible parking, and upgraded safety systems
- Established the Dandenong Pathway to Employment Hub, transforming an under-utilised building on Lonsdale Street into a space that helps our community connect with jobs, education and training.

Oasis Aquatics and Wellbeing

In the past 12 months construction of the new Oasis Aquatics and Wellbeing centre has moved from planning into visible delivery.

The building is fast taking shape, with major structural works completed including concrete poured, beams installed, walls established and early water testing underway.

This once in a generation project is supporting local jobs and suppliers throughout construction.

With significant milestones now achieved, work continues across the site as construction progresses.

Visit **greaterdandenong.vic.gov.au/Oasis** to stay up to date on the project.

Council's spending in 2025-26

$85.84 million
Capital works

$35.87 million
Buildings, roads, drains and traffic management

$29.27 million
Waste and cleansing

$28.73 million
Community facilities, parks, sport and recreation

$22.63 million
Planning, building and regulatory services

$19.26 million
Family, children and youth services

$16.20 million
Library, arts and cultural services

$14.23 million
Health, aged and community services



Awards and Recognition



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 Sustainability Awards.

This award was received by the Waste Service team for the 'Bin It or Take It Home With You' campaign, which educates the community about proper litter disposal and raises awareness of its harmful impact on the environment.

The awards celebrate environmental achievements and strong community spirit across Victoria, acknowledging initiatives that empower people, change behaviours, protect the environment, reduce waste, engage youth and Indigenous communities, and foster resilience.



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.

The project was developed in response to growing concerns among young people in Greater Dandenong about the negative impact of social media on body image. It was a youth-led social media campaign by Greater Dandenong City Council, co-designed with Killester College students and supported by the Butterfly Foundation and Chisholm Institute. Running from November 2023 to December 2024, it educated young people — especially young women — on social media's impact on body image, reaching 15,000+ and boosting awareness of support resources for 94 per cent of participants surveyed.



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.

The initiative was centred around the Walk Against Family Violence on 25 November 2025 and extended across a four-week program of engagement and activity delivering community education, advocacy and prevention activities through a coordinated, cross-sector approach. Digital storytelling and community partnerships significantly expanded the initiative's reach, ensuring messages were accessible and culturally relevant across Greater Dandenong's diverse communities.



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.

Visitors experienced HOME 25: Invisible Cities through an intuitive exploration of artworks and sites over 14 weeks of a multi-sensory interactive exhibition. Revisiting HOME 25 in a diverse urban environment rewarded a different exhibition experience each time. As artwork and geography, personal memory, and 'psychogeographical' interpretation of paintings, sculptures, site-specific experimental, and multimedia and sound installations were explored, visitors uncovered more layers of the Invisible Cities. The exhibition featured stories of displacement, belonging, and connection to place and Country.

Image credit: Rushdi Anwar, The Patterns of Displacement in Context of Home, 2024, UNHCR tent fabric, Paint, safety pins, wood frame, and HD video one channel, variable size. Gallery view, 2025.

Communicating with our Community

Council is committed to communicating with our diverse community through:

- services
- facilities and venues
- festivals and events.

Compliance matters are communicated so that people and businesses know their obligations, and any penalties or consequences if they don't do the right thing.

People are informed about opportunities to have their say, by contacting Council, participating in community consultations or asking public questions at Council meetings.

Our community includes people from different ages, educational, cultural and language backgrounds. A mix of digital, traditional and emerging channels is used, and Council engages with mainstream and social media. This approach is underpinned by a commitment to accessible and inclusive communications.

Social media

Council has corporate accounts on Facebook, Instagram, X and LinkedIn. We have additional accounts specific to our Youth, Libraries and Arts services and The Drum theatre.

Brand

Council refreshed its logo and updated its brand this year. The update is a modest evolution, but is more accessible, readable and digital friendly. The focus was on replacing digital communications with the new logo, typography and colour palette, and replacing stocks of materials and assets only when they are depleted or due for replacement.

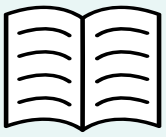
Policy

Council approved a new Councillor Media Policy for Councillors on 24 November 2025.

To read the Councillor Media Policy, see **www.greaterdandenong.vic.gov.au/councillor-media-policy**

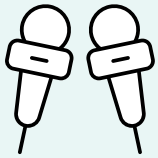


Snapshot of our communications in 2025–26



11

editions of Council News x 65,000 copies



72

media releases



182

responses to media enquiries



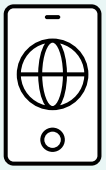
258

speeches, video scripts and speaking notes



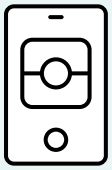
2 million+

web sessions



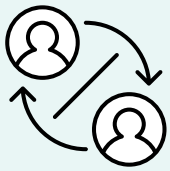
24,600

Facebook followers (Council)



7,000

Instagram followers (Council)



15,000

LinkedIn followers

Community Engagement

Snapshot of our engagement in 2025-26

47
Community engagement projects

2,006
People participating in face-to-face engagements

1,887
Contributions made in person and online

16,264
Have Your Say website visits

68
Community focused drop-ins/Pop-ups

5,444
Downloads on Have Your Say engagement

161
New community members registered on Have Your Say

Consistent with the *Local Government Act 2020*, Council is committed to involving the community and seeking feedback on things that impact local people and businesses. Council continued to strengthen its engagement practices during 2025–26, with a focus on building organisational capability, improving accessibility, and creating more inclusive opportunities for community participation.

Policy

Council adopted an updated Community Engagement Policy on 27 January 2026. It reinforces the commitment to authentic, sincere engagement which includes explaining things that are available to be influenced and actively seeking feedback.

To read more about the Community Engagement Policy, see **www.greaterdandenong.vic.gov.au/community-engagement-policy**

Capability

A vibrant internal community of practice is hosted to share skills and knowledge about community engagement across Council. Membership of the Engagement Institute is maintained and training opportunities offered.

Staff with skills in community languages, support in-person engagement activities and cultural checks on translated documents.

Have Your Say platform

The digital application supports diverse options for people to provide feedback. This year an extra accessibility tool and an enhanced 'translate' function to support multilingual engagement were implemented.

Community engagement projects in 2025-26

These projects were hosted on the Have Your Say page and some included several phases of engagement:

- A new name for the Dandenong Wellbeing Centre
- Annual Greater Dandenong Library Survey 2026
- Bryants Road Improvements
- Budget Consultation 2026-27 (Phase 1)
- Child Safety and Wellbeing Policy Review
- Children Youth and Family Services Strategy (Phase 1)
- Community Engagement Policy Update
- Community Facilities Access and Use Policy
- Community Grants Program Improvement Survey
- Complaints Policy
- Council's Key Strategic Documents 2026-27
  - Annual Plan
  - Annual Budget
  - Long Term Financial Plan
- Creative and Cultural Strategy (Phase 1)
- Dandenong Market Precinct Plan (Multi-phased)
- Disability Action Plan 2026-30
- Diversity Access and Equity Policy Review
- Domestic Animal Management Plan (DAMP) 2025-29
- Draft Innovate Reconciliation Action Plan 2026-28
- Draft LGBTIQA+ Action Plan 2026-28
- Draft Road Management Plan 2025
- Gambling Policy Review
- Greater Dandenong Volunteer Satisfaction Survey
- Help Shape our Library of Things
- Help us shape our Economy and Place Strategy
- JC Mills Reserve Hockey Field Redevelopment
- McCrae Street LATM Improvements
- Our Bright Green Future
- Parks and playground renewals
  - Bakers Reserve, Dandenong North
  - Rowley Allan Reserve, Keysborough
  - Apex Park, Dandenong
  - Greaves Reserve, Dandenong
  - Dandenong Park Red Gum Rest, Dandenong (playground expansion)
- Poverty is everyone's business feedback survey
- Proposed Sale of Land at 275 Lonsdale Street, Dandenong
- Renaming of parts of Webster Street, Dandenong
- Sport and Recreation Infrastructure Improvements
  - Lighting upgrade at the Fotheringham Reserve sport field
  - Shade structures and change room upgrade at Ross Reserve
  - Accessibility improvements and HVAC (Heating, Ventilation, and Air Conditioning) installation at the Dandenong Police Paddocks Reserve Baseball and Softball Precinct
- Tirhatuan Park Sensory Trail (Phase 2)
- Tirhatuan Park Sensory Trail Project (Phase 1)
- Winter Lighting at Ross Reserve Feedback Survey
- World Bicycle Day in Dandenong.

Climate Change and Sustainability

Council is committed to making Greater Dandenong a green city committed to a sustainable future through the implementation of key initiatives included in the Council Plan 2025-29. In 2025-26 the following initiatives were undertaken:

Sustainability Plan gets a Big (Green) Thumbs Up

Council has been busy reducing emissions, revegetating and protecting reserves, cleaning waterways, and embedding sustainability into daily operations.

Earlier this year, Council adopted the Our Bright Green Future Strategy and Action Plan 2026-36 (OBGF), a priority strategy and the next step in the response to the climate emergency. The strategy provides the overarching policy framework that guides Council's approach to climate mitigation, adaptation and resilience over the next ten years.

Progress to Net Zero

Council has already reduced its operational emissions by 80 percent, reflecting a long standing commitment to sustainability leadership. As outlined in the OBGF, Council has committed to a target of net zero emissions by 2035.

To achieve this, the energy efficiency of over 20 buildings and community facilities has been improved through the Victorian Energy Upgrade program. This has enabled the replacement of heavy gas water heaters and inefficient electric systems with over 60 VEEC-electric heat pumps. Council's electric fleet continues to grow as well with 36 new electric vehicle chargers installed over the last few years at Council sites.

Council continued its commitment to supporting the community's net zero journey by hosting the Smart Energy Council's Lower Power Bill Expo. More than 100 residents attended to explore ways to reduce energy costs, with advice on electric appliances, rooftop solar, rebates and energy efficiency. Installers, community groups, government agencies and renewable energy experts provided practical guidance, with the key message being that switching from gas to electric can help lower both household bills and emissions.

Empowering Sustainability Leaders

Council partnered with CERES to deliver a Student Environmental Leadership Summit, engaging more than 50 local primary school students. The summit brought together students and teachers from different schools to develop practical action plans addressing environmental challenges in their schools. Council will continue supporting these emerging environmental leaders as they implement projects such as creating frog bogs, planting indigenous gardens, capturing and reusing water from drinking fountains, and saving energy.

Growing Biodiversity

Council continued to grow biodiversity across the municipality through ongoing bushland management programs, habitat restoration projects and environmental education initiatives.

Supported by more than $350,000 in external grant funding, Council delivered revegetation and habitat improvement works, strengthened the ecological management of bushland reserves and created opportunities for residents to connect with nature.

More than 30,800 indigenous seedlings were planted across parks, reserves and waterways, while over 3,000 people participated in programs including Nature Play, One Tree Per Child, National Tree Day and the Discover Dandenong Creek Festival. In addition, more than 7,300 indigenous seedlings and trees were distributed through planting and giveaway programs, enabling residents, schools and community groups to contribute to biodiversity, habitat creation and urban greening outcomes both within their neighbourhoods and at home.

Kerbside Waste Diversion Achievements

Council successfully diverted 45 percent of household waste from landfill through its kerbside waste services. This included the recovery of over 11,900 tonnes of mixed recyclables and more than 13,000 tonnes of food and garden organics.

Mixed recyclables collected through the kerbside waste service are recycled and turned into new products, while food and garden waste is turned into nutrient-rich compost used in Victorian farms and gardens, contributing to more sustainable and circular economy solutions.

Council Reuse-Recycle Drop-Off Days

Council hosted four Reuse-Recycle Drop-Off Days in 2025-26, offering residents an opportunity to dispose of unwanted household items at no cost and reduce waste sent to landfill. This year almost 60 tonnes of items for reuse and recycling were collected. These events accept bulky items suitable for donation, as well as electronic and household items appropriate for recycling.

Sustainability Festival

The annual Sustainability Festival took place on 22 March 2026 at the iconic Dandenong Market. The festival focused on the topic of 'change starts at home' and invited attendees to explore impactful actions, such as reducing waste or electrifying their home, to help protect our planet, save money and build resilience in a changing climate. From eco-friendly crafts, rehomed books, weatherproofing ideas, electric cooking, and solar, there were opportunities for everyone to get involved and have a great time, while learning tips to live more sustainably.

Advocacy

Council's three priority advocacy campaigns for the 2025-26 financial year were:

- Mayoral Taskforce/ Back Your Neighbour
- Anti-Poverty
- Housing.

Other advocacy priorities progressed through Council's broader advocacy program, leveraging emerging opportunities and aligning effort and resources with Council strategic objectives and evolving community needs.

The Back Your Neighbour campaign

This campaign has been highly effective in advancing coordinated local government advocacy on behalf of people seeking asylum who remain in prolonged visa uncertainty.

Across 2025-26, the campaign progressed 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.

This approach contributed to:

- sustained bipartisan engagement with Federal MPs and Ministers
- increased national media visibility of the issue
- continued growth of the campaign coalition, including 48 local governments and 90 community organisations
- progressive resolution of a number of long standing fast track cases.

While broader systemic reform remains complex, the campaign has maintained consistent pressure and visibility on key policy asks and advanced incremental progress.

Anti-Poverty Advocacy

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. It remained well aligned with community need and Council's strategic priorities, combining advocacy, partnership building 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.

The campaign also delivered tangible outcomes through successful funding acquisition, including:

- $12,000 through the Game Change Grant to support co designed vocational workshops; and
- $76,000 in food relief funding to deliver culturally appropriate meals, employment readiness and financial literacy initiatives through community partnerships.

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

Greater Dandenong City Council provides secretariat support to the Regional Charter Group of 13 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.

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.

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.

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.

Cross Council unit-based advocacy activities

Transport - Council representation on the Eastern Transport Coalition and the GSEM Transport Working Group ensured inclusion of the following projects as part of the advocacy and election platforms for both regional bodies:

- Chandler Rd/ Jacksons Rd corridor improvements
- the Djerring Trail corridor improvements
- Dandenong Bypass Extension
- Dandenong Station Rebuild
- Dandenong South bus service review
- 814 and 828 Bus route upgrades
- Dandenong Activity Centre bus service route realignment.

Council also 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.

Through targeted advocacy and grant submissions, Council sought to secure external investment in priority initiatives that support healthier, more connected communities and a more sustainable, climate-resilient future.

Below are examples of advocacy submissions undertaken to advance Council's strategic objectives:

1. Victorian Gambling and Casino Control Commission – re proposals for redevelopment of the gaming application process.
2. Legislative Assembly Environment and Planning Committee - advocating for improved rebates and incentives for apartment owners, renters and landlords to encourage uptake of renewable and affordable energy.
3. Parliamentary Inquiry on Electric Vehicle Charging – re EV Charging infrastructure
4. Contribution to Council Alliance for Sustainable Built Environment (CASBE) submission on Activity Centres Program Expansion, and support for the development of CASBE's position paper: Planning for sustainable and resilient communities.

Health and Wellbeing in Our Community

The Municipal Public Health and Wellbeing Plan is a requirement under the *Public Health and Wellbeing Act 2008*, which states that all Councils must develop a four-year municipal public health and wellbeing plan within 12 months of each general election of Council.

The Municipal Public Health and Wellbeing Plan is integrated with the Council Plan 2025–29 and outlines how Council will improve and prioritise health and wellbeing by focusing on five priority areas. Achievements in 2025-26 included:

Physical health

- Collaboration with health stakeholders across the local prevention system to strengthen the strategic planning of local health and wellbeing priorities, including HPV vaccination, Keeping Kids Safe: Preventing Sexual Harm, women's health, mental health, tobacco, vaping and smoking, the Victorian Multicultural Health Survey, and bowel cancer prevention.
- Support for the Anti-Poverty Consortium, which brings together local agencies, community organisations and service providers to improve equitable access to healthy, culturally appropriate food across the municipality.
- The Community Connector Program supported more than 100 newly arrived migrant and refugee households through advocacy, referrals and access to essential health and community services.
- Health promotion workshops and social media campaigns were delivered to raise awareness of bowel cancer prevention, sexual harm prevention, alcohol-related harm, and the risks associated with drug use and vaping among young people.

Active living

- Implementation of the Make Your Move Greater Dandenong Physical Activity Strategy 2020–2030, delivering a range of free programs, events and sporting equipment initiatives that engaged more than 1,500 community members.
- Adoption of the Five-Year Open Space Improvements Plan and continued investment in parks, open space and active recreation, supporting accessible and welcoming community spaces, and enhancing health and wellbeing.

Social connection and wellbeing

- Support for the planning and opening of the Dandenong Pathway to Employment Hub to enhance local employment opportunities and improve employment outcomes for residents.
- Collaboration with Local, State and Federal Government departments to deliver the Intercultural Dialogue and Social Cohesion Initiative, facilitating 16 workshops attended by more than 150 participants to share lived experiences and strengthen social cohesion and community resilience.
- Development of Council's first LGBTIQA+ Action Plan to promote the inclusion, participation and safety of LGBTIQA+ communities across Greater Dandenong.



- The Mayoral and Councillor Taskforce Supporting People Seeking Asylum advanced its Back Your Neighbour campaign through sustained advocacy focused on fairness, visa certainty and access to essential services. The Taskforce continued outreach through newsletters, public events such as the Palm Sunday Walk for Justice, media coverage, and efforts to strengthen nationwide advocacy for inclusive communities and refugee policy reform.

Community safety

- Commenced a review of the Alcohol and Other Drug Harm Prevention Framework to ensure it remains responsive to emerging community needs and supports improved health and wellbeing outcomes.
- Continued work in partnership with local stakeholders to support vulnerable families and communities through initiatives focused on preventing and addressing poverty, racism, family violence, gambling harm, gender inequality and homelessness.
- Application of the endorsed Community Safety Framework to progress the development of a draft Community Safety Strategy, guiding coordinated action to improve community safety outcomes across Greater Dandenong.
- Secured external grant funding for road safety initiatives, including $16,000 for community road safety education and $496,000 for road safety infrastructure improvements, enabling safer, more accessible and connected neighbourhoods.

Climate change and health

- Increased the urban canopy cover across most suburbs and major activity centres, progressing towards its 15 per cent canopy cover target by 2028 through the implementation of the Urban Tree Strategy, including the planting of 1,861 street trees and ongoing tree maintenance programs.

Our Future

The Year Ahead

In 2026-27 Greater Dandenong City Council will continue delivering the priorities of the Council Plan through services and initiatives that support health and wellbeing, social connection, environmental sustainability and the responsible use of resources.

Like councils across Victoria, Greater Dandenong faces increasing financial pressures driven by rising costs, constrained revenue growth, ageing infrastructure and ongoing cost shifting from other levels of government. Construction, maintenance, fuel, utilities, insurance and employee costs continue to increase, while revenue is constrained by the Victorian Government's rate cap and reduced alternative funding opportunities. At the same time, local government is being required to deliver an expanding range of services and responsibilities with limited additional financial support.

Council manages a significant infrastructure portfolio valued at hundreds of millions of dollars, requiring considerable ongoing investment to maintain, renew and replace critical community assets. Digital technology systems are also ageing and require modernisation to meet the organisation's needs.

Our community also continues to face cost-of-living pressures increasing the need for services such as affordable housing, financial support, food relief and community support services.

Despite these pressures, Council's Long Term Financial Plan provides a clear pathway to maintain essential services, responsibly manage critical community assets and invest in important facilities. All while adapting to economic uncertainty and changing conditions. The plan supports the affordability and sustainability of existing service levels, prioritising capital investment and balancing financial sustainability with community affordability and service outcomes.

Council has committed more than $105 million to its capital works program, delivering projects that will strengthen liveability, connection and opportunity right across Greater Dandenong. Key initiatives include:

- Continued delivery of the Oasis Aquatics and Wellbeing centre, one of the biggest and most important community projects Council has ever undertaken, creating a vibrant community destination, bringing together aquatics, fitness, rehabilitation and wellbeing services all in one place.
- Ongoing investment in the things that matter most to our community, local roads and drainage, parks and playgrounds, waste and recycling, public safety initiatives and improvements to the Dandenong Market.
- A boost of more than $2 million to community safety initiatives to support security and CCTV infrastructure as well as public lighting renewal.
- The commencement of works under our Five Year Open Space Plan, with more than $2 million invested in eight projects to upgrade playgrounds, park amenities and recreational infrastructure.

Along with these capital projects Council is committed to advocacy efforts with the Australian and Victorian Governments, industry, and community partners to secure the investment, partnerships and support needed to deliver positive outcomes for our residents, businesses and visitors. The focus of these efforts is on addressing cost-of-living pressures, increasing housing affordability, improving transport and connectivity, investing in community infrastructure, supporting local jobs and businesses, and building a more sustainable and climate-resilient city.

2026-27 will also see the development of a number of priority strategies which will support the delivery of services for children, youth, families, people living with a disability, ageing residents and businesses and investors.

Our Council

Greater Dandenong City Council has 11 Councillors elected to represent all residents and ratepayers across the municipality. Council is responsible for making decisions and acting in the best interests of everyone who lives, works, visits or invests in the City of Greater Dandenong—now and into the future.

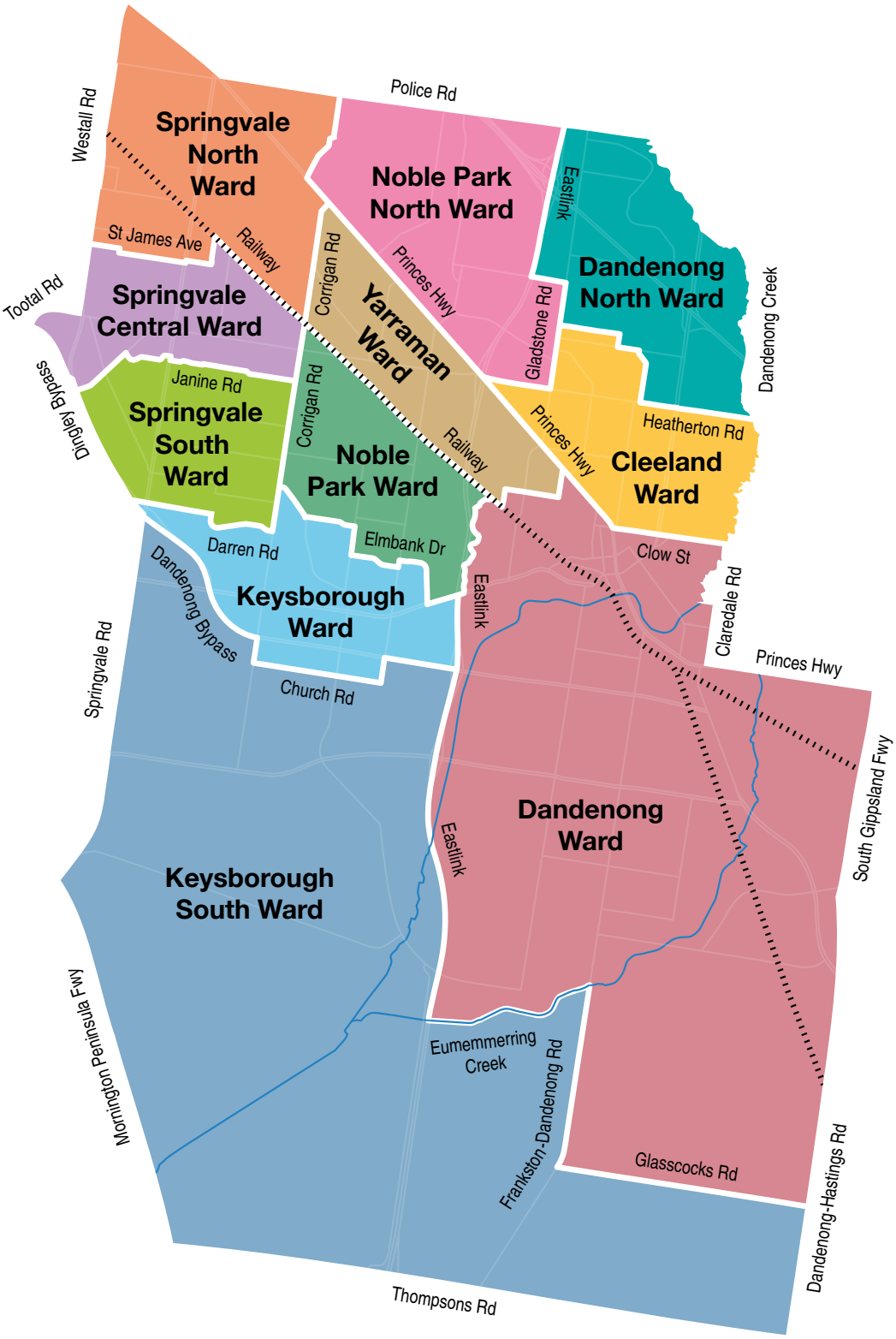
Under the *Local Government Act 2020*, Council's main roles include:

- making decisions and acting as the representative voice for the community, in line with the law
- supporting a strong, sustainable local economy, community wellbeing and environmental protection, including planning for climate change
- involving the community in planning for the future and keeping track of progress
- working with other councils and levels of government, while continually improving services
- managing Council finances responsibly, openly and with accountability
- advocating for the needs and interests of the local community
- strengthening community connection and encouraging people to take part in civic life
- making fair, transparent decisions that benefit the whole community.

The current Council was elected on 25 October 2024, with the next election scheduled for 26 October 2028.



Ward Map


Springvale North Ward
Noble Park North Ward
Dandenong North Ward
Springvale Central Ward
Yarraman Ward
Springvale South Ward
Noble Park Ward
Cleeland Ward
Keysborough Ward
Dandenong Ward
Keysborough South Ward
Westall Rd
Police Rd
Eastlink
St James Ave
Railway
Corrigan Rd
Princes Hwy
Gladstone Rd
Dandenong Creek
Tootal Rd
Dingley Bypass
Janine Rd
Heatherton Rd
Darren Rd
Elmbank Dr
Clow St
Claredale Rd
Dandenong Bypass
Springvale Rd
Church Rd
South Gippsland Fwy
Mornington Peninsula Fwy
Eumemmerring Creek
Frankston-Dandenong Rd
Glasscocks Rd
Dandenong-Hastings Rd
Thompsons Rd

Councillors



Yarraman Ward
Cr Phillip Danh

Suburbs:
Dandenong, Noble Park

Term as a Councillor:
2024–present

Term as Deputy Mayor:
2025–26



Cleeland Ward
Cr Rhonda Garad

Suburbs:
Dandenong,
Dandenong North

Term as a Councillor:
2020–present



Keysborough South Ward
Cr Isabella Do

Suburbs:
Bangholme, Keysborough,
Keysborough South,
Lyndhurst

Term as a Councillor:
2024–present



Springvale Central Ward
Cr Alice Phuong Le

Suburbs:
Springvale,
Springvale South

Term as a Councillor:
2024–present



Noble Park North Ward
Cr Lana Formoso

Suburbs:
Noble Park North,
Dandenong North,
Springvale

Term as a Councillor:
2020–present

Term as Deputy Mayor:
2022–23

Mayoral term:
2023–2024



Dandenong Ward
Cr Jim Memeti

Suburbs:
Dandenong,
Dandenong South

Term as a Councillor:
2005–present

Mayoral terms:
2009–10, 2013–14,
2016–17, 2019–20,
2021–22, 2024–25



Dandenong North Ward
Cr Bob Milkovic

Suburbs:
Dandenong North

Term as a Councillor:
2020–present



Keysborough Ward
Cr Melinda Yim

Suburbs:
Keysborough

Term as a Councillor:
2024–present



Springvale North Ward
Cr Sean O'Reilly

Suburbs:
Springvale,
Springvale North

Term as a Councillor:
2012–present

Mayoral term:
2014–15



Noble Park Ward
Mayor, Cr Sophie Tan

Suburbs:
Noble Park

Term as a Councillor:
January 2019–present

Term as Deputy Mayor:
2024–25

Mayoral term:
2025–2026



Springvale South Ward
Cr Loi Truong

Suburbs:
Springvale,
Springvale South

Term as a Councillor:
2008–present

Governance

Greater Dandenong City Council is committed to strong corporate governance. This includes developing and maintaining policies, codes of practice and systems, meeting all legislative requirements, and reporting openly and transparently. These practices support accountable and responsible decision-making.

The Chief Executive Officer (CEO) is appointed by Council to manage the organisation's operations. The CEO delegates day-to-day functions and responsibilities to Council officers, who carry out their duties in an accountable, efficient and effective way.

Council is committed to strict legislative compliance and operates in accordance with the *Local Government Act 2020* and all relevant Victorian and Commonwealth legislation. Robust governance frameworks are maintained, internal audit processes, and risk management systems to ensure all Council activities, services, and decisions meet our statutory obligations transparently and accountably.

Compliance is actively monitored through oversight by independent integrity and regulatory bodies, including the Local Government Inspectorate (LGI) and the Independent Broad-based Anti-corruption Commission (IBAC).

Model Code of Conduct – Councillors

Greater Dandenong City Council's Model Councillor Code of Conduct sets out the standards expected of Councillors. It describes the behaviours and actions required to reduce the risk of corruption and misuse of Council resources, including information.

The Model Councillor Code of Conduct is an important part of Council's commitment to open and accountable government. It is available on Council's website at: **www.greaterdandenong.vic.gov.au/councillor-code-conduct**

Council meetings

Council meetings are held once a month, generally on a Monday, and commence at 7.00 pm unless otherwise advised. Meetings are held in the Council Chamber at 225 Lonsdale Street, Dandenong, and are publicly advertised on Council's website.

Council meetings are where Councillors make decisions on important local matters, including planning applications, capital works projects, community services, road and traffic management, local laws, governance and financial matters. Council also elects the Mayor and Deputy Mayor each year.

Council meetings are the formal forum where elected Councillors debate and vote on the policies, budgets, and services shaping our municipality. Guided by the L*ocal Government Act 2020*, all meetings are conducted strictly in accordance with Council's Governance Rules, ensuring decisions are made collectively through majority votes on formal resolutions rather than by individuals.

Each year, these meetings establish civic leadership through the election of the Mayor and Deputy Mayor. From this foundation, Councillors deliver key municipal responsibilities, including adopting the annual budget, setting rates, approving the Council Plan, managing major infrastructure projects, and enacting local laws.

To maintain transparency, all ordinary meetings are open to the public, live-streamed, and feature a public question time to ensure local decision-making remains directly connected to our community. Meeting agendas, minutes and webcast links are available on Council's website

During 2025–26, there were 17 Council meetings. This is inclusive of the Council meeting held on 13 November 2025 to elect a Mayor and Deputy Mayor. The following table indicates the number of Council meetings attended by individual Councillors.

Councillor	No. of meetings attended
Cr Phillip Danh	17
Cr Isabella Do	10
Cr Lana Formoso	10
Cr Rhonda Garad	14
Cr Jim Memeti	12
Cr Bob Milkovic	14
Cr Sean O'Reilly	16
Cr Alice Phuong Le	15
Cr Sophie Tan	16
Cr Loi Truong	10
Cr Melinda Yim	15

Council meetings online

As part of Council's commitment to open and accountable government, all Council meetings are webcast at **www.greaterdandenong.vic.gov.au/council-meetings**

During 2025–26, the average number of 'logins' to the live webcasts per ordinary Council meeting was 130 with 129 'logins' recorded as an average against each archived (non-live) webcast of each Council meeting.

The *Local Government Act 2020*, and subsequently Council's Governance Rules, provide for virtual (remote) meetings to be held.

Notices of Motion

A Notice of Motion is a formal proposal submitted by a Councillor requesting that Council consider a particular matter or take a specified course of action. Notices of Motion provide an important mechanism for Councillors to raise issues of community interest, seek information, initiate policy development, or propose actions for Council's consideration and decision. During the 2025–26 financial year, Councillors submitted 14 Notices of Motion for consideration at Council meetings.

Mayor, Deputy Mayor and Councillor allowances

Under the Local Government Act 2020, the Victorian Independent Remuneration Tribunal (VIRT) sets the allowances paid to Mayors, Deputy Mayors and Councillors.

In June 2025, VIRT determined that the base allowances for Mayors, Deputy Mayors and Councillors would increase by 3.5 per cent from 1 July 2025.

A 3.5 per cent increase was also applied to the base allowances for Mayors and Deputy Mayors from 18 December 2025. The allowance amounts shown below include these increases:

Allowances

As at 30 June 2026 the following allowances were payable to Councillors:

- Mayor – $142,661 pa (inclusive of Commonwealth Superannuation Guarantee)
- Deputy Mayor – $71,329 pa (inclusive of Commonwealth Superannuation Guarantee)
- Councillors – $41,992 pa (inclusive of Commonwealth Superannuation Guarantee)

Councillor Expenses, Support and Accountability Policy

The Councillor Expenses, Support and Accountability Policy ensures Councillors receive the support and reimbursement needed to perform their role effectively. To support openness and accountability, the Mayor's and Councillors' attendance at Council meetings and Councillor Briefing Sessions, along with Councillor expense records, are published on Council's website.

Councillor Expenses

Council reimburses Councillors for eligible expenses incurred while carrying out their official duties, in accordance with the *Local Government Act 2020*. To support transparency and accountability, details of Councillor expenses are published on Council's website and updated quarterly. These expenses include travel expenses, professional development and other approved costs associated with performing the Councillor role such as vehicle mileage, IT equipment and conferences. The table below outlines the expenses incurred during the 2025-26 financial year.

2025-26 YTD	Cr Phillip Danh	Cr Isabella Do	Cr Lana Formoso	Cr Rhonda Garad	Cr Alice Phuong Le
Information and Communication Technology #	$0.00	$0.00	$0.00	$0.00	$0.00
Training & Conferences	$2,268.41	$2,268.41	$2,268.41	$3,267.41	$3,267.41
Airfares (Travel Expenses)	$0.00	$0.00	$0.00	$670.40	$478.01
Taxi/Train Fares (Travel Expenses)	$0.00	$0.00	$0.00	$405.20	$0.00
Accommodation & Meals (Travel Expenses)	$0.00	$0.00	$0.00	$907.76	$907.76
Child/Family Care	$0.00	$0.00	$0.00	$0.00	$0.00
Vehicle/Mileage	$0.00	$0.00	$0.00	$0.00	$0.00
Functions Attended	$385.00	$220.00	$280.00	$230.00	$960.50
Other ^	$66.50	$66.50	$214.50	$66.50	$66.50
TOTAL	**$2,719.91**	**$2,554.91**	**$2,762.91**	**$5,547.27**	**$5,680.18**

All figures accurate at time of publishing but may be subject to updating and change

Notes:

 # Councillors are provided with a range of information technology devices and compatible software to facilitate appropriate communication and business function for official Council purposes under the Councillor Support, Reimbursement and Accountability Policy. Mobile phone services are provided under corporate plans and a maximum allowance of $100 per month of usage is provided for within the plans.

^ These amounts include, but are not limited to, city link tolls, travel insurance and annual membership fees.

Cr Jim Memeti	Cr Bob Milkovic	Cr Sean O'Reilly	Cr Sophie Tan	Cr Loi Truong	Cr Melinda Yim
$128.95	$0.00	$0.00	$0.00	$0.00	$0.00
$2,268.41	$3,267.41	$3,267.41	$3,267.41	$2,268.41	$3,267.41
$0.00	$1,115.92	$570.63	$1,088.01	$0.00	$922.20
$283.74	$421.44	$349.15	$1,392.77	$0.00	$64.47
$33.65	$1,172.18	$1,200.56	$2,209.64	$0.00	$1,035.60
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$505.00	$200.00	$540.00	$955.00	$80.00	$585.00
$138.06	$66.50	$66.50	$66.50	$66.50	$66.50
$3,357.81	**$6,243.45**	**$5,994.25**	**$8,979.33**	**$2,414.91**	**$5,941.18**

Committees and representations

Delegated Committees

The *Local Government Act 2020* allows councils to establish delegated committees made up of Councillors, Council staff, community representatives, or a combination of these members.

Greater Dandenong City Council has not established any delegated committees under the Act.

Councillor representation on committees, community organisations and associations, peak industry bodies and regional organisations

Greater Dandenong City Council works with a wide range of committees, peak industry bodies, and regional and community organisations to support its role in the community.

While the Mayor is usually Council's main representative, there are many organisations that Council is involved with. To manage this workload, representation is shared across all Councillors.



The following outlines Councillor representation for 2025–26:

Community organisations

Organisation	Past Councillor Representative(s) 2024–25 18 Nov 2024 – 13 Nov 2025	New Councillor Liaison(s) 2025–26 13 Nov 2025 – 30 Jun 2026
Dandenong and District Historical Society	Cr Rhonda Garad	Cr Melinda Yim
Dandenong Show Committee	Cr Bob Milkovic	Cr Melinda Yim Alternate – Cr Bob Milkovic
Greater Dandenong Interfaith Network	Cr Sophie Tan	Mayor of the Day – Cr Sophie Tan
South East Community Links	Cr Phillip Danh Cr Loi Truong Alternate – Cr Sean O'Reilly	Cr Isabella Do Alternate – Cr Sean O'Reilly
Springvale and District Historical Society	Cr Alice Phoung Le Cr Sean O'Reilly	Cr Sean O'Reilly Cr Alice Phoung Le
Springvale Benevolent Society	Cr Alice Phuong Le Cr Sophie Tan Cr Loi Truong	Cr Melinda Yim Cr Isabella Do Cr Alice Phuong Le Cr Loi Truong

*Councillor Liaison

Council is not required to participate in these groups. Councillors choose to be involved based on their interest, availability and capacity.

Councillor Liaisons act as a link between the organisation and Council. They provide advice to Council or the organisation on relevant matters, including decisions and policy issues. Councillor Liaisons keep informed about the organisation's activities and support its work in line with Council policy and direction.

If a Councillor takes on a formal leadership role within an organisation, this is separate from their role as a Councillor Liaison.

Council groups and committees

Organisation	Past Councillor Representative(s) 2024–25 18 Nov 2024 – 13 Nov 2025	New Councillor Representative(s) 2025–26 13 Nov 2025 – 30 Jun 2026
Arts Advisory Board	Cr Isabella Do	Cr Isabella Do
Audit and Risk Committee (ARC)	Mayor of the Day Cr Rhonda Garad	Mayor of the Day – Cr Sophie Tan Cr Rhonda Garad Alternate – Cr Melinda Yim
Australia Day Community Assessment Panel	Mayor of the Day Cr Lana Formoso Cr Rhonda Garad Cr Alice Phuong Le Cr Sophie Tan	Mayor of the Day – Cr Sophie Tan Cr Lana Formoso Cr Alice Phuong Le
CEO Employment and Remuneration Committee (changed from CEO Performance Review Committee by policy)	Mayor of the Day Cr Isabella Do Cr Lana Formoso Cr Rhonda Garad Cr Alice Phuong Le Cr Jim Memeti Cr Sean O'Reilly Cr Sophie Tan Cr Melinda Yim	Mayor of the Day – Cr Sophie Tan Cr Isabella Do Cr Lana Formoso Cr Rhonda Garad Cr Jim Memeti Cr Sean O'Reilly Cr Melinda Yim
Children and Family Partnership	Cr Lana Formoso	Cr Lana Formoso
Community Hubs Reference Group	N/A	Cr Isabella Do Cr Alice Phuong Le Alternate – Cr Loi Truong
Community Safety Advisory Committee	Mayor of the Day Cr Phillip Danh Cr Isabella Do Cr Sophie Tan Cr Melinda Yim	Mayor of the Day – Cr Sophie Tan Cr Phillip Danh Cr Isabella Do Cr Melinda Yim
Cultural Heritage Advisory Committee	Cr Rhonda Garad	Mayor of the Day – Cr Sophie Tan
Dandenong Market Pty Ltd	Cr Rhonda Garad Alternate – Cr Bob Milkovic	Cr Rhonda Garad Alternate – Cr Bob Milkovic
Disability Advisory Committee	Cr Melinda Yim	Cr Melinda Yim
LGBTIQA+ Advisory Committee	Cr Rhonda Garad	Cr Isabella Do
LG Mayoral Taskforce Supporting People Seeking Asylum	Mayor of the Day	Mayor of the Day – Cr Sophie Tan

Organisation	Past Councillor Representative(s) 2024–25 18 Nov 2024 – 13 Nov 2025	New Councillor Representative(s) 2025–26 13 Nov 2025 – 30 Jun 2026
Mills Reserve Precinct Advisory Group (MPAG)	Mayor of the Day Cr Lana Formoso Cr Rhonda Garad Cr Jim Memeti Cr Sean O'Reilly Cr Sophie Tan	No representation required. This group has been dissolved.
Multicultural and People Seeking Asylum Advisory Committee	Mayor of the Day	Mayor of the Day – Cr Sophie Tan
Positive Ageing Advisory Committee	Cr Sophie Tan Cr Loi Truong Cr Melinda Yim	Cr Loi Truong Cr Melinda Yim
South East Leisure Pty Ltd	Cr Lana Formoso Alternate – Cr Rhonda Garad	Cr Lana Formoso (13 Nov 2025 – 16 Mar 2026) Cr Phillip Danh (16 Mar 2026 – 30 Jun 2026) Alternate – Cr Isabella Do
Springvale Community Hub Committee	Cr Alice Phuong Le Cr Sean O'Reilly Alternate – Cr Isabella Do Alternate – Cr Loi Troung	Disbanded and replaced by the new Community Hubs Reference Group. This will be an informal group, and no official Councillor representation will be required.
Sustainability Advisory Committee	Cr Isabella Do	Cr Isabella Do Alternate – Cr Melinda Yim
Taylors Road Landfill Community Reference Group #	Cr Rhonda Garad Alternate – Cr Jim Memeti	No further representation is required. This is now an operational focus.
Young Leaders		Mayor of the Day – Cr Sophie Tan Ambassador – Cr Phillip Danh Ambassador – Cr Lana Formoso Ambassador – Cr Rhonda Garad Ambassador – Cr Alice Phuong Le Ambassador – Cr Jim Memeti Ambassador – Cr Sean O'Reilly Ambassador – Cr Melinda Yim

*Councillor Representative

These are essential appointments where Council's involvement is required. This may be because it is in Council's best interests, required under the organisation's constitution, or linked to Council funding.

Council representatives participate in these groups to represent Council's views and keep Council informed about key issues. They act as a link between the group and Council, and provide advice on relevant matters, including decisions and major policy issues.

#Denotes that an alternate Councillor will attend if the nominated Councillor is unavailable.

Peak industry bodies

Organisation	Past Councillor Representative(s) 2024–25 18 Nov 2024 – 13 Nov 2025	New Councillor Representative(s) 2025–26 13 Nov 2025 – 30 Jun 2026
Australian Local Government Women's Association (ALGWA)	Cr Lana Formoso Alternate – Cr Sophie Tan	Cr Alice Phuong Le
Municipal Association of Victoria (MAV)#	Cr Sean O'Reilly Alternate – Cr Lana Formoso	Cr Sean O'Reilly
Victorian Local Governance Association (VLGA)#	Cr Lana Formoso Alternate – Cr Sophie Tan	Cr Lana Formoso Alternate – Cr Isabella Do

Regional organisations and committees

Organisation	Past Councillor Representative(s) 2024–25 18 Nov 2024 – 13 Nov 2025	New Councillor Representative(s) 2025–26 13 Nov 2025 – 30 Jun 2026
2020 Local Government Mayoral Advisory Panel	Appointment by Minister only	Appointment by Minister only
Alliance for Gambling Reform	Cr Sophie Tan Alternate – Cr Rhonda Garad	Cr Rhonda Garad Alternate – Cr Lana Formoso
Eastern Transport Coalition#	Cr Isabella Do	Cr Isabella Do Alternate – Cr Phillip Danh
Greater South East Melbourne (GSEM)	Mayor of the Day	Mayor of the Day – Cr Sophie Tan Alternate – Cr Jim Memeti
Recycling Victoria Local Government Advisory Committee	Appointment by Minister only	Appointment by Minister only
South Eastern Councils Biodiversity Network (SECBN)	Cr Rhonda Garad	No representation required. SECBN does not currently exist.
South East Councils Climate Change Alliance (SECCCA) Councillor Advisory Group	Cr Lana Formoso	No representation required. Council resolved at the 14 April 2025 Council Meeting to cease its SECCCA membership from 1 July 2025.

#denotes alternate Councillor required when nominated Councillor cannot attend a meeting.

Audit and Risk Committee

In accordance with the *Local Government Act 2020*, Council has established an Audit and Risk Committee. The Committee provides independent advice to Council and helps oversee financial reporting, risk management, and internal and external audit activities.

To support good governance, Council has adopted an Audit and Risk Committee Charter. The Charter sets out the Committee's role in:

- monitoring compliance with the *Local Government Act 2020*, regulations and relevant Council policies
- reviewing Council's financial and performance reporting
- overseeing risk management, internal controls and fraud prevention measures
- monitoring the effectiveness of internal and external audit activities
- adopting and reviewing an annual work program
- assessing the Committee's performance each year
- preparing a biannual Audit and Risk Report in accordance with legislative requirements.

The members and advisors of the Audit and Risk Committee for 2025–26 were:

Members	
Michael Shatter 1 December 2024 – 30 June 2026	Chair
Suzie Thoraval 1 December 2024 – 30 June 2026	External Member
Ian Sargent 27 January 2026 – 30 June 2026	External Member
Natalie McDonald 27 January 2026 – 30 June 2026	External Member
Geoff Harry 9 October 2017 – 12 September 2025	External Member

Members	
Cr Jim Memeti 18 November 2024 – 12 November 2025	Mayoral Representative
Cr Sophie Tan 12 November 2025 – 30 June 2026	Mayoral Representative
Cr Rhonda Garad 1 July 2024 – 30 June 2026	Councillor Representative

Advisors	
Chief Executive Officer	Non-voting
Executive Director Strategy and Corporate Services	Non-voting
Manager Governance, Integrity, Legal and Risk	Non-voting

NB: Only two Councillors had voting rights if three or more Councillors were in attendance at any meeting.

The Audit and Risk Committee met on four occasions during 2025-26. Matters considered included:

- financial and performance statements
- the Auditor General's Audit Strategy
- Council's Strategic Internal Audit Plan
- Council's Long Term Financial Plan, and
- Council's Risk Management Strategy

Sitting fees for external members of the Audit and Risk Committee for 2025–26 were set by Council (on 24 July 2023) as follows:

Chair – $2,647 per meeting (exclusive of GST)
Member – $2,116 per meeting (exclusive of GST).

Public Interest Disclosures Act 2012

The *Public Interest Disclosures Act 2012* helps people report suspected improper conduct by Council employees, officers or Councillors. The Act also protects people who make a disclosure from unfair treatment or reprisals as a result of raising their concerns.

Greater Dandenong City Council is committed to transparency, accountability and ethical conduct, and supports people to report concerns about improper conduct.

Council has established procedures for making and managing public interest disclosures. These procedures are available on Council's website, and printed copies can be obtained from Council's customer service centres and libraries.

Public Interest Disclosure Coordinator: Manager Governance, Integrity, Legal and Risk

Public Interest Disclosure Officer: Coordinator Risk Management

The below table outlines the number of disclosures made for 2025-26:

Number of disclosures made to Council as a public body	0
Number of disclosures referred to the Independent Broad-Based Anti-Corruption Commission (IBAC) for determination as to whether they were protected disclosures	0
Number and types of disclosed matters referred from IBAC to the Victorian Ombudsman for investigation	0
Number of disclosed matters referred by the public body to IBAC for investigation	0
Number of protected disclosures that were substantiated (in part) upon investigation, and the action still pending	0

Freedom of Information

Council is committed to open and transparent democracy. Information held on behalf of the community can be accessed in accordance with the *Freedom of Information Act 1982* (The Act).

During the financial year, 66 FOI requests were received, 32 of which were considered valid and reportable. The table below outlines the results of those requests:

Total number of requests	66
Access granted in full	14
Access granted in part	2
Other*	33
Access denied in full	1
Requests still under consideration	16
Number of reviews sought with the Office of the Victorian Information Commissioner (OVIC)	0
Number of appeals lodged with VCAT	0
Number of requests transferred/ withdrawn	7
Total fees and charges collected	$2,184.40

*Other includes requests not proceeded with, requests withdrawn, requests where no documents were found, or documents were provided outside of the Act.

The table below provides a high-level breakdown of the subject matter of requests received during the reporting period.

Topic	Number of requests
Planning and building (permits, compliance, plans, delegate reports)	25
Animal management (dog attacks, cat impounding, registrations)	9
Personal injury / public liability claims	6
Employment and HR (complaints, investigations, terminations)	6
Legal and governance (legal advice, privacy, Councillor conduct, complaints)	5
CCTV footage requests	4
Health and community services (MCH, health records)	3
Enforcement / local laws (parking, impounding, compliance)	2
Other (emergency management, contracts, miscellaneous)	6



Public Transparency

In accordance with the *Local Government Act 2020*, Council adopted its Public Transparency Policy to support open, accountable and transparent decision-making.

Council is committed to making information available to the community wherever possible, except where information is confidential under legislation or where release would not be in the public interest.

A list of available information is provided in the Part II Statement published on Council's website at **www.greaterdandenong.vic.gov.au** in accordance with the *Freedom of Information Act 1982*. This information includes, but is not limited to:

Council information required under the Act to be made available on Council's website	• Agendas and Minutes of Council Meetings and Delegated Committees; • Local Laws and Governance Rules; • Council Plan and Annual Plan; • Council Budget and Strategic Resource Plan; • Code of Conduct – Councillors; • Summary of Election Campaign Donation Returns; • Summary of Personal Interest Returns; and • Any other registers or records required to be published on Council's website under legislation or determined to be in the public interest.
Other Council documents and information to ensure the community is informed about Council's operations and functions to be made available on Council's website:	• Project and service plans; • Terms of Reference or Charters for Council Committees and Groups; • Consultations and community engagement processes undertaken by Council; • Reporting from Advisory Committees and Reference Groups to Council; • Audit and Risk Committee performance reporting; • Relevant technical reports and/or research that informs decision making; • Practice notes and operating procedures; • Guidelines and manuals; • Application processes for approvals, permits, grants and access to Council services; • Submissions made by Council; • Register of planning permits and applications; • Register of Building Permits, Occupancy Permits and temporary approvals; • FOI Part II Statement; and • Any other registers or records required to be published on Council's website under legislation or determined to be in the public interest.

Council documents and information to ensure the community is informed about Council's operations and functions that will be made available for inspection on request:	• Registers of delegation; • Register of gifts, benefits and hospitality offered to Councillors or Council staff; • Register of overseas and interstate travel undertaken by Councillors or Council staff; • Register of conflicts of interest disclosed by Councillors or Council staff; • Register of donations and grants made by Council; • Register of leases entered into by Council, as lessor and lessee; • Register of authorised officers; • Submissions received under section 223 of the *Local Government Act 1989* until its repeal or received through a community engagement process undertaken by Council (if those submissions are not part of a Council report); and • Any other registers or records required to be made available for public inspection under legislation.

Council's Public Transparency Policy is available on Council's **website** or by contacting Council's Governance Unit on **8571 1000**.

Statutory Information

Local Government Act 2020

Council implemented all obligations under the *Local Government Act 2020* that were required prior to 30 June 2026.

Domestic Animals Act 1994

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan (DAMP) at four yearly intervals and evaluate its implementation in the annual report.

Council adopted its Domestic Animal Management Plan in March 2026.

Food Act 1984

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by Council.

Road Management Act 2004

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial Directions in its annual report. No such Ministerial Directions were received by Council during the financial year.

Disability Action Plan

Council continued to advance the objectives of the Disability Action Plan through community engagement, advocacy and consultation activities that promoted accessibility, inclusion and participation. The Disability Advisory Committee continued to play an important advisory role, contributing lived experience and feedback on a range of Council policies, plans and projects to help ensure the needs and perspectives of people with disability were considered in decision-making processes.

Key achievements included:

- Delivering two International Day of People with Disability events:
  - A community celebration at Myuna Farm attended by more than 2,000 people.
  - A Come and Try Day at Noble Park Community Centre, promoting participation, inclusion and celebration.
- Supporting the Disability Advisory Committee to provide advice and feedback on:
  - Pedestrian safety concerns across the municipality
  - Accessibility issues relating to Dandenong Station
  - The review of Council's Diversity, Access and Equity Policy
  - Council's Alcohol and Other Drug Harm Prevention Framework
  - The Domestic Animal Management Plan
  - The LGBTIQA+ Action Plan
  - The Palm Plaza Redevelopment Upgrade Project
  - Victoria Police's rollout of initiatives aimed at protecting and promoting the rights of people with disability
  - Advocacy relating to the refusal of assistance animals by taxi and rideshare drivers.

Council strengthened its commitment to inclusive community engagement by adopting new Terms of Reference for the Disability Advisory Committee, aligned with the governance framework used across Council's advisory committees. Council also endorsed the appointment of 12 members to the committee for a two-year term, including people with lived experience of disability, carers, and individuals with professional expertise and connections within the disability sector. Through the ongoing contribution of its members, the Disability Advisory Committee will continue to support Council in identifying and addressing accessibility barriers, promoting inclusion, and informing the development and implementation of policies, plans and projects, including the Disability Action Plan, to better meet the needs of people with disability, their families and carers across the municipality.

Child Safety and Wellbeing

Council strengthened its commitment to child safety this year through the publication of its Child Safety Action Plan in a clear, accessible and child-friendly format. The plan is publicly available, demonstrating Council's commitment to transparency, accountability and increased community awareness.

Child safety leadership training has been delivered to key staff and continues to be rolled out across the organisation. This work is building organisational capability, strengthening leadership accountability, and supporting a consistent and proactive approach to child safety.

Contracts

All contracts valued at $300,000 or more were entered into as a result of a competitive process or through the use of a pre-established Local Government or State Government panel arrangement or State Government pre-qualified authorised register.

Council issued 40 tenders in 2025–26 covering various service categories including:

- event infrastructure and equipment hire,
- marketing
- community services
- consultancy and professional services
- building trade, repairs, and maintenance
- roads and transport
- construction and operations
- technology systems hardware and software.

Council did not enter into any other contract valued at $300,000 or more for goods or services without engaging in a competitive process as per Council's Procurement Policy.

Council operates a centre-led model for managing procurement and suppliers, aiming to ensure value for money, sustainability, and local business growth. During 2025–26, Council has become a leader in procurement practice and continues to strengthen its procurement activities including its newly approved Procurement Policy, Procurement Framework and Training, Value for Money principles and further digital upgrades under the following programs:

- expansion of a procurement business partner model, furthering capability, and training
- system upgrades and planning modules uplift
- newly approved policy across the network for value for money
- leading sector input into procurement with MAV and State bodies.

Governance and Management Checklist

This checklist shows the policies, plans and procedures in place for the year ended 30 June 2026.

Governance and Management Items		Assessment
1	**Community engagement policy** (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act on 27 January 2026
2	**Community engagement guidelines** (guidelines to assist staff to determine when and how to engage with the community)	Current framework adopted on 28 June 2022
3	**Financial Plan** (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act on 23 June 2025
4	**Asset Plan** (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act on 23 June 2025
5	**Revenue and Rating Plan** (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act on 23 June 2025
6	**Annual budget** (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 94 of the Act on 23 June 2025
7	**Risk policy** (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy adopted 14 November 2022
8	**Fraud policy** (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy adopted 13 November 2023
9	**Municipal emergency management planning** (Participation in meetings of the Municipal Emergency Management Planning Committee.)	Four MEMPC meetings attended 19 August 2025 18 November 2025 17 February 2026 19 May 2026
10	**Procurement policy** (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Policy adopted on 20 April 2026
11	**Business continuity plan** (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan commenced 31 January 2023 – critical services review undertaken in 2026

Governance and Management Items		Assessment
12	**Disaster recovery plan** (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plans commenced: Municipal Emergency Management Plan – 28 May 2024 (Due for review in 2027) ITS Business Continuity Plan – 31 January 2023
13	**Complaint policy** (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.)	Policy adopted on 26 April 2022
14	**Workforce plan** (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.)	Plan adopted on 7 December 2021
15	**Payment of rates and charges hardship policy** (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.)	Policy adopted on 16 March 2026
16	**Risk management framework** (framework outlining Council's approach to managing risks to the Council's operations)	Framework adopted on 14 November 2022
17	**Audit and Risk Committee** (advisory committee of Council under section 53 and 54 of the Act)	Established on 24 November 2025
18	**Internal audit** (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal Auditors were appointed on 18 May 2026
19	**Performance reporting framework** (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework in operation from 1 July 2021
20	**Council Plan report** (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports presented to Council: 11 August 2025 10 November 2025 16 February 2026 18 May 2026
21	**Quarterly budget reports** (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council: 22 September 2025 10 November 2025 16 February 2026 18 May 2026

Governance and Management Items		Assessment
22	**Risk reporting** (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports presented to the Audit and Risk Committee: 12 September 2025 5 December 2025 5 March 2026 4 June 2026
23	**Performance reporting** (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Reports presented to Council: 11 August 2025 16 February 2026
24	**Annual report** (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual Report presented in accordance with section 100 of the Act at the Council meeting on 13 October 2025
25	**Councillor Code of Conduct** (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Model Councillor Code of Conduct adopted in 2024
26	**Delegations** (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations in force from 14 December 2021
27	**Meeting procedures** (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted on 22 August 2022

I certify that this information presents fairly the status of Council's governance and management arrangements.



Jacqui Weatherill
Chief Executive Officer
Dated: 21 September 2026



Cr Sophie Tan
Mayor
Dated: 21 September 2026

Community Grants

Greater Dandenong City Council's Community Grants Programs are designed to strengthen the community by supporting initiatives that are inclusive, diverse, and responsive to local needs. The grants programs encourage active community participation, alignment with Council's strategic objectives, foster partnerships to address social disadvantage, strengthen local organisations, promote intercultural understanding, and enhance access and inclusion for all residents.

Council grants are separated into three streamlined programs – Small, Medium, and Large – to replace the previous Community Response, Support, and Partnership grants. This simplifies access for applicants, enhances transparency, and ensures funding is targeted to initiatives that align with Council's strategic objectives, including:

- Strengthening social inclusion and community wellbeing
- Advancing gender equity and intercultural understanding
- Supporting climate action and environmental sustainability
- Promoting arts, culture, and community connection
- Building capacity in local organisations and services.



Small Grants Program

Open year-round, the Small Grants program provides flexible, responsive funding to individuals and grassroots organisations. It supports participation in elite opportunities, community group activities, entry-level engagement, and local projects that foster inclusion and wellbeing. This year:

- Total amount allocated: $111,178
- Number of recipients: 103

There are four grant categories under this program:

- **Individual Achievement Grants** (up to $500): Supports residents of Greater Dandenong with grant funding to assist with participation in elite opportunities – competitive sports, artistic, or award and recognition.
- **Community Group Activity Grants** (up to $1,500): Available to small non-profit groups with active membership, such as social or sporting groups, with funding based on the number of members residing in Greater Dandenong.
- **Entry Level Grants** (up to $1,000): Assists newly established or previously unfunded small non-profit community groups and organisations to engage with Council's grants programs.
- **Responsive Project Grants** (up to $1,500): Supports not-for-profit groups to deliver small, responsive community led projects and initiatives open to the wider Greater Dandenong community.

Grantee	Project	Amount Granted
Adammi Incorporated Association	Holistic Women's Health Workshops	$1,000
Albanian Senior Women's Group Association Inc.	Iftar Dinner 2026	$1,500
Ankoorshristhi Inc.	Ankoorshristi Cultural Evening	$1,500
Arabic Women Seniors Group Inc.	Pathways to Wellbeing	$1,500
ARVN Rangers Association of Victoria Inc.	2026 ANZAC Day Service	$1,500
Aurora Bengali Association Inc.	Durga Puja 2025	$1,500
Australia Bangladesh Association	South Asian New Year Festival	$1,000
Baby Walk Org Inc.	Mum Walk Dandenong	$500
Bangladesh Cultural Group Inc.	Physical activities for seniors	$1,500
Blind Sports and Recreation Victoria	Making a Splash: Dandenong Vision Impaired/Blind Aqua Fit program	$1,428
Burden Park Dance Group	Ballroom dancing	$1,000
Burgher Association (Australia) Inc.	Elderly lunch	$1,500
Burmese Welfare Operation	Swimming program and health information sessions	$1,500
Cambodian Association of Victoria Inc.	40th Anniversary Serving Cambodian Community in Victoria	$1,500
Ceylonese Welfare Organisation Inc.	End of year luncheon	$1,500

Grantee	Project	Amount Granted
Circolo Pensionati Campani Italiano Di Clayton Inc.	Social project	$500
Circolo Pensionati Italiani di Oakleigh e Clayton Inc.	Positive ageing for seniors	$1,500
Combined Probus Club of Noble Park Inc.	Subsidise regular club social activities	$750
Coomoora Cricket Club Inc.	Cricket – Senior/Junior/Women's	$500
Cordillera Victoria Igorot Organisation (Cordi Vigor) Inc.	Ethnic and Country celebration	$1,000
Dandenong and District Orchid Club Inc.	Orchid Show and Hall rentals	$1,000
Dandenong Baptist Church Men's Group	Men's group programs	$500
Dandenong Canary Society Inc.	Annual Bird Show gathering, Bird cages, Seniors lunch	$500
Dandenong Day Nursery Inc.	50 Years of Play – Then, Now and Tomorrow	$1,500
Dandenong Low Vision Group	Out and Abouts for people with low vision	$1,000
DigiMates Australia	Cybersafe Seniors	$1,000
Donate 2 Drive LTD	Roadworthy	$1,500
Eagles Folk Dance	Performances at Shepparton Harvest Festival	$1,500
El Hokamaa Senior Citizens	Weekly senior social gathering	$1,000
Evergreen Seniors Group	Seniors activities	$1,500
Friendly Carers Group	Christmas in July	$500
Hope Football and Futsal Academy Inc.	Soccer program	$1,500
Ibadan Progressive Association of Australia	Ibadan Day 2026 – 10th Anniversary and Royal Tribute	$500
Individual Applicant	Australian School Sports Swimming Championships	$250
Individual Applicant	Representing Australia for the BWF Air Badminton World Cup 2025	$500
Individual Applicant	2026 U14 Girls Softball National Championship	$250
Individual Applicant	Asian Dodgeball championship	$500

Grantee	Project	Amount Granted
Individual Applicant	Dance tour	$500
Individual Applicant	Rugby League	$350
Instituto Nazionale per la Guardia D'Onore alla Reali Tombe del Pantheon Inc. (Dandenong branch)	Feb. BBQ April Easter May Mother's Day	$1,500
Interfaith Network of the City of Greater Dandenong	Interfaith Leadership Conversation Series	$1,500
Iraqi Australian Solidarity Association Inc.	Ramadan community gathering	$1,500
Isha Foundation Australia Inc.	Free Beginner Yoga and Meditation workshops – Keysborough Community Hub	$1,000
Italian Elderly Citizen Club Noble Park Inc.	Coffee/Milk/Biscuits/Light meals	$500
Italo-Spanish Club Inc.	41st Year Club Anniversary celebration – Feb 2026	$500
Jessica Lee	Melbourne Ballet School USA Dance tour	$500
JNU Melbourne Chinese Language and Culture School Inc.	The Mid-Autumn Festival	$1,500
Keysborough Bowls Club	Barefoot Bowls – Safe Bowls Carriers	$1,000
Keysborough Chinese Seniors Association Inc.	Dragon Boat Festival and Mid-Autumn Festival celebrations	$1,500
Keysborough Probus Club	Trip to Queenscliff	$1,000
Living Waters Victoria Worship Centre Inc.	Christmas Shop of Hope	$1,500
Lyndale United Soccer Club Inc.	Football/Soccer	$1,500
Melbourne 7 Melody Notes Inc.	2026 Chinese Horse Year cultural event	$500
Melbourne Chinese Arts and Theatre Inc.	Theatre Play rehearsal "Ben-Hur" in Lighthouse Church	$1,000
Melbourne Golden Earth Seniors association Inc.	Community senior social activities	$1,000
Miss Caris Philippe	2026 Australian Athletics Junior Championships	$350
Miss Emily Themis	Melbourne Ballet School USA Dance Troupe tour 2026	$500
Miss Faithey Harper	USA Tour Melbourne Ballet School	$500

Grantee	Project	Amount Granted
Miss Iris Anastasiadis	USA Dance Tour 2026	$500
Miss Micaela Costa	Micaela's Disneyland performance project	$500
Mr Brendan McAleer	The National Feile 2026	$500
Mr Rainn Lee	2026 Australian Age Championships	$350
Mr Tony Huynh	Special Olympics Australia National Games 2026	$250
Mr Tusi James	USA speaking trip	$500
Ms Charlotte Themis	Melbourne Ballet School USA Dance Troupe tour 2026	$500
Ms Nina Darlyne Santos	USA Dance Tour	$500
Multicultural Mailer Inc.	Ramadan for All – Arts Workshop	$1,500
Napoli Family Club	Weekly gathering	$1,500
Noah's Ark Inc.	Family connection and education day	$1,000
Noble Park North Multicultural Senior Club	Gathering of senior members of the club	$1,000
North Dandenong Senior Citizens Club	Christmas lunch 2025	$1,500
Over 60s Club	Annual club activities	$500
Perc.U.lations	Perc.U.lations – Spoken word feature and open mic	$1,000
Pulari Victoria Inc.	PASS 2026	$1,500
Ramblers Walking Group	Ramblers walking and social activity	$1,500
Recycle to Revive	From Cans for Change	$1,000
Santhom Cultural Centre Ltd	Soccer and Volleyball tournament	$1,500
Senior Citizens of St Athanasios Parish Springvale	Annual senior citizens engagement activities	$1,500
Serbian Orthodox Church and School Community Saint Stefan	Celebrating 50 Years	$1,500
Southern Obedience Dog Club Inc.	Promotion of club to increase membership	$1,500
Springvale Benevolent Society Inc.	Springvale Community Food Support and Wellbeing Program	$500
Springvale Italian Senior Citizens Club	Italian Cultural Day celebration	$1,500
Springvale Mandarin Network Inc.	Taichi Festival	$1,500

Grantee	Project	Amount Granted
Springvale Senior Citizen's Multicultural Club Inc.	Celebrating senior members events and functions	$1,000
Sri Lanka German Technical Training Institute Old Boys Association of Australia Inc.	Christmas Carols in Singhalese	$1,500
Stella Clavisque Club (Australia-Mauritius) Inc.	Christmas and end of the year celebration	$1,000
Taunet Nelel Inc.	4th Gala Anniversary sports event	$1,500
Te Wero Ki Poipiripi Inc.	Te Wero Ki Poipiripi	$1,200
The Bengali Association of Victoria Inc.	Spring Festival 2025	$1,500
The Combined Probus Club of Sandown Inc.	Annual Christmas lunch	$1,500
The Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Undertake activities for our members	$1,000
Vasudeva Kriya Yoga Inc.	Yoga	$1,500
Victoria Chinese Elderly Culture Inc.	Build harmonious and healthy cultural activities	$1,500
Victoria Nagarathar Sangam Australia	Festival of Deepavali: A celebration of light and community harmony	$1,500
Victorian Chinese Seniors Inc.	Meeting with Joy	$1,500
Vietnamese Australian Senior Association of Victoria Inc.	$1 support lunch meal for meeting members	$1,500
Vietnamese Catholic Family Mutual Assistance Network	Group activities	$1,500
Vietnamese Freedom Day Club	Funday Project 2026 of Vietnamese Freedom Day Club	$1,500
Vipanchika Grandhasala Melbourne Inc.	Rise and Radiate: Women's Wellness Awareness Day	$1,500
Voluntary Outreach Club Inc.	VOC Seniors Lunch – All welcome	$1,000
Wellsprings for Women Inc.	Anti-Racism event	$1,500
White Star Dandenong Soccer Club Inc.	Growing youth Football participation through weekly training and girls uniforms	$1,000
Xinjiang Chinese Association of Australia Inc.	Weekly gathering	$1,500
Total		**$111,178**

Medium Grants Program

Delivered in two rounds annually, the Medium Grants Program supports one-off projects, events, and programs that deliver measurable benefits to the Greater Dandenong community. Funding is capped at $10,000 per organisation per financial year.

- Total amount allocated: $332,778
- Number of recipients: 51

There are four grant categories under this program:

- **Community Development Grants** (up to $10,000): Supports not-for-profit groups to build community capacity, promote social inclusion, improve health and wellbeing, prevent family violence, advance gender equity, and foster community harmony.
- **Climate Change Action Grants** (up to $10,000): Supports not-for-profit groups, organisations and schools to deliver environmental projects that help address climate-related change and support Council's sustainability goals.
- **Arts, Festivals and Events Grants** (up to $10,000): Supports not-for-profit groups to run arts, cultural events, and festivals that encourage community connection, cultural exchange, and diversity.
- **Individual Artist Grants** (up to $5,000): Supports individual artists to lead community-based arts or cultural projects that respond to local needs and build community relationships.

Grantee	Project	Amount Granted
Actomania Inc.	A Stage Play "Still Call Australia Home" Depicting Migrant's Journey	$8,000
Afghan Youth Association of Australia	Youth capacity building and awareness	$3,200
African Women's and Families Network	Celebration of the Day of the African Child 2025	$7,000
Al Hussein Cultural Association Inc.	Weekly cultural exchange program for Arabic women	$4,000
Al-Itqan Academy Inc.	Dandenong Eid Carnival 2026	$8,000
Australian Breastfeeding Association Victoria	Australian Breastfeeding Association Victorian Branch Conference 2026	$7,224
Australian Society of Graduate Tamils Inc.	Tamil youth cultural night	$6,500
Bengali Puja and Cultural Society of Victoria	Bengali New Year Celebration 2026	$6,200
Blind Sports and Recreation Victoria	Inclusive wellbeing activities for people with vision loss in Dandenong	$3,500
Bright Events Australia	Dandenong Diwali 2025	$10,000
Burke And Beyond Association Inc.	Beyond Gardening – Supporting trainees with disabilities	$7,855

Grantee	Project	Amount Granted
Cambodian Association of Victoria Inc.	Promoting Cambodian culture	$5,000
Chinese Professionals Club of Australia (CPCA)	A grand celebration of multicultural harmony	$5,500
Concern Australia	Hand Brake Turn mobile workshops	$4,250
Cornerstone Contact Centre Inc.	The Power of Performance for marginalised communities	$8,900
Creativity Australia	With One Voice Greater Dandenong	$5,000
Dandenong Agricultural and Pastoral Society Inc.	Scottish Heritage Day	$4,835
Epilepsy Action Australia	EarlyACT: Early support for children with epilepsy in Dandenong	$5,900
Fijian Community Association Victoria Inc.	Fiji Day Multicultural Festival 2025	$10,000
Greater Dandenong State Emergency Service	CALD Brochures	$988
Interfaith Network of the City of Greater Dandenong Inc.	Inclusion, respect and belonging for all people	$10,000
Jesuit Social Services	Supporting Women's English Language and Literacy (SWELL)	$3,963
Kathryn Watt	Saluting Service, Courage and Resilience	$5,000
Launch Housing	Viv's Place community dinners	$6,034
Mohammad Salim Ataee	Colour our Stories: Creative expression and belonging through art	$4,853
Mohammad Zia Atahi	Stories Through the Lens	$5,000
Natya Praana Inc.	Natya Arpanam – A Celebration of culture through classical dance	$5,000
Nepalese Association of South East Melbourne	Bridging Cultures: Nepalese Arts and Community Festival	$5,000
Noble Park Community Centre Inc.	Open Doors, Open Hearts: Celebrating Ability and Belonging	$10,000
Nourish DBC	Study lounge for disadvantaged and at-risk youth	$9,150
PlantingSeeds Projects Ltd	Dandenong BandB Highway	$9,900
Reading out of Poverty	Waiting Room Reads Dandenong	$10,000
Rethink Recycling	Empowering youth with disabilities for climate action	$4,950

Grantee	Project	Amount Granted
Road Safety Education Limited	Road safety education for vulnerable Greater Dandenong young drivers	$6,614
South Eastern Melbourne Vietnamese Associations Council Inc.	South Eastern Melbourne Vietnamese Associations Council Tet Festival 2026	$10,000
Southern Cross Kids' Camps	Delivering hope to at-risk kids	$10,000
Springvale Rise Primary School Community Hub	Annual Women's Health Forum 2025	$5,000
St Martins Youth Arts Centre	Young Changemakers: Dandenong	$6,000
St Pauls South Eastern Suburbs Maltese Seniors Association Inc.	Springvale Maltese Seniors Association	$5,000
St Pauls South-Eastern Suburbs Maltese Seniors Association Inc.	Springvale Maltese Seniors Association	$2,000
TeamSports4All	Expansion of TeamSports4All in Greater Dandenong – 15 kids	$10,000
The Cambodian Association of Victoria	Conserving and revitalising Cambodian culture	$4,650
The Water Well Project Inc.	Improving health literacy for migrant, refugee and asylum-seeking communities	$9,314
Trk Care	Trk Care mental health packs for foster kids and carers	$10,000
United Community Helpers Inc.	Empowering CALD women	$4,000
Volleyball Association of Hazaras in Vic	Volleyball tournament and engagement of Afghan youth	$7,000
We Are One Club	Magic in the Moonlight	$4,998
Wellsprings For Women	Co-designing a support program for families at Dandenong West Primary	$9,000
West Alchemy Collective Inc.	Vespertine Gardens mural project	$6,500
Women's Health in the South East	Marketplace of Respect: A Community Campaign for Change 2026	$7,000
Xinjiang Chinese Association of Australia Inc.	2025 Mid - Autumn Festival celebrations	$5,000
Total		**$332,778**

Large Grants Program

Designed to support strategic partnerships and long-term initiatives, the Large Grants Program provides multi-year funding to organisations delivering essential services and high impact projects aligned with Council's health, wellbeing, and inclusion priorities.

- Total amount allocated: $1,256,712
- Number of recipients: 29

Large Grants Program categories:

- **Partnership Grants** (up to $50,000 per annum): Support ongoing operations of not-for-profit organisations delivering essential services aligned with Council's strategic objectives and build community capacity, social inclusion, and healthy partnerships.
- **Strategic Project Grants** (up to $80,000 per annum): Provide up to two years of funding to not-for-profit organisations for self-identified projects, initiatives and activities that directly contribute outcomes towards the delivery of Council's strategic health and wellbeing priorities.
- **Festivals and Events Sponsorship Grants** (up to $40,000 per annum): Offer not-for-profit organisations funding for events that deliver social, environmental or economic benefits to the city.

Grantee	Project	Amount Granted
Afghan Women's Organisation Victoria (AWOV)	Ashiana: Afghan Women's Organisation Victoria Community Hub	$43,475
Afri-Aus Care	The UBUNTU Women's Project	$40,000
Arts Access Victoria	Maker Space, Dandenong	$20,000
Asylum Seeker Resource Centre Inc.	Refugee Resource Hub Foodbank and collaborative partnership development	$80,000
Bakhtar Community Organisation	Bakhtar Refugee Resettlement and Afghan Women Empowerment Process	$24,525
Casey Tamil Manram	Aadi Pirrappu 2025	$10,000
City of Greater Dandenong Band Inc.	City of Greater Dandenong Band	$20,000
Cornerstone Contact Centre Inc.	Cornerstone Contact Centre support services for the homeless and disadvantaged	$35,000
Cornerstone Contact Centre Inc.	Expansion of Cornerstone Drop-in service hours for the homeless and disadvantaged	$80,000
Dandenong Agricultural and Pastoral Society Inc.	Dandy Show 2025	$40,000
Fusion Theatre	Theatre Without Limits: Breaking barriers with workshops and sensory theatre	$24,140

Grantee	Project	Amount Granted
Keysborough Learning Centre	Learn Local – Work local in aged care and disability	$45,000
Kidsafe Victoria	Greater Dandenong Childhood Injury Prevention Community Champions program	$25,572
Melbourne Malaysian Indian Cultural Club	Aatam Paatam Kolattam Community Dance, Indian Music, Malaysian Food Festival	$10,000
Noble Park Community Centre Inc.	Noble Park Community Centre Art Show 2025	$15,000
Noble Park Community Centre Inc.	Growing Together: Cultivating community wellness through kitchen garden cooking classes	$25,000
North Dandenong Neighbourhood House	Building community resilience in North Dandenong	$50,000
SisterWorks Inc.	Journey to Employment: Dandenong's Migrant and Refugee Women initiative	$80,000
SisterWorks Inc.	EmpowerHer: Creating Jobs for Migrant Women in Greater Dandenong	$40,000
South East Community Links	HomeLink: Navigating housing stability	$80,000
South-East Monash Legal Service	Mothers Legal Help (MLH)	$80,000
Southern Waters Ski Show Team	Community Water Ski Show	$5,000
Springvale Asian Business Association Inc.	2025 Springvale Lunar New Year Festival	$40,000
Springvale Neighbourhood House	Springvale Harmony Festival – Many Voices, One Community	$20,000
Springvale Neighbourhood House	Peer Volunteers supporting older people to be active, connected, engaged	$60,000
St Kilda Gatehouse Inc.	Young Women's program	$40,000
St Kilda Mums Inc./Our Village Network	Providing essentials for vulnerable babies and children	$40,000
The Cambodian Association of Victoria Inc.	Promoting the integration and resilience of the Cambodian Community in Victoria	$7,000
The Cambodian Association of Victoria Inc.	Supporting victims of family violence in the Cambodian Community	$12,000
Victorian Afghan Associations Network	Nawroz Festival 2025	$40,000

Grantee	Project	Amount Granted
Vietnamese Community in Australia – Vic Chapter	Children Lantern Festival	$25,000
We Care Community Services Inc.	Providing food and essentials to families in need.	$40,000
Wellsprings for Women Inc.	Migrant Women's Safety: Intensifying Efforts to Prevent Technology Facilitated Abuse	$60,000
Total		**$1,256,712**

Multi-Year Funding Agreements: Neighbourhood Houses and Community Centres

Council has endorsed a multi-year funding and service agreement with seven Neighbourhood Houses and Community Centres. This strategic initiative ensures equitable support across all centres while enabling targeted investment in local community priorities, with $360,500 allocated over 2025-26.

Grantee	Project	Amount Granted
Noble Park Community Centre Inc.	Operational Funding 2025-26	$51,500
North Dandenong Neighbourhood House	Operational Funding 2025-26	$51,500
Springvale Neighbourhood House Inc.	Operational Funding 2025-26	$51,500
Springvale Learning and Activities Centre Inc.	Operational Funding 2025-26	$51,500
Wellsprings for Women Inc.	Operational Funding 2025-26	$51,500
Keysborough Learning Centre	Operational Funding 2025-26	$51,500
Dandenong Community and Learning Centre Inc.	Operational Funding 2025-26	$51,500
Total		**$360,500**

Interfaith Network of the City of Greater Dandenong – Strategic Partnership Contract

Following a review, Council has endorsed a 2025-29 funding agreement with the Interfaith Network that recognises its ongoing contribution to community engagement and its alignment with Council's strategic priorities for inclusion and connectedness. This agreement ensures the continued delivery of programs that foster mutual respect, understanding, and community harmony across faiths and cultures.

Grantee	Project	Amount Granted
Interfaith Network of the City of Greater Dandenong	Operational Funding 2025-26	$85,000

Greater Dandenong Volunteer Resource Service (GDVRS) – Strategic Partnership Contract

The GDVRS plays a vital role in connecting residents with meaningful volunteer opportunities and building the capacity of community organisations to recruit, train, and retain volunteers. This investment supports Council's broader goals of civic participation, social inclusion, and community resilience.

Grantee	Project	Amount Granted
South East Volunteers Inc.	Greater Dandenong Volunteer Resource Service 2025-26	$91,043

Ramadan Night Market

Council endorsed the provision of funding to support the delivery of the Ramadan Night Market Dandenong 2026 by the Bright Community Organisation Inc.

Grantee	Project	Amount Granted
Bright Community Organisation Inc.	2026 Ramadan Night Market	$88,182

Our People

In 2025 an organisational realignment was undertaken to provide an integrated, customer-centric service; better connect strategy, service delivery and digital innovation; and ensure the sustainable use of resources. The key changes include:

- A new Strategy and Corporate Services directorate including the establishment of an Organisational Planning and Strategy department.
- Realignment of the City Futures directorate to strengthen Council's approach to project delivery and management, creation of a new City Development department combining statutory planning with building and compliance, and changes to the delivery of parks and open space with a new stand-alone department.
- Alignment of Customer Experience with Digital Technology.

The organisation also welcomed Mark Burke as the new Chief Financial Officer in 2026.



Employment Type/ FTE Gender	CEO	Chief Financial Office	City Futures	Community Strengthening	Strategy and Corporate Services	Digital Technology	TOTAL
Full time – F	2	13	94	134	37	22	302
Full time – M		9	180	35	20	19	263
Part time – F		3.09	16.97	123.02	8.78	8.11	159.97
Part time – M			12.97	22.89	0.84	1.52	38.22
Part time – S				0.63			0.63
Casual – F			2.21	15.06		0.39	17.66
Casual – M			2.47	6.36			8.83
Total	**2**	**25.09**	**308.62**	**336.96**	**66.62**	**51.02**	**790.31**

Employment Classification	Female FTE	Male FTE	Self Describes/ Self Identifies FTE	TOTAL
Band 1	9.1	11.96		21.06
Band 2	1.04	4		5.04
Band 3	69.65	75.54		145.19
Band 4	74.66	36.29	0.63	111.58
Band 5	110.89	49.84		160.73
Band 6	85.29	57.53		142.82
Band 7	45.19	35.89		81.08
Band 8	32.49	21		53.49
Band Not Applicable	51.32	18		69.32
Total	**479.63**	**310.05**	**0.63**	**790.31**

Employee Experience Survey

In lieu of participating in the Victorian Public Sector People Matters Survey, Council undertook an organisation-wide Employee Experience Survey. The survey was delivered by external provider Evaluation Solutions and conducted between 18 August and 5 September 2025, achieving a participation rate of 45% (438 responses). The survey gathered employee insights across key areas including gender equality, opportunity, diversity, inclusion, and cultural safety.

The results highlight a strong culture of respect, inclusion, and support across the organisation. Employees reported high levels of confidence that managers treat staff with dignity and respect, inclusive language is used, flexible working arrangements are supported, and the organisation would support employees accessing family violence leave. The survey also identified opportunities to further strengthen the employee experience, particularly in relation to career development, progression pathways, and perceptions of fairness in recruitment and promotion processes. These insights will help inform future priorities and initiatives aimed at enhancing employee growth, opportunity, and organisational equity.

Improving How We Recruit

Council engaged Swinburne University to undertake a comprehensive review of its recruitment practices, with recommendations expected by September 2026. The review spans the end-to-end recruitment lifecycle, including onboarding flow, training for our People Leaders and strategies to attract and secure the best talent available. Findings will inform targeted improvements to how Council sources, assesses and welcomes new employees.

Gender Equality

Council completed and submitted key legislative reporting requirements to the Commission for Gender Equality in the Public Sector and continued to strengthen its approach to meeting obligations under the Gender Equality Act 2020.

The following key activities were undertaken in 2025-26:

1. **Workplace Gender Audit** – the audit was completed incorporating workforce data for the period 1 July 2024 to 30 June 2025 and employee experience data collected through the organisation-wide Employee Experience Survey. The audit provided valuable insights into workplace gender equality and informed Council's assessment of progress against its 2021-25 Gender Equality Action Plan (GEAP).
2. **2021–25 Gender Equality Action Plan Progress Report** – the final report was submitted detailing achievements against 76 strategies and measures, outcomes across the seven gender equality indicators, and findings from Gender Impact Assessments undertaken throughout the reporting period.
3. **2026–30 Gender Equality Action Plan** – this plan was finalised and submitted establishing Council's strategic direction for advancing gender equality over the next four years. Development of the plan included analysis of workforce and employee experience data, consultation with key stakeholders across the organisation, consideration of legislative requirements and best-practice guidance, and the identification of future priorities and measurable actions to strengthen gender equality outcomes for both employees and the community.

Multi-Enterprise Bargaining

In March 2025, Greater Dandenong employees voted in favour of moving to a new type of multi-employer enterprise agreement, where two or more employers that share common interests are covered by the same agreement.

The Fair Work Commission officially authorised the multi-employer bargaining process on 22 December 2025. The councils involved are Greater Dandenong, Darebin, Hobsons Bay, Hume, Maribyrnong, Melbourne, Merri-bek and Yarra.

Supported by an Independent Chair, the Councils have worked with the Australian Services Union, Professionals Australia and the Australian Nursing and Midwifery Association to progress bargaining.

The focus for bargaining has been on a core set of claims that will apply to all eight Councils before commencement of local bargaining for any remaining claims in the 2026-27 financial year.

Leadership capability

Council continued to invest in leadership capability through a range of development opportunities designed to strengthen leadership practice, enhance communication, foster collaboration and support delivery of Council's strategic priorities. Established leadership development programs, including the LGPro Ignite Program, Emerging Leaders Program and participation in the Australasian Management Challenge, continued to support leaders at different stages of their leadership journey.

In addition, Council facilitated monthly Senior Leaders Meetings and quarterly People Leaders Forums, creating regular opportunities for leaders to build capability, share insights, discuss organisational priorities and strengthen leadership practice across the organisation.

To further strengthen organisational alignment, Council also brought together the Executive Team and managers for a two-day strategic planning workshop, providing an opportunity to collaborate on Council's strategic priorities, discuss key projects and build a shared understanding of the organisation's future direction.

As part of Council's commitment to continuous improvement and communication, CEO all staff meetings continued throughout the year to engage employees, provide updates on key initiatives and support a clear and consistent understanding of organisational priorities and service delivery.

Workplace Health and Safety

Council is committed to providing a safe and healthy workplace for employees, contractors, volunteers and visitors. The focus remained on strengthening the foundations of workplace health and safety by improving practical systems, supporting risk awareness and encouraging shared responsibility across the organisation.

Council's approach continues to be guided by legislative obligations, operational needs and the importance of protecting people from harm. While further work is required to mature the overall safety program, progress has been made in reviewing key processes, improving visibility of hazards and incidents, and supporting managers and employees to better understand workplace risks.

A key area of focus has been the ongoing review of Council's Health and Safety Management System. This work is helping to identify opportunities to simplify requirements, clarify responsibilities and strengthen alignment with recognised standards and good practice. The review also provides a clearer pathway for future improvement by identifying where policies, procedures, assurance activities and reporting practices can be strengthened.

Council also continued to promote reporting of hazards, incidents and near misses. Improving reporting supports earlier identification of risk, informed decision making and targeted corrective actions. These insights assist Council to understand where controls may need to be reviewed and where additional support, guidance or intervention may be required.

Leadership and Commitment

Council continued to strengthen its commitment to workplace safety focusing on embedding strategic direction into practice, with measurable improvements in safety systems, capability, and organisational culture.

Key priorities have centred on:

- Strengthening a consistent and proactive safety culture across all service areas
- Embedding a robust and integrated safety management framework
- Enhancing compliance through improved governance, assurance, and alignment with legislative requirements.

Safety Culture

Council recognises that a strong safety culture is built over time through consistent leadership, open communication and everyday actions. Throughout the year, efforts focused on encouraging employees to raise safety concerns, report hazards and actively participate in discussions about safer ways of working. Council continued to promote the message that safety is a shared responsibility and that learning from incidents, near misses and employee feedback is essential to preventing harm and improving workplace practices.

During the year, Council conducted an Employee Safety Culture Survey. Insights gained from the survey, together with operational discussions, will continue to inform future safety priorities. This includes identifying opportunities for additional training, improved communication and practical support to help teams effectively manage risks in their day-to-day work. Council remains committed to fostering an environment where employees feel confident to speak up, contribute ideas and support continuous improvement in health, safety and wellbeing outcomes.

Preventing Musculoskeletal Injuries

Council continued to use Preventure wearable technology to help better understand muscle load during selected manual tasks. The information gathered supports conversations with work areas about task design, risk controls and opportunities to reduce the likelihood of musculoskeletal injury. This initiative supports a more evidence-informed approach to managing physical risk and provides a practical basis for reviewing higher-risk activities over time.

Enhancing Emergency Response

Council progressed work to implement SafeZone, a personal duress and emergency response system for employees who may work alone, in the field or in public-facing environments. The system is intended to provide an additional way for employees to raise an alert and seek assistance when required.

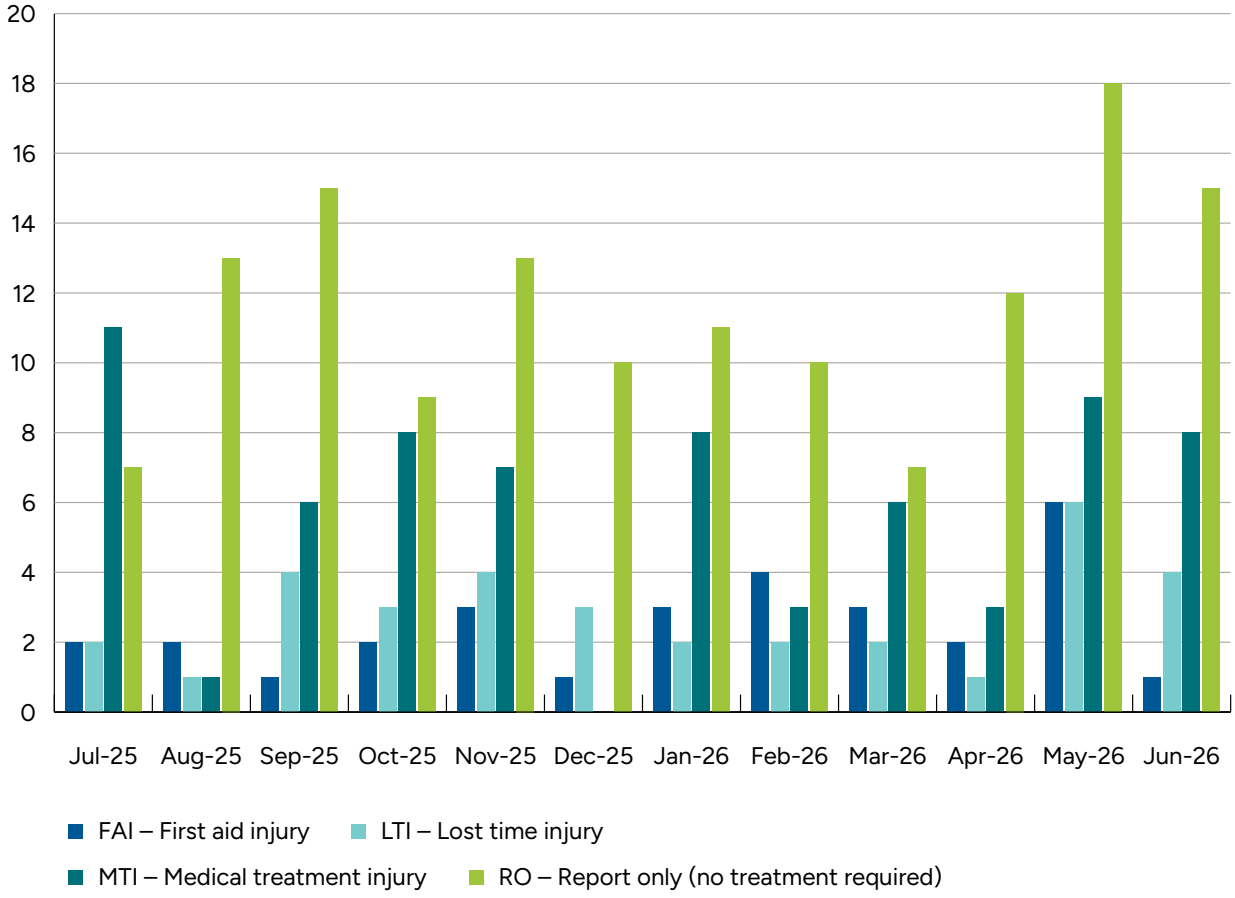
Implementation has focused on ensuring the system is introduced in a practical way, with consideration of employee awareness, response arrangements and the work areas most likely to benefit from the technology.

Safety Performance

Council continued to monitor and report on workplace safety performance through incident, hazard and near miss reporting, workers compensation information, and the tracking of corrective actions. Safety performance information was regularly provided to the Executive Team, Workplace Health and Safety Committee/s and the Audit and Risk Committee to support oversight of workplace health and safety risks and the effectiveness of controls.

Improvements were made to the consistency, quality and usefulness of safety data, strengthening the organisation's ability to support informed decision making, planning, risk prioritisation and continuous improvement.

Incident Classification



Learning and Development

Council continued to deliver a broad learning and professional development program focused on building workforce capability, supporting compliance obligations and equipping employees to meet the evolving needs of the organisation and community. In addition to our established induction, leadership, wellbeing and compliance training programs, there was a significant focus this year on strengthening capability in the areas of child safety, information privacy, cybersecurity and the responsible use of emerging technologies including artificial intelligence. The following programs were conducted:

Program	No. of staff participants
Mad, Bad, Sad, Tears, Abuse and Threats	32
AWB Contact Representative refresher training	6
Child Safety for People Leaders	193
Child Safety Risk Assessment Workshop	186
Privacy Essentials; Your Role in Privacy (online pilot)	107
Understanding Homelessness and the Dandenong Zero Response	38
OHS	
Cardiopulmonary Resuscitation - Corporate Training	114
First Aid Level 2 – Initial or Refresher Training – Corporate Training	83
Managing immunisation emergencies – Corporate Training	9
Supporting Your Wellbeing at Work	19
Induction programs	
Corporate Induction – Compliance – Corporate Training	55
Corporate Induction – Bus Tour – Corporate Training	69
Corporate Induction – Disability Inclusion and Indigenous Awareness – Corporate Training	50
Leadership programs	
Ignite – Corporate Training	5
Emerging Leaders Program (ELP) – Corporate Training	1
Australasian Management Challenge – Corporate Training	6

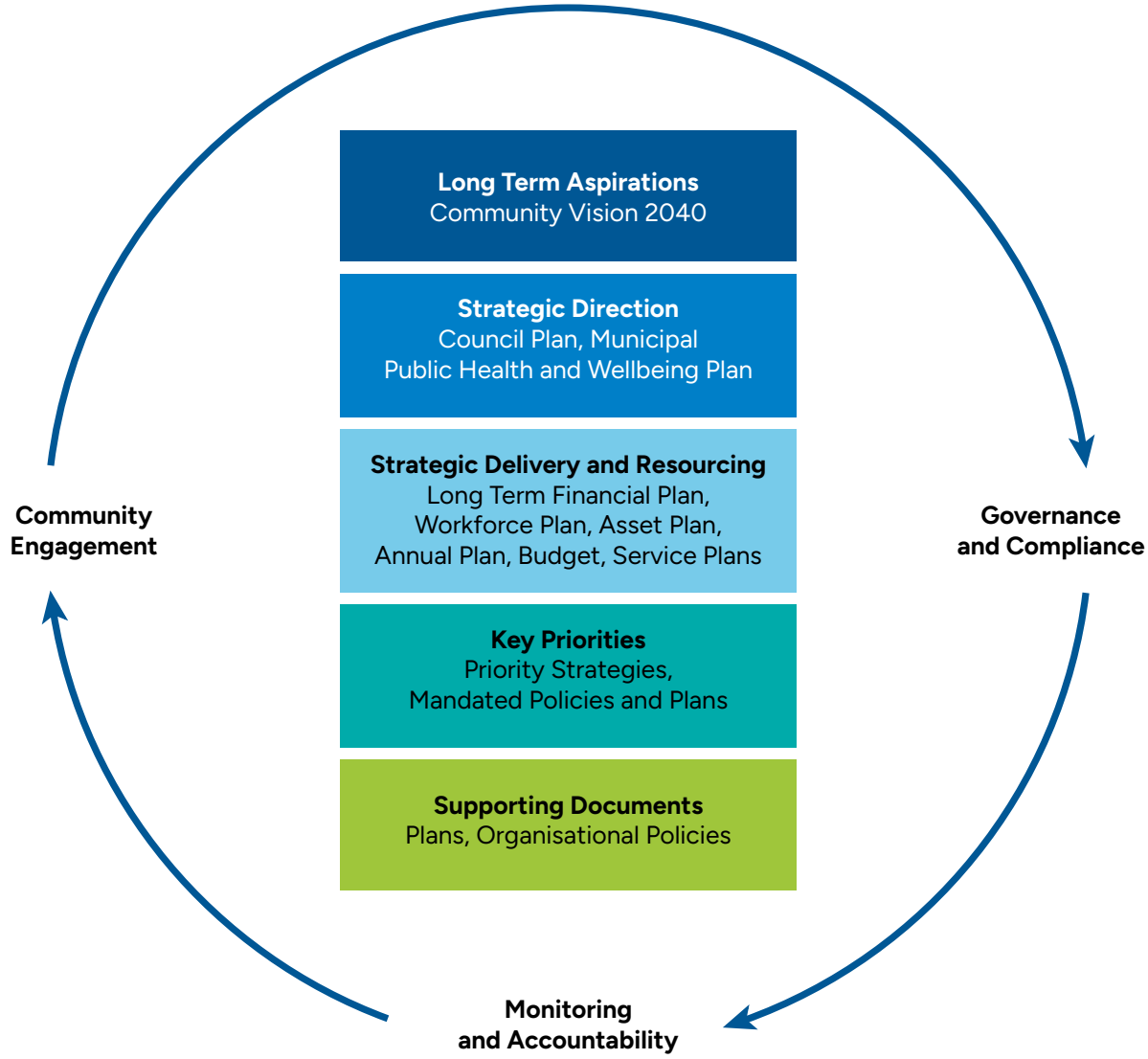
Elearning Programs

Program	No. of staff participants
Appropriate Workplace Behaviour	225
Child Safety and Wellbeing	516
Conflict of interest	153
Drug and Alcohol Policy	235
Fraud and Corruption awareness	211
Greater Dandenong Induction	183
Information Privacy	243
Occupational Health and Safety	201
Victorian Charter of Human Rights and Responsibilities	196
Workplace Bullying and Harassment	218
Manual Handling	259
You me Us	207
Copilot Training	367
Cybersecurity Policy Training	636
Cybersecurity Inside Man Seasons 1 and 2	1,235
Cyber Pulse microlearning	158

Our Performance

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.



Performance Measurement and Reporting

In 2025-26 Council regularly monitored its performance via quarterly performance reports which covered the financial and performance targets outlined in the Council Plan, Annual Plan and Annual Budget. Council regularly communicates its performance outcomes with the community via Council reports, the monthly magazine – Greater Dandenong Council News, regular media releases, the website and an increasing social media presence.

The Annual Report provides a comprehensive overview of Council's activities.

Local Government Performance Reporting Framework (LGPRF)

The Victorian Government introduced a mandatory performance reporting framework in 2014–15 to ensure that all Councils are measuring and reporting on their performance in a consistent way.

This framework includes both service and financial indicators and all Victorian Council results can be found at www.localgovernment.vic.gov.au/strengthening-councils/performancereporting

The City of Greater Dandenong continued to report on all compulsory indicators in 2025-26.



Community Satisfaction Survey

During April and May 2026, 400 residents from across the municipality provided feedback on Council's services and facilities via a door-to-door survey conducted by Metropolis Research.

Greater Dandenong continued to perform well across all categories and once again received the highest overall satisfaction score of all Council's surveyed by Metropolis.

These results reflect the average satisfaction levels out of 10.



7.4

(Metro average 7.2)

Overall satisfaction with Council services



9.0

(Metro average 8.6)

Regular garbage collection



8.7

(Metro average n/a)

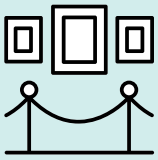
Family support services



8.6

(Metro average 8.4)

Services for children from birth to 5 years of age



8.5

(Metro average n/a)

Provision of arts and cultural venues, spaces, and facilities



8.5

(Metro average 8.0)

Council's website



9.0

(Metro average 8.7)

Local library services



8.3

(Metro average 8.2)

Community centres and halls



8.3

(Metro average 8.0)

Animal management



8.1

(Metro average 7.6)

Activities promoting local economic development



8.5

(Metro average 7.6)

Customer service experience



8.4

(Metro average 8.1)

Provision and maintenance of parks and gardens



8.6

(Metro average 8.0)

Council's festivals and events



8.3

(Metro average 8.3)

Recreation centres and / or aquatic centres



8.2

(Metro average 8.1)

Services for older people



8.2

(Metro average n/a)

Support services for people experiencing disadvantage



8.0

(Metro average 7.6)

Local traffic management



8.0

(Metro average 7.5)

Town planning policies



8.1

(Metro average 7.9)

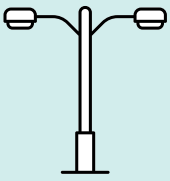
Council's emergency management and response



8.0

(Metro average 7.6)

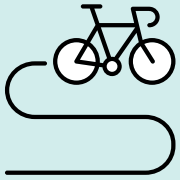
Parking enforcement



7.9

(Metro average 7.7)

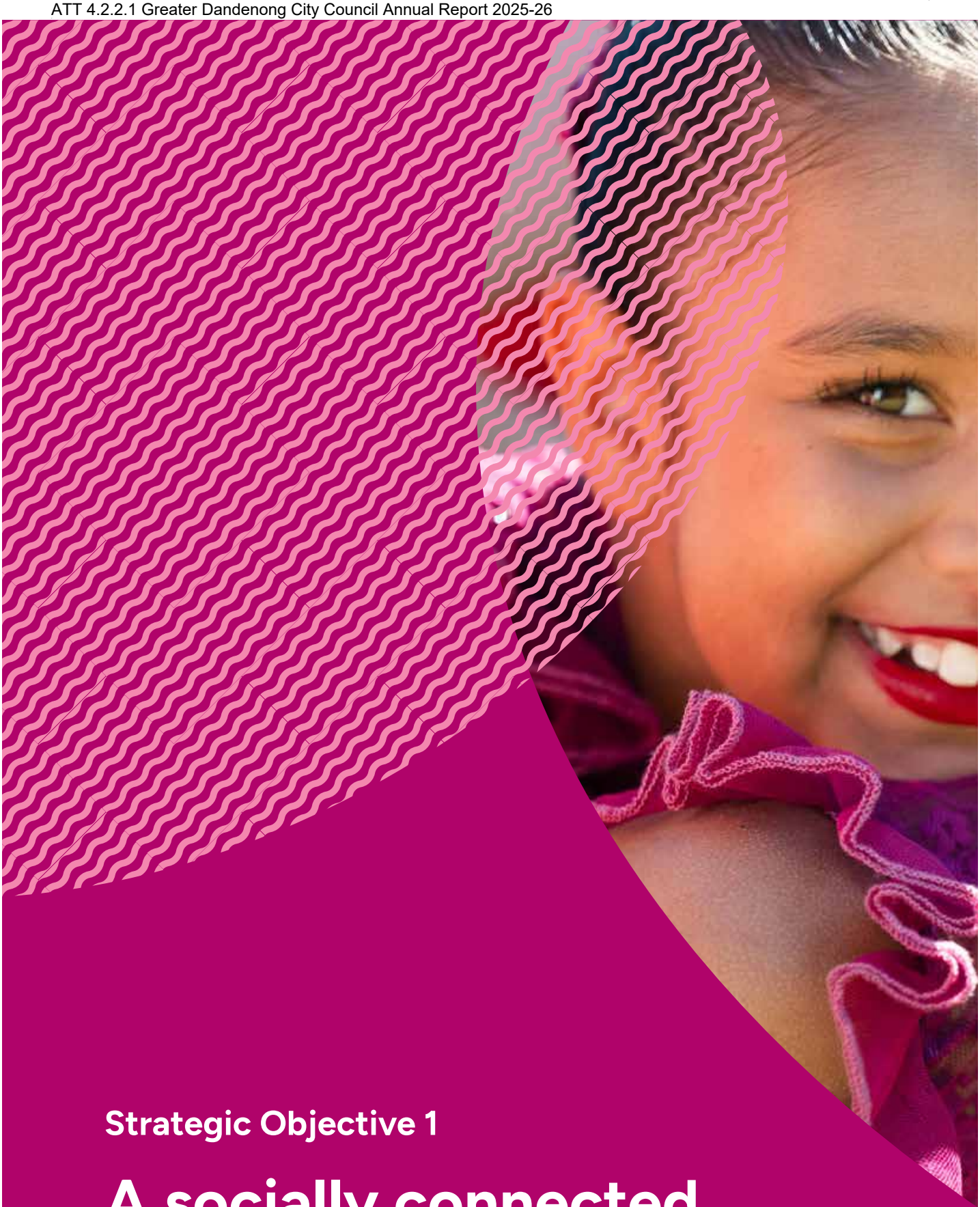
Street lighting



8.0

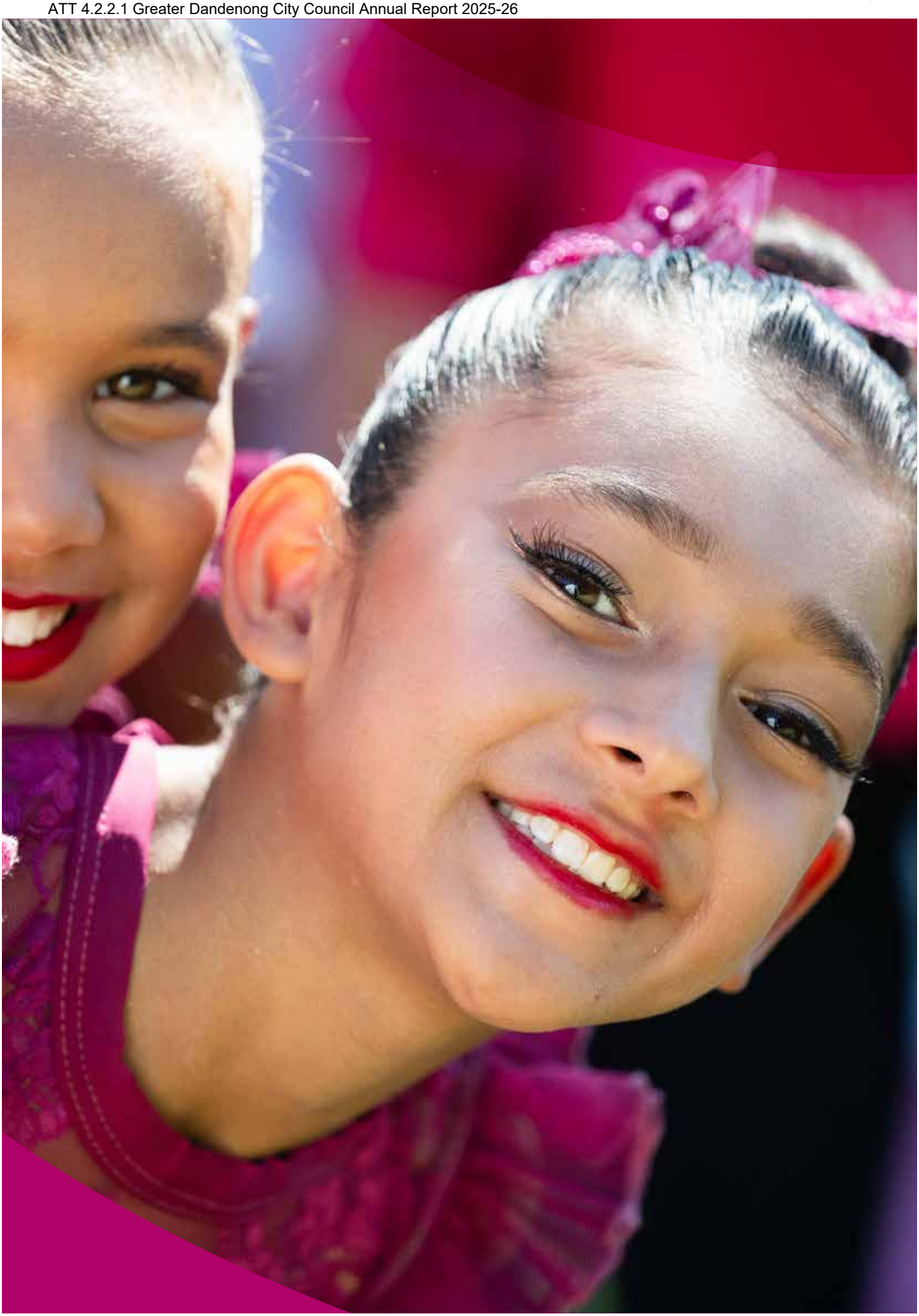
(Metro average 7.9)

Bike and shared paths



Strategic Objective 1

A socially connected, safe and healthy city



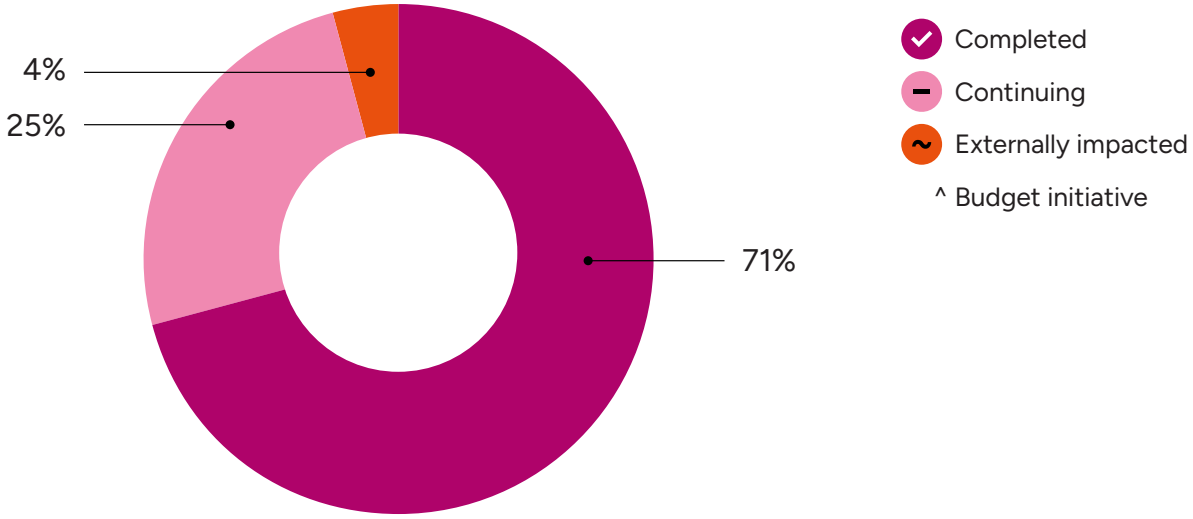
Our Performance

Performance Measures

Measure	Result
% of Alcohol Harm Prevention and Management Framework actions complete	70%
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.
How safe do you feel in public areas of the City of Greater Dandenong? (Community Satisfaction Survey)	82% (Community Satisfaction Survey – Perceptions of safety during the day)
Importance of disadvantaged support services as a responsibility of Council (Community Satisfaction Survey)	94% (Community Satisfaction Survey)
Importance of the appearance of public areas as a responsibility of Council (Community Satisfaction Survey)	91% (Community Satisfaction Survey)
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 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.
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.
Increase the number of consultation activities that consider accessibility for program and infrastructure design	8

Measure	Result
Number of, and attendance at, group MCH Key Age and Stage visits	176 attendees at 4 groups
Satisfaction with recreation centres and/ or aquatic centres (Community Satisfaction Survey)	83% (Community Satisfaction Survey)
Satisfaction with sports ovals and other sporting facilities (Community Satisfaction Survey)	83% (Community Satisfaction Survey)

Action Progress



Priority	Action	Status
1. Build the capacity of the community to lead safe, active and healthy lifestyles through all stages of life	1.1 Continue to implement and review the Make Your Move Strategy informed by community engagement activities, data and statistics ^	✓
	1.2 Develop and implement an updated Positive Ageing Strategy to ensure older people are supported, valued and remain active members of the community *Community engagement and final endorsement is due in 2026-27.*	–
	1.3 Commence development of an integrated Children, Youth and Families Strategy ^ *Endorsement is due in 2026-27.*	–

Priority	Action	Status
	1.4 Develop and implement a Community Safety Action Plan ^ *Remaining community consultation and final endorsement are due in 2026-27.*	–
	1.5 Review and navigate Council's role in Aged and Disability Services in response to the National Aged Care Reforms	✓
2. Foster greater collaboration and partnerships with local agencies to address key health and wellbeing needs in the community	2.1 Implement an outcomes measurement framework to improve the outcomes and impact of the Community Grants Program	✓
	2.2 Proactively build and maintain partnerships with existing and potential local stakeholders and networks to improve community wellbeing	✓
3. Deliver and support initiatives that raise community awareness of gambling, harmful alcohol, tobacco/vaping and other drugs use	3.1 Implement the Alcohol Harm Prevention and Management Framework and Action Plan *Council approval will be sought following endorsement of the Community Safety Strategy in 2026-27.*	–
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 Council's new Disability Action Plan ^ *Council approved the draft Plan for consultation in June, with final endorsement due in 2026-27.*	–
5. Create and maintain safe, inclusive and well-designed public spaces and streetscapes that encourage community participation and expression	5.1 Renew and upgrade streetscapes and open space areas as part of Council's annual Capital Works Program	✓
	5.2 Implement the Road Safety Infrastructure Upgrade Program ^	✓
	5.3 Implement the Springvale Pedestrian Wayfinding S1	✓
	5.4 Seek State and Federal Government Grant funding for Road Safety and Active Transport Infrastructure (such as Blackspot funding)	✓
	5.5 Maintain an effective Closed Circuit Television (CCTV) network to deter crime and anti-social behaviour and promote access to public spaces *Detailed infrastructure auditing and design are complete, and the project is moving into procurement. On-site delivery is funded to occur in 2026-27.*	~

Priority	Action	Status
	5.6 Plan and deliver an annual forum on Crime Prevention and Safety	✓
	5.7 Review and amend Council's Local Laws to improve relevance and effectiveness to manage community safety and public amenity issues *This is a multi-year project. A project brief is underway and a community engagement plan has been developed.*	–
	5.8 Develop and implement the Domestic Animal Management Plan 2025–29 ^	✓
	5.9 Improve the strategic direction of Council's community facilities and hubs	✓
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 to address gender equity and prevent family violence within the municipality	✓
7. Improve access to core services for those experiencing disadvantage and vulnerability in the community to support improved social, physical and mental wellbeing	7.1 Evaluate and expand the Fee for Service Vaccination Program to increase access to vaccines unavailable through the National Immunisation Program	✓
	7.2 Review and evaluate the Maternal and Child Health Key Ages and Stages group visits that support increased engagement for late-stage visits	✓
	7.3 Continue to implement the Fair Access Policy	✓
	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	✓
8. Advocate for an increase in services for those experiencing poverty, and homelessness	8.1 Undertake advocacy to advance strategies to reduce poverty and improve social equity in Greater Dandenong	✓

Local Government Performance Reporting Framework (LGPRF)

The following table provides the results of the LGPRF prescribed service performance indicators and measures including material variations.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Aquatic Facilities					
Service Standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.50	3.00	1.50	5.00	10 inspections were conducted across Council's 2 aquatic facilities
Service cost					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	$6.44	$4.52	$4.43	$4.59	
Animal Management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.42	1.33	1.16	1.21	
Service Standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x 100	25.21%	27.11%	21.60%	10.08%	Financial pressure on the community continues, people are continuing to surrender animals they can no longer afford.
Animals rehomed [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x 100	38.91%	46.16%	42.83%	46.69%	Council's contractor continues to work with foster carers to rehabilitate animals.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Service cost					
Cost of animal management service per population [Direct cost of the animal management service / Population]	$7.12	$8.93	$8.46	$11.66	Costs have unexpectedly risen in the industry to care for impounded animals.
Food Safety					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	3.12	3.17	2.87	4.82	The increase in response time was due to constraints on the Public Health team throughout a very busy operational summer period for events.
Service standards					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the *Food Act 1984* / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the *Food Act 1984*] x100	92.74%	100.00%	100.00%	99.63%	
Food safety samples [Number of food samples obtained / Required number of food samples] x 100	New	92%	103.68%	110.78%	More food safety samples were obtained than were required by the Act.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Service cost					
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the *Food Act 1984*]	$568.80	$587.57	$483.89	$576.29	The Food Safety Service cost increased in 2025-26 due to higher temporary agency staffing costs and a reduction in the number of food premises. These factors resulted in higher costs being recovered across a smaller number of premises, leading to an overall increase.
Maternal and Child Health (MCH)					
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.92%	101.14%	100.89%	101.08%	The service continues to have a good uptake of enrolments from birth notifications received.
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	$76.50	$79.38	$92.21	$87.66	
Satisfaction					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	96.41%	96.54%	96.85%	93.64%	Families in CGD can be transient, leaving the municipality before the 4 week Key Age and Stage consultation is due or premature infants may remain in hospital and miss a scheduled visit.

Services Funded

Service	Description	Net Cost Actual Budget Variance $000	Notes
Community Strengthening Executive	This function provides the oversight and leadership of the provision of Community Strengthening services to the municipality.	652 741 89	
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, and early years projects, immunisation, festivals and events, maternal and child health, parenting programs and youth services.	5,658 7,321 1,663	(a)
Safe, Active and Connected Communities	Focuses on leisure planning, sport and recreation programs, community grant funding and emergency management. Responsible for the areas of community safety and support for partner organisations including neighbourhood houses and material aid organisations.	9,323 9,315 (8)	
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.	2,777 4,151 1,374	(a) and (b)
Community Compliance and Amenity	Provides compliance, education and enforcement functions related to animal management, fire prevention, local laws, planning compliance, litter prevention and school crossings.	1,252 (7) (1,259)	(c)

Notes:

(a) The favourable variance in Community Wellbeing primarily reflects delays between commencing recruitment for vacant positions and employee onboarding, together with challenges in sourcing suitably skilled staff in some areas. The variance largely relates to committed grant-funded programs, with the associated funding to be utilised in 2026–27.

(b) The favourable variance reflects lower-than-budgeted employee costs due to delays in filling vacant positions.

(c) The unfavourable income variance in Community Amenity primarily reflects lower-than-budgeted statutory fee and infringement income. Delays in recruiting enforcement staff and implementing parking infrastructure reduced enforcement activity and associated revenue.



Strategic Objective 2

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

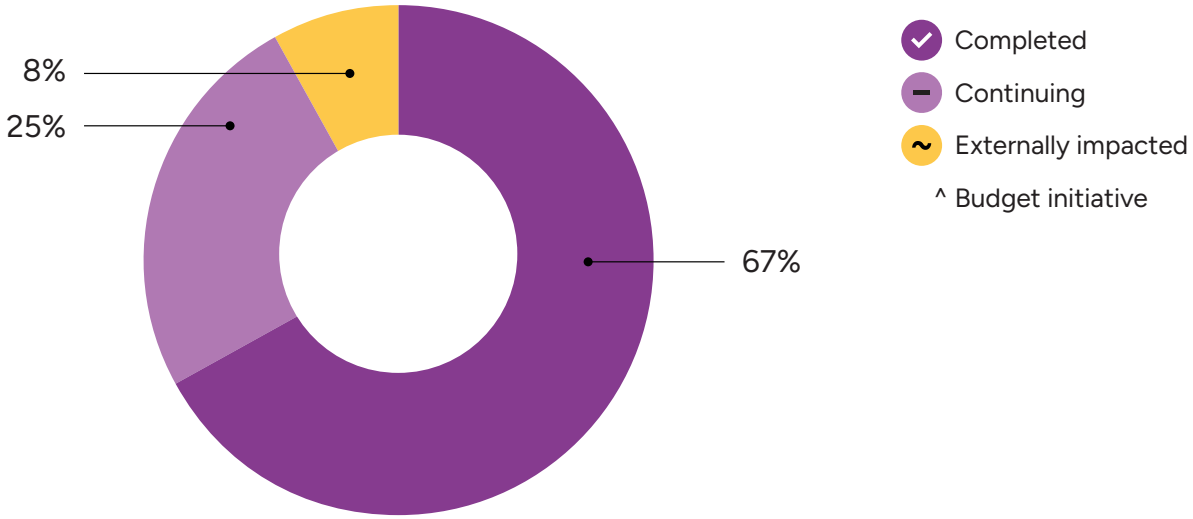


Our Performance

Performance Measures

Performance Measure	Result
Importance of community and cultural activities as a responsibility of Council (Community Satisfaction Survey)	88% (Community Satisfaction Survey)
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.
Increase community satisfaction with arts and cultural activities	93%
Increase visitation to cultural and community hubs	9% increase in visitation to cultural venues
Library visits per population	4.96 (836,990 total visits)
My community is welcoming and accepting of people from diverse cultures and backgrounds (Community Satisfaction Survey)	83% (Community Satisfaction Survey)
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.
Percentage of the Reconciliation Action Plan actions on track	Council's Third Innovate RAP Plan was officially endorsed by Reconciliation Australia in May 2026. The plan and its implementation commence from July 2026.
Satisfaction surveys from Council run events	97%

Action Progress



Priority	Action	Status
1. Deliver and attract high-quality events, programs and initiatives that position the city as an arts and cultural destination	1.1 Develop more strategic partnership and sponsorship opportunities for Council's annual events program	✓
	1.2 Build the capacity of the community to deliver high quality community events	✓
2. Advocate for and assist People Seeking Asylum and Refugees living in the community	2.1 Support and advocate for the rights of People Seeking Asylum and Refugees as part of the 'Back Your Neighbour' campaign	✓
3. Advance the process of Reconciliation and support First Nations people to enable self-determination	3.1 Develop the new Reconciliation Action Plan and commence implementation ^	✓
	3.2 Work with Bunurong Land Council and the wider local Aboriginal community to advance Reconciliation	✓
4. Promote arts, culture and heritage to enrich and support the City's growth and development	4.1 Develop and implement a new strategic plan to guide Arts, Culture and Heritage in the City of Greater Dandenong ^ *Research and consultation are underway for the new Creative and Cultural Strategy.*	–
	4.2 Review the Library Strategy 2022–26 and develop an updated strategic plan to guide library services ^ *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.*	–

Priority	Action	Status
	4.3 Review and implement the strategic and operational plan for the Dandenong New Art redevelopment *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.*	~
	4.4 Undertake a planning scheme amendment to update/ correct the existing sites contained within the Heritage Overlay	✓
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 the Springvale and Keysborough Community Hubs ^ *The Community Hubs Framework has been developed and is scheduled for Council endorsement in August 2026.*	–
	5.2 Continue to maximise the use and performance of Council's community facilities ^	✓
	5.3 Continue aligning the Community Grants Program with Council Plan priorities and evolving community needs.	✓


SPRINGVALE

Local Government Performance Reporting Framework (LGPRF)

The following table provides the results of the LGPRF prescribed service performance indicators and measures including material variations.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Libraries					
Resource currency					
Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	62.34%	85.84%	86.51%	71.21%	While the physical items purchased remains consistent, the decrease compared to last year's result is due to a reduction in digital items and usage in one of the libraries subscribed eresource platforms.
Service cost					
Cost of library service per population [Direct cost of the library service / Population]	$49.20	$54.61	$58.83	$59.12	
Utilisation					
Loans per head of population [Number of library collection item loans / Population]	New	4.30	4.36	4.30	
Participation					
Library visits per head of population [Number of library visits / Population]	New	4.97	4.91	4.96	

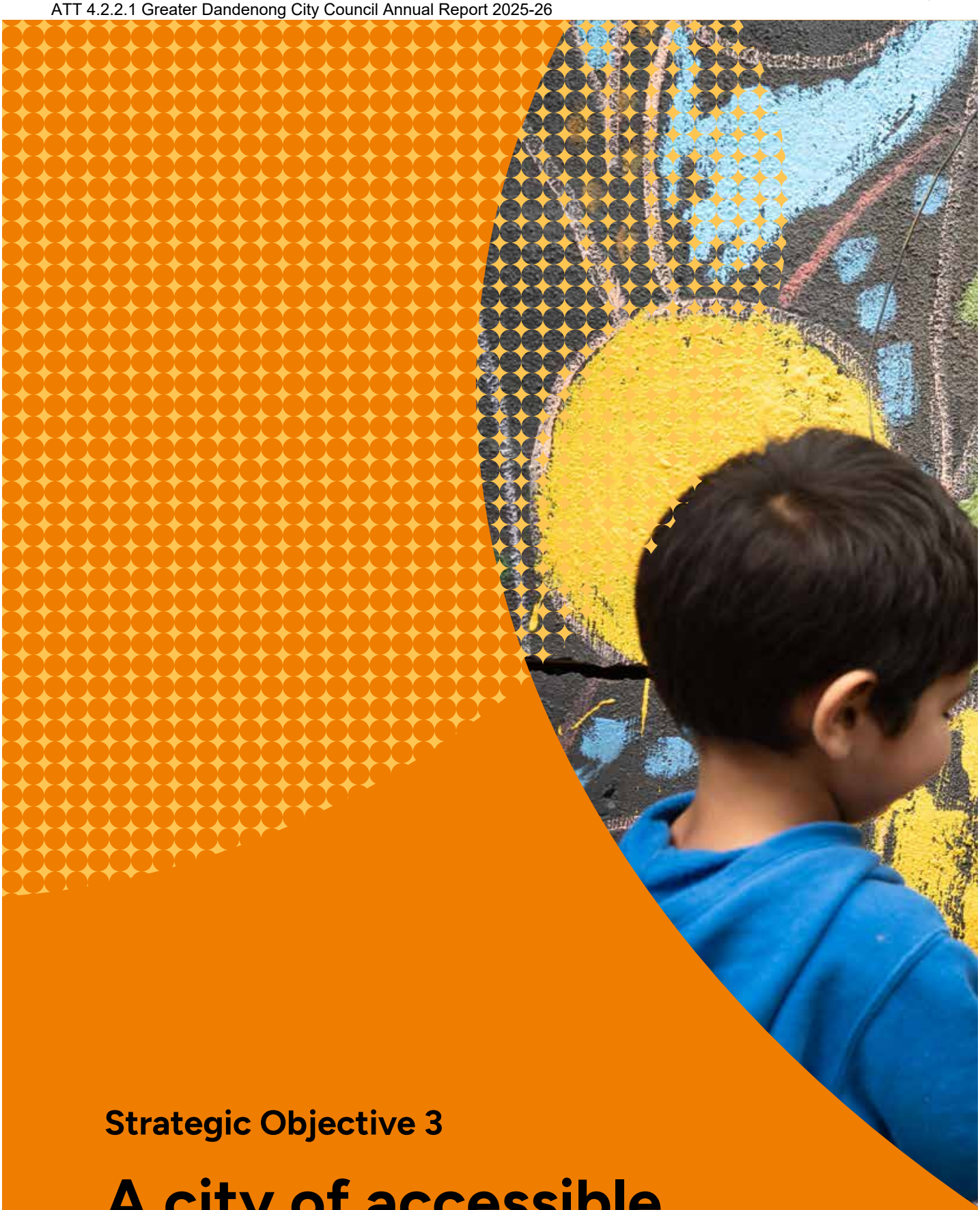
Services Funded

Service	Description	Net Cost Actual Budget Variance $000	Notes
Creative and Engaged City	This business unit supports the management of civic, community and cultural venues/hubs, the Drum Theatre, 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.	12,392 12,273 (119)	(d)

Notes:

(d) Operating expenditure incurred and budgeted through the Capital Improvement Program (CIP) was allocated to these service areas in 2025–26, as it was classified as operational in nature at 30 June 2026.





Strategic Objective 3

A city of accessible, vibrant, centres and places

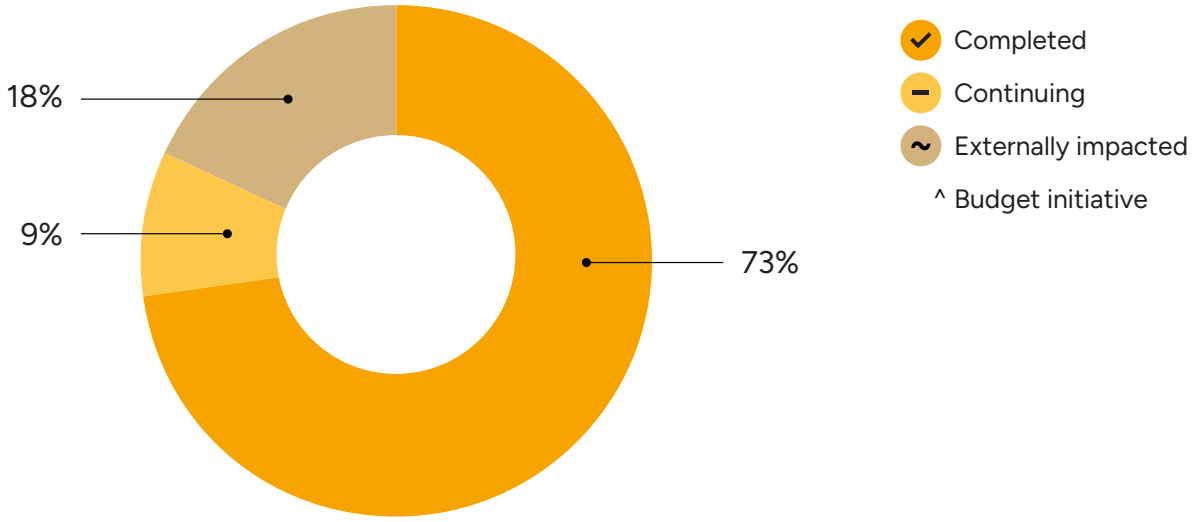


Our Performance

Performance Measures

Performance Measure	Result
% 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.
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.
Maintain sealed local roads to meet condition standards, supporting improved access, connectivity and safety	100%
Maintenance and appearance of public areas (Community Satisfaction Survey)	79% (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.
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.
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.
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.
Value for money in services and infrastructure (Community Satisfaction Survey)	72% (Community Satisfaction Survey)

Action Progress



Priority	Action	Status
1. Provide quality community facilities and amenity improvements that meet the current and future needs of our city	1.1 Develop and implement the facility management and operating model for Dandenong Wellbeing Centre ^	✓
	1.2 Explore partnerships to maximise the sustained performance and efficiency of Council's animal pound service	✓
	1.3 Renew and upgrade community facilities as part of Council's annual Capital Works Program ^	✓
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 Develop a new Housing Strategy ^ *The draft strategy has been finalised for community consultation which will occur once State Government housing data is received.*	~
	2.2 Undertake advocacy to develop an innovative and sustainable 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. Direct advocacy regarding the identified sites was deferred pending formal adoption of Council's Housing Strategy in 2026–27.*	~
3. Improve liveability and civic pride through placemaking initiatives that attract and retain businesses, residents and visitors	3.1 Undertake placemaking initiatives across activity centres to enhance place experience and improve sense of pride and belonging	✓

Priority	Action	Status
4. Plan for and support an accessible and active transport network which optimises connectivity and accelerates growth	4.1 Provide strategic transport advice to major development projects and infrastructure projects	✓
	4.2 Administer heavy vehicle permitting processes in a proactive manner to enable uptake and realisation of advances in commercial vehicle capabilities	✓
	4.3 Advocate for key strategic transport network upgrades to accelerate growth	✓
	4.4 Manage and implement renewal programs to ensure renewal projects meet modern capacity and functionality standards	✓
	4.5 Implement the Active Transport Infrastructure Program ^ *The Djerring Trail remains Council's highest Active Transport Infrastructure advocacy item and has been included in Council's advocacy packages. The execution of an agreement with the Level Crossing Removal Project saw significant funding provided for Council to deliver paths on Fowler Road and South Gippsland Highway.*	−

Local Government Performance Reporting Framework (LGPRF)

The following table provides the results of the LGPRF prescribed service performance indicators and measures including material variations.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	87.08	65.25	87.61	64.98	The increased level of road reconstruction and resealing activity is considered a key contributing factor to the reduction in requests.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	$0.00	$107.87	$77.29	$70.25	
Service cost					
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$47.65	$37.73	$31.49	$39.99	Cost of resealing is impacted by the treatment type used for roads in poor condition and the volume of patching works involved.
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	63.00	61.00	76.00	75.00	Council changed providers for the Community Satisfaction Survey in 2025 and took a face-to-face, door-knocking approach. The results following this change showed a considerable increase in satisfaction.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Statutory Planning					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	129.00	130.00	122.00	107.50	Council's pre application service has assisted applications being lodged with relevant application requirements which has led to faster processing timeframes
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	$4,356.91	$4,663.16	$5,120.24	$4,798.64	
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	41.67%	57.89%	61.54%	45.45%	Council has continued to implement all policies within its Planning Scheme.

Services Funded

Service	Description	Net Cost Actual Budget Variance $000	Notes
Roads and 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.	7,930 8,920 990	
Infrastructure Strategy	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, and submissions on transport policies/strategies.	(75) 626 701	(a) and (e)
Building Maintenance	Building Maintenance services cover everyday building issues and helps maintain other Council properties and structures, including bus shelters, fencing and building lighting. Also includes nominated building demolitions.	13,108 12,661 (447)	
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.	557 532 (25)	
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.	1,379 1,655 276	

Notes:

(a) The favourable variance in Community Wellbeing primarily reflects delays between commencing recruitment for vacant positions and employee onboarding, together with challenges in sourcing suitably skilled staff in some areas. The variance largely relates to committed grant-funded programs, with the associated funding to be utilised in 2026–27.

(e) The favourable variance reflects stronger-than-budgeted parking revenue and civil development fee income, together with lower street-lighting costs, partially offset by one-off expenditure items.



Strategic Objective 4

A green city committed to a sustainable future

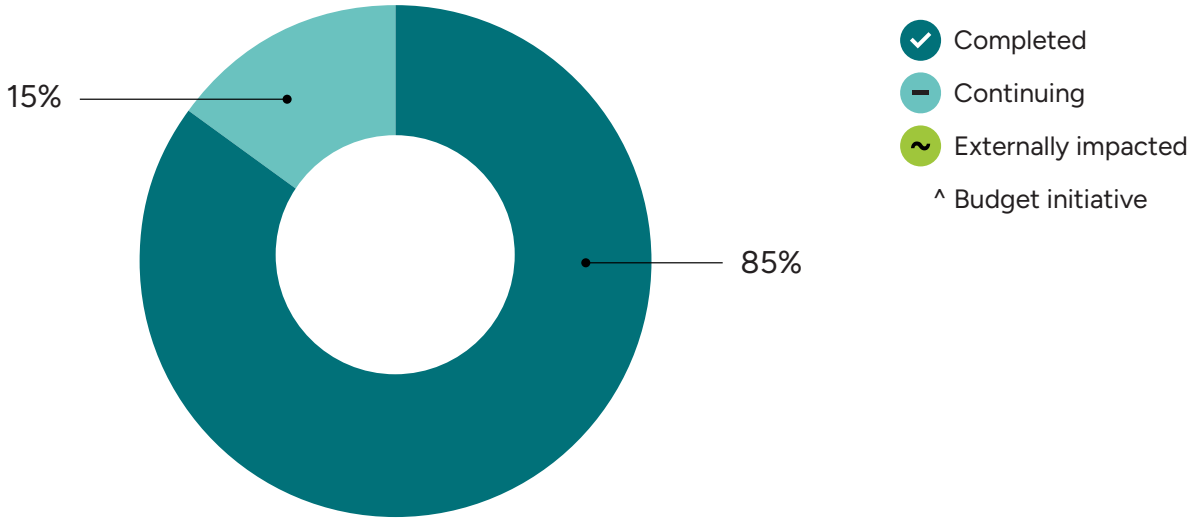

ur Bright
GREATER
DANDENONG
City of Opportunity

Our Performance

Performance Measures

Performance Measure	Result
% of Council staff using green travel options (staff travel surveys)	The previous survey conducted in 2023 showed 13% of staff travelled using a mode other than driving a private vehicle.
Canopy coverage across the municipality increased to 15% by 2028	14.6%
Continued reduction in Council's CO2 emissions	82%
Decrease on-road transport emissions	No updated data at this time. 2023-24 data remains the latest with 512,000 tCO_2e (declining each year). Freight emissions are a higher proportion in CGD than any other municipality in Victoria.
No. of Gross Pollutant Traps (GPTs) installed	0
Number of engagements with local business and industry to enhance resilience to climate change and transition to net zero	2
Number of existing open space areas improved	5
Number of public EV charging stations	36
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)

Action Progress



Priority	Action	Status
1. Enhance our tree canopy cover and urban forests and promote participation in protecting biodiversity values	1.1 Undertake a bi-annual canopy coverage audit and develop a strategic public tree planting program	✓
	1.2 Implement the Greening Our City: Urban Tree Strategy ^	✓
	1.3 Deliver the Geo Tree Scan Project to quantify tree canopy cover for the municipality and monitor tree removals	✓
	1.4 Implement the Biodiversity Action Plan, bushland maintenance and education programs ^	✓
2. Manage stormwater and protect waterways alongside partners to improve water quality and reduce threats to public and environmental health	2.1 Implement the new Gross Pollutant Trap Centre Kirkham Road.	✓
3. Increase the quantity and quality of diverse and accessible open spaces across the city	3.1 Develop a new Playground Strategy and implement the Open Space Strategy via CIP funding ^ *Work is continuing on the development of this plan and completion is expected in 2026-27.*	–
	3.2 Deliver passive and recreational open spaces through Council's annual Capital Works Program	✓

Priority	Action	Status
4. Transition to a resilient, net zero carbon emission city prepared for the social, environmental and health impacts of climate change	4.1 Implement the Electric Vehicle (EV) Transition Plan ^	✓
	4.2 Prepare an updated Fleet Decarbonisation Analysis ^ *Significant progress has been made on the development of the plan with the completion of a detailed analysis of the existing fleet, vehicle replacement pathways, and operational requirements to support the transition to a lower-emissions fleet.*	−
	4.3 Implement the Gas and Fleet Transition Plans and implement sustainability strategies ^	−
5. Support local business and industry to enhance resilience to climate change and accelerate transition to a net zero economy	5.1 Advocate for and support the business sector in reducing emissions through electrification, energy efficient upgrades, circular economy and other methods	✓
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 in partnership with regional bodies for public transport improvements and reform (Dandenong Station upgrade/ bus service review etc.)	✓
	6.2 Advocate for key strategic transport network upgrades to improve transport options (Djerring Trail etc.)	✓

Local Government Performance Reporting Framework (LGPRF)

The following table provides the results of the LGPRF prescribed service performance indicators and measures including material variations.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Waste Management					
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	4.81	4.72	3.72	1.31	Council has been working with the waste services provider to implement continuous improvement initiatives which has resulted in a reduced number of missed services in 2025-26.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	$154.68	$140.27	$166.90	$185.77	Increased disposal costs have resulted in higher overall costs for the kerbside garbage collection service.
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$61.02	$56.76	$54.89	$55.57	

Services Funded

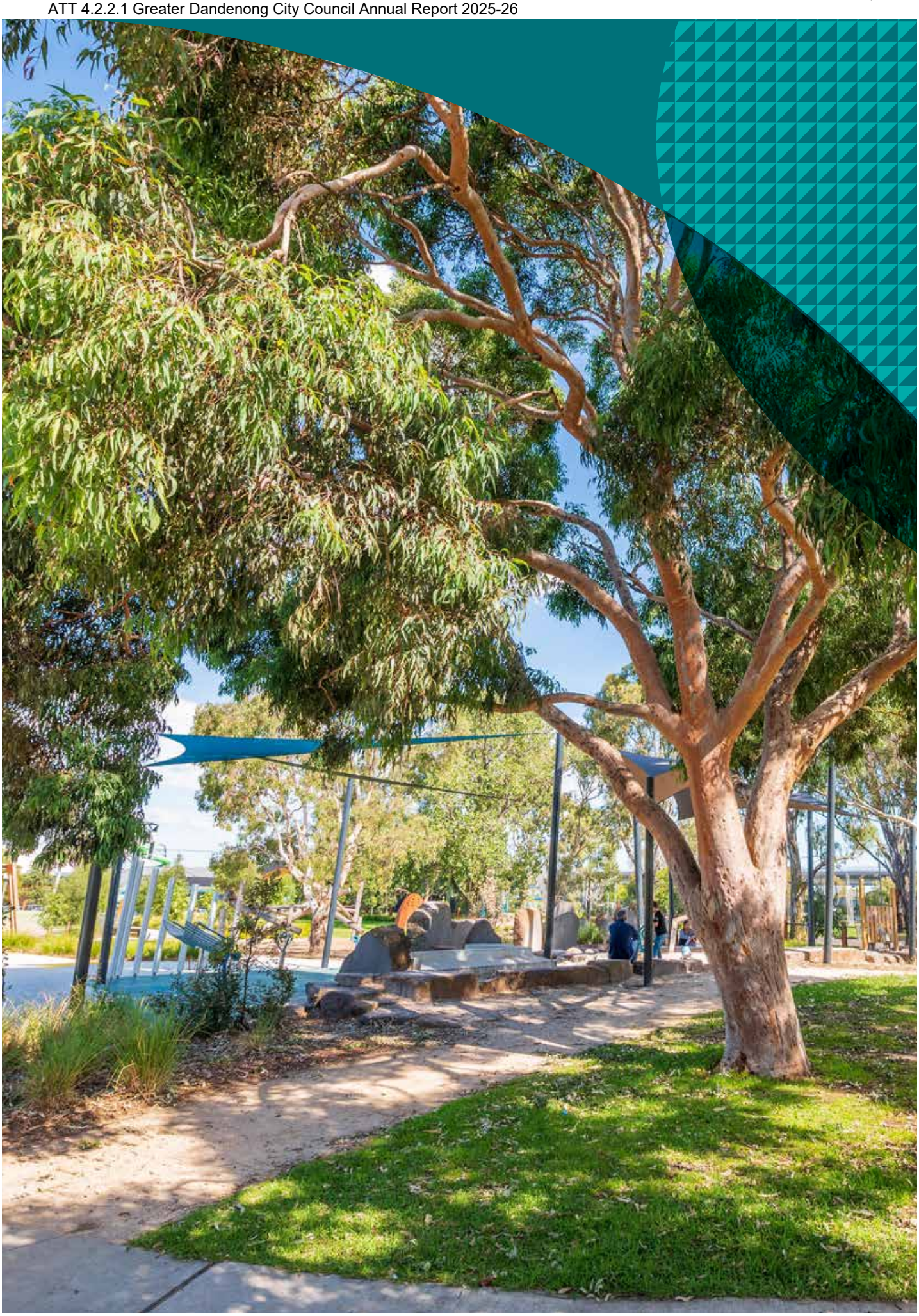
Service	Description	Net Cost Actual Budget Variance $000	Notes
Waste, Cleansing and Fleet	Responsible for waste collection services, Spring Valley landfill maintenance and rehabilitation and fleet management. **Please note this Service area excludes waste income, fleet sale proceeds and cost of fleet sold.*	32,191 33,141 950	(d) and (f)
Parks and Open Space	The Parks and Open Space 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.	18,591 20,380 1,789	(d) and (g)
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 regulation issues and issuing of building permits. This unit is also responsible for environmental health and food legislation.	2,648 2,772 124	
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.	2,852 3,058 206	

Notes:

(d) Operating expenditure incurred and budgeted through the Capital Improvement Program (CIP) was allocated to these service areas in 2025–26, as it was classified as operational in nature at 30 June 2026.

(f) The favourable variance reflects lower waste management costs, partially offset by lower income from Spring Valley Landfill due to delays in groundwater and drainage works, with a corresponding reduction in expenditure.

(g) The favourable variance reflects planned savings initiatives, lower employee costs following the departmental restructure, higher casual booking income and minor operational underspends.





Strategic Objective 5

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

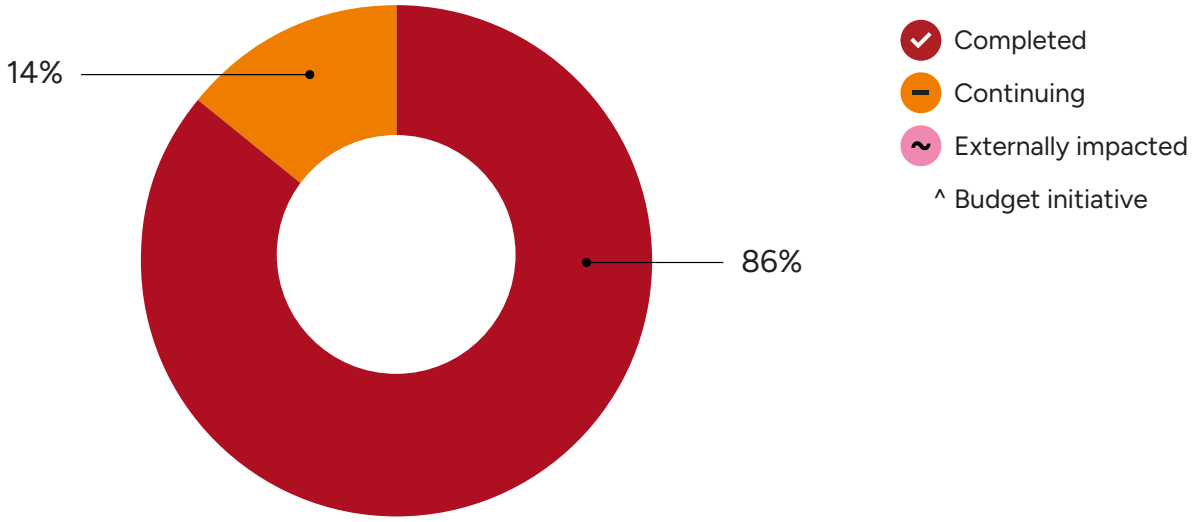


Our Performance

Performance Measures

Performance Measure	Result
Increase in Gross Regional Product	$16.96 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.
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 skills development.
Number of collaborative initiatives with the manufacturing sector	15
Number of personal and professional development programs conducted annually	70
Number of programs delivered which enhance skill capability	14

Action Progress



Priority	Action	Status
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	1.1 Develop and implement Investment initiatives highlighting the unique strengths of activity centres and industrial precincts to attract investors and support economic growth ^	✓
	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 ^	✓
2. Partner with the manufacturing sector within the city to secure the economy and maintain future employment opportunities	2.1 Partner with local manufacturers and industry organisations through the Business Engagement Program to strengthen the economy and enhance future employment opportunities ^	✓
3. Support engagement in learning, skill development and employment pathways to improve social, economic and environmental outcomes	3.1 Develop and implement the Economy and Place Strategy ^ *The draft Strategy is expected to be presented for adoption in late 2026.*	–
4. Continue the focus on collaborative business partnerships, supporting work readiness and promoting local jobs for local people	4.1 Develop partnerships with local education providers, industry organisations and business associations	✓
	4.2 Collaborate with local job providers and community organisations to pursue employment pathways for our local community	✓

Priority	Action	Status
5. Continue to facilitate active participation of young people in the community to enhance leadership and personal development opportunities	5.1 Undertake skill development initiatives to enhance future employment opportunities ^	✓

Services Funded

Service	Description	Net Cost Actual Budget Variance $000	Notes
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.	2,984 3,268 284	


ZOEY
HAMBURGER



Strategic Objective 6

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

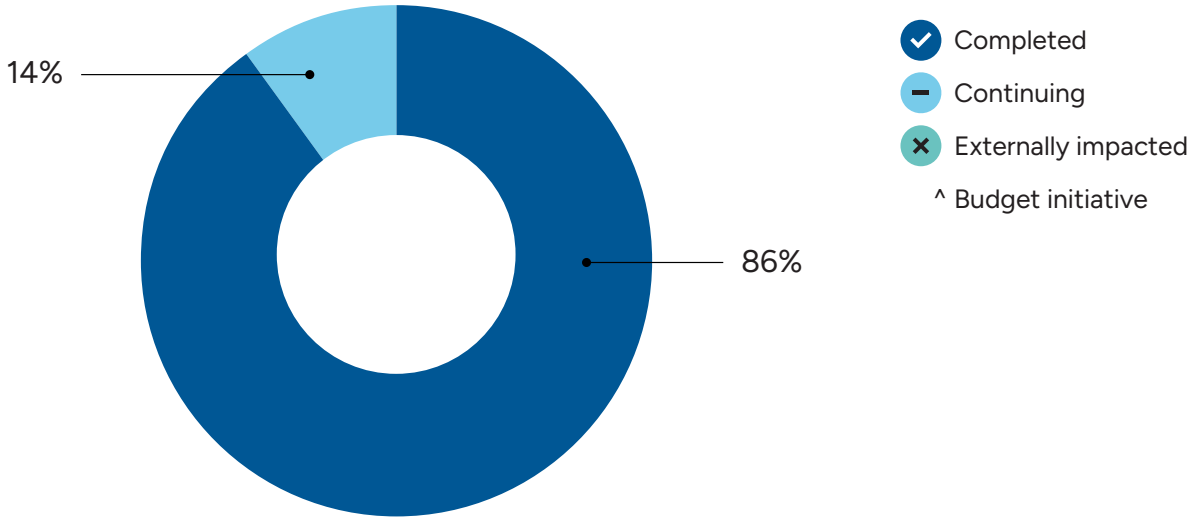

VICTORIA POLICE

Our Performance

Performance Measures

Performance Measure	Result
% of identified child safe actions completed	100%
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.
How easy was it to deal with Council (Community Satisfaction Survey)	85% (Community Satisfaction Survey)
Increase in number of visitors to Council's website	Council's website recorded 2,043,937 visits during 2025-26.
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%.
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, 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.
Overall satisfaction with the customer service experience (Community Satisfaction Survey)	85% (Community Satisfaction Survey)
Positive adjusted underlying result – Target >0%	$8.85 million (deficit)
Rate of First Contact Resolution through our call centre (% and increase year on year)	65%
Satisfaction with the opportunity to have your say on key issues affecting the community (Community Satisfaction Survey)	76% (Community Satisfaction Survey)

Action Progress



Priority	Action	Status
1. Capture the diverse voices of our community through respectful and inclusive engagement opportunities to inform Council decision making	1.1 Run authentic, accessible community consultations for our community to influence programs and projects	✓
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	✓
3. Manage Council's resources effectively and efficiently to ensure financial and service sustainability	3.1 Implement the Service Review Framework ^ *A review of Council's existing Service Catalogue, and the development of Strategic Service Planning Principles and prioritisation criteria to guide future service reviews are complete and have informed the preparation of Strategic Service Planning Guidelines which will be finalised in 2026-27.*	–
4. Renew and maintain infrastructure and facilities that are sustainable, fit for purpose and based on condition and community need	4.1 Maintain, renew and upgrade buildings and infrastructure as part of Council's annual Capital Works Program	✓
	4.2 Implement the Asset Plan 2025–35 ^	✓

Priority	Action	Status
5. Increase awareness of the services and supports available to our community and provide accurate and timely information	5.1 Promote our services in a human-centric way	✓
6. Improve the customer experience by making it easy for the community to engage with Council	6.1 Increase First Contact Resolution through our call centre	✓
7. Invest in smarter technologies to create a digitally enabled future that meets community needs, enhances services, and improves resource management	7.1 Introduce pay by app parking payment technology as per the Parking Precinct Action Plans ^	✓
	7.2 Introduce AI technology to business processes ^	✓
	7.3 Review Snap Send Solve to determine future opportunities to increase usage	✓

Local Government Performance Reporting Framework (LGPRF)

The following table provides the results of the LGPRF prescribed service performance indicators and measures including material variations.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Governance					
Transparency					
Council decisions 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] x100	1.11%	1.06%	2.10%	0.44%	Only 1 resolution was made in a meeting closed to the public.

Service / Indicator / Measure	2023	2024	2025	2026	Comments
Attendance					
Councillor attendance at council meetings [The 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)] x100	87.35%	85.38%	86.78%	79.68%	The absentee level is higher this year due to a number of leaves of absence and illness amongst Councillors.
Service cost					
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	$66,111.82	$63,021.09	$64,635.91	$68,521.18	
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60.00	59.00	75.00	75.00	Council changed providers for the Community Satisfaction Survey in 2025 and took a face-to-face, door-knocking approach. The results following this change showed a considerable increase in satisfaction.

Services Funded

Service	Description	Net Cost Actual Budget Variance $000	Notes
Chief Executive	Resources necessary in the provision of executive and overall organisational leadership in accordance with the core provisions of the Local Government Act.	794 768 (26)	
Strategy and Corporate Services Executive	The Strategy and 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.	565 131 (434)	
Chief Infrastructure Officer	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.	2,683 2,392 (291)	
Strategic Communications and Engagement Customer Experience	This unit is responsible for all media management, marketing and communications campaigns and activities, web management and community engagement. 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.	4,698 4,459 (239)	
Customer and 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.	8,370 8,322 (48)	

Service	Description	Net Cost Actual Budget Variance $000	Notes
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.	4,386 4,714 328	
Governance, Integrity, Legal and Risk	Governance, Integrity, Legal and Risk is responsible for the overall governance of the organisation, insurance and risk management.	5,147 4,915 (232)	
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.	3,874 3,513 (361)	
Organisational Planning and 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.	3,834 4,455 621	

Infrastructure and developer contributions

In accordance with the *Planning and Environment Act 1987*, Council is required to report annually to the Minister for Planning on the collection and expenditure of development contributions, including levies and works-in-kind.

The City of Greater Dandenong is the collecting agency for the following Development Contributions Plans (DCPs):

– *Keysborough South Development Area*

– *Dandenong South Industrial Area Extension*

The Dandenong South Industrial Area Extension DCP was originally approved in 2009 and subsequently amended in 2015. The amendment revised the contribution calculation methodology and extended the life of the DCP to 2030. The DCP applies to the Lyndhurst and Keysborough precincts.

Council does not have any Development Contributions Plans approved after 1 June 2016. Accordingly, reporting requirements that apply only to post-1 June 2016 DCPs are not applicable for the 2025-26 reporting period.

Table 1 – Total DCP levies received in 2025-26 financial year

DCP name and year approved	Levies received in 2025-26 financial year ($)	Levy Type
Keysborough South Development (2008)	$124,487	Development Infrastructure Levies
Keysborough South Development (2008)	$3,511	Community Infrastructure Levies
Dandenong South Industrial Area Extension – Lyndhurst (2015)	$509,189	Development Infrastructure Levies
Dandenong South Industrial Area Extension – Keysborough (2015)	$0	Development Infrastructure Levies
Total	**$637,187**	

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2025-26 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value ($)
Keysborough South Development (2008)	N/A	N/A	N/A	$0
Dandenong South Industrial Area Extension – Lyndhurst (2015)	N/A	N/A	N/A	$0
Dandenong South Industrial Area Extension – Keysborough (2015)	N/A	N/A	N/A	$0
Total				**$0**

Table 3 – Total DCP contributions received and expended to date
(for DCPs approved after 1 June 2016)

DCP name and year approved	Total levies received ($)	Total levies expended ($)	Total works-in-kind accepted ($)	Total DCP contributions received (levies and works-in-kind) ($)
N/A	N/A	N/A	N/A	N/A
Total	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Note: Council does not have any Development Contributions Plans approved after 1 June 2016. Accordingly, this table is not applicable for the 2025-26 reporting period.

Dandenong South Industrial Area Extension Development Contributions Plan

The Dandenong South Industrial Area Extension DCP was first approved in 2009 and revised in 2015 following an adjustment to the method of the DCP calculation and extension of the DCP lifetime from 2017 to 2030.



Table 3 Land, works, services or facilities delivered in 2024-25 from DCP contributions collected

Project description	Project ID	DCP name and year approved	DCP fund expended ($)	Works-in-kind accepted ($)	Council's contribution ($)	Other contributions ($) (Note 2)	Total project expenditure ($) (Note 3)	Percentage of item delivered
Infant Welfare Centre	DI_CF1	Keysborough South Development (2008)	$202,530	$0	$0	$78,751	$281,281	100%
Kindergarten	DI_CF2	Keysborough South Development (2008)	$769,613	$0	$0	$299,256	$1,068,868	100%
Child Care Centre	DI_CF3	Keysborough South Development (2008)	$1,041,581	$0	$0	$405,007	$1,446,588	100%
Neighbourhood Centre (Note 1)	CI_NC1	Keysborough South Development (2008)	$1,284,708	$0	$0	$506,276	$1,790,984	100%
N/A	N/A	Dandenong South Industrial Area Extension – Lyndhurst (2015)	$0	$0	$0	$0	$0	0%
N/A	N/A	Dandenong South Industrial Area Extension – Keysborough (2015)	$0	$0	$0	$0	$0	0%
Total			**$3,298,432**	**$0**	**$0**	**$1,289,290**	**$4,587,722**	

Notes:

Note 1: Funded from Community Infrastructure Levies.

Note 2: Other contributions relate to Stage 1 funding.

Note 3: These infrastructure items were delivered as part of the broader Keysborough Community Hub (KCH) project, completed during 2025-26 at a total cost of $28.6 million. Because the DCP facilities were constructed as part of an integrated project, individual project costs cannot be separately identified. The expenditure reported for each item therefore represents the DCP levies and associated funding contributions applied to that infrastructure item, rather than its actual construction cost.





Performance Statement

For the year ended 30 June 2026

Certification of the Performance Statement 132
Victorian Auditor-General's Office Audit Report 133
Section 1. Description of municipality 135
Section 2. Service performance indicators 135
Section 3. Financial performance indicators 139
Section 4. Sustainable capacity indicators 147
Section 5. Notes to the accounts 148
5.1 Basis of preparation 148
5.2 Definitions 149
5.3 Other matters 150

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



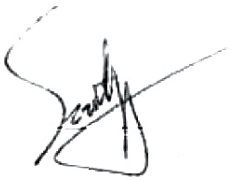
Mark Burke CPA
Principal Accounting Officer
Date: 21 September 2026
Dandenong

In our opinion, the accompanying performance statement of the Greater Dandenong City Council for the year ended 30 June 2026 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.



Sophie Tan
Mayor
Date: 21 September 2026
Dandenong



Melinda Yim
Councillor
Date: 21 September 2026
Dandenong



Jacqui Weatherill
Chief Executive Officer
Date: 21 September 2026
Dandenong

Victorian Auditor-General's Office Audit Report

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Greater Dandenong City Council

Opinion	I have audited the accompanying performance statement of Greater Dandenong City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Greater Dandenong City Council in respect of the year ended 30 June 2026 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
24 September 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1. Description of municipality

The City of Greater Dandenong encompasses an area of 129 kilometres in Melbourne's southeast, approximately 35 kilometres from the central business district. Greater Dandenong has a population of over 167,000 people and is the most multicultural municipality in Australia, with residents from over 150 different birthplaces. This adds a wealth of diversity to the city through a range of cultural experiences. The city has a vibrant economy in both the retail and manufacturing sectors and is renowned as the manufacturing hub of Victoria. The wholesale trade, health care, and retail trade sectors also provide a significant proportion of employment opportunities.

Section 2. Service performance indicators

Service / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Material Variations and Comments
Aquatic Facilities ***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	3.82	4.60	4.89	N/A	4.95	
Animal Management ***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.0%	100.0%	100.0%	N/A	100.0%	All prosecutions brought by Council in the reporting period have been successful.
Food Safety ***Health and safety*** *Critical and major non-compliance outcome notifications* [Number of critical non-compliance outcome notifications and major noncompliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x 100	100.0%	100.0%	100.0%	N/A	100.0%	All critical and major non-compliance outcomes were followed up, inspected and deemed compliant.

Service / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Material Variations and Comments
Governance ***Satisfaction*** *Satisfaction with community consultation and engagement* [Community satisfaction rating out of 100 with the consultation and engagement efforts of Council]]	59.00	58.00	77.00	60.50	78.00	Council changed providers for the Community Satisfaction Survey in 2025 and took a face-to-face, door-knocking approach. The results following this change showed a considerable increase in satisfaction.
Libraries ***Participation*** *Library membership* [percentage of the population that are registered library members] x 100	New	33.47%	35.64%	N/A	34.61%	
Maternal and Child Health (MCH) ***Participation*** *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	70.31%	72.81%	72.22%	N/A	74.12%	

Service / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Material Variations and Comments
Participation *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	81.30%	74.17%	82.40%	N/A	72.82%	The participation rate for Aboriginal children in the MCH service decreased in 2025-26. This was primarily due to a lower number of Aboriginal and Torres Strait Islander families engaging with the service during the year, together with natural fluctuations in the age profile of enrolled children and the timing of scheduled Key Age and Stage consultations. As participation in the MCH service is voluntary, annual results can vary depending on family uptake and demographic trends. Council continues to support Aboriginal families through partnerships with First Peoples Health and Wellbeing and the provision of dedicated Aboriginal Maternal and Child Health support within the service.
Roads ***Condition*** *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]	98.37%	97.82%	99.94%	95.50%	100.00%	All roads were maintained to condition standards.

Service / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Material Variations and Comments
Statutory Planning ***Service standard*** *Planning applications decided within the relevant required time frames* [Percentage of planning application decisions made within the relevant required time]	78.97%	81.64%	84.28%	83.00%	87.04%	
Waste Collection ***Waste diversion*** *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	45.25%	47.71%	46.46%	48.00%	45.93%	

Section 3. Financial performance indicators

For the year ended 30 June 2026

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Efficiency										
Expenditure level										
Expenses per property assessment [Total expenses / Number of property assessments]	$3,354.91	$3,561.83	$3,712.00	$3,781.21	$3,976.87	$4,094.64	$4,011.49	$4,079.92	$4,126.64	
Revenue level										
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	$1,972.70	$2,053.24	2,122.97	N/A	$2,192.87	$2,269.36	$2,330.90	$2,392.81	$2,455.91	

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Liquidity ***Working capital*** *Current assets compared to current liabilities* [Current assets / Current liabilities] x 100	205.57%	206.67%	229.35%	148.44%	202.95%	165.41%	163.60%	164.84%	164.88%	The 2026 actual result was greater than the target due mainly to delayed capital expenditure. The forecast working capital ratio for forthcoming years is projected to decrease as closing cash holdings return to normal levels. Council's cash reserves will also be drawn down to fund the Oasis Aquatics and Wellbeing major capital project.

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Liquidity ***Unrestricted cash*** *Unrestricted cash compared to current liabilities* [Unrestricted cash / Current liabilities] x 100	15.01%	(21.56%)	(29.06%)	N/A	(18.33%)	N/A	N/A	N/A	N/A	The negative indicator result for 2025 is primarily due to $187.8 million in investments that are required to be classified as 'other financial assets' as the term deposit period exceeds 90 days. If these investments were included in the ratio calculation, the ratio result would be a positive 121.6% for 2026. Forecast information for future years is not available because this indicator is not included in Council's 202627 Budget and is not scheduled to be reported as a performance measure in future reporting periods. As a result, targets and forecast values have not been established for subsequent years.

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Obligations ***Loans and borrowings*** *Loans and borrowings compared to rates* [Interest bearing loans and borrowings / Rate revenue] x 100	30.74%	27.84%	27.41%	35.83%	35.83%	N/A	N/A	N/A	N/A	The higher 2026 result reflects the drawdown of $21.5 million for the Oasis Aquatics and Wellbeing major capital project and the refinancing of $8.7 million in loans during the year. Forecast information for future years is not available because this indicator is not included in Council's 202627 Budget and is not scheduled to be reported as a performance measure in future reporting periods. As a result, targets and forecast values have not been established for subsequent years.

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100	3.81%	3.63%	3.71%	N/A	8.55%	N/A	N/A	N/A	N/A	The higher 2026 result reflects the refinancing of $8.7 million in existing loans during the year. Forecast information for future years is not available because this indicator is not included in Council's 2026-27 Budget and is not scheduled to be reported as a performance measure in future reporting periods. As a result, targets and forecast values have not been established for subsequent years.
Obligations ***Indebtedness*** *Non-current liabilities compared to own source revenue* [Non-current liabilities / Own source revenue] x 100	26.05%	23.29%	22.64	N/A	20.22	42.43%	41.49%	37.56%	33.90%	The upwards trend in future years relates to planned borrowings to fund the Oasis Aquatics and Wellbeing major capital project.

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Asset renewal and upgrade *Asset renewal and upgrade compared to depreciation* [Asset renewal and asset upgrade expense / Asset depreciation] x 100	121.50%	102.50%	66.99%	219.35%	133.66%	179.63%	107.51	76.88%	72.66%	The 2026 ratio result and 2027 forecast are influenced by increased renewal works, primarily driven by the Oasis Aquatics and Wellbeing project. The 2025 result was impacted by a 33% increase in depreciation expense following the componentisation of building assets, together with delays in key renewal programs, including fleet replacement and road reconstruction. The lower ratios forecast for 2029 and 2030 reflect the ongoing challenge of maintaining asset renewal expenditure at levels above annual depreciation.

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Operating position ***Adjusted underlying result*** *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x 100	3.04%	(4.50%)	3.76%	N/A	(3.30%)	(5.59%)	(1.59%)	(2.25%)	(1.93%)	The 2026 negative result declined from the prior year, as expenditure increased faster than income. While rates revenue increased during the year, this was partly offset by lower grant income and user fees. Higher operating costs, including depreciation, employee costs and materials and services, contributed to the result. Looking ahead, adjusted underlying deficits are projected in future years due to rate capping, rising costs, and the progression of the significant Oasis Aquatics and Wellbeing project. Council remains committed to addressing these future challenges with transparency and accountability.

Dimension / *indicator* / *measure* [formula]	Results 2023	Results 2024	Results 2025	Target 2026	Results 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Material Variations and Comments
Stability										
Rates concentration *Rates compared to adjusted underlying revenue* [Rate revenue / Adjusted underlying revenue] x 100	68.32%	72.20%	65.90%	70.52%	68.15%	69.89	70.40%	71.43%	72.17%	
Rates effort *Rates compared to property values* [Rate revenue / Capital improved value of rateable properties in the municipality] x 100	0.27%	0.26%	0.26%	N/A	0.26%	0.26%	0.26%	0.27%	0.27%	

Section 4. Sustainable capacity indicators

For the year ended 30 June 2026

Indicator / *measure* [formula]	Results 2023	Results 2024	Results 2025	Results 2026	Material Variations and Comments
Population *Expenses per head of municipal population* [Total expenses / Municipal population]	$1,445.16	$1,497.72	$1,540.13	$1,643.97	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	$7,343.30	$7,570.52	$9,670.62	$11,777.19	The increase in the 2026 ratio result is due to fair value asset revaluations of property and infrastructure asset classes during 2025-26.
Population density per length of road [Municipal population / Kilometres of local roads]	228.47	234.73	240.20	240.34	
Own-source revenue *Own-source revenue per head of municipal population* [Own-source revenue / Municipal population]	$1,221.10	$1,268.07	$1,296.28	$1,310.78	
Recurrent grants *Recurrent grants per head of municipal population* [Recurrent grants / Municipal population]	$252.02	$151.96	$294.15	$271.13	This ratio result is affected by the timing of Financial Assistance Grant payments, which are sometimes received in advance of the financial year they relate to. In 2025, the result reflects 150% of the grant allocation due to an early receipt of 50% of the 2025-26 grant allocation plus 100% of the 2024–25 allocation. The 2026 result includes 130% of the grant allocation (50% from 2025-26 and 80% early for 2026-27).
Disadvantage *Relative Socio-Economic Disadvantage* [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	

Indicator / *measure* [formula]	Results 2023	Results 2024	Results 2025	Results 2026	Material Variations and Comments
Workforce turnover *Percentage of staff turnover* [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	12.92%	12.52%	11.20%	12.14%	Prior year comparator updated: The 2024-25 result has been restated from 12.3% to 11.2% following a review of employee movement data and year-end workforce information. The revised result provides a more accurate basis for comparison with the current year.

Section 5. Notes to the accounts

5.1 Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district and an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2026-27 to 2029-30 as published in Council's Budget and Long Term Financial Plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

Important note:

The financial indicator information included in the Performance Statement relates to the 2025-26 results of Council. It does not represent Consolidated results.

5.2 Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical noncompliance outcome notification	means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the Food Act 1984
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004
major noncompliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current assets	means all assets other than current assets

Key term	Definition
non-current liabilities	means all liabilities other than current liabilities
non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Financial Plan
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
recurrent grant	means a grant other than a non-recurrent grant
relative socioeconomic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
residential rates	means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

5.3 Other matters

Overview of 2026

During the 2025-26 financial year, Council continued to operate within a rate-capped environment, with rates increasing by 3.0% in line with the Victorian Government's Fair Go Rates System. Despite ongoing cost pressures across the local government sector, Council maintained a sound financial position while continuing to invest in community infrastructure and services.

Council progressed a number of significant capital projects during the year, including the opening of the Keysborough Community Hub and continued construction of the Oasis Aquatics and Wellbeing centre. Council invested $85.8 million in capital works and maintained strong cash and investment balances to support future project delivery.

The operating result benefited from the early receipt of 80% of Council's 2026-27 Financial Assistance Grant allocation and stronger-than-expected returns on investments, supported by higher cash balances and favourable interest rates. These positive impacts were partially offset by the deferral of capital grant income associated with multi-year projects where performance obligations had not yet been met at 30 June 2026.

Council's asset base continued to grow through the completion of major infrastructure projects and ongoing investment in community facilities.

Understanding the Financial Report

Financial Overview

Interpreting Council's financial performance through financial statements prepared in accordance with Australian Accounting Standards can often be complex. This overview aims to provide greater clarity and insight into the financial outcomes for the 2025-26 financial year, helping readers better understand the key results and what they mean for our community.

Council's financial statements present a consolidated view of its financial performance, including the results of entities over which Council has control. This includes Dandenong Market Pty Ltd and South East Leisure Pty Ltd, whose operations are governed by Council to deliver community benefits.

The statements have been prepared in accordance with the Local Government Model Financial Report, as required by the *Local Government (Planning and Reporting) Regulations 2020* and the *Local Government Act 2020*. This ensures consistency, transparency, and compliance with Australian Accounting Standards.

Council continued to deliver a positive financial result in 2025–26, with a surplus of $19.48 million, following a surplus of $30.91 million in 2024-25. It's important to note that this result is influenced by a mix of factors - some are recurring operational items, while others are more variable and can fluctuate significantly from year to year. This overview aims to help readers understand the key drivers behind the surplus and the broader financial context.

What Happened This Year?

In 2025-26, Council delivered a strong financial result, supported by early grant funding, favourable investment returns and reduced operating costs in some areas due to non-recurring factors. Delays in multi-year capital projects contributed to increased cash holdings, which, combined with sustained high interest rates, boosted revenue. The broader economic environment - marked by high inflation and interest rates - had mixed effects, benefiting investment income but increasing borrowing costs and dampening development activity in some areas.

Council continued to invest in key infrastructure, including progressing the Oasis Aquatics and Wellbeing centre and Dandenong New Art major capital projects. Council's commitment for the 2025-26 year is to continue to invest in services and infrastructure in a financially responsible way by balancing the needs of our community while achieving long-term financial sustainability.

It should be kept in mind that the surplus for the year is not a cash-based result but remains an accounting surplus which includes capital grants and contributions but excludes net asset revaluation increments.

A comprehensive review of Council's asset valuations in 2025-26 resulted in a significant revaluation increase of $405 million, contributing to a $424 million surplus in the Comprehensive Income Statement. The uplift was driven by improvements in valuation methods, including more detailed assessments of asset features, location, and updated construction inputs. Key asset classes such as land and building, roads, drainage, footpaths, cycleways and off-street car parks saw notable increases. These changes reflect both market conditions and updates to accounting standards. For further details, refer to Note 6.2 of the Financial Report.

Comprehensive Income Statement

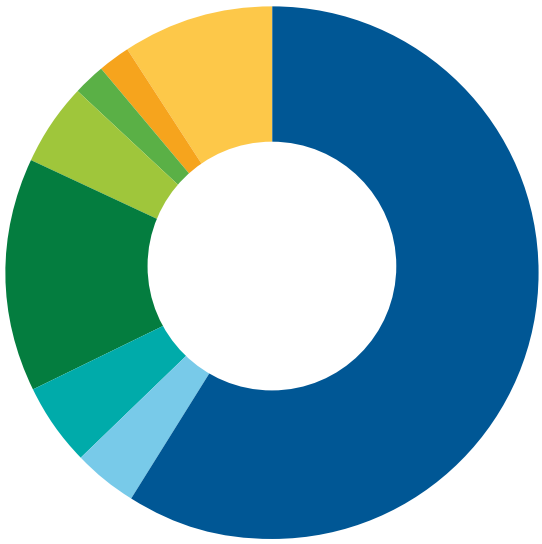
This Statement shows:

- The sources of Council's revenue under various income headings.
- The expenses incurred in running the Council during the year. These expenses relate only to the operations and do not include the cost associated with capital purchases or the building of assets. While capital purchase costs are not included in the expenses there is an item for 'Depreciation'. This is the value of the assets 'used up' during the year.

Income

The consolidated operating income for 2025-26 was $314.47 million ($304.14 million in 2024-25), including rates and charges income ($184.62 million), fees, charges and fines ($26.90 million), operating grants ($45.50 million), capital grants ($15.27 million), monetary contributions ($7.51 million), contributions of non-monetary assets, mainly from subdivision activity ($7.22 million), and other income ($27.45 million). The breakdown of operating income by major categories is depicted in the graph below:

Operating Income 2026



Rates and charges	**59%**
Statutory fees and fines	**4%**
User fees	**5%**
Grants – operating	**14%**
Grants – capital	**5%**
Contributions – monetary	**2%**
Contributions – non-monetary	**2%**
Other income	**9%**

Rates and charges income (including waste collection charges) – general rate income is based on the Capital Improved Value of properties and a 'rate in the dollar' is applied against each category of property. Waste collection charges are based on full cost recovery including the State Government waste levy, the number of bins and frequency of collections. Refer note 3.1 of Financial Report for further details on rate income.

Fees, charges and fines – Income from these sources were $26.90 million for the year ($26.67 million in 2024-25). The major sources of income are:

Fees, charges and fines income

	2025–26 $ million	2024–25 $ million	Movement %
Statutory fees and fines	11.46	11.69	(2.0%)
Registrations and other permits	2	1.88	6.4%
Parking fees	3.71	3.54	4.8%
Aged care services	1.25	1.24	0.8%

As can be seen from the above table, statutory fees and fines decreased slightly compared to the previous year, while user fee income increased, including higher parking-related user fee income. Overall fees, charges and fines remained broadly consistent with the prior year.

Grants

Where grants have specific performance obligations that have not yet been satisfied at 30 June, the income has been recognised as unearned income in the Balance Sheet (refer note 5.3(c)) of the Financial Report).

Grants operating – operational grant income mainly comprises tied grants across multiple ongoing and non-recurrent programs, mainly in Community Strengthening. Council's most significant single source of grant funding is the Financial Assistance Grant received via the Victoria Local Government Grants Commission of around $12-13 million per annum.

Financial Assistance Grants received via the Victorian Local Government Grants Commission can vary from year to year due to timing differences in distributions. In 2025-26, approximately 130% of the annual allocation is reflected—comprising 50% of the 2025-26 funding and an early distribution of 80% of the 2026-27 allocation received in June 2026. By contrast, 2024-25 reflected 100% of the 2024-25 funding and an early distribution of 50% of the 2025-26 allocation.

Grants capital – Capital grants are dependent on specific projects and will vary from one year to the next. Capital grant income is recognised in the Income Statement as the performance obligations are satisfied (generally as capital expenditure is incurred).

Capital grant income recognised increased compared to prior year, primarily due to the recognition of $9 million in grant funding for the Oasis Aquatics and Wellbeing centre following the achievement of the relevant performance obligations. Refer to note 5.3(c) of the Financial Report for further details.

Contributions

Contributions monetary – Monetary contributions increased by $360,000 compared to the prior year, primarily due to higher Development Contributions Plan (DCP) income from Keysborough Community Hub. This was partially offset by lower non-developer contributions, as the prior year included a one-off Community Housing Trees contribution of $155,000.

Contributions non-monetary – Capital non-monetary contributions of $7.22 million were mainly from "gifted" land and infrastructure assets from subdivisions and developer activity.

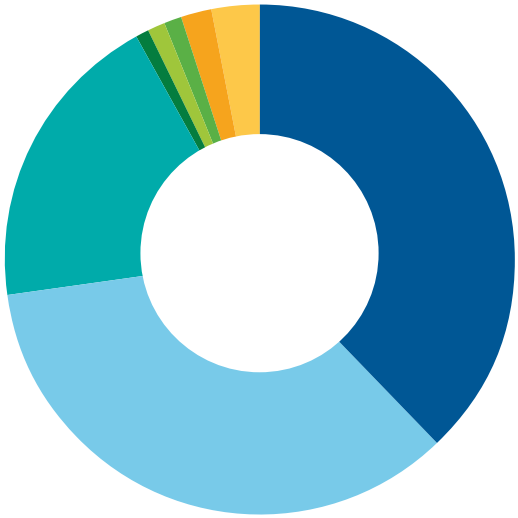
Other income ($27.45 million) – This comprises a number of income sources including Dandenong Market revenue from operations, recoveries, property rental, interest received on investments and other sundry income.

Expenditure

Total operating expenditure for 2025-26 including depreciation was $294.99 million ($273.23 million in 2024-25).

The major items of operating expenditure are depicted in the graph below:

Operating Expenditure



Employee costs	38%
Materials and services	35%
Depreciation	19%
Depreciation – right of use assets	0%
Bad and doubtful debts	1%
Borrowing costs	1%
Fair value adjustment	1%
Other	2%
Net loss on non-financial assets	3%

Employee costs ($112.29 million) – Comprises employee and labour costs including salary on-costs such as WorkCover premium, provision for employee entitlements and Council's superannuation contributions on behalf of employees.

Materials and services ($103.65 million) – Included in this category are the following major costs relating to:

	2025–26 $ million
Waste management	22.08
Parks maintenance	11.25
Other contract payments	11.33
Consultants and professional services	6.52
Cleaning services	7.53
Educator services	6.50
General maintenance	4.48
Office administration	6.62
Utilities	6.49
Information technology	6.51
Building maintenance	3.19
Insurance	2.19
Security services	2.55

Depreciation ($57.48 million) – The depreciation expense reflects the diminution in the value of assets due to wear and tear and obsolescence. It has no impact on the cash position of Council. Cash flow is impacted only at the time of purchase and sale of assets.

Depreciation – right-of-use assets ($562,000) – This expense item reflects the depreciation of leased right-of-use assets. Refer note 5.8 of the Financial Report for further breakdown.

Allowance for impairment losses ($1.72 million) – Mainly relates to provisions recognised for bad and doubtful debts during the year for parking fine debtors ($1.32 million) and other debtors ($407,000). The provision for doubtful debts is recognised on an expected credit loss model. This model considers both historical and forward-looking information in determining the level of impairment.

Borrowing costs ($2.66 million) – Represents interest on Council's long-term borrowings.

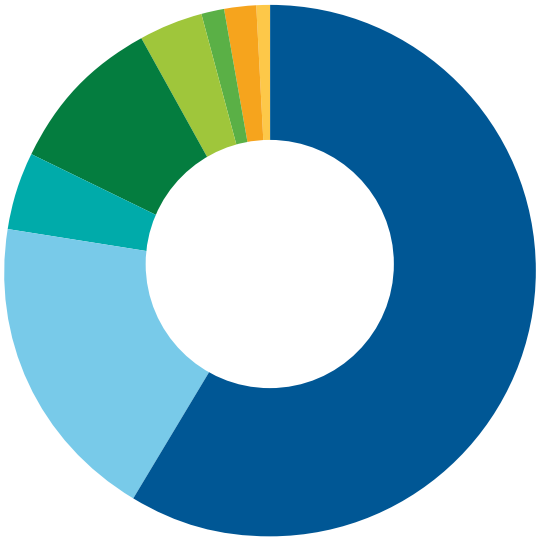
Fair value adjustment for investment property ($1.53 million) – This is a non-cash item and relates to several land and building assets classified as 'Investment property' as they are held primarily to earn rental income. Australian Accounting Standards require any revaluation of

these assets to fair value to be recognised in the Comprehensive Income Statement, rather than in the Asset Revaluation Reserve like other fixed assets held at fair value by Council.

Capital Expenditure (as per the Capital Works Statement)

Council spent $85.97 million on capital expenditure during the year. This comprises upgrade ($40.04 million), renewal ($36.52 million), asset expansion ($1.45 million) and new asset expenditure ($7.97 million).

Capital expenditure by asset class is depicted in the chart below:



Buildings	**58.66%**
Roads and bridges	**18.85%**
Parks, open space and streetscapes	**4.72%**
Plant and equipment	**9.97%**
Recreational, leisure and community facilities	**3.81%**
Footpaths and cycleways	**1.38%**
Drainage	**1.98%**
Off street car parks	**0.63%**

Balance Sheet

The Balance Sheet discloses Council's net worth and clearly defines what the Council owns as assets and what it owes as liabilities. Assets and liabilities are further separated into current and non-current categories. Current assets or current liabilities are those which will fall due in the next 12 months or cannot be deferred for greater than 12 months.

Net assets or total equity represents Council's accumulated net worth and includes many infrastructure and community assets such as land, buildings, parks, roads and drains.

The components of the Balance Sheet include:

Current and non-current assets

- Cash and cash equivalents include cash and investments, i.e., cash held in the bank and in petty cash and the market value of Council's investments (where the maturity term is less than 90 days).
- Trade and other receivables are monies owed to Council by ratepayers and others.
- Other financial assets relate to term deposits held by Council with original maturity greater than 90 days.
- Other assets are prepayments of next year's expenses and monies owed to Council, other than from trading, that is not yet received, combined with any inventory or stock on hand at balance date.
- Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.
- Investment property represents land and building assets that are held for the primary purpose of earning rental income.
- Right-of-use assets represent leased assets. Includes property, fleet, IT and office equipment that have been leased under ordinary lease arrangements.
- Intangible assets represent computer software assets.

Current and non-current liabilities

- Trade and other payables are the value to which Council owes money as at 30 June.
- Trust funds and deposits represent monies held in trust by Council.
- Contract and other liabilities (unearned income) relates to revenue transactions where Council provides services or goods under contractual arrangements with specific performance obligations which have not been satisfied at balance date. This comprises mainly Development Contribution Plan contributions and grant agreements.
- Provisions include leave entitlements and landfill restoration works.
- Lease liabilities represent the lease repayment obligations for leased (right of use) assets and are classified as current and non-current based on when the obligation is expected to occur. Includes repayments for property, fleet, IT and office equipment that have been leased under ordinary lease arrangements.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June 2026.

Total equity

This always equals net assets. It is made up of the following components:

- Accumulated surplus: this is the value of the Council, other than the asset revaluation reserve and other reserves that has been accumulated over time.
- Reserves: this includes asset revaluation reserve and other reserves. Asset revaluation reserve is the value by which the purchase cost of assets has changed over the years and arises as assets valued at fair value are revalued to their replacement cost from time to time. Other reserves include both statutory reserves and discretionary reserves. The statutory reserves apply where funds are gained from the application of legislative requirements to contribute – and where expenditure of the funds is not entirely discretionary (i.e., the funds need to be used for certain expenditure only). These funds are held for future expenditure.

Council's financial position increased by $424.49 million during the year, made up of a surplus of $19.48 million and net asset revaluation increments of $405.00 million. The difference between the assets and liabilities amounting to $3.55 billion is the net worth of the Council to its ratepayers and community ($3.13 billion in 2024-25).

Council's interest-bearing liabilities at 30 June 2026 were $65.55 million, equivalent to approximately 36% of rates and charges revenue. This excludes other interest-bearing liabilities of $199,000 relating to equipment financing arrangements of South East Leisure Pty Ltd.

Council's consolidated assets (what Council and its wholly owned entities own) comprise:

Assets	30-Jun-26	
	$ million	%
Land	1,465,227	39.23
Roads and bridges	653,350	17.49
Drainage	579,593	15.52
Buildings (including leasehold improvements)	399,728	10.70
Cash and other assets	276,744	7.41
Footpaths and cycleways	128,972	3.45
Works in progress	89,533	2.40
Parks, open space and streetscapes	50,021	1.34
Recreational, leisure and community facilities	49,196	1.32
Off street car parks	20,813	0.56
Plant and equipment	15,845	0.42
Investment property	5,340	0.14
Right-of-use assets	360	0.01
Other non-current assets	169	0.00
Intangible assets	–	0.00
	3,734,921	**100.00**

Council's consolidated liabilities (what Council and its wholly owned entities owe) comprise:

Liabilities	30-Jun-26	
	$'000	%
Unearned income	54,683	30.04
Borrowings	65,545	36.01
Creditors	27,448	15.08
Provisions	24,006	13.19
Trust funds	9,758	5.36
Lease liabilities	396	0.22
Other interest-bearing liabilities	199	0.11
	182,035	**100.00**

Statement of Changes in Equity

During the course of the year the value of total equity, as set out in the Balance Sheet, changes. This Statement shows the values of such changes and how these changes arose. The main reasons for a change in equity stem from:

- Net asset revaluation movement reflects the change in the replacement value of assets.
- The surplus for the year is the value that income exceeded operating costs as described in the Comprehensive Income Statement.
- Transfers to or from Council's reserves reflect funds withdrawn for use during the year or allocated for future expenditure.

Cash Flow Statement

The Cash Flow Statement summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Australian Accounting Standard and needs some care in analysis. It excludes non-cash expenses such as depreciation but includes payments in relation to capital works projects, proceeds from assets sales and movements in cash that Council may hold as a result of holding trust deposits. The values may differ from those shown in the Comprehensive Income Statement as it is prepared on an accrual accounting basis and the Cash Flow Statement is based on the timing of cash receipts and payments.

Council's cash arises from, and is used in, three main areas:

Cash flows from operating activities

All cash received into Council's bank account from ratepayers and others who owed money to Council.

- Receipts include the interest earnings from Council's cash investments and movement in trust deposits taken. It does not include the costs associated with the sale of assets.
- Payments include all cash paid by Council from its bank account to staff, creditors and other persons. Also includes the movement in trust monies repaid. It does not include the costs associated with the creation of assets.

Cash flows from investing activities

Cash flows from investing activities show the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets, the cash received from the sale of these assets or property held for resale and proceeds from investments.

Cash flows from financing activities

Cash flows from financing activities includes proceeds from borrowing, the repayment of loans and lease liabilities.

During the 2025-26 financial year, Council repaid $13.00 million of borrowings and received $30.17 million in proceeds from new borrowings. Of these amounts, $8.73 million related to the refinancing of existing loans, meaning this portion was both received and repaid during the year and did not represent additional net borrowing.

The bottom line of the Statement of Cash Flows represents cash at the end of the financial year. This cash, combined with the cash invested and classified as 'other financial assets', shows the capacity of Council to meet its cash debts and other liabilities. This overall cash balance is allocated for specific future purposes by Council to cover several items including employee provisions, unearned income, reserves and carry forward budgets to 2026-27. For further details, refer to Note 5.1 of the Financial Report.

Glossary of Financial Terms

- *Surplus:* When income exceeds expenses.
- D*epreciation:* Reduction in value of assets over time due to use or aging.
- *Asset Revaluation:* Adjustment of asset values to reflect current market or replacement costs.
- *Capital Grants:* Funds received for specific infrastructure projects.
- *Unearned Income:* Income received for services not yet delivered.

Note: – *The above financial report summary does not form part of statutory reporting and hence is not subject to audit certification. It has been written to assist the Greater Dandenong community in better understanding the financial operations and financial position of their Council. Commentary must be read in conjunction with the Financial Report.*

Annual Financial Report

For the year ended 30 June 2026

Financial Report 162
Certification of the Consolidated Financial Statements 162
Independent Auditor's Report 163

Financial Statements 166
Comprehensive Income Statement 166
Balance Sheet 167
Statement of Changes in Equity 168
Statement of Cash Flows 169
Statement of Capital Works 170

Notes to the Consolidated Financial Report 171
Note 1 Overview 171
1.1 Basis of accounting 171
1.2 Impact of emergencies and natural disasters 172
1.3 Impacts of other external events 172
Note 2 Analysis of our results 172
2.1 Performance against budget 172
2.2 Analysis of Council results by program 178
Note 3 Funding for the delivery of our services 180
3.1 Rates and charges 180
3.2 Statutory fees and fines 180
3.3 User fees 181
3.4 Funding from other levels of government 181
3.5 Contributions 184
3.6 Other income 185
Note 4 The cost of delivering services 186
4.1 a) Employee costs 186
4.2 Materials and services 187
4.3 Depreciation 187
4.4 Amortisation – intangible assets 187
4.5 Depreciation – right-of-use assets 188
4.6 Allowance for impairment losses 188
4.7 Borrowing costs 188
4.8 Finance costs – leases 188
4.9 Net loss on non-financial assets 189
4.10 Other expenses 189

Note 5 Investing in and financing our operations 190
5.1 Financial assets 190
5.2 Non-financial assets 192
5.3 Payables, trust funds and deposits and contract and other liabilities 193
5.4 Interest-bearing liabilities 197
5.5 Provisions 198
5.6 Financing arrangements 200
5.7 Commitments 201
5.8 Leases 203
Note 6 Assets we manage 205
6.1 Non-current assets classified as held for sale 205
6.2 Property, infrastructure, plant and equipment 206
6.3 Investments in associates, joint arrangements and subsidiaries 215
6.4 Investment property 219
Note 7 People and relationships 220
7.1 Council and key management remuneration 220
7.2 Related party disclosure 223
Note 8 Managing Uncertainties 225
8.1 Contingent assets and liabilities 225
8.2 Australian Accounting Standards issued but not yet effective 226
8.3 Financial instruments 226
8.4 Fair value measurement 228
8.5 Events occurring after balance date 229
8.6 Adjustments directly to equity 229
Note 9 Other matters 230
9.1 Reserves 230
9.2 Reconciliation of cash flows from operating activities to surplus 233
9.3 Superannuation 234
Note 10 Change in accounting policy 237

Financial Report

Certification of the Consolidated Financial Statements

In my opinion the accompanying consolidated financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Mark Burke CPA
Principal Accounting Officer
Date: 21 September 2026
Dandenong

In our opinion the accompanying consolidated financial statements present fairly the consolidated financial transactions of the Greater Dandenong City Council for the year ended 30 June 2026 and the consolidated financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the consolidated financial statements in their final form.



Mayor Sophie Tan
Date: 21 September 2026
Dandenong



Councillor Melinda Yim
Date: 21 September 2026
Dandenong



Jacqui Weatherill
Chief Executive Officer
Date: 21 September 2026
Dandenong

Independent Auditor's Report

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Greater Dandenong City Council

Opinion

I have audited the consolidated financial report of Greater Dandenong City Council (the council) and its controlled entities (together the consolidated entity) which comprises the:

- consolidated balance sheet as at 30 June 2026
- consolidated comprehensive income statement for the year then ended
- consolidated statement of changes in equity for the year then ended
- consolidated statement of cash flows for the year then ended
- consolidated statement of capital works for the year then ended
- notes to the consolidated financial statements, including material accounting policy information
- certification of the consolidated financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the consolidated entity as at 30 June 2026 and the consolidated entity's financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the financial report

The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's and the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's and consolidation entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's and consolidated entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council and consolidated entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the council and consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of the council and the consolidated entity. I remain solely responsible for my audit opinion

Auditor's responsibilities for the audit of the financial report (continued)	I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
24 September 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Financial Statements

Comprehensive Income Statement

For the year ended 30 June 2026

	Note	Consolidated 2026 $'000	Consolidated 2025 $'000
Income / Revenue			
Rates and charges	3.1	184,617	178,130
Statutory fees and fines	3.2	11,461	11,693
User fees	3.3	15,443	14,973
Grants – operating	3.4	45,504	48,785
Grants – capital	3.4	15,265	9,676
Contributions – monetary	3.5	7,509	7,149
Contributions – non-monetary	3.5	7,221	6,000
Fair value adjustments for investment property	6.4	–	175
Other income	3.6	27,452	27,563
Total income / revenue		314,472	304,144
Expenses			
Employee costs	4.1	112,289	106,375
Materials and services	4.2	103,648	101,528
Depreciation	4.3	57,484	47,645
Amortisation – intangible assets	4.4	19	20
Depreciation – right-of-use assets	4.5	562	661
Allowance for impairment losses	4.6	1,719	2,743
Borrowing costs	4.7	2,662	2,669
Finance costs – leases	4.8	16	28
Net loss on non-financial assets	4.9	8,875	4,768
Fair value adjustments for investment property	6.4	1,525	–
Other expenses	4.10	6,189	6,794
Total expenses		294,988	273,231
Surplus for the year		**19,484**	**30,913**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain	9.1(a)	405,001	372,755
Total other comprehensive income		**405,001**	**372,755**
Total comprehensive result		**424,485**	**403,668**

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2026

	Note	Consolidated 2026 $'000	Consolidated 2025 $'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	41,222	36,758
Trade and other receivables	5.1(c)	41,496	32,584
Other financial assets	5.1(b)	187,762	179,708
Inventories	5.2(a)	66	67
Prepayments	5.2(b)	1,655	2,373
Other assets	5.2(c)	4,573	3,531
Total current assets		276,774	255,021
Non-current assets			
Trade and other receivables	5.1(c)	169	183
Property, infrastructure, plant and equipment	6.2	3,452,278	3,027,341
Investment property	6.4	5,340	6,865
Right-of-use assets	5.8	360	680
Intangible assets	5.2(c)	–	19
Total non-current assets		3,458,147	3,035,088
Total assets		3,734,921	3,290,109
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	27,448	27,545
Trust funds and deposits	5.3(b)	6,703	3,808
Contract and other liabilities	5.3(c)	54,683	54,103
Provisions	5.5	21,829	21,872
Other interest-bearing liabilities	5.4(b)	115	107
Interest-bearing liabilities	5.4(a)	25,900	4,379
Lease liabilities	5.8	393	494
Total current liabilities		137,071	112,308
Non-current liabilities			
Trust funds and deposits	5.3(b)	3,055	2,910
Provisions	5.5	2,177	2,062
Other interest-bearing liabilities	5.4(b)	84	193
Interest-bearing liabilities	5.4(a)	39,645	43,992
Lease liabilities	5.8	3	244
Total non-current liabilities		44,964	49,401
Total liabilities		182,035	161,709
Net assets		**3,552,886**	**3,128,400**
Equity			
Accumulated surplus		1,011,842	995,430
Reserves	9.1(c)	2,541,044	2,132,970
Total equity		**3,552,886**	**3,128,400**

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2026

2026	Note	Consolidated Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		3,128,400	995,430	2,027,966	105,004
Rounding adjustment (note 6.2 (a))		1	1	–	–
Surplus for the year		19,484	19,484	–	–
Net asset revaluation gain	9.1(a)	405,001	–	405,001	–
Transfers to other reserves	9.1(b)	–	(25,519)	–	25,519
Transfers from other reserves	9.1(b)	–	22,446	–	(22,446)
Balance at end of the financial year		**3,552,886**	**1,011,842**	**2,432,967**	**108,077**

2025	Note	Consolidated Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		2,724,732	974,960	1,655,211	94,561
Surplus for the year		30,913	30,913	–	–
Net asset revaluation gain	9.1(a)	372,755	–	372,755	–
Transfers to other reserves	9.1(b)	–	(22,487)	–	22,487
Transfers from other reserves	9.1(b)	–	12,044	–	(12,044)
Balance at end of the financial year		**3,128,400**	**995,430**	**2,027,966**	**105,004**

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2026

	Note	Consolidated 2026 Inflows/ (Outflows) $'000	Consolidated 2025 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		182,688	176,944
Statutory fees and fines		9,205	8,494
User fees		14,228	15,668
Grants – operating		46,211	48,360
Grants – capital		13,344	12,244
Contributions – monetary		4,382	4,460
Interest received		8,785	9,785
Trust funds and deposits taken		61,203	37,862
Other receipts		21,020	21,043
Net GST refund		14,402	12,545
Employee costs		(113,840)	(105,188)
Materials and services		(116,265)	(120,050)
Short-term, low value and variable lease payment		(903)	(696)
Trust funds and deposits repaid		(58,176)	(38,853)
Other payments		(5,797)	(6,005)
Net cash provided by operating activities	9.2	80,487	76,613
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(84,345)	(57,595)
Proceeds from sale of property, infrastructure, plant and equipment		1,994	1,505
Payments for investments		(337,946)	(371,810)
Proceeds from sale of investments		330,470	365,143
Net cash used in investing activities		(89,827)	(62,757)
Cash flows from financing activities			
Finance costs		(2,658)	(2,655)
Proceeds from borrowings		30,172	5,120
Repayment of borrowings		(12,998)	(3,931)
Repayment of other interest-bearing liabilities		(112)	(102)
Interest paid – lease liability		(16)	(30)
Repayment of lease liabilities		(584)	(670)
Net cash used in financing activities		13,804	(2,268)
Net increase (decrease) in cash and cash equivalents		4,464	11,588
Cash and cash equivalents at the beginning of the financial year		36,758	25,170
Cash and cash equivalents at the end of the financial year	5.1(a)	**41,222**	**36,758**
Financing arrangements	5.6		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the year ended 30 June 2026

	Note	Consolidated 2026 $'000	Consolidated 2025 $'000
Property			
Land		1	1,013
Total land		1	1,013
Buildings		50,298	27,576
Leasehold improvements		127	–
Total buildings		50,425	27,576
Total property	2.1.2	50,426	28,589
Plant and equipment			
Plant, machinery and equipment		5,848	2,324
Fixtures, fittings and furniture		1,076	98
Computers and telecommunications		891	1,002
Library books		755	889
Total plant and equipment	2.1.2	8,570	4,313
Infrastructure			
Roads		16,172	17,820
Bridges		35	–
Footpaths and cycleways		1,184	1,109
Drainage		1,706	1,682
Recreational, leisure and community facilities		3,274	3,672
Parks, open space and streetscapes		4,059	3,447
Off street car parks		542	59
Total infrastructure	2.1.2	26,972	27,789
Total capital works expenditure	2.1.2	**85,968**	**60,691**
Represented by:			
New asset expenditure		7,966	28,899
Asset renewal expenditure		36,521	24,710
Asset upgrade expenditure		40,035	7,082
Asset expansion expenditure		1,446	–
Total capital works expenditure		**85,968**	**60,691**

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

Notes to the Consolidated Financial Report

Note 1 Overview

The Greater Dandenong City Council was established in December 1994 with the amalgamation of the former City of Springvale and former City of Dandenong, and is a body corporate. The Council's main office is located at 225 Lonsdale Street, Dandenong, 3175.

Statement of compliance

These consolidated financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

These consolidated financial statements for the year ended 30 June 2026 comprise the results of operations for both Council and its wholly owned subsidiaries, namely the Dandenong Market Pty Ltd and South East Leisure Pty Ltd. Refer to Note 6.3 for further details of Council's subsidiaries.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings and infrastructure (refer to note 6.2 and 8.4).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2).
- the determination of employee provisions (refer to note 5.5(a)).
- the determination of landfill provisions (refer to note 5.5(b)).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to note 3).
- the determination, in accordance with A*ASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to note 5.8).
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation. Disclosure has been made of any material changes to comparatives (refer to note 10). It is noted that there have been no material changes to comparatives.

Note 1 Overview *(continued)*

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Impact of emergencies and natural disasters

During 2025-26 there were no notable emergencies or natural disasters that impacted Council's operations.

1.3 Impacts of other external events

Council has considered ongoing external events that have contributed to volatility in international markets, disrupted global supply chains and increased inflationary pressure, including the risk that they may cause significant changes in the carrying values of assets and liabilities in the next financial year, and has concluded that there is no material impact on the 2025-26 financial report that requires additional disclosure.

Note 2 Analysis of our results

2.1 Performance against budget

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of greater than 10 per cent and greater than $1 million or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 23 June 2025 (known as the Adopted Budget). The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Consolidated Actual 2026 $'000	Council Actual 2026 $'000 *(note 6.3)*	Council Budget 2026 $'000	Council Variance $'000 *Fav (Unfav)*	Council Variance % *Fav (Unfav)*	Note 2.1.1 Ref
Income / Revenue						
Rates and charges	184,617	184,749	184,000	749	0.4%	
Statutory fees and fines	11,461	11,461	12,805	(1,344)	(10.5%)	(a)
User fees	15,443	9,756	9,420	336	3.6%	
Grants – operating	45,504	45,494	36,800	8,694	23.6%	(b)
Grants – capital	15,265	15,265	20,870	(5,605)	(26.9%)	(c)
Contributions – monetary	7,509	7,509	3,162	4,347	137.5%	(d)
Contributions – non-monetary	7,221	7,221	7,500	(279)	(3.7%)	(e)
Net gain on disposal of property, infrastructure, plant and equipment	–	–	787	200	(100.0%)	(i)
Other income	27,452	15,142	12,923	2,219	17.2%	(f)
Total income / revenue	**314,472**	**296,597**	**288,267**	**8,330**	**2.9%**	
Expenses						
Employee costs	112,289	101,689	105,929	4,240	4.0%	
Materials and services	103,648	97,538	96,820	(718)	(0.7%)	
Depreciation	57,484	57,277	48,481	(8,796)	(18.1%)	(g)
Amortisation – intangible assets	19	–	–	–	0.0%	
Depreciation – right-of-use assets	562	562	715	153	21.4%	
Allowance for impairment losses	1,719	1,725	1,614	(111)	(6.9%)	
Borrowing costs	2,662	2,640	3,936	1,296	32.9%	(h)
Finance costs – leases	16	16	57	41	71.9%	
Net loss on non-financial assets	8,875	8,875	–	(8,875)	100.0%	(i)
Fair value adjustments for investment property	1,525	1,525	–	(1,525)	100.0%	
Other expenses	6,189	5,464	4,913	(551)	(11.2%)	
Total expenses	**294,988**	**277,311**	**262,465**	**(14,846)**	**5.7%**	
Surplus for the year	**19,484**	**19,286**	**25,802**	**6,516**	**25.3%**	

2.1.1 Income / Revenue and expenditure *(continued)*

Explanation of material variations

Ref	Item	Explanation
(a)	Statutory fees and fines	Statutory fees and fines income was $1.34 million lower than budget, mainly due to lower parking and compliance enforcement activity arising from project delays and workforce shortages.
(b)	Grants – operating	Operating grant income was $8.69 million higher than budget, primarily due to the early receipt of 80% of Council's 2026-27 Financial Assistance Grant allocation ($12.38 million) through the Victorian Local Government Grants Commission (VLGGC). This was partially offset by the prior year benefit from the early receipt of 50% of the 2025-26 Financial Assistance Grant allocation. The favourable result also includes $1.20 million of Community Care grant funding recognised from prior year unearned income following final grant acquittal outcomes, and $1.21 million in additional funding received for the Child First program.
(c)	Grants – capital	Capital grant income was $5.61 million lower than budget, primarily due to delays in several multi-year projects, resulting in deferred recognition of grant funding, including the Black Spot Works Program ($3.36 million), Oasis Aquatic & Wellbeing Centre ($2.20 million), Safe Local Roads Program ($1.82 million) and Dandenong Library Inclusive Spaces ($0.28 million). The variance was partially offset by $1.57 million of additional grant funding secured after the adoption of Council's budget, including funding for the Level Crossing Removal Program (LXRP), Greaves Reserve Cricket Nets, Fotheringham Reserve LED Lighting, Dandenong Employment Hub, Alex Wilkie Wetlands and the AI Powered Chat Bot project.
(d)	Contributions – monetary	The $4.35 million favourable variance was primarily due to Development Contributions Plan (DCP) income of $4.59 million recognised for the Keysborough Community Hub, which was not included in Council's adopted budget. This favourable variance was partially offset by $1.15 million relating to Perry Road Stage 3, where the associated project milestones had not been achieved by year end and the income could not yet be recognised.
(e)	Contributions – non-monetary	These contributions represent assets transferred to Council by developers following the completion of subdivision developments. Refer to Note 6.2(a) for further details on contributed assets. In 2025-26, the contributions primarily comprised land reserves, land under roads, roads, drainage and footpath assets. The number and timing of subdivision completions vary from year to year, meaning the value and timing of asset transfers are largely outside Council's control and difficult to predict.
(f)	Other income	Other income was $2.22 million higher than budget, primarily due to $3.20 million of additional investment interest income generated from favourable economic conditions and higher interest rates. The favourable variance also includes higher-than-budgeted income from casual park hire ($0.19 million) and Venue Hire staff cost recoveries ($0.12 million). These favourable variances were partially offset by lower-than-budget recovery income from the SpringValley Landfill ($1.00 million) and rates debtor recovery income ($0.32 million), both reflecting lower underlying expenditure levels.

2.1.1 Income / Revenue and expenditure *(continued)*

Explanation of material variations (continued)

Ref	Item	Explanation
(g)	Depreciation	The $8.8 million unfavourable variance to budget is primarily attributable to higher depreciation expense resulting from significant asset revaluations undertaken at 30 June 2025, which increased the carrying value of Council's assets by $372.76 million. As the original 2025-26 budget was prepared and adopted before the final 2024-25 valuation outcomes were known, the associated increase in depreciation expense was not reflected in the budget assumptions.
(h)	Borrowing costs	The $1.3 million favourable variance was primarily due to lower borrowings than budgeted for the Oasis Aquatic & Wellbeing Centre project. Revised project cash flows and expenditure timing reduced Council's borrowing requirement during 2025-26, resulting in lower interest and financing costs than originally forecast.
(i)	Net loss on non-financial assets	The $10.5 million unfavourable variance was primarily due to asset write-offs of $9.8 million, which were not included in the budget as they are difficult to forecast and do not impact Council's operating cash position. These write-offs mainly relate to assets replaced, renewed or disposed of as part of Council's capital works program, requiring the derecognition of the existing assets.

2.1.2 Capital works

	Consolidated Actual 2026 $'000	Council Actual 2026 $'000 *(note 6.3)*	Council Budget 2026 $'000	Council Variance $'000 *Fav (Unfav)*	Council Variance % *Fav (Unfav)*	Note 2.1.2 Ref
Property						
Land	1	1	–	(1)	(100.00%)	(a)
Total land	**1**	**1**	**–**	**(1)**	**(100.00%)**	
Buildings	50,298	50,298	77,113	26,815	34.77%	(a)
Leasehold improvements	127	127	10	(117)	0.00%	
Total buildings	**50,425**	**50,425**	**77,123**	**26,698**	**34.62%**	
Total property	**50,426**	**50,426**	**77,123**	**26,697**	**34.62%**	
Plant and equipment						
Plant, machinery and equipment	5,848	5,739	3,949	(1,790)	(45.33%)	(b)
Fixtures, fittings and furniture	1,076	1,054	1,336	282	21.11%	
Computers and telecommunications	891	891	1,832	941	51.36%	(c)
Library books	755	755	866	111	12.82%	
Total plant and equipment	**8,570**	**8,439**	**7,983**	**(456)**	**(5.71%)**	
Infrastructure						
Roads	16,172	16,172	26,467	10,295	38.90%	(d)
Bridges	35	35	262	227	86.64%	
Footpaths and cycleways	1,184	1,184	777	(407)	(52.38%)	
Drainage	1,706	1,706	2,099	393	18.72%	
Recreational, leisure and community facilities	3,274	3,274	2,482	(792)	(31.91%)	
Parks, open space and streetscapes	4,059	4,059	2,200	(1,859)	(84.50%)	(e)
Off street car parks	542	542	478	(64)	(13.39%)	
Total infrastructure	**26,972**	**26,972**	**34,765**	**7,793**	**22.42%**	
Total capital works expenditure	**85,968**	**85,837**	**119,871**	**34,034**	**28.39%**	
Represented by:						
New asset expenditure	7,966	7,835	8,493	658	7.75%	
Asset renewal expenditure	36,521	36,521	40,470	3,949	9.76%	(f)
Asset upgrade expenditure	40,035	40,035	65,873	25,838	39.22%	(g)
Asset expansion expenditure	1,446	1,446	5,035	3,589	71.28%	(h)
Total capital works expenditure	**85,968**	**85,837**	**119,871**	**34,034**	**28.39%**	

2.1.2 Capital works *(continued)*

Explanation of material variations

Ref	Item	Explanation
(a)	Buildings	The favourable variance of $26.8 million to budget is primarily attributable to the timing of expenditure and cash flows associated with major capital projects, including the Oasis Aquatics and Wellbeing ($21.9 million) and Dandenong New Art ($3.8 million). While project delivery timelines and expenditure have progressed at a different pace than originally budgeted, both projects continue to advance and remain key strategic investments for the community.
(b)	Plant, Machinery & Equipment	Plant, Machinery & Equipment expenditure was $1.8 million higher than budget, primarily due to the delivery of the Fleet Renewal Program. The variance reflects the expenditure of $1.8 million carried forward from the prior year, where vehicle deliveries were deferred due to extended supplier lead times. The fleet replacement program has since progressed, with the associated expenditure recognised in 2025-26 as assets were received and commissioned.
(c)	Computers and telecommunications	Computers & Telecommunications expenditure was $0.9 million below budget, primarily due to the timing of the CCTV Program, which contributed a favourable variance of $1.6 million. The project has progressed through planning and procurement activities, with supplier selection underway and delivery expenditure occurring later than originally forecast. This favourable variance was partially offset by expenditure on three projects carried forward from the prior year, where the associated budgets were not included in the original 2025-26 budget.
(d)	Roads	Roads expenditure was $10.3 million below budget, primarily due to the timing of expenditure on three significant road infrastructure projects: Black Spot Program 2025-26 ($3.9 million), Perry Road Stage 3 DCP ($3.6 million), and the Safe Local Roads Program – McCrae Street, Dandenong ($2.2 million). While expenditure occurred later than originally forecast, all projects continue to progress and are scheduled to continue into 2026-27. The associated grant funding and developer contribution commitments remain dedicated to these projects, with all funding obligations expected to be met through the ongoing delivery of the works.
(e)	Parks, open space & streetscapes	Parks, Open Space & Streetscapes expenditure was $1.9 million higher than budget, primarily due to the delivery of eight projects carried forward from the prior year, where the associated budgets were not included in the original 2025-26 budget. The variance also reflects expenditure on a grant-funded project introduced through the mid-year budget process.
(f)	Asset renewal expenditure	Renewal capital expenditure was $3.9 million below budget, reflecting a range of offsetting variances across the renewal program. The favourable result was primarily driven by the timing of expenditure on the Oasis Aquatics & Wellbeing Centre ($2.2 million), CCTV Renewal Program ($1.6 million), Perry Road Stage 3 ($1.0 million), Dandenong Stadium Court Resurfacing ($1.0 million), Police Paddocks Water Main Renewal ($1.0 million) and Springers Leisure Centre Floor & Futsal Goals Renewal ($0.9 million), where project delivery and associated cash flows occurred later than originally forecast. These variances were partially offset by $2.0 million of capital purchases transferred from operating expenditure and $1.7 million relating to the Fleet Renewal Program carried forward from the prior year.
(g)	Asset upgrade expenditure	Asset upgrade expenditure was $25.8 million below budget, primarily due to the timing of expenditure on the Oasis Aquatics and Wellbeing project ($21.9 million) and Dandenong New Art ($3.8 million). While expenditure occurred later than originally forecast, both projects continue to progress and remain significant strategic investments for the municipality.
(h)	Asset expansion expenditure	Asset expansion expenditure was $3.6 million below budget, primarily due to the timing of expenditure on the Perry Road Stage 3 project ($3.6 million). The project remains in progress, with associated developer contribution funding retained for delivery in future financial years.

2.2 Analysis of Council results by program

2.2.1 Council delivers its functions and activities through the following programs.

Chief Executive Office (CEO)

The Chief Executive Office has overall responsibility for the operations of the organisation. Each member of the executive team reports to the CEO. Resources necessary in the provision of executive and overall organisational leadership in accordance with the core provisions of the Local Government Act.

City Futures

City Futures is responsible for a large range of Council activities including parks and waste, roads and transport, major projects, sustainability, statutory planning, growth and investment, place making and revitalisation. It has a key focus on the development of our built and natural environments and ensuring that Council's activities match the community's future needs for facilities, housing, and sustainability.

The departments which make up City Futures are Business Development and Investment, Chief Engineer and Major Projects, Infrastructure Services, Statutory Planning, Strategic and Environmental Planning, and Transport and Civil Development.

Community Strengthening

Community Strengthening provides direct services to the community across a wide range of programs such as sport and recreation, libraries, youth and families, children's services, festivals and events, support for older people and community safety. This directorate manages Community Amenity, Creative and Engaged City; Community Care; Community Wellbeing; and Safe, Active and Connected Communities.

Chief Financial Office

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.

Customer and Information Office

Customer and Information Office 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.

Strategy and Corporate Services

Strategic Growth and Advocacy is responsible for Council's organisational strategy and performance; asset management; and advocacy functions. The business units within this department include Asset Management, Community Advocacy, and Corporate Planning and Performance.

Non-attributable

The items that cannot be reliably attributable to a directorate. For example furniture, fixtures and fittings that cannot be identified by a location or work in progress that cannot be easily allocated to a directorate.

2.2 Analysis of Council results by program *(continued)*

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue $'000	Expenses $'000	Surplus/ (Deficit) $'000	Grants included in income / revenue $'000	Total assets $'000
2026					
Chief Executive Office	–	794	(794)	–	50
City Futures	78,434	156,112	(77,678)	16,350	2,544,153
Community Strengthening	30,060	76,591	(46,531)	24,564	921,257
Customer and Information Office	235	12,845	(12,610)	131	3,008
Strategy and Corporate Services	2,687	16,913	(14,226)	227	12,965
Chief Financial Office	185,581	9,154	176,027	19,487	248,377
Non –attributable*	–	4,902	(4,902)	–	179
Council Total	**296,597**	**277,311**	**19,286**	**60,759**	**3,729,989**
Dandenong Market Pty Ltd	7,831	7,653	178	–	3,167
South East Leisure Pty Ltd	14,569	14,549	20	10	2,159
Consolidated elimination	(4,525)	(4,525)	–	–	(394)
Consolidated Total	**314,472**	**294,988**	**19,484**	**60,769**	**3,734,921**

The Directorate structure was revised during the 2025-26 financial year. Comparative disclosures have not been restated to reflect the current-year structure

	Income / Revenue $'000	Expenses $'000	Surplus/ (Deficit) $'000	Grants included in income / revenue $'000	Total assets $'000
2025					
Chief Executive Office	456	12,075	(11,619)	386	1,398
City Futures	60,921	120,414	(59,493)	10,289	2,192,479
Community Strengthening	41,465	95,919	(54,454)	26,594	741,294
Corporate Development	184,212	24,870	159,342	21,166	350,045
Non –attributable*	–	2,988	(2,988)	–	26
Total for Council	**287,054**	**256,266**	**30,788**	**58,435**	**3,285,242**
Dandenong Market Pty Ltd	7,447	7,377	70	–	2,792
South East Leisure Pty Ltd	13,913	13,858	55	26	2,250
Consolidation elimination	(4,270)	(4,270)	–	–	(175)
Consolidated Total	**304,144**	**273,231**	**30,913**	**58,461**	**3,290,109**

*Non-attributable represents income and expense items that are not specifically attributable to one of the directorates.

Note 3 Funding for the delivery of our services

	Consolidated 2026 $'000	Consolidated 2025 $'000

3.1 Rates and charges

Council uses the Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements on it, and is determined by independent valuers and certified by the Valuer General Victoria. The valuation base used to calculate general rates for 2025-26 was $69.86 billion ($67.11 billion in 2024-25).

Residential	61,684	61,081
Commercial	13,284	13,066
Industrial	76,410	70,812
Farm	542	522
Cultural and recreational	506	506
Waste management charge - residential	27,901	27,115
Supplementary rates and rates adjustment	957	1,878
Maintenance levy	1,797	1,796
Interest on rates and charges	1,536	1,354
Total rates and charges	184,617	178,130

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2025 and the valuation was first applied in the rating year commencing 1 July 2025.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	5,986	6,628
Court recoveries	2,168	2,418
Building and town planning fees	2,277	1,817
Subdivision	209	154
Land information certificates	160	144
Election fines	193	182
Permits	468	350
Total statutory fees and fines	11,461	11,693

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

	Consolidated 2026 $'000	Consolidated 2025 $'000
3.3 User fees		
Aged and health services	1,250	1,237
Leisure centre and recreation	5,687	5,524
Child care/children's programs	1,588	1,697
Parking	3,710	3,542
Registration and other permits	2,002	1,881
Asset protection fees	461	445
Other fees and charges	745	647
Total user fees	15,443	14,973
User fees by timing of revenue recognition		
User fees recognised over time	398	390
User fees recognised at point in time	15,045	14,583
Total user fees	15,443	14,973

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants		
Commonwealth funded grants	46,733	41,996
State funded grants	14,036	16,456
Other grant sources	–	9
Total grants received	60,769	58,461
a) Operating grants		
Recurrent – Commonwealth Government		
Financial Assistance Grants (via Victoria Local Government Grants Commission)*	19,487	21,166
Family Day Care	6,437	7,091
General Home Care	8,019	7,495
Libraries	245	246
Volunteer Services	150	–
Immunisation	9	13
	34,347	36,011

*Financial Assistance Grants received via the Victorian Local Government Grants Commission can vary year to year due to timing differences in distributions. In 2024-25, approximately 130% of the annual allocation is reflected – comprising 50% of the 2025-26 funding and an early distribution of 80% of the 2026-27 allocation received in June 2026. By contrast, 100% of the 2024-25 funding and an early distribution of 50% of the 2025-26 allocation received in 2024-25.

	Consolidated 2026 $'000	Consolidated 2025 $'000
3.4 Funding from other levels of government *(continued)*		
a) Operating grants *(continued)*		
Recurrent – State Government		
Aged care	480	2,794
Maternal and Child Health	2,946	2,774
Family, Youth and Children Services	3,530	3,161
Libraries	1,137	1,137
General Home Care	629	426
Community Health	189	184
Education and Employment	–	160
School crossing supervisors	569	556
Emergency management	40	40
Volunteer Services	4	8
Immunisation	70	78
	9,594	11,318
Total recurrent operating grants	**43,941**	**47,329**
Non-recurrent – Commonwealth Government		
Libraries	1	1
Family, Youth and Children Services	10	10
Arts and Culture	–	61
General Home Care	62	10
Social Inclusion	170	–
	243	82
Non-recurrent – State Government		
Community Development	482	594
Community Health	57	–
Open Space and Environment	37	211
Waste management	–	29
Family, Youth and Children Services	313	286
Maternal and child health	74	–
South East Leisure	10	26
Community Safety	320	219
Libraries	27	–
	1,320	1,365
Non-recurrent – Other		
Arts and Culture	–	9
	–	9
Total non-recurrent operating grants	**1,563**	**1,456**
Total operating grants	**45,504**	**48,785**

	Consolidated 2026 $'000	Consolidated 2025 $'000
3.4 Funding from other levels of government *(continued)*		
b) Capital grants		
Recurrent – Commonwealth Government		
Roads to Recovery	1,793	1,881
Non-recurrent – Commonwealth Government		
Buildings	9,009	924
Parks, Open Space and Streetscapes	310	40
Local Roads Community Infrastructure Program	–	1,109
Black Spot Program	515	1,949
Leasehold improvements	21	–
Recreational, Leisure and Community Facilities	395	–
Footpaths and Cycleways	100	–
	10,350	4,022
Non-recurrent – State Government		
Buildings	259	2,597
Footpaths and Cycleways	373	118
Intangible	190	–
Plant, Machinery and Equipment	–	50
Recreational, Leisure and Community Facilities	289	275
Noble Park Revitalisation Program	104	26
Parks, Open Space and Streetscapes	352	657
Roads	1,555	
	3,122	3,723
Non-recurrent – Other		
Recreational, Leisure and Community Facilities	–	50
	–	50
Total non-recurrent capital grants	13,472	7,795
Total capital grants	**15,265**	**9,676**

3.4 Funding from other levels of government *(continued)*
(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

– identifies each performance obligation relating to revenue under the contract/agreement

– determines the transaction price

– recognises a contract liability for its obligations under the agreement

– recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of unspent grants.

	Consolidated 2026 $'000	Consolidated 2025 $'000
d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of the year	12,683	5,912
"Received during the financial year and remained unspent at balance date"	16,709	11,543
Received in prior years and spent during the financial year	(10,905)	(4,772)
Balance at year end*	18,487	12,683

**The large balance of unspent operating grants in the last two years relates to the early distribution by the Victorian Local Government Grants Commission of the Financial Assistance Grants allocation for the following financial year (2026: $12.37 million (75%) and 2025: $7.24 million (50%)).*

3.5 Contributions

Monetary		
Community contributions (for capital works)	–	9
Other contributions	126	248
Total non-developer contributions	**126**	**257**
Open space contributions (for future capital works) **	2,795	3,996
Development infrastructure levies (for capital works completed)	4,588	2,896
Total developer contributions	**7,383**	**6,892**
Total monetary contributions	**7,509**	**7,149**
Non-monetary	7,221	6,000
Total contributions	**14,730**	**13,149**

	Consolidated 2026 $'000	Consolidated 2025 $'000

3.5 Contributions *(continued)*

***Public open space contributions received during the financial year are transferred to the Open Space Planning, Development and Improvements Reserve. Refer note 9.1(b).*

Contributions of non-monetary assets were received in relation to the following asset classes:		
Land	3,294	3,796
Infrastructure	3,927	2,204
Total non-monetary contributions	7,221	6,000

Monetary and non-monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Other income

Interest on investments	9,216	9,975
Interest – other	68	62
Dandenong Market Pty Ltd – revenue from operations	7,498	6,807
Investment property rental	1,576	1,566
Other rent	4,426	4,164
Recoveries	1,544	1,773
South East Leisure Pty Ltd	1,892	1,750
Dandenong Market Pty Ltd – other income	179	434
Other	1,053	1,032
Total other income	27,452	27,563

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

	Consolidated 2026 $'000	Consolidated 2025 $'000
4.1 a) Employee costs		
Wages and salaries	88,460	82,602
WorkCover	2,182	2,685
Casual staff	1,570	1,423
Superannuation	10,687	9,723
Long service leave oncost	1,278	2,333
Fringe benefits tax	345	342
Other	7,767	7,267
Total employee costs	112,289	106,375
b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	252	312
	252	312
Employer contributions payable at reporting date.	52	41
Accumulation funds		
Employer contribution to Local Authorities Superannuation Fund (Vision Super)	3,947	3,798
Employer contribution – other funds	6,210	5,438
	10,157	9,236
Employer contributions payable at reporting date.	373	335

Contributions made exclude amounts accrued at balance date. Refer note 9.3 for further information relating to Council's superannuation obligation.

	Consolidated 2026 $'000	Consolidated 2025 $'000
4.2 Materials and services		
Waste management	22,083	20,734
Parks maintenance	11,253	11,314
Other contract payments	11,328	10,102
Consultants and professional services	6,519	7,404
Cleaning services	7,526	7,311
Educator services	6,503	7,093
General maintenance	4,484	6,698
Office administration	6,621	6,282
Utilities	6,485	6,076
Information technology	6,507	5,934
Building maintenance	3,190	3,435
Works in progress (unable to be capitalised)	4,901	2,987
Insurance	2,194	2,360
Security services	2,545	2,254
Library resources	595	578
Meals for delivery	441	425
Cash collection services	204	269
Property valuation services	142	147
Springvalley landfill rehabilitation and monitoring costs	127	125
Total materials and services	103,648	101,528

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation		
Property	15,617	15,799
Plant and equipment	4,189	4,176
Infrastructure	37,678	27,670
Total depreciation	57,484	47,645

Refer to 6.2 for a more detailed breakdown of depreciation charges.

4.4 Amortisation – intangible assets		
Software	19	20
Total amortisation – intangible assets	19	20

	Consolidated 2026 $'000	Consolidated 2025 $'000
4.5 Depreciation – right-of-use assets		
Property	364	428
Vehicles	3	20
IT and office equipment	195	213
Total depreciation – right-of-use assets	562	661
4.6 Allowance for impairment losses		
Parking fine debtors	1,318	1,925
Other debtors	407	771
Dandenong Market Pty Ltd	(6)	44
South East Leisure Pty Ltd	–	3
Total allowance for impairment losses	1,719	2,743
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	4,044	3,208
New allowances recognised during the year	1,719	2,743
Amounts already allowed for and written off as uncollectible	(1,515)	(1,907)
Balance at end of year	4,248	4,044

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.7 Borrowing costs		
Interest – borrowings	2,640	2,637
Interest – other interest-bearing liabilities	22	32
Total borrowing costs	2,662	2,669

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.8 Finance costs – leases		
Interest – lease liabilities	16	28
Total finance costs – leases	16	28

	Consolidated 2026 $'000	Consolidated 2025 $'000
4.9 Net loss on non-financial assets		
Net (gain) on sale of of non-financial assets		
Proceeds of sale	(1,994)	(1,505)
Carrying amount of assets sold	1,007	110
	(987)	(1,395)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

Net loss on non-financial assets		
Write off of Land	3,288	–
Write off of Building	387	1,268
Write off of Infrastructure	6,181	4,840
Write off of Plant and Equipment	6	55
	9,862	6,163
Total net loss on non-financial assets	8,875	4,768

4.10 Other expenses

Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	141	110
Auditors' remuneration – Internal Audit	192	130
Auditors' remuneration – Other	3	3
Councillors' allowances	584	538
Council elections	54	859
Operating lease / rentals	823	725
Landfill provision	(31)	356
South East Leisure Pty Ltd	214	198
Dandenong Market Pty Ltd	555	512
Other expenses	1,112	831
Community grants and contributions	2,542	2,532
Total other expenses	6,189	6,794

Note 5 Investing in and financing our operations

	Consolidated 2026 $'000	Consolidated 2025 $'000
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	15	16
Cash at bank	41,207	29,243
Term deposits	–	7,499
Total cash and cash equivalents	41,222	36,758
(b) Other financial assets		
Current		
Term deposits	187,762	179,708
Total current other financial assets	187,762	179,708
Total other financial assets	187,762	179,708
Total cash and cash equivalents and other financial assets	228,984	216,466

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets including term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	19,675	17,346
Infringement debtors	12,487	11,906
Allowance for expected credit loss – infringements	(2,001)	(1,906)
Other statutory debtors	193	245
Allowance for expected credit loss – other debtors	(174)	(116)
Net GST receivable	3,046	2,635
Non statutory receivables		
Other debtors	10,343	4,496
Allowance for expected credit loss – other debtors	(2,073)	(2,022)
Total current trade and other receivables	41,496	32,584

	Consolidated 2026 $'000	Consolidated 2025 $'000
(c) Trade and other receivables *(continued)*		
Non-current		
Non statutory receivables		
Narre Warren landfill – financial contribution	166	180
South East Metropolitan Advanced Waste Processing Pty Ltd	3	3
Total non-current trade and other receivables	169	183
Total trade and other receivables	41,665	32,767

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long-term receivables are carried at amortised cost using the effective interest rate method.

i) Ageing of receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	1,574	604
Past due by up to 30 days	4,939	525
Past due between 31 and 180 days	556	404
Past due between 181 and 365 days	255	224
Past due by more than 1 year	1,115	900
Total trade and other receivables	8,439	2,657

ii) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of $2.07 million (2025: $2.02 million) were impaired. The amount of the allowance raised against these debtors was $2.07 million (2025: $2.02 million). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

Ageing of all impaired trade and other receivables (excluding statutory receivables)		
Current (not yet due)	11	30
Past due by up to 30 days	28	2
Past due between 31 and 180 days	63	5
Past due between 181 and 365 days	55	50
Past due by more than 1 year	1,916	1,935
Total trade and other receivables	2,073	2,022

	Consolidated 2026 $'000	Consolidated 2025 $'000
5.2 Non-financial assets		
a) Inventories		
Inventories held for distribution	66	67
Total inventories	66	67

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

b) Prepayments		
Prepayments	1,655	2,373
Total prepayments	1,655	2,373
c) Other assets		
Accrued income	4,239	3,189
Other	334	342
Total other assets	4,573	3,531
(c) Intangible assets		
Software	–	19
Total intangible assets	–	19
Software		
Gross carrying amount		
Balance at 1 July 2025	3,050	3,050
Balance at 30 June 2026	3,050	3,050
Accumulated amortisation and impairment		
Balance at 1 July 2025	(3,031)	(3,010)
Amortisation expense	(19)	(21)
Balance at 30 June 2026	(3,050)	(3,031)
Net book value at 30 June 2025	19	40
Net book value at 30 June 2026	–	19

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life (3 years for Computer Software). Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

	Consolidated 2026 $'000	Consolidated 2025 $'000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	15,241	17,470
Accrued expenses	12,059	9,939
Statutory payables		
Net GST payable	148	136
Total current trade and other payables	27,448	27,545
(b) Trust funds and deposits		
Current		
Emergency Services and Volunteers Fund	2,755	30
Road deposits	318	290
Landscape deposits	932	996
Open space contributions	122	162
Other refundable deposits	2,576	2,330
Total current trust funds and deposits	6,703	3,808
Non-current		
Other refundable deposits	3,055	2,910
Total non-current trust funds and deposits	3,055	2,910
Total trust funds and deposits	9,758	6,718

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Emergency Services and Volunteers Fund – Council is the collection agent for the Emergency Services and Volunteers Fund on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Road and landscape deposits – are taken by Council as a form of surety during the maintenance period of a development or held due to outstanding works identified after the maintenance period which have not been addressed by the contracted builder or developer.

Refundable deposits – Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

	Consolidated 2026 $'000	Consolidated 2025 $'000
5.3 Payables, trust funds and deposits and contract and other liabilities *(continued)*		
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance – operating grants *	7,782	7,171
Grants received in advance – capital grants *	5,555	3,012
Unearned income / revenue – Development Contribution Plans (DCP) *	38,288	41,415
Other	3,058	2,505
Total contract liabilities	54,683	54,103

** Movement reconciliations for 2026 provided on the following pages.*

Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of operating grants with sufficiently specific performance obligations. For example, Home and Community Care grant funding to perform a set number of service hours or meals for clients. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

	Consolidated 2026				
Revenue from contracts (AASB 15)	**Opening balance $'000**	**Income received during current year $'000**	**Income refunded $'000**	**Income recognised due to satisfied obligations $'000**	**Closing balance of unsatisfied obligations $'000**
Operating grants					
Home and Community Care *	6,325	9,839	(314)	(8,824)	7,026
Family, Youth and Children	846	3,483	–	(3,573)	756
	7,171	**13,322**	**(314)**	**(12,397)**	**7,782**

Performance obligations under the above operating grants are based on the contract agreement and generally relate to the number of service hours or meals provided.

* The most significant item above relates to grants received by Council's Community Care department from the Commonwealth Government for the Commonwealth Home Support Program (CHSP) and the Victorian Government for the Home and Community Care (HACC) Program for Younger People (PYP). The $7.03 million relates to unsatisfied performance obligations from 2023-24, 2024-25 and 2025-26. These funds were received under an agreement that was initially to end in 2019 but due to delays in implementing the new Aged Care Reform Agenda Council has been receiving one- or two-year contract extensions in recent years. The current CHSP contract extension now finishes 30 June 2027. The combining of Home Care Packages (HCP) and CHSP into the new Support at Home Program is currently due to commence 1 July 2027.

Other liabilities

Council receives grant consideration from a variety of funding bodies to support the construction of nominated property and infrastructure assets. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion of the asset. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

The table on the following page outlines the various capital grants Council has recognised as income under AASB 1058 based on the stage of completion of the asset.

5.3 (c) Contract and other liabilities *(continued)*

The closing balance of transfers received to construct a recognisable non-financial asset to be controlled by Council represents a liability (unearned income) arising from the transfer at balance date.

	Consolidated 2026				
Transfers to construct a recognisable non-financial asset to be controlled by Council *(AASB 1058)*	**Opening balance $'000**	**Income received and/or accrued $'000**	**Income refunded $'000**	**Income recognised due to satisfied obligations $'000**	**Closing balance of unsatisfied obligations $'000**
Capital grants					
AI-powered Chat Bot	100	150	–	(190)	60
Alex Wilkie Reserve	138	55	–	(193)	–
Apex Park Playspace	–	144	–	–	144
Black Spot Program	418	97	–	(515)	–
Buckingham Lighting	–	125	–	–	125
Dandenong Employment Hub	–	450	–	(206)	244
Dandenong Library Parents, Multi Faith and Quiet Study Spaces Project	319	–	–	(39)	280
Dandenong Parks and Sport Grounds Program	–	509	–	(509)	–
Fotheringham Reserve LED lighting	–	290	–	(290)	–
Glass Bin Implementation	–	426	–	–	426
Greaves Reserve Public Recreation Infrastructure	225	25	–	(250)	–
IP43 Safe System Pedestrian Infrastructure	86	1,158	–	(1,245)	(1)
Level Crossing Removal Program (LXRP)	–	1,171	–	(373)	798
Noble Park Revitalisation	104	–	–	(104)	–
Oasis Aquatics & Wellbeing	1,076	10,000	–	(9,009)	2,067
Railway Parade Shopping Strip Streetscape	8	–	–	(8)	–
Redevelopment of former Precinct Energy Plant (PEP)	294	–	–	(14)	280
Roads to Recovery	60	1,733	–	(1,793)	–
Ross Reserve Athletics Shade Structures	–	7	–	(7)	–
Safer Local Roads and Streets Program	–	717	–	(311)	406
Strengthening Community Safety Program	–	586	–	(20)	566
Warner Reserve Dog Off-Leash Park	–	150	–	–	150
Warner Reserve Southern Soccer	36	3	–	(39)	–
WJ Turner Reserve lighting	148	13	–	(151)	10
	3,012	**17,809**	**–**	**(15,266)**	**5,555**

Council's obligations under the above transfers are to construct a Property, Infrastructure, Plant and Equipment asset and this obligation is considered to be satisfied as the capital project expenditure to construct the asset is progressively incurred.

5.3 (c) Unearned income / revenue *(continued)*

	Consolidated 2026				
Transfers to construct a recognisable non-financial asset to be controlled by Council *(AASB 1058)*	**Opening balance $'000**	**Income deferred during current year $'000**	**Income recognised due to satisfied obligations $'000**	**Developer reimburse-ments $'000**	**Closing balance of unsatisfied obligations $'000**
Development Contribution Plans (DCP)					
Keysborough Residential DCP	28,846	301	(4,587)	–	24,560
"Dandenong Industrial DCP (Keysborough & Lyndhurst)"	12,569	1,159	–	–	13,728
	41,415	**1,460**	**(4,587)**	**–**	**38,288**

The satisfaction of DCP obligations depends on development activity and the construction of assets by developers. Income / revenue is recognised on practical completion of the asset.

5.4 Interest-bearing liabilities

	Consolidated 2026 $'000	Consolidated 2025 $'000
(a) Interest-bearing loans and borrowings		
Current		
Other borrowings – secured	25,900	4,379
	25,900	4,379
Non-current		
Other borrowings – secured	39,645	43,992
	39,645	43,992
Total interest-bearing liabilities	**65,545**	**48,371**

Borrowings are secured over the general rates of Council.

(b) Other Interest-bearing loans and borrowings		
Current		
Other borrowings – secured	115	107
	115	107
Non-current		
Borrowings – secured	84	193
	84	193
Total other interest-bearing loans and borrowings	**199**	**300**

Other interest-bearing loans and borrowings relates to a finance lease entered into by South East Leisure Pty Ltd to lease and subsequently purchase gym equipment. Council is a guarantor to this finance lease.

(c) Maturity profile		
The maturity profile for Council's borrowings is:		
Not later than one year	26,015	4,486
Later than one year and not later than five years	16,822	18,159
Later than five years	22,907	26,026
	65,744	48,671

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

5.5 Provisions

	Consolidated		
	Employee $'000	Landfill restoration $'000	Total $'000
2026			
Balance at beginning of the financial year	22,474	1,460	23,934
Additional provisions	9,588	57	9,645
Amounts used	(9,124)	(25)	(9,149)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(361)	(63)	(424)
Balance at the end of the financial year	22,577	1,429	24,006
Provisions – current	*21,714*	*115*	*21,829*
Provisions – non-current	*863*	*1,314*	*2,177*
	22,577	*1,429*	*24,006*
2025			
Balance at beginning of the financial year	21,591	1,104	22,695
Additional provisions	9,540	470	10,010
Amounts used	(8,933)	(130)	(9,063)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	276	16	292
Balance at the end of the financial year	22,474	1,460	23,934
Provisions – current	*21,771*	*101*	*21,872*
Provisions – non-current	*703*	*1,359*	*2,062*
	22,474	*1,460*	*23,934*

5.5 Provisions *(continued)*

	Consolidated 2026 $'000	Consolidated 2025 $'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	8,847	8,459
Long service leave	1,228	1,041
Other	829	735
	10,904	10,235
Current provisions expected to be wholly settled after 12 months		
Annual leave	568	454
Long service leave	10,242	11,082
	10,810	11,536
Total current employee provisions	21,714	21,771
Non-current		
Long service leave	863	703
Total non-current employee provisions	863	703
Aggregate carrying amount of employee provisions:		
Current	21,714	21,771
Non-current	863	703
Total aggregate carrying amount of employee provisions	22,577	22,474

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

– nominal value if the Council expects to wholly settle the liability within 12 months

– present value if the Council does not expect to wholly settle within 12 months.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

5.5 Provisions *(continued)*

	Consolidated 2026 $'000	Consolidated 2025 $'000
Key assumptions:		
– discount rate	4.53%	3.67%
– index rate	3.25%	3.50%
(b) Landfill restoration	**$'000**	**$'000**
Current	115	101
Non-current	1,314	1,359
Total provision for landfill restoration	1,429	1,460

The former Springvalley Landfill has been closed to the receipt of refuse since December 1998. The former landfill is located between Clarke Road and Springvale Road and the premises was used as a landfill for disposal of waste from 1993 to 1999 under a licence issued by the Environmental Protection Authority (EPA). The landfill is owned by the Greater Dandenong City Council and is used as recreational open space. Under the terms of a licence agreement with the Environment Protection Authority (EPA) and Pollution Abatement notices, Council is required to monitor, progressively rehabilitate and conduct rectification works.

Council is obligated to restore the former Springvalley Landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill rehabilitation has been calculated based on the present value of the expected cost of works to be undertaken including site aftercare and monitoring costs. The expected cost of works has been estimated based on current understanding of work required to progressively rehabilitate the sites to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

The Greater Dandenong City Council shares the commitment for rehabilitation and aftercare management of the landfill with other stakeholder Council's. Council's interest or share of the costs is 19.88%. In the financial report for 30 June 2026, Council has an amount of $1.43 million (30 June 2025 $1.46 million) as a provision for the restoration of the Springvalley Landfill site which includes aftercare costs to meet EPA obligations.

Key assumptions:		
– discount rate	4.64%	3.89%
– index rate	3.00%	3.00%
– settlement period	15 years	15 years

5.6 Financing arrangements

Bank overdraft	2,500	2,500
Credit card facilities	200	200
Interest-bearing liabilities – secured	65,545	48,371
Other interest-bearing liabilities – secured	199	300
Total facilities	68,444	51,371
Used facilities	65,807	48,675
Unused facilities	2,637	2,696

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Consolidated				
	Not later than 1 year $'000	Later than 1 year and not later than 2 years $'000	Later than 2 years and not later than 5 years $'000	Later than 5 years $'000	Total $'000
2026					
Operating					
Animal pound services	1,393	–	–	–	1,393
Building maintenance services	4,136	178	8	–	4,322
Cleaning services	1,678	–	–	–	1,678
Dandenong Market Pty Ltd commitments	2,849	419	–	–	3,268
Garbage collection (incl. garden waste)	6,949	2,818	3,531	–	13,298
Hard waste and dumped rubbish	1,104	276	–	–	1,380
Other contracts	1,659	943	368	–	2,970
Recycling	415	415	415	–	1,245
South East Leisure Pty Ltd commitments	1,307	75	41	–	1,423
Works (roads and drains) services	901	–	–	–	901
Total operating	22,391	5,124	4,363	–	31,878
Capital					
Buildings *	55,018	–	–	–	55,018
Drainage	376	125	–	–	501
Parks, open space and streetscapes	3,946	1,898	3,305	–	9,149
Roads	695	–	–	–	695
Total capital commitments	**60,035**	**2,023**	**3,305**	**–**	**65,363**
Total commitments 2026	**82,426**	**7,147**	**7,669**	**–**	**97,241**

* Capital contract commitments for building projects primarily relate to ongoing construction works for the Oasis Aquatics and Wellbeing Centre (formerly known as the Dandenong Wellbeing Centre), following Council's appointment of ADCO Constructions Pty Ltd as the principal contractor.

5.7 Commitments *(continued)*

(a) Commitments for expenditure *(continued)*

	Consolidated				
	Not later than 1 year $'000	Later than 1 year and not later than 2 years $'000	Later than 2 years and not later than 5 years $'000	Later than 5 years $'000	Total $'000
2025					
Operating					
Animal pound services	438	–	–	–	438
Building maintenance services	2,180	55	51	–	2,286
Building Demolition	1,852	–	–	–	1,852
Cleaning services	3,019	584	–	–	3,603
Dandenong Market Pty Ltd commitments	2,765	2,849	419	–	6,033
Festivals and events	259	–	–	–	259
Garbage collection (incl. garden waste)	9,291	9,041	4,076	–	22,408
Hard waste and dumped rubbish	2,311	–	–	–	2,311
Meals for delivery	306	–	–	–	306
Open space management	33	204	–	–	237
Other contracts	1,120	456	1,368	–	2,944
Parking management	90	–	–	–	90
Recycling	1,069	–	–	–	1,069
Renewable electricity	489	489	977	–	1,955
South East Leisure Pty Ltd commitments	1,324	223	9	–	1,556
Works (Roads and drains) services	627	14	–	–	641
Total operating commitments	27,173	13,915	6,900	–	47,988
Capital					
Buildings *	68,640	35,209	–	–	103,849
Drainage	626	626	156	–	1,408
Parks, open space and streetscapes	5,671	1,580	4	–	7,255
Roads	102	–	–	–	102
Total capital commitments	75,039	37,415	160	–	112,614
Total commitments 2025	**102,212**	**51,330**	**7,060**	**–**	**160,602**

* Capital contract commitments for building projects have increased significantly in 2024-25 following Council's appointment of ADCO Constructions Pty Ltd to deliver the landmark Dandenong Wellbeing Centre project.

5.7 Commitments *(continued)*

(b) Operating lease receivables

The Council has entered into commercial property leases on selected properties. These properties are held under operating leases and have remaining non-cancellable lease terms of between 1 and 50 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	Consolidated 2026 $'000	Consolidated 2025 $'000
Not later than one year	1,126	1,181
Later than one year and not later than five years	1,188	2,089
Later than five years	11	102
	2,325	**3,372**

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

– The contract involves the use of an identified asset;

– Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and

– Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

– any lease payments made at or before the commencement date less any lease incentives received; plus

– any initial direct costs incurred; and

– an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

– Fixed payments

– Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

– Amounts expected to be payable under a residual value guarantee; and

– The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

5.8 Leases *(continued)*

Right-of-use assets	Consolidated			
	Property $'000	Vehicles $'000	IT and Office Equip. $'000	Total $'000
Balance at 1 July 2024	485	3	192	680
Additions/lease modifications	166	–	76	242
Depreciation charge	(364)	(3)	(195)	(562)
Balance at 30 June 2025	287	–	73	360

	Consolidated 2026 $'000	Consolidated 2025 $'000
Lease liabilities		
Maturity analysis – contractual undiscounted cash flows:		
Less than one year	398	508
One to five years	4	247
Total undiscounted lease liabilities as at 30 June	402	755
Lease liabilities included in the Balance Sheet at 30 June:		
Current	393	494
Non-current	3	244
Total lease liabilities	396	738

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:		
Leases of low value assets	823	725
Total	823	725

Non-cancellable lease commitments – short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Within one year	672	697
Later than one year but not later than five years	834	755
Total lease commitments	1,506	1,452

Note 6 Assets we manage

Note content:

6.2 Property, infrastructure, plant and equipment

(a) Summary of Property, Infrastructure, Plant and Equipment

(b) Summary of Work in Progress (WIP)

(c) Property

(d) Plant and Equipment

(e) Infrastructure

(f) Recognition

(g) Depreciation

(h) Valuation

(i) Reconciliation of Specialised Land

8.4 *Fair value measurement

* *This note includes additional details about the fair value hierarchy and impairment of assets.*

6.1 Non-current assets classified as held for sale

Non-current assets classified as held for sale are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets and related liabilities are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale is expected to be completed within 12 months from the date of classification.

There are no non-current assets classified as held for sale at 30 June 2026.

6.2 Property, infrastructure, plant and equipment

(a) SUMMARY OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (net carrying amount)

Consolidated

	Carrying amount ** 30 June 2025	Acquisitions	Contributions	Revaluation	Depreciation	Impairment (loss) / reversal	Disposals	Write Offs	Transfers	Carrying amount 30 June 2026
(Related FS note)		*Stmt Cap Works*	*(Note 3.5)*	*(Note 9.1(a))*	*(Note 4.3)*	*(Note 4.9 and 9.1(a))*	*(Note 3.6)*	*(Note 4.2 & 4.9)*		
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Land	1,408,962	–	3,294	57,132	–	–	(873)	(3,288)	–	1,465,227
Buildings	319,507	993	–	76,571	(15,617)	–	–	(387)	18,661	399,728
Plant and equipment	12,561	6,476	–	–	(4,189)	–	(134)	(6)	1,137	15,845
Infrastructure	1,212,153	7,874	3,927	271,298	(37,678)	–	–	(6,181)	30,552	1,481,945
Work in progress (WIP)	74,159	70,625	–	–	–	–	–	(4,901)	(50,350)	89,533
Total carrying amount	**3,027,342**	**85,968**	**7,221**	**405,001**	**(57,484)**	**–**	**(1,007)**	**(14,763)**	**–**	**3,452,278**

(b) SUMMARY OF WORK IN PROGRESS

	*Opening WIP $'000	Additions $'000	Transfers $'000	Write Offs $'000	Closing WIP $'000
Property	45,584	48,879	(27,565)	(4,451)	62,447
Plant and equipment	802	2,006	(673)	(109)	2,026
Infrastructure	27,773	19,740	(22,112)	(341)	25,060
Total	**74,159**	**70,625**	**(50,350)**	**(4,901)**	**89,533**

* The opening WIP balance at 1 July 2025 has been reclassified across property, infrastructure, and plant and equipment to reflect the correct categorisation. While the overall WIP opening balance remains unchanged, the allocation between asset classes has been updated from the 2024-25 Financial Statements.

** The opening carrying amount at 30 June 2025 has been adjusted by $1,000 due to a rounding difference.

6.2 Property, infrastructure, plant and equipment *(continued)*

(c) PROPERTY **Consolidated**

	*Land – specialised $'000	*Land under roads – specialised $'000	Land – non-specialised $'000	Total land $'000	Buildings – specialised $'000	Leasehold improvements $'000	Total buildings $'000	Work in progress $'000	TOTAL PROPERTY $'000
At cost 1 July 2025	–	–	–	–	–	4,027	4,027	45,584	49,611
At fair value 1 July 2025	1,122,239	93,385	193,338	1,408,962	572,465	–	572,465	–	1,981,427
Accumulated depreciation at 1 July 2025	–	–	–	–	(254,822)	(2,163)	(256,985)	–	(256,985)
	1,122,239	**93,385**	**193,338**	**1,408,962**	**317,643**	**1,864**	**319,507**	**45,584**	**1,774,053**
Movements in fair value/cost									
Additions	–	–	–	–	905	88	993	48,879	49,872
Contributed assets	3,165	129	–	3,294	–	–	–	–	3,294
Revaluation increments	**31,929**	**17,766**	**7,437**	**57,132**	**124,701**	**–**	**124,701**	**–**	**181,833**
Fair value/cost of assets disposed	(33)	–	(840)	(873)	–	–	–	–	(873)
Fair value/cost of assets written off	(3,288)	–	–	(3,288)	(1,195)	–	(1,195)	(4,451)	(8,934)
Transfers in (out)	–	–	–	–	17,229	29	17,258	(27,565)	(10,307)
	31,773	**17,895**	**6,597**	**56,265**	**141,640**	**117**	**141,757**	**16,863**	**214,885**
Movements in accumulated depreciation									
Depreciation	–	–	–	–	(15,479)	(138)	(15,617)	–	(15,617)
Accumulated depreciation of write offs	–	–	–	–	808	–	808	–	808
Revaluation (increments) decrements	–	–	–	–	(48,130)	–	(48,130)	–	(48,130)
Transfers (in) out	–	–	–	–	1,403	–	1,403	–	1,403
	–	**–**	**–**	**–**	**(61,398)**	**(138)**	**(61,536)**	**–**	**(61,536)**
At cost 30 June 2026	–	–	–	–	–	4,144	4,144	62,447	66,591
At fair value 30 June 2026	1,154,012	111,280	199,935	1,465,227	714,105	–	714,105	–	2,179,332
Accumulated depreciation at 30 June 2026	–	–	–	–	(316,220)	(2,301)	(318,521)	–	(318,521)
Carrying amount	**1,154,012**	**111,280**	**199,935**	**1,465,227**	**397,885**	**1,843**	**399,728**	**62,447**	**1,927,402**

* Refer to note 6.2(i) for a reconciliation of specialised land at fair value.

6.2 Property, infrastructure, plant and equipment *(continued)*

(d) PLANT AND EQUIPMENT *

Consolidated

	Plant, machinery and equipment $'000	Fixtures, fittings and furniture $'000	Computers and telecomm's $'000	Library books $'000	Work in progress $'000	TOTAL PLANT AND EQUIPMENT $'000
At fair value 1 July 2025	18,374	9,392	9,961	12,642	802	51,171
Accumulated depreciation at 1 July 2025	(11,358)	(8,432)	(7,849)	(10,169)	–	(37,808)
	7,016	**960**	**2,112**	**2,473**	**802**	**13,363**
Movements in cost						
Additions	5,422	265	34	755	2,006	8,482
Cost of assets disposed	(2,734)	–	–	–	–	(2,734)
Cost of assets written off	(292)	(17)	(36)	–	(109)	(454)
Transfers in (out)	12	550	581	8	(673)	478
	2,408	**798**	**579**	**763**	**1,224**	**5,772**
Movements in accumulated depreciation						
Depreciation	(2,311)	(406)	(678)	(794)	–	(4,189)
Accumulated depreciation of disposals	2,600	–	–	–	–	2,600
Accumulated depreciation of write offs	293	11	35	–	–	339
Transfers (in) out	–	(14)	–	–	–	(14)
	582	**(409)**	**(643)**	**(794)**	**–**	**(1,264)**
At fair value 30 June 2026	20,782	10,190	10,540	13,405	2,026	56,943
Accumulated depreciation at 30 June 2026	(10,776)	(8,841)	(8,492)	(10,963)	–	(39,072)
Carrying amount	**10,006**	**1,349**	**2,048**	**2,442**	**2,026**	**17,871**

* Plant and equipment are carried at historical cost.

6.2 Property, infrastructure, plant and equipment *(continued)*

(e) INFRASTRUCTURE

Consolidated

	Roads $'000	Bridges $'000	Footpaths and cycleways $'000	Drainage $'000	Recreational, leisure and community facilities $'000	Parks, open space and streetscapes $'000	Off street car parks $'000	Work in progress $'000	TOTAL INFRA-STRUCTURE $'000	GRAND TOTAL PROPERTY, PLANT & EQUIP, INFRAST. $'000
At cost 1 July 2025	–	–	–	–	–	–	–	27,773	27,773	128,555
At fair value 1 July 2025	910,811	82,828	193,378	821,280	70,348	60,243	26,160	–	2,165,048	4,146,475
Accumulated depreciation at 1 July 2025	(464,746)	(29,459)	(82,761)	(316,790)	(27,746)	(21,497)	(9,896)	–	(952,895)	(1,247,688)
	446,065	**53,369**	**110,617**	**504,490**	**42,602**	**38,746**	**16,264**	**27,773**	**1,239,926**	**3,027,342**
Movements in fair value/cost										
Additions	3,779	–	522	1,066	1,106	1,202	199	19,740	27,614	85,968
Contributed assets	1,000	–	140	2,043	379	434	–	–	3,996	7,290
Revaluation increments	273,296	26,070	38,861	118,940	10,483	11,470	6,078	–	485,198	667,031
Fair value/cost of assets disposed	–	–	–	–	–	–	–	–	–	(3,607)
Fair value/cost of assets written off	(9,681)	–	(536)	(2,028)	(3,175)	(4,874)	(191)	(341)	(20,826)	(30,214)
Transfers in (out)	13,892	(142)	944	3,918	2,837	8,979	1,513	(22,112)	9,829	–
	282,286	**25,928**	**39,931**	**123,939**	**11,630**	**17,211**	**7,599**	**(2,713)**	**505,811**	**726,468**
Movements in accumulated depreciation										
Depreciation	(15,340)	(1,051)	(4,067)	(8,259)	(4,222)	(4,206)	(533)	–	(37,678)	(57,484)
Accumulated depreciation of contributed assets	(21)	–	(4)	(43)	–	(1)	–	–	(69)	(69)
Accumulated depreciation of disposals	–	–	–	–	–	–	–	–	–	2,600
Accumulated depreciation of write offs	6,161	–	178	720	2,975	4,239	31	–	14,304	15,451
Revaluation (increments) decrements	(134,098)	(9,958)	(17,674)	(41,250)	(4,229)	(4,143)	(2,548)	–	(213,900)	(262,030)
Transfers in (out)	–	9	(9)	(4)	440	(1,825)	–	–	(1,389)	–
	(143,298)	**(11,000)**	**(21,576)**	**(48,836)**	**(5,036)**	**(5,936)**	**(3,050)**	**–**	**(238,732)**	**(301,532)**
At cost 30 June 2026	–	–	–	–	–	–	–	25,060	25,060	148,594
At fair value 30 June 2026	1,193,097	108,756	233,309	945,219	81,978	77,454	33,759	–	2,673,572	4,852,904
Accumulated depreciation at 30 June 2026	(608,044)	(40,459)	(104,337)	(365,626)	(32,782)	(27,433)	(12,946)	–	(1,191,627)	(1,549,220)
Carrying amount	**585,053**	**68,297**	**128,972**	**579,593**	**49,196**	**50,021**	**20,813**	**25,060**	**1,507,005**	**3,452,278**

6.2 Property, infrastructure, plant and equipment *(continued)*

(f) Recognition

Acquisition

Initial measurement

Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided at the date of acquisition plus any incidental costs attributable to the acquisition.

Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer to Note 8.4 for more information on how Council measures fair value.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in note 6.2(g) have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Land under roads

Council recognises all land under roads acquired after 30 June 2008 at fair value. Council does not recognise land under roads that it controlled prior to that period in its financial report.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold, the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 5 to 30 year period.

(g) Depreciation

All asset classes except land, land under roads and art works, having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Asset recognition thresholds and depreciation periods

Depreciation periods used are listed below and are consistent with the prior year unless marked with an *.

Council has also set a threshold limit for all classes of assets, which means that all assets with a value equal or greater than this threshold are recognised in these financial statements.

6.2 Property, infrastructure, plant and equipment *(continued)*

(g) Depreciation *(continued)*

	Depreciation period (years)	Threshold limit $'000
Property		
Land		
Land	N/A	–
Land under roads	N/A	–
Buildings		
Building components:		
Superstructure	100	10
Ancillary services	* 30	5
Fitout and fittings	20	5
Leasehold improvements	Lease term	5
Plant and equipment		
Plant and equipment		
Heavy plant and equipment	7	3
Buses, quads and trailers	10	3
Light plant and equipment, passenger and light commercial vehicles	5	3
Fixtures, fittings and furniture		
Fixtures, fittings, furniture and equipment	6	3
Musical instruments	20	3
Art works	N/A	3
Computers and telecommunications		
Hand held devices / mobile phones	5	3
Hardware and equipment	5	3
Library resources	5	–
Infrastructure		
Roads		
Seal	12-20	20
Substructure	100	20
Kerb and channel	15-80	5
Local Area Traffic Management (LATM) devices	5-30	2
On-street car parks	20-100	5
Bridges	20-100	5
Footpaths and cycleways	10-50	5
Drainage		
Pipes	100	5
Pits	100	2
Gross pollutant traps	50	5

6.2 Property, infrastructure, plant and equipment *(continued)*

(g) Depreciation *(continued)*

	Depreciation period (years)	Threshold limit $'000
Infrastructure (continued)		
Recreational, leisure and community facilities		
Recreational equipment and facilities, minor outdoor electronic screens, signs and scoreboards. Sportsgrounds, grass (turf), courts, hardstand, other ground surfaces. Minor structures (sporting, shade structures and retaining walls), irrigation, sportsfield drainage, controllers, sensors, water tanks/pumps.	10-20	3
Major outdoor LED screens	5	3
Playgrounds	15	3
Outdoor pools	50	3
Parks, open space and streetscapes		
Open space furniture, fencing, bollards and gates.	10-50	3
Open space furniture (tree pits).	* 100	* 3
Flood prevention – retarding/detention basins	20	3
Surface drainage – unformed open drains, water quality devices - wetlands, rain gardens and biodetention swales.	10	3
Surface drainage – formed open drains. Public art.	50	3
Signs, parking meters, ticket machines and equipment.	10-20	3
Lighting, landscaping, passive grass/surface and gardens.	10-20	3
Off street car parks	20-100	5

(h) Valuation

Valuation of land and buildings

Valuations of land, land under roads and investment property were undertaken by Mark Angerame, Certified Practising Valuer (CPV No. 63402), Herron Todd White, and valuations of buildings were undertaken by Ashay Prabhu, MIE(Aust), CPEng, NPER (Membership 1102199), Modelve. The valuations are at fair value, being market value based on the highest and best use permitted by relevant planning provisions. Where land use is restricted by existing planning provisions, the valuation is adjusted to reflect those restrictions. This adjustment represents an unobservable input in the valuation and does not impact the Comprehensive Income Statement. Where land use is not restricted, highest and best use is assumed to be the current use, except where the asset is held for sale or is highly likely to be used for an alternative purpose within 12 months of the reporting date.

The next valuation of land and buildings is scheduled for 1 January 2028.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table.

6.2 Property, infrastructure, plant and equipment *(continued)*

(h) Valuation *(continued)*

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1 $'000s	*Non-specialised* Level 2 $'000s	*Specialised* Level 3 $'000s	Date of last valuation	Type of valuation
Land	–	199,935	1,154,012	30-Apr-26	Full
Land under roads	–	–	111,280	30-Apr-26	Full
Buildings *	–	–	397,885	30-Jun-26	Full
Total written down value	–	199,935	1,663,177		

** Buildings at fair value excludes leasehold improvements which are valued at cost.*

Additional details about the fair value hierarchy (Levels 1-3) can be found in Note 8.4.

Valuation of Infrastructure

Valuation of infrastructure assets at fair value has been determined in accordance with a Council valuation or using an appropriate index.

The valuation is at fair value based on current replacement cost less accumulated depreciation at the date of valuation.

The date and type of the current valuation is detailed in the following table. The indexed revaluations that were conducted in the prior year used CPI index as the basis of the valuation.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1 $'000s	*Non-specialised* Level 2 $'000s	*Specialised* Level 3 $'000s	Date of last valuation	Type of valuation
Roads	–	–	585,053	30-Jun-26	Full
Bridges	–	–	68,297	30-Jun-26	Full
Footpaths and cycleways	–	–	128,972	30-Jun-26	Full
Drainage	–	–	579,593	30-Jun-26	Full
Recreational, leisure and community facilities	–	–	49,196	30-Jun-26	Index
Parks, open space and streetscapes	–	–	50,021	30-Jun-26	Index
Off street car parks	–	–	20,813	30-Jun-26	Full
Total written down value	–	–	1,481,945		

During 2024-25, Council adopted ARC360, an online asset valuation platform developed by Insight Valuations, to enhance the accuracy, consistency and transparency of infrastructure asset replacement rates. The transition from spreadsheet-based valuation models to ARC360 enabled more detailed assessments incorporating asset-specific characteristics, location factors and current construction cost inputs.

During 2025-26, the Bridges asset class was configured within ARC360. The transition of the Parks, Open Space and Streetscapes and Recreational, Leisure and Community Facilities asset classes also commenced during the year but was not completed by 30 June 2026. Accordingly, indexation-based valuations were applied to these asset classes at 30 June 2026. The transition of these asset classes to ARC360 will continue in 2026-27.

Valuations were undertaken by Ashay Prabhu, MIEAust, CPEng, NER (Membership No. 1102199), a qualified valuer with more than 25 years' experience in infrastructure asset valuation.

The Drainage asset class recorded a net revaluation increment of $77.7 million in 2025-26, following the $156.8 million increment recognised in 2024-25.

6.2 Property, infrastructure, plant and equipment *(continued)*

The 2025-26 increase primarily reflects updated market-based replacement rates for drainage pipes, particularly larger-diameter reinforced concrete pipes, together with a refinement to the methodology used to estimate replacement costs for non-standard pipe sizes. The AASB 13 adjustment applied to drainage remained unchanged at 7%, with the current-year movement therefore principally attributable to updated construction costs and the refined valuation methodology.

As part of the revaluation process in 2025-26, Council also incorporated AASB 13 amendments, which require the inclusion of overheads related to site preparation and disruption. These overheads are estimated to account for approximately 7-12% of the total infrastructure asset revaluation increase of $271 million in 2025-26.

(h) Valuation *(continued)*

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads are valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restrictions of use and the market cost of land per square metre. The extent and impact of restrictions on use varies. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between $2 and $3,750 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and range from $425 to $180,000 per square metre. The remaining useful lives of specialised buildings are determined on the basis of the current condition of buildings and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Note – 'Work in progress' is valued at cost.

(i) Reconciliation of specialised land at fair value *

	Consolidated 2026 $'000	Consolidated 2025 $'000
Parks and reserves	662,530	648,055
Floodway	8,260	7,615
Public use	22,895	23,160
Industrial	148,039	121,769
Other	423,568	415,025
Total specialised land	1,265,292	1,215,624

6.3 Investments in associates, joint arrangements and subsidiaries

a) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2026, and their income and expenses for that part of the reporting period in which control existed. Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

Entities consolidated into Council are Dandenong Market Pty Ltd and South East Leisure Pty Ltd.

Reconciliation of Council, its subsidiaries and consolidated accounts

Dandenong Market Pty Ltd

Dandenong Market Pty Ltd (DMPL) is a wholly owned subsidiary company of the Greater Dandenong City Council, established in 2012. DMPL is managed in accordance with the terms set out in a Management Service Agreement which was updated and approved by Council on the 25 August 2021. This Agreement took effect from 1 July 2021 and continues until 30 June 2027. The Management Service Agreement runs concurrently with the Lease Agreement (50 years) and provides for annual agreement extensions at Council's discretion.

South East Leisure Pty Ltd

South East Leisure Pty Ltd (SEL) is another wholly owned subsidiary company of the Greater Dandenong City Council, established in 2021 and commenced operations from 1 July 2022. SEL manages and operates four leisure centres on the terms set out in a Management Services Agreement dated September 2021 from 1 July 2022 through to 30 June 2032:

- Dandenong Oasis
- Noble Park Aquatic Centre (NPAC)
- Springers Leisure Centre
- Dandenong Stadium.

Council also granted a lease to SEL in respect of each of the four major leisure facilities which runs concurrently with the Management Services Agreement for the next 10 years.

The following Comprehensive Income Statement, Balance Sheet and Statement of Cash Flows has been provided to show the individual financial positions of the Council, The Dandenong Market Pty Ltd, South East Leisure Pty Ltd and consolidated accounts for the 2024-25 financial year. These financial statements should be read in conjunction with the accompanying notes in the financial report.

Comprehensive Income Statement

For the year ended 30 June 2026

Consolidated

	Council 2026 $'000	DMPL 2026 $'000	SEL 2026 $'000	Consolidation Adjustment 2026 $'000	Consolidated Accounts 2026 $'000
Income / revenue					
Rates and charges	184,749	–	–	(132)	184,617
Statutory fees and fines	11,461	–	–	–	11,461
User fees	9,756	–	5,687	–	15,443
Grants – operating	45,494	–	10	–	45,504
Grants – capital	15,265	–	–	–	15,265
Contributions – monetary	7,509	–	–	–	7,509
Contributions – non-monetary	7,221	–	–	–	7,221
Other income	15,142	7,831	8,872	(4,393)	27,452
Total income / revenue	296,597	7,447	14,569	4,525	314,472
Expenses					
Employee costs	101,689	2,057	8,559	(16)	112,289
Materials and services	97,538	4,577	5,501	(3,968)	103,648
Depreciation	57,277	25	182	–	57,484
Amortisation – intangible assets	–	–	19	–	19
Depreciation – right-of-use assets	562	–	–	–	562
Allowance for impairment losses	1,725	(6)	–	–	1,719
Borrowing costs	2,640	–	22	–	2,662
Finance costs – leases	16	–	–	–	16
Net loss on non-financial assets	8,875	–	–	–	8,875
Fair value adjustments for investment property	1,525	–	–	–	1,525
Other expenses	5,464	1,000	266	(541)	6,189
Total expenses	277,311	7,653	14,549	(4,525)	294,988
Surplus for the year	**19,286**	**178**	**20**	**–**	**19,484**
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation gain	405,001	–	–	–	405,001
Total comprehensive result	**424,287**	**178**	**20**	**–**	**424,485**

Balance Sheet

As at 30 June 2026

Consolidated

	Council 2026 $'000	DMPL 2026 $'000	SEL 2026 $'000	Consolidation Adjustment 2026 $'000	Consolidated Accounts 2026 $'000
Assets					
Current assets					
Cash and cash equivalents	37,042	2,965	1,215	–	41,222
Trade and other receivables	41,260	108	460	(332)	41,496
Other financial assets	187,762	–	–	–	187,762
Inventories	–	–	66	–	66
Prepayments	1,577	13	65	–	1,655
Other assets	4,629	6	–	(62)	4,573
Total current assets	272,270	3,092	1,806	(394)	276,774
Non-current assets					
Trade and other receivables	169	–	–	–	169
Property, infrastructure, plant and equipment	3,451,850	75	353	–	3,452,278
Investment property	5,340	–	–	–	5,340
Right-of-use assets	360	–	–	–	360
Total non-current assets	3,457,719	75	353	–	3,458,147
Total assets	3,729,989	3,167	2,159	(394)	3,734,921
Liabilities					
Current liabilities					
Trade and other payables	25,782	1,095	925	(354)	27,448
Trust funds and deposits	6,043	660			6,703
Contract and other liabilities	54,623	14	86	(40)	54,683
Provisions	21,417	127	285		21,829
Other interest-bearing liabilities	–	–	115		115
Interest-bearing liabilities	25,900	–	–		25,900
Lease liabilities	393	–	–		393
Total current liabilities	134,158	1,896	1,411	(394)	137,071
Non-current liabilities					
Trust funds and deposits	3,055	–	–	–	3,055
Provisions	2,002	16	159	–	2,177
Other interest-bearing liabilities	–	–	84	–	84
Interest-bearing liabilities	39,645	–	–	–	39,645
Lease liabilities	3	–	–	–	3
Total non-current liabilities	44,705	16	243	–	44,964
Total liabilities	178,863	1,912	1,654	(394)	182,035
Net assets	**3,551,126**	**1,255**	**505**	**–**	**3,552,886**
Equity					
Accumulated surplus	1,010,082	1,255	505	–	1,011,842
Reserves	2,541,044	–	–	–	2,541,044
Total equity	**3,551,126**	**1,255**	**505**	**–**	**3,552,886**

Statement of Cash Flows

For the year ended 30 June 2026

Consolidated

	Council 2026 $'000	MPL 2026 $'000	SEL 2026 $'000	Consolidation Adjustment 2026 $'000	Consolidated Accounts 2026 $'000
Cash flows from operating activities					
Rates and charges	182,820	–	–	(132)	182,688
Statutory fees and fines	9,205	–	–	–	9,205
User fees	8,541	–	5,687	–	14,228
Grants – operating	46,201	–	10	–	46,211
Grants – capital	13,344	–	–	–	13,344
Contributions – monetary	4,382	–	–	–	4,382
Interest received	8,637	80	68	–	8,785
Trust funds and deposits taken	61,203	–	–	–	61,203
Other receipts	6,496	8,812	9,938	(4,226)	21,020
Net GST refund / (payment)	15,557	(283)	(872)		14,402
Employee costs	(103,354)	(2,012)	(8,490)	16	(113,840)
Materials and services	(108,891)	(5,130)	(6,024)	3,780	(116,265)
Short-term, low value and variable lease payments	(902)	(1)	–	–	(903)
Trust funds and deposits repaid	(58,176)	–	–	–	(58,176)
Other payments	(5,084)	(999)	(255)	541	(5,797)
Net cash provided by operating activities	**79,979**	**467**	**62**	**(21)**	**80,487**
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(84,215)	(58)	(93)	21	(84,345)
Proceeds from sale of property, infrastructure, plant and equipment	1,994	–	–	–	1,994
Payments for investments	(337,946)	–	–	–	(337,946)
Proceeds from sale of investments	330,470	–	–	–	330,470
Net cash used in investing activities	**(89,697)**	**(58)**	**(93)**	**21**	**(89,827)**
Cash flows from financing activities					
Finance costs	(2,636)	–	(22)	–	(2,658)
Proceeds from borrowings	30,172	–	–	–	30,172
Repayment of borrowings	(12,998)	–	–	–	(12,998)
Repayment of other interest-bearing liabilities	–	–	(112)	–	(112)
Interest paid – lease liability	(16)	–	–	–	(16)
Repayment of lease liabilities	(584)	–	–	–	(584)
Net cash used in financing activities	**13,938**	**–**	**(134)**	**–**	**13,804**
Net increase in cash and cash equivalents	4,220	409	(165)	–	4,464
Cash and cash equivalents at the beginning of the financial year	32,822	2,556	1,380	–	36,758
Cash and cash equivalents at the end of the financial year	**37,042**	**2,965**	**1,215**	**–**	**41,222**

6.3 Investments in associates, joint arrangements and subsidiaries *(continued)*

(b) Committees

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

6.4 Investment property

	Consolidated 2026 $'000	Consolidated 2025 $'000
Balance at beginning of financial year	6,865	6,690
Fair value adjustments	(1,525)	175
Balance at end of financial year	5,340	6,865

Valuation of 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. Costs 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.

Valuation of investment property has been determined in accordance with an independent valuation by Patel Dore Valuers who have recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity
Greater Dandenong City Council

Subsidiaries
Dandenong Market Pty Ltd – detailed in note 6.3
South East Leisure Pty Ltd – detailed in note 6.3

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of City of Greater Dandenong. The Councillors, Chief Executive Officer, Executive Directors and Executive Managers are deemed KMP.

Details of KMP at any time during the year are:

Councillors		Consolidated 2026 No.	Consolidated 2025 No.
From 1 July 2025 to Current			
Councillor Jim Memeti	Mayor 1 July 2025 – 11 November 2025		
Councillor Sophie Tan	Deputy Mayor 1 July 2025 – 11 November 2025 and Mayor 12 November 2025 – current		
Councillor Lana Formoso			
Councillor Sean O'Reilly			
Councillor Loi Truong			
Councillor Bob Milkovic			
Councillor Rhonda Garad			
Councillor Phillip Danh	Deputy Mayor 12 November 2025 – current		
Councillor Isabella Do			
Councillor Melinda Yim			
Councillor Alice Phuong Le			
Total number of Councillors		11	14

7.1 Council and key management remuneration *(continued)*

(b) Key Management Personnel *(continued)*

	Consolidated 2026 No.	Consolidated 2025 No.
Other key management personnel		
Peta Gillies – Executive Director Community Strengthening		
Sanjay Manivasagasivam – Executive Director City Futures		
Marjan Hajjari – Executive Director Strategy And Corporate Services		
Yuri Guzman – Chief Customer and Information Officer		
Mark Burke – Chief Financial Officer (16 March 2026 – current)		
Michelle Hansan – Chief Financial Officer (1 July 2025 – 9 November 2025)		
Kirsten Geri – Interim Chief Financial Officer (10 November 2025 – 15 March 2026)		
Total number of other key management personnel	7	6
Chief Executive Officer		
Jacqui Weatherill	1	1
Total key management personnel	**19**	**21**
Dandenong Market Board Members		
Board Members	6	5
Executives	5	5
Total number of Dandenong Market Board Members	**11**	**10**
South East Leisure Board Members		
Board Members	5	6
General Managers	4	4
Chief Executive Officer	3	1
Total number of South East Leisure Board Members	**12**	**11**

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

7.1 Council and key management remuneration *(continued)*

(c) Remuneration of Key Management Personnel *(continued)*

	Consolidated 2026 No.	Consolidated 2025 No.
Total remuneration of key management personnel was as follows:		
Short-term benefits	4,696	4,404
Long-term benefits	92	40
Post employment benefit	449	410
Termination benefits	–	141
	5,237	**4,995**

The numbers of key management personnel, whose total remuneration from Council and any related entities fall within the following bands:

			No.	No.
$1	–	$9,999	1	–
$10,000	–	$19,999	–	5
$20,000	–	$29,999	4	8
$30,000	–	$39,999	5	5
$40,000	–	$49,999	8	4
$50,000	–	$59,999	1	1
$60,000	–	$69,999	2	1
$80,000	–	$89,999	2	1
$90,000	–	$99,999	2	–
$100,000	–	$109,999	3	2
$110,000	–	$119,999	1	2
$120,000	–	$129,999	1	–
$150,000	–	$159,999	1	–
$180,000	–	$189,999	1	–
$200,000	–	$209,999	1	3
$210,000	–	$219,999	1	1
$220,000	–	$229,999	2	1
$250,000	–	$259,999	–	1
$260,000	–	$269,999	–	1
$270,000	–	$279,999	–	1
$280,000	–	$289,999	1	1
$300,000	–	$309,999	1	–
$340,000	–	$349,999	–	2
$360,000	–	$369,999	1	–
$390,000	–	$399,999	1	–
$400,000	–	$409,999	1	–
$420,000	–	$429,999	–	1
$430,000	–	$439,999	–	–
$440,000	–	$449,999	–	1
$470,000	–	$479,999	1	–
Total *			**42**	**42**

* The number of Key Management Personnel represents the number of individuals who held KMP positions during the financial year.

7.1 Council and key management remuneration *(continued)*

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170,000 and who report directly to a member of the KMP.

The number of Senior Officers are shown below in their relevant income bands:

	Consolidated 2026 No.	Consolidated 2025 No
Income range:		
$170,000 – $179,999	1	2
$180,000 – $189,999	2	1
$190,000 – $199,999	–	5
$200,000 – $209,999	2	3
$210,000 – $219,999	2	1
$220,000 – $229,999	1	2
$230,000 – $239,999	3	1
$240,000 – $249,999	2	2
$250,000 – $259,999	1	1
$260,000 – $269,999	1	–
$290,000 – $299,999	–	1
	15	**19**

	$'000	**$'000**
Total remuneration for the reporting year for Senior Officers included above, amounted to:	3,345	4,051

7.2 Related party disclosure

(a) Transactions with related parties

(i) During 2025 –26 Council entered into the following transactions with related parties Dandenong Market Pty Ltd (DMPL) and South East Leisure Pty Ltd (SEL).

	Consolidated 2026 Excl GST $'000	Consolidated 2025 Excl GST $'000
Dandenong Market Pty Ltd		
Received from DMPL		
Rent received	489	406
Other charges	132	108
Total received	**621**	**514**
Paid to DMPL		
Contributions for festival/events	305	80
Payment for gift vouchers	1	7
Payment for other items	4	120
Total paid	**310**	**207**

7.2 Related party disclosure *(continued)*

(a) Transactions with related parties *(continued)*

Councillor Memeti has a financial interest in a stall at Dandenong Market. The financial arrangements are at arms length based on commercial terms. A number of related parties have minority shareholdings in public companies, which have dealings with the Council from time to time.

	Consolidated 2026 Excl GST $'000	Consolidated 2025 Excl GST $'000
South East Leisure Pty Ltd		
Received from SEL		
Other reimbursements	62	4
Total received	**62**	**4**
Paid to SEL		
Management fee	3,757	3,505
Payment for other items	45	40
Total paid	**3,802**	**3,545**

(b) Outstanding balances with related parties

The following transaction was outstanding at 30 June		
Contribution receivables	188	–
Rent Receivable	165	–
Other reimbursements	38	2
	391	**2**

(c) Loans to/from related parties

On the 26 September 2022, Council resolved to serve as a guarantor for the finance lease facility in favour of South East Leisure Pty Ltd. The amount outstanding at 30 June 2026 is $362,000.

(d) Commitments to/from related parties

Dandenong Market Pty Ltd

Under the Management Services Agreement with Dandenong Market Pty Ltd (DMPL) an extension has been exercised up to 30 June 2027.

A commitment for rent of the Market premises is as follows	229	372
	229	**372**

South East Leisure Pty Ltd

Under the Management Services Agreement Council appoints South East Leisure Pty Ltd to provide management services to Council, Council is required to pay a Management Fee under the terms and conditions of the Management Services Agreement which ends 30 June 2032.

A commitment to pay a Management Fee to South East Leisure Pty Ltd	4,518	3,637
	4,518	**3,637**

Note 8 Managing Uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non –occurrence of one or more uncertain future events not wholly within the control of the Council.

The following are potential contingent assets to be considered by Council.

Developer contributions

Greater Dandenong acquires infrastructure assets, such as local roads, footpaths, kerb and channel and drains etc, from developers, as subdivisional contributions. The amount and value of assets acquired depends on the size of the development and the level of growth within the municipality. Developers construct infrastructure assets which are vested with Council when Council issues a Statement of Compliance. These assets are brought to account as revenue (Contributions – Non –Monetary) and capitalised. At reporting date, developers had commenced construction of assets that will eventually be transferred to the Council subject to Council issuing a Statement of Compliance. Council cannot reliably measure the value of the assets involved prior to completion and the timing of recognition.

(b) Contingent liabilities

Contingent liabilities are:

– possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non –occurrence of one or more uncertain future events not wholly within the control of the Council; or

– present obligations that arise from past events but are not recognised because:

– it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

– the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingent liabilities to be considered by Council.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Development Contribution Plans (DCP)

Council has three sites that are subject to formal development contribution plans, two are in Keysborough and one in Lyndhurst. All three sites are covered by a DCP.

A DCP provides the framework for the provision and funding of infrastructure to facilitate the set development area and the purpose of a DCP is to provide a “fair distribution of costs for works and services, including roads, traffic management and community facilities to all the proper servicing in the area.

New development in each of the areas is required to meet its share of the total cost of delivering the required infrastructure works – as measured by its projected share of usage – through development contributions collected under the DCP's. The balance of works not covered by development contributions has been agreed to be funded by Council. The total value of these works is estimated to be around $10 million.

Landfills

The Greater Dandenong City Council may be liable for the consequences of disposing refuse at a number of legacy landfill sites. A legacy site refers to a landfill that has been decommissioned and is no longer receiving waste. At balance date Council is unable to assess whether there are any financial implications.

Legal actions

Council is presently involved in a number of confidential legal matters, which are being conducted through Council's solicitors. The estimated potential financial effect of these matters may be up to $3.6 million ($2.15 million as at 30 June 2025).

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self –insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the Scheme (to 30 June 2027).

During the liability period, adjustment payments may be required. Since 30 June 2021, Council has paid $1.42 million in adjustment payments (2025 –26: $32,260 and 2024 –25: $29,327). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3 –year and 6 –year points during the liability period, and will affect participating members.

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the Balance Sheet are disclosed below.

Entities	Amount outstanding 30 June 2026 $'000	Amount outstanding 30 June 2025 $'000	Date commenced
Keysborough Bowls Club Inc.*	–	23	18 May 2015
Total Guarantees for loans to other entities	**–**	**23**	

* The loan has been fully paid as at 30 June 2026.

8.2 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.

The Australian Accounting Standards Board (AASB) has issued AASB 18 *Presentation and Disclosure in Financial Statements*. When applicable AASB 18 supersedes AASB 101 *Presentation of Financial Statements*. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028 –29 financial year.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises primarily from long-term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. We do not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

8.3 Financial instruments *(continued)*

(a) Objectives and policies *(continued)*

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. We manage interest rate risk by adopting an investment policy that ensures:

– diversification of investment product

– monitoring of return on investment and

– benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in the Balance Sheet. Particularly significant area of credit risk exists in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

– we have a policy for establishing credit limits for the entities we deal with

– we may require collateral where appropriate and

– we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal. Rates debtors are secured by a charge over the rateable property. Council has assessed that 16% of parking infringement debts owing to Council are unlikely to be collected and has raised a provision for doubtful debts over those debts based on an assessment of collectability. The collection of long overdue parking infringement debts is managed by Fines Victoria.

Refer note 5.1 for financial assets which are determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when Council provides a guarantee for another party. Details of Council's contingent liabilities are disclosed in note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements we will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

– has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained.

– has readily accessible standby facilities and other funding arrangements in place.

– has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments.

– monitors budget to actual performance on a regular basis, and

– sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees disclosed in note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 5.4.

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

8.3 Financial instruments *(continued)*

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

– A parallel shift of +1% and – 1% in market interest rates (AUD) from year –end rates of 4.35%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 'Fair value measurement'*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, works in progress and leasehold improvements are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. For assets valued at cost, the carrying amount is considered to approximate fair value given short useful lives. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	1 to 2 years
Buildings	1 to 2 years
Roads	2 to 5 years
Bridges	2 to 5 years
Footpaths and cycleways	2 to 5 years
Drainage	2 to 5 years
Off street car parks	2 to 5 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

8.4 Fair value measurement *(continued)*

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non –cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 Impairment of Assets does not apply to such assets that are regularly revalued.

There were no impairment adjustments at 30 June 2026.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

8.6 Adjustments directly to equity

There were no adjustments to opening equity balances in the 2025–26 financial year.

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period $'000	Increase (decrease) $'000	Reversal of previous revaluations for assets disposed $'000	Impairment loss (credited against previous increments)/ reversal $'000	Balance at end of reporting period $'000
(a) Asset revaluation reserves					
2026					
Property					
Land	1,025,776	57,132	–	–	1,082,908
Buildings	75,851	76,571	–	–	152,422
	1,101,627	133,703	–	–	1,235,330
Infrastructure					
Roads	379,801	139,198	–	–	518,999
Bridges	31,829	16,112	–	–	47,941
Footpaths and cycleways	70,452	21,187	–	–	91,639
Drainage	427,195	77,690	–	–	504,885
Off street car parks	8,063	3,530	–	–	11,593
Parks, open space and streetscapes	4,516	7,327	–	–	11,843
Recreational, leisure and community facilities	4,483	6,254	–	–	10,737
	926,339	271,298	–	–	1,197,637
Total asset revaluation reserves	**2,027,966**	**405,001**	**–**	**–**	**2,432,967**
2025					
Property					
Land	1,025,776	–	–	–	1,025,776
Buildings	75,851	–	–	–	75,851
	1,101,627	–	–	–	1,101,627
Infrastructure					
Roads	216,246	163,555	–	–	379,801
Bridges	31,829	–	–	–	31,829
Footpaths and cycleways	22,752	47,700	–	–	70,452
Drainage	270,429	156,766	–	–	427,195
Off street car parks	3,329	4,734	–	–	8,063
Parks, open space and streetscapes	4,516	–	–	–	4,516
Recreational, leisure and community facilities	4,483	–	–	–	4,483
	553,584	372,755	–	–	926,339
Total asset revaluation reserves	**1,655,211**	**372,755**	**–**	**–**	**2,027,966**

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 6.2(h).

9.1 Reserves *(continued)*

	Balance at beginning of reporting period $'000	Transfer to accumulated surplus $'000	Transfer from accumulated surplus $'000	Balance at end of reporting period $'000
(b) Other reserves				
2026				
Insurance reserve	715	(221)	683	1,177
Re-vegetation reserves	170	(30)	–	140
Open space – planning, development and improvements	6,727	(331)	2,795	9,191
Open space – acquisitions	6,000	(74)	74	6,000
Keysborough South maintenance levy	3,682	(1,210)	1,797	4,269
Major projects reserve	49,264	(16,804)	15,983	48,443
General reserve	6,436	(7)	1,199	7,628
Council funded development contributions reserve	17,428	(2,157)	1,023	16,294
Springvalley Landfill rehabilitation	5,455	(57)	965	6,363
Springvale Activity Precinct – parking and development	235	–	–	235
Dandenong Activity Precinct – parking and development	4,012	(844)	1,000	4,168
Future maintenance reserve	3,792	(210)	–	3,582
Digital technology reserve	1,088	(501)	–	587
Total other reserves	**105,004**	**(22,446)**	**25,519**	**108,077**
2025				
Insurance reserve	469	–	246	715
Re-vegetation reserves	200	(30)	–	170
Open space – planning, development and improvements	3,756	(1,026)	3,997	6,727
Open space – acquisitions	6,000	(1,026)	1,026	6,000
Keysborough South maintenance levy	3,008	(1,122)	1,796	3,682
Major projects reserve	49,308	(8,501)	8,457	49,264
General reserve	4,155	(34)	2,315	6,436
Council funded development contributions reserve	16,314	(31)	1,145	17,428
Springvalley Landfill rehabilitation	4,063	(25)	1,417	5,455
Springvale Activity Precinct – parking and development	235	–	–	235
Dandenong Activity Precinct – parking and development	3,013	(1)	1,000	4,012
Future maintenance reserve	4,040	(248)	–	3,792
Grants in Advance	–	–	–	–
Digital technology reserve	–	–	1,088	1,088
Total other reserves	**94,561**	**(12,044)**	**22,487**	**105,004**

(b) Other reserves *(continued)*

Nature and purpose of other reserves:

Insurance reserve

The insurance reserve has been created to meet large and unexpected policy excesses on multiple insurance claims.

Re-vegetation reserves

The purpose of this reserve fund is to meet native re-vegetation requirements on Council's reserves.

Open space – planning, development and improvements

Funds set aside in this reserve 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.

Keysborough South 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.

Major projects reserve

The 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.

General reserve

This reserve relates to financial impacts of future aged care sector reforms and fixed term contracts in community service programs.

Council funded development contributions reserve

The reserve 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).

Springvalley Landfill rehabilitation reserve

The purpose of this reserve is to rehabilitate the Spring Valley landfill site at Clarke Road, Springvale South.

Springvale Activity Precinct – parking and development reserve

The purpose of the reserve is to fund development in the Springvale Activity Centre.

Dandenong Activity Precinct – parking and development reserve

The purpose of the reserve is to fund development in the Dandenong Activity Centre.

Future maintenance reserve

This reserve holds contribution funds for future works to address level crossing removal authority defects.

Digital Technology reserve

This reserve is dedicated to advancing Council's digital capabilities. This reserve supports initiatives that drive innovation, improve operational efficiency, enhance customer and employee experiences, and ensure long-term technological resilience.

	Note	Consolidated 2026 $'000	Consolidated 2025 $'000
(c) Total reserves summary			
Asset revaluation reserve	9.1(a)	2,432,967	2,027,966
Other reserves	9.1(b)	108,077	105,004
Total reserves		2,541,044	2,132,970

9.2 Reconciliation of cash flows from operating activities to surplus

	Consolidated 2026 $'000	Consolidated 2025 $'000
Surplus for the year	**19,484**	**30,913**
Non –cash adjustments:		
Depreciation	57,484	47,645
Amortisation intangible assets	19	20
Depreciation right of use assets	562	661
Impairment loss	-	-
Investments in other entities	13	10
Net loss on non-financial assets	8,875	4,768
Fair value adjustments for investment property	1,525	(175)
Contributions of non-monetary assets	(7,221)	(6,000)
Works in progress (unable to be capitalised)	4,901	2,987
Borrowing costs	2,662	2,669
Finance cost – leases	16	28
Other interest bearing liabilities net present value adjustment	11	18
Change in assets and liabilities		
(Increase)/decrease in trade and other receivables	(8,911)	(2,529)
(Increase)/decrease in prepayments	(902)	1,313
Increase/(decrease) in trust funds and deposits taken/repaid	3,040	(1,005)
Increase/(decrease) in trade and other payables	(1,724)	(3,377)
Increase/(decrease) in contract and other liabilities	580	(2,574)
Increase in provisions	72	1,239
(Increase)/decrease in inventories	1	2
Net cash provided by operating activities	80,487	76,613

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/ Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2026, this was 12% as required under Superannuation Guarantee (SG) legislation (2025: 11.5%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2025, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2025 (of which Council is a contributing employer) was 110.5%. The financial assumptions used to calculate the VBI were:

	30 June 2025 (interim review)	30 June 2025 (interim review)
– Net investment returns	5.7% pa	5.6% pa
– Salary information	3.5% pa	3.5% pa
– Price inflation (CPI)	2.6% pa	2.7% pa

As at 30 June 2026, a triennial actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026.

Vision Super has advised that the VBI at 30 June 2026 was 116.9%. The financial assumptions used to calculate this VBI were:

	2026	2025
– Net investment returns	6.2% pa	5.6% pa
– Salary information	3.5% pa	3.5% pa
– Price inflation (CPI)	3.0% pa to 30 June 2029 and 2.6% pa thereafter	2.6% pa

9.3 Superannuation *(continued)*

Employer contributions

(a) Regular contributions

On the basis of the results of the 2025 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2026, this rate was 12% of members' salaries (11.5% in 2024/25). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2025 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2025 and 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2025 (Interim) $m	2024 (Triennial) $ million	2023 (Interim) $ million
– A VBI surplus	200.1	108.4	85.7
– A total service liability surplus	229.4	141.4	123.6
– A discounted accrued benefits surplus	242.8	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2025.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2025.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2025.

9.3 Superannuation *(continued)*

The 2026 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2026 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by 31 October 2026.

The VBI of the Defined Benefit category at that date was 116.9% as at 30 June 2026. The financial assumptions for the purposes of this investigation were:

	2026 Triennial investigation	2025 Interim Investigation
– Net investment return	6.2% pa	5.7% pa
– Salary information	3.5% pa	3.5% pa
– Price inflation	3.0% pa to 30 June 2029 and 2.6% pa thereafter	2.6% pa

Council was notified of the 30 June 2026 VBI during August 2026.

Accrued Benefit

The Fund's liability for accrued benefits has been determined in accordance with Australian Accounting Standards. The applicable accounting standard is AASB 1056 *Superannuation Entities*

	30 June 2025 Interim $m	30 June 2024 Interim $m
Net Market value of Assets	2,132.8	2,155.4
Accrued Benefit	1,889.9	1,998.9
Difference between Assets and Accrued Benefit	242.9	156.5
Vested benefit (Minimum sum which must be paid to members when they leave the fund)	1,932.6	2,047.1

The financial assumptions used to calculate the Accrued Benefits for the Defined Benefit category of the fund were:

	30 June 2025	30 June 2024
– Net investment return	5.7% pa	5.6% pa
– Salary information	3.5% pa	3.5% pa
– Price inflation	2.6% pa	2.7% pa

9.3 Superannuation *(continued)*

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	Consolidated 2026 $'000	Consolidated 2025 $'000
Vision Super	Defined benefits	12.0% (2025: 11.5%)	252	312
Vision Super	Accumulation	12.0% (2025: 11.5%)	3,947	3,798
Other funds	Accumulation	12.0% (2025: 11.5%)	6,210	5,438

In addition to the above contributions, Council has paid $0 unfunded liability payments to Vision Super in 2025-26 (2024-25: $0).

There were $373,000 contributions outstanding and no loans issued from or to the above schemes as at 30 June 2026.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is $312,000.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2025-26 year.

There are no pending accounting standards that are likely to have a material impact on Council.

Customer Service Centre locations

Dandenong Civic Centre
Level 2, 225 Lonsdale Street, Dandenong
8.30am–5pm Monday to Friday

Springvale Community Hub
5 Hillcrest Grove, Springvale
8.30am–5pm Monday to Friday

Parkmore
Shop A7, Parkmore Shopping Centre Cheltenham Road, Keysborough
9am–5pm Monday to Friday, 9am–1pm Saturday

(03) 8571 1000
council@cgd.vic.gov.au
greaterdandenong.vic.gov.au

TTY: 133 677
Speak and listen: 1300 555 727
Online: relayservice.gov.au
TIS:13 14 50

Acknowledging Bunurong Country

Follow us:

4.2.3 Draft Community Safety Strategy 2027-2030 - Endorsement for Consultation

Responsible Officer: Executive Director Community Strengthening

Attachments:
1. Draft Community Safety Strategy 2027-30 [**4.2.3.1** - 26 pages]

Officer Recommendation

That Council:

1. **NOTES the Draft Community Safety Strategy 2027-30 (Attachment 1) which builds on Council's Community Safety Strategic Framework and has been informed by consultations with stakeholder organisations and the broader community;**

2. **ENDORSES the release of the Draft Community Safety Strategy (Attachment 1) for a 28-day public consultation period commencing 9 November 2026 to 6 December 2026; and**

3. **NOTES that following the conclusion of public consultation, a summary report and final amended Community Safety Strategy will be presented to Council for formal adoption.**

Executive Summary

1. The Draft Community Safety Strategy 2027–2030 (the Strategy) provides a clear and coordinated direction for how Council, in partnership with Victoria Police and key State and Federally funded agencies, will act to improve perceptions of community safety across the municipality over the next three years.
2. The Strategy directly supports the delivery of Council's Council Plan 2025-29, particularly Strategic Objective 1: A socially connected, safe and healthy city. Community safety continues to be one of the most significant issues facing the municipality and underpins residents' ability to participate in community life, utilise public spaces and maintain a sense of wellbeing and belonging.
3. The Strategy establishes a coordinated and evidence-based approach to improving both actual and perceived safety outcomes through partnership, prevention and place-based initiatives.
4. The Strategy has been informed by extensive community and stakeholder engagement involving more than 4,000 interactions. This engagement identified community safety as the municipality's highest strategic priority, with key themes including stronger partnerships with Victoria Police, reduced alcohol and drug harm, support for vulnerable community members, safer public spaces, and improved community safety education.
5. The Strategy responds directly to community concerns raised through the 2025 Community Safety Survey, and more recent community engagements completed by Victoria Police, regarding the perceptions of safety in Greater Dandenong. It also responds to Council's Integrated Planning Framework as a priority Tier 3 strategic document.
6. The Strategy is structured around three focus areas; Safe People, Safe Places, and Safety Partnerships, and includes 19 implementation actions with measurable outcomes to be reported annually to Council.

7. The strategy acknowledges the role council plays in relation to community safety, acknowledging that we have limited direct impact, but play a critical coordinating, partnering and advocating function, on behalf of our community, and can have a real impact on the experience of safety within our community.

Background

8. The Strategy has been informed by an extensive engagement process involving more than 4000 community and stakeholder interactions. This included 3382 participants through Council Plan engagement activities, 258 responses to the Perceptions of Community Safety Survey, 402 Community Satisfaction Survey responses, consultation with 43 businesses, six pop-up engagement sessions, and direct engagement with community stakeholders and advisory groups.
9. The Strategy provides a clear and coordinated direction for how Council, in partnership with Victoria Police and key State and Federally funded agencies, will improve perceptions of community safety across Greater Dandenong over the next three years.
10. The Strategy focuses on strengthening how safety is experienced and perceived; through targeted harm reduction, safer and more activated public spaces, and the partnerships that enable coordinated, place-based responses to local safety concerns.
11. The Strategy builds on the Community Safety Strategic Framework 2024-25, which was noted by Council in 2024 and established the foundations for this longer-term work. It has been informed by community engagement, locally sourced data and research through many sources, including the Perceptions of Community Safety Survey, stakeholder consultation and wider-council departmental reviews.

Key Issues and Discussion

12. Community feedback identified six consistent priorities: strengthening social connection, improving collaboration with Victoria Police, addressing alcohol and other drug harm, reducing road safety trauma, supporting vulnerable community members, increasing community safety education, and fostering inclusive and equitable communities.
13. The community feedback directly informed the Strategy's focus areas and implementation priorities. The strategy is structured around three focus areas:

Safe People	Communities where people feel supported, connected and safe to participate in everyday life.
Safe Places	Our spaces are vibrant and safe for the community to enjoy.
Safety Partnerships	A strong network of recognised partners working together to improve community safety.

14. The Strategy has been shaped by research, data and community engagement, including the Perceptions of Community Safety Survey, pop-up engagement sessions, business consultation, and input from partner organisations and Council Advisory Committees.
15. A Governance and Communications Plan has been completed to guide the Strategy through endorsement, consultation, adoption and launch. This includes internal communications to staff, the community and key partners.
16. The Draft Community Safety Strategy is proposed to be released for a 28-day public consultation period in November 2026. Consultation will include six community pop-up sessions across Greater Dandenong, online engagement through the Have Your Say platform, engagement with community partners, stakeholder groups and advisory committees, with feedback informing the final Strategy prior to its presentation to Council for adoption in March 2027.

17. Responsibility for delivery sits primarily with the Community Safety team within the Department of Safe, Active and Connected Communities, however partners with teams across Greater Dandenong, and external agencies.

18. Progress will be tracked through an annual implementation framework, reviewed quarterly by the Community Safety Steering Committee, and reported annually to the Executive Team and Council. A full evaluation will be completed at the conclusion of the Strategy in 2030.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

19. Once the final Strategy is endorsed, existing workforce priorities will be reviewed to ensure they align the Strategy's implementation.

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

Operating Budget Implications

20. The Strategy includes 19 implementation priorities. Of these, 9 can be delivered within existing Council budgets. A further 9 priorities require dedicated operational funding to proceed. An annual allocation of $80,000 is identified as being required to support the delivery of this strategy, which will be proposed per the annual budget process.

Asset Implications

21. The Strategy includes the CCTV Renewal Project and targeted safety infrastructure upgrades in key activity centres, both of which are funded through existing capital and grant allocations. No additional asset implications arise from this report.

Legal/Risk Implications

22. Council is required to maintain a Community Safety Strategy as a Tier 3 strategic document. Failure to adopt and deliver against the Strategy presents reputational and governance risk. Where actions cannot be delivered due to insufficient resourcing, formal removal from the Action Plan is required and must be reported to Councillors. The Strategy has been developed in accordance with Council's Integrated Planning Framework.

Environmental Implications

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

Gender Impact Assessment

24. A Gender Impact Assessment will be completed as part the development of this Draft Action Plan.

Community Consultation

Purpose	The purpose of the community engagement process is to seek feedback on the Draft Community Safety Strategy, ensuring it reflects community priorities, concerns and aspirations in relation to safety and wellbeing. Feedback received will help validate the proposed strategic directions and actions, identify any emerging issues, and inform the development of the final Strategy for Council consideration.

Engagement period	Proposed: 9 November – 6 December 2026, minimum 28-day public exhibition period.
Level of Influence	Consult (IAP2 Spectrum) .
Engagement Activities	• Draft Strategy published on Council Have Your Say website. • Community stakeholder outreach and promotion. Including 6 community safety pop-up engagement sessions across Greater Dandenong, focusing on key activity centres. • Media release. • Social media promotion (Facebook, Instagram, and LinkedIn). • Source News article. • Dandenong Journal advertisment. • Communication to all key stakeholders.
Communication reach and engagement numbers	Consultation will include broad community engagement opportunities and targeted engagement with key stakeholders, community partners, local groups, and advisory committees. Feedback received throughout the consultation period will be reviewed and analysed, with a detailed community engagement report prepared to summarise findings and inform finalisation of the Community Safety Strategy.
Summary of feedback	To be provided once consultation is complete.

Internal Consultation

Key Stakeholders	• Community Compliance and Amenity • Infrastructure Strategy • Corporate Planning • Sports & Recreation • Community Partnerships and Volunteers • IT • Festival & Events • Youth and Family Services • Children's Services • Placemaking • Economic and Business Development • Community Care • Libraries • Statutory Planning • Emergency Management • Maternal and Child Health • Media and Communications
If this is a policy has it been reviewed by the Staff Consultative Committee	Not applicable

If this is a policy has it been reviewed by the Audit and Risk Committee?	Not applicable
Has this been reviewed by Governance?	Not applicable

Links to Integrated Planning Framework

25. This report is consistent with the following tier of the Integrated Planning Framework:
    - Tier 1 – Council Plan and Municipal Public Health and Wellbeing Plan.
    - Tier 2 – Annual Plan, Long Term Financial Plan, Asset Plan, Workforce Plan.
    - Tier 3 – Priority Strategies, Mandated Policies and Other Documents, Strategic Land Use Plans, Asset and Infrastructure Documents.
    - Tier 4 – Supporting Plans, Discretionary Policies, Procedures and other Guidelines.

Links to Community Vision and Council Plan

26. This report is consistent with the following principles in the Community Vision 2040:
    - Safe and peaceful community.
    - Embrace diversity and multiculturalism.
27. 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 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) 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.
    - *Victorian Charter of Human Rights and Responsibilities* 2006.
    - Related Council Policies, Strategies or Frameworks.

Community Safety Strategy

2027 - 2030



Greater Dandenong

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 practices, 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.



Contents

Mayor Message 1

Local Area Commander Message 2

Purpose 3

Introduction 4

Our strategic context 5

Guiding principles 6

Strategic interdependencies 7

Our municipality 8

Our community 9

Developing the strategy 11

- Understanding community safety 12
- Local profile of safety 13
- Community consulation 14
- What our community told us 15

Our focus 17

Monitoring 18

Action Plan 2027-2030 19

Mayor's Message

On behalf of Greater Dandenong City Council it gives me great pleasure to introduce our Community Safety Strategy 2027-2030.

Our city is proudly one of the most diverse communities in Australia. This diversity is our strength and shapes a vibrant, welcoming place where people from many backgrounds live, work and belong. It also reminds us of the importance of ensuring everyone feels safe, supported and encouraged to take part in community life.

Feeling safe is fundamental to wellbeing and belonging. It influences how people use public spaces, connect with others and participate in everyday life. This strategy focuses on strengthening both the experience and perception of safety across our neighbourhoods.

This Strategy sets a clear direction for visible, inclusive and place-based action. It outlines how Council will act as a leader, advocate and partner, working closely with Victoria Police, government agencies, community organisations and residents to deliver consistent and coordinated initiatives that respond to local needs.

This work has been shaped by the voices of our community. We spoke to residents from diverse backgrounds and businesses, alongside service providers and subject matter experts, to understand lived experiences and identify priorities. Their insights are central to this Strategy.

We all have a role to play in creating a safe community. By working together we can build stronger connections, improve trust and create safer environments for everyone.

I am proud of the collaborative effort behind this strategy and confident it will help create a city where all people feel welcome, valued and safe.

Councillor Sophie Tan

Mayor of Greater Dandenong

Local Area Commander

Victoria Police is proud to continue its strong partnership with the City of Greater Dandenong in supporting safer, more connected and resilient communities.

Community safety is most effective when it is a shared responsibility. While Victoria Police plays a critical role in preventing and responding to crime, long-term improvements in community safety are achieved through collaboration between police, local government, community organisations and residents. This Strategy reflects that collective approach and provides a clear framework for addressing the complex issues that impact community wellbeing.

The City of Greater Dandenong has a long history of working closely with Victoria Police to identify emerging challenges, strengthen local responses and support initiatives that enhance perceptions of safety. Through established partnerships, information sharing and coordinated action, we can better address issues such as crime prevention, community confidence, public safety and social cohesion.

The Greater Dandenong Community Safety Strategy 2027-2030 demonstrates Council's commitment to creating a safer municipality and provides an important platform for collaborative action over the coming years. Victoria Police welcomes the Strategy and is committed to supporting its implementation through ongoing engagement, problem-solving and partnership-based approaches.

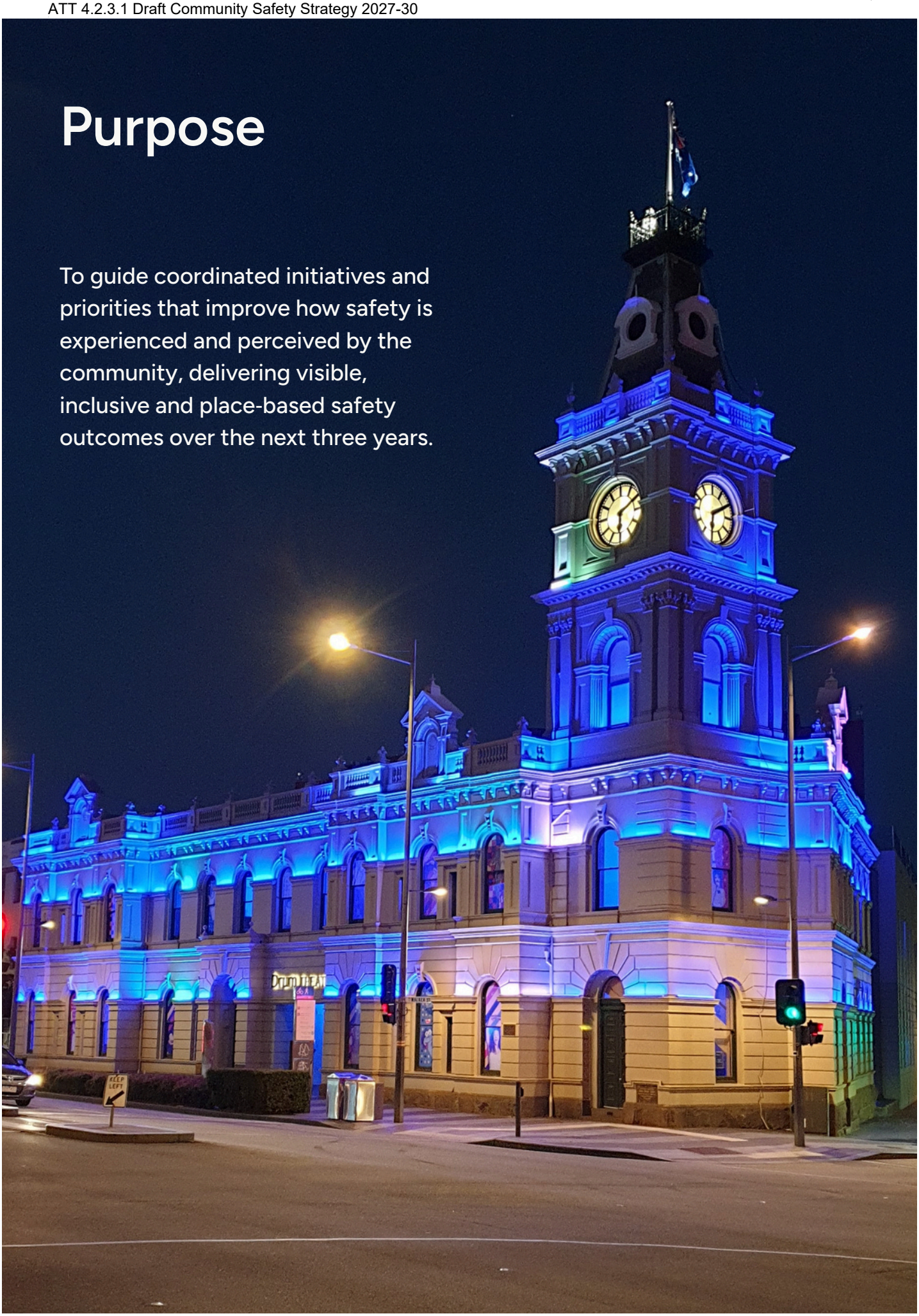
Together, we can continue to build safe, inclusive and connected neighbourhoods where people feel secure, supported and able to participate fully in community life.

Inspector Cameron Prins

Greater Dandenong Local Area Commander

Purpose

To guide coordinated initiatives and priorities that improve how safety is experienced and perceived by the community, delivering visible, inclusive and place-based safety outcomes over the next three years.



Introduction

As Australia's most culturally diverse municipality, Greater Dandenong continues to grow as a place where people feel welcomed, supported and encouraged to take part in community life. Feeling safe, wherever we are and however we participate, is a fundamental part of that experience.

Council recognises that community safety is strengthened when many voices and sectors work together. Residents, traders, community groups, services, Victoria Police and all levels of government contribute to creating safer environments. Council's role is to bring these efforts together, align shared priorities, and invest in actions that promote confidence, trust and wellbeing.

The Community Safety Strategy 2027–2030 reflects Council's commitment to collaboration and whole-of-organisation approach. It outlines how different parts of Council work together to deliver consistent, coordinated and preventative safety responses. Integrating community safety into broader planning across areas such as urban design, local laws, youth engagement, health promotion and community development.

The Strategy draws on two years of community engagement - including the Council Plan 2025–29 consultation reaching 3,382 people, and a dedicated Perceptions of Community Safety Survey with 253 responses from residents, businesses and partner organisations. Community insights highlighted both the issues that matter most and the aspirations people hold for their neighbourhoods, guiding the Strategy's focus on practical, community-informed action.

By promoting shared responsibility, strengthening networks and improving access to information, the Strategy supports a city where safety is experienced, not just expected.

Community safety emerged as the single most important priority for residents - reinforcing the need for a dedicated strategy that responds to what our community told us matters most. The consultations formed the basis of three key priorities that will guide Council's work over the next three years:

Safe People
Safe Places
Safety Partnerships

Our strategic context

Council's Integrated Planning Framework (IPF) outlines Council's planning in the long, medium, and short term.

The Community Safety Strategy (the Strategy) is a 'Priority Strategy' for Council. This means it provides strategic guidance on a critical focus area for Council that will enable it to achieve its long-term vision and objectives and service commitments.

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

A socially connected, safe and healthy city

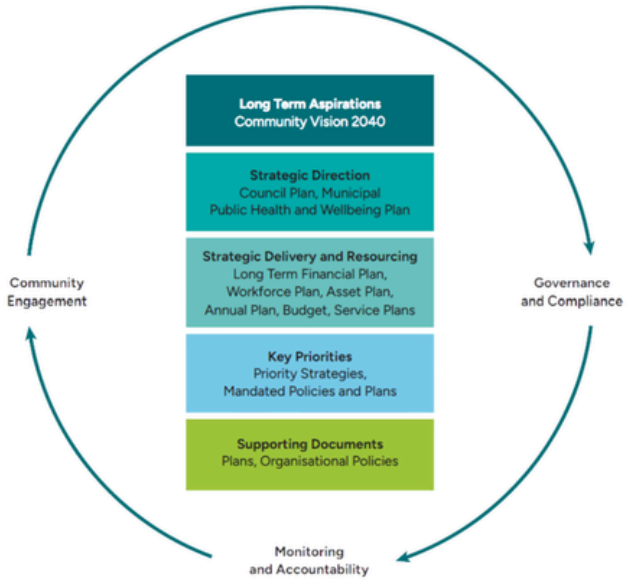


Figure 1: Intergrated Planning Framework



Guiding principles

Council is committed to the following guiding principles to support the successful implementation of this Strategy.

These principles guide our decision-making, inform our actions, and shape how we work in partnership to strengthen community safety across Greater Dandenong.



Leadership & collaboration

Play a leadership role, listen to the expertise of our community and work collectively across sectors.

Equity, diversity & inclusion

Embed an intersectional and differential framework, respecting the unique needs of those in our community, into all that we do.

Evidence informed

Use research-based evidence and voices of individuals in our community to guide decisions and inform Council's role in crime prevention.

Continous Improvement

Consistently evaluate our actions and use the results to improve our efforts.

Engagement

Engage our community in discussion to promote active engagement in community life.

Strategic interdependencies

Community safety is a collective effort. It is shaped by decisions, investment and actions across all levels of government, and strengthened through the contribution of community organisations, businesses and residents. Recognising the strengths each partner brings, and understanding where Council fits within that broader landscape, directly shapes the Strategy. It clarifies where Council can lead, where we need to advocate, and where we must work alongside others to achieve shared goals.

Federal government

National frameworks:

- National Housing and Homelessness Agreement
- National Plan to End Violence against Women and Children 2022-32
- National Drug Strategy 2017-26

Their role:

- Commonwealth law and order
- Medicare, health services and funding
- Immigration
- Funding for research and evidence-base development

State government

Strategies and Plans:

- Department of Justice and Community Safety - Crime Prevention Strategy
- Victoria Police Drug Strategy 2020-25
- Victoria Homelessness and Rough Sleeping Action Plan
- Homelessness and Housing Support Guidelines 2025

Their role:

- Laws and human rights
- Public health
- Social housing
- Criminal justice and crime reduction
- Grant funding for community support programs
- Liquor control and licencing

City of Greater Dandenong

Council's strategic roles:

Lead | Bringing together government and services to coordinate effective responses.

Advocate | Championing local priorities and the needs of our community.

Facilitate | Connecting people, services and spaces to enable collaboration.

Partner | Working alongside community and services to deliver integrated responses.

Community agencies and partnerships

These are groups that collaborate with local councils, government agencies and other stakeholders to address various community needs and issues. Partners and organisations include health services, nonprofit organisations addressing social issues, faith-based organisations, educational institutions, neighbourhood associations, community groups and clubs.

Community

Residents, businesses owners and traders play a crucial role in creating a safe, more vibrant and cohesive community. Through participation in neighbourhood watch groups, volunteering, engaging in educational events, active participation in community, promoting respect and inclusion, and reporting incidents and crime, the community can be safer and more cohesive.

Our municipality

Greater Dandenong is home to **167,400 residents,** from more than **150 countries.** Spanning 129 square kilometres in Melbourne's south-east, it's also a major regional employment hub, with more than **113,000 people working within the municipality**.



Our community

Greater Dandenong is characterised by significant social and demographic diversity, alongside varying levels of socio-economic advantage and disadvantage. Some residents experience economic and social pressures, such as lower household incomes, higher unemployment and financial hardship, which can place strain on wellbeing and increase vulnerability. Understanding this context is important in shaping preventative community safety initiatives.

OUR DIVERSITY

61%
of residents born overseas

130
different languages spoken

88%
of adults agree multiculturalism makes life better

We are a designted Refugee Welcome Zone

**Census 2021 & VPHS 2023*

PRESSURES SHAPING COMMUNITY WELL-BEING

33%
of residents report feeling lonely (higher than metro Melbourne 23%)

9.8%
of residents experienced racism in the last 12 months (higher than Victoria average of 14%)

7.5%
unemployment rate

11.8%
of residents had run out of food, and not been able to afford more in the last 12 months

**VPHS 2023 & Dept. Employment and Workplace Relations 2026*

HOUSING AND HOMELESSNESS

290 people
identified sleeping rough since 2022

34%
engaged in service support

**Dandenong Zero data*

2,366
residents are homeless (1.5% of population, highest in Victoria)

1/5
of renting households are at risk of hous financial stress or homelessness

PLACES AND SPACES

200+
Parks, sports reserves and playgrounds

3
major activity centres

1,151km
of footpaths

7
Neighbourhood Houses and Learning Centres


PT

Developing the strategy

The Community Safety Strategy was developed through a strong evidence-based approach, drawing on contemporary research, local data and crime-prevention literature to understand the factors that influence safety and wellbeing. This was combined with meaningful engagement with the community and key stakeholders to ensure the Strategy responds to local experiences and priorities.

The development process was guided by four stages:



Research	Consultation	Development	Implementation
Council reviewed crime-prevention research, literature and local data to understand the key social, economic and environmental factors influencing safety in Greater Dandenong.	Council listened to residents, businesses, service providers and partners to better understand local safety concerns, priorities and lived experiences across Greater Dandenong.	Research and community feedback were analysed to identify key themes, priorities and opportunities. These insights informed the development of place-based and preventative actions.	The Strategy is implemented through coordinated, partnership-led and place-based actions that respond to identified community safety priorities.

Understanding community safety

WHAT THE RESEARCH TELLS US

Research in crime prevention and community safety consistently points to four key drivers of safer communities:

- **Place and environment**
- **Social connection**
- **Early intervention and harm reduction**
- **Partnerships and coordination**

Community safety is the condition in which people feel secure, supported and able to participate fully in community life. It is about more than reducing crime - it goes beyond policing and security alone and recognises that the perception of safety is just as important as the experience of safety itself. When people feel safe, they are more likely to connect with others and participate in community life.

Evidence shows that crime is influenced by a combination of social, economic and environmental factors, and that strengthening protective factors - such as social connection, access to services, safe public spaces and infrastructure, and opportunities for participation - is essential to supporting safer, more resilient communities.

Community safety also encompasses broader issues that affect people's ability to move safely through and participate in community life, including road safety. Like crime prevention, road safety outcomes and road trauma are influenced by social, economic, behavioural and environmental factors, requiring a collaborative approach that promotes safe environments, awareness and responsible behaviours.



Local profile of safety in Greater Dandenong

Local crime statistics and the 2026 Annual Community Satisfaction Survey data have been used to build a picture of safety in our city, and to directly inform the actions within this Strategy.

Community Satisfaction Survey, 2026

8 in 10
feel safe during the **day**

4 in 10
feel safe in public at **night**

6 in 10
residents **feel safe** in **public transport**

6 in 10
residents **feel safe** in the **activity centres**

Community Safety Survey 2025

55%
of respondents linked unsafe feelings to **public alcohol and drug use**

There is strong support for community connection, but low participation in formal safety forums.

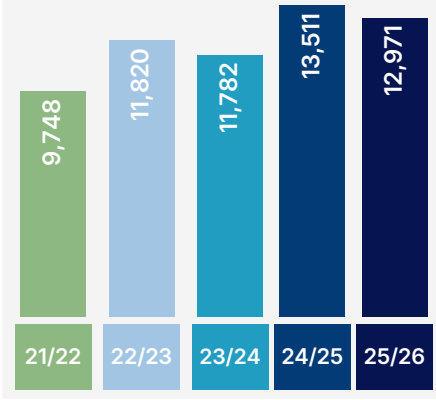
46%
have sought help or advice from police

14%
connect with neighbourhood watch

12%
engage in online support or campaigns

Five-year trend

Rate of offences
(per 100,000 persons)



Top crimes reported - Year ending March 2026

(per 100,000 persons)

1,840
Steal from a motor vehicle

938
Criminal damage

1,295
Breach of Family Violence Order

1,222
Other theft

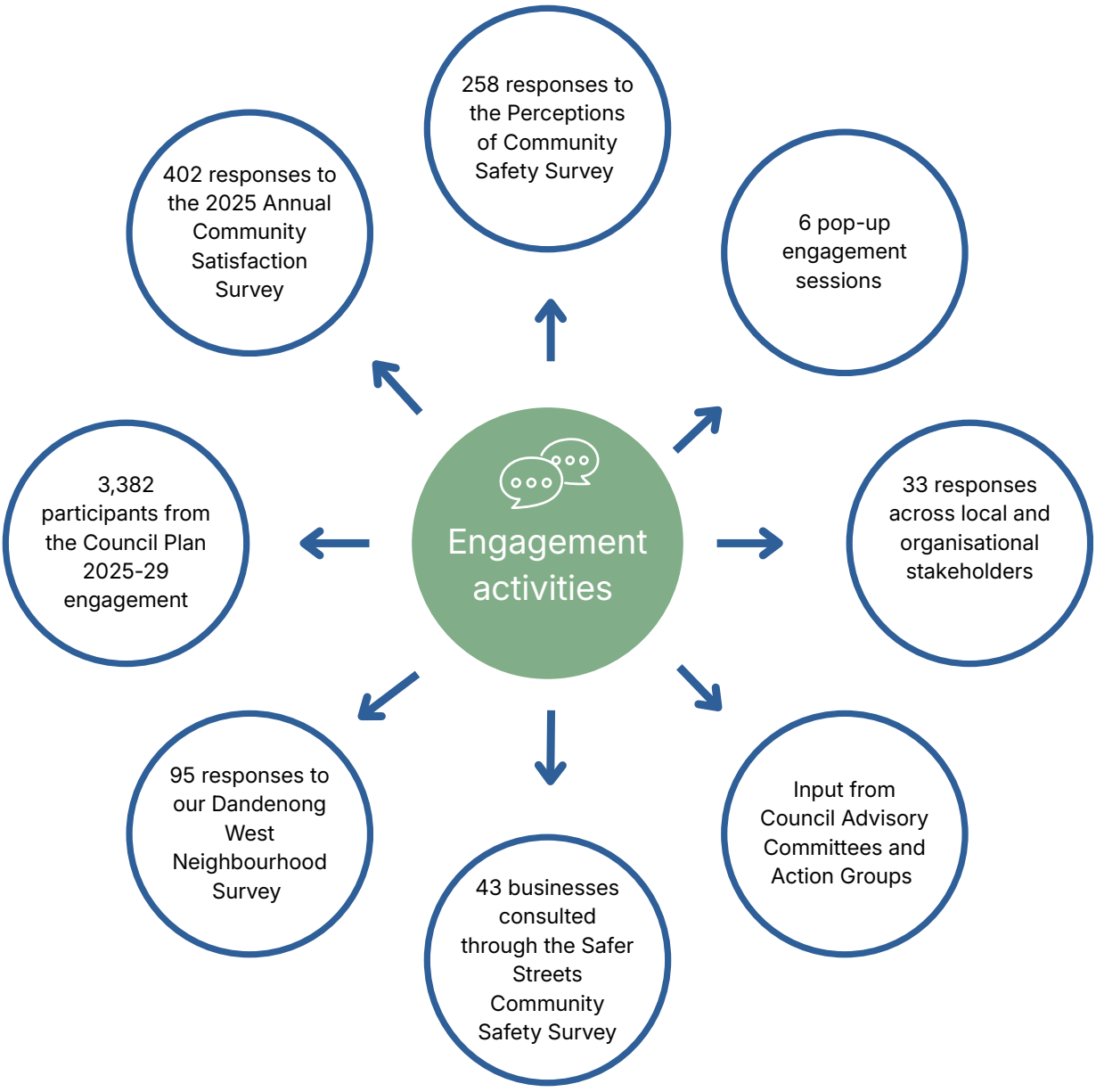
746
Motor vehicle theft

767
Drug possession

Crime Statistics Agency, Victoria, June 2026

Community consultation

The engagement stage of the Strategy was informed by a range of inputs, bringing together diverse voices and perspectives to shape its focus and key priorities.



What our community told us

Residents, businesses and partners shared what safety means to them and where Council can play a stronger role in supporting a safer, more confident community. Based on the feedback, the following were identified as most valuable to our community:



Stronger social connections
Over half of respondents agreed that building relationships and reducing isolation can help prevent crime.

Partnerships with Victoria Police
Working in partnership with Victoria Police was the most strongly supported action, identified by around **70%** of respondents.

Reducing alcohol and drug harm
Alcohol and other drug use was identified by **more than half** of respondents as a key safety concern.

Support for vulnerable people
Many residents emphasised the importance of supporting people experiencing homelessness and other forms of disadvantage.

Safety education and awareness
Access to timely information, safety education and crime-prevention advice was valued.

Fair and inclusive communities
Respondents identified economic disadvantage, language and cultural barriers, and fear of crime as key challenges to safety and cohesion.


olice
10L 7CN
VICTORIA - THE EDUCATION STATE

Our focus

Our Community Safety Strategy delivers targeted policies, programs and specialist advice to strengthen both actual and perceived safety across the city. Shaped by what our community told us, and grounded in local evidence, the Strategy is structured around three key focus areas that reflect the priorities residents, businesses and partners identified as most important.

Our focus area	Our aspirations	Our success indicators
 **Safe people**	Communities where people feel supported, connected and safe to participate in everyday life.	Residents feel safe. Residents are engaged, knowledgeable and aware to keep safe.
 **Safe Places**	Our spaces are vibrant and safe for the community to enjoy.	Enhancing perceptions of safety. Spaces have been designed with safety in mind.
 **Safety partnerships**	A strong network of recognised partners working together to improve community safety.	Strengthened coordination and participation in safety partnerships

Monitoring and communications

The Strategy will be implemented over three years (2027–2030).

An Annual Action Plan will accompany this Strategy to align with the objectives of the Greater Dandenong Council Plan 2025–29. The actions will be clear, measurable, and directly relevant to achieving the identified strategic priorities.

Progress against the Action Plan will be reported annually. This will be supported by a structured monitoring and evaluation framework that tracks progress against agreed indicators, measures community outcomes, and enables continuous improvement.

Council is committed to keeping the community informed of progress throughout the life of the Strategy. Updates will be communicated consistently and accessibly so that residents, partners and stakeholders can see how we are tracking against our commitments and what is being achieved across Greater Dandenong.





Action Plan
2027 - 2030

Focus 1: Safe people



A community where residents don't just feel safe — they help create safety. Through meaningful participation in prevention, co-designing local responses and accessing the services and support they need, people in Greater Dandenong are empowered to shape the safety of their own neighbourhoods.

Aspiration: Communities where people feel supported, connected and safe to participate in everyday life.

How we will measure success:

- **More people feel safe in public places during the day and at night.**
  Measure: % of residents who feel safe in public during the day and at night
- **Residents know how to stay safe and where to get support when they need it.**
  Measure: % of residents who report feeling informed about how to stay safe and access support
- **More people sleeping rough are connected to the support services they need.**
  Measure: % of people identified as sleeping rough who are engaged with services

Priority		Council's Role
1.1	Support and deliver targeted harm-reduction and public education campaigns to improve awareness of community safety, alcohol and other drug-related risks, and reporting pathways.	**Lead | Facilitate | Advocate**
1.2	Respond to the local homelessness crisis by delivering Council's commitments under the Dandenong Zero Project, including coordinated outreach and rapid response to support individuals and families sleeping rough.	**Lead | Partner | Facilitate**
1.3	Advocate for funding to deliver targeted community safety outreach, referrals and on-ground presence in priority activity centres, through partnerships with suitable community service providers.	**Partner | Advocate**
1.4	Conduct a biennial Community Safety Survey using a consistent longitudinal methodology to monitor changes in safety perceptions over time, measure the impacts of Council and partner interventions, and identify emerging and evolving community safety issues to inform evidence-based and timely responses.	**Lead**
1.5	Prevent and respond to family violence through increased awareness, education and access to support.	**Advocate | Partner | Facilitate**

Focus 2: Safe places

A community where places don't just feel safe — they are designed for safety. Through thoughtful planning, inclusive design and ongoing activation of public spaces, The City of Greater Dandenong Council creates environments that reduce harm and support wellbeing.

Aspiration: Our spaces are vibrant and safe for the community to enjoy.

How we will measure success:

- **By 2030, more residents will report feeling safe in activity centres.**
  Measure: 75% of residents will report feeling safe in activity centres
- **Priority public spaces are upgraded to support community safety.**
  Measure: 100% of identified priority public spaces have completed safety upgrades by 2030
- **By 2030, residents' feelings of safety at night will be similar to those reported across metropolitan Melbourne.**
  Measure: City of Greater Dandenong's night-time safety rating is within 10% of the metropolitan Melbourne average

Priority		Council's role
2.1	Actively support and promote community-led safety initatives through Council communication, resources and capacity building.	**Lead | Partner | Facilitate**
2.2	Support pop-up community safety and engagement sessions in activity centres with police, outreach services and Council, focusing on visibility, trust and connection.	**Lead | Partner | Facilitate**
2.3	Deliver and align actions under Council's Alcohol and Other Drug (AOD) Framework to address alcohol and drug-related harms that impact community safety.	**Lead | Facilitate**
2.4	Advocate to state and federal governments for funding to support place-based, community-led crime prevention and safety initiatives in priority neighbourhoods.	**Advocate**
2.5	Deliver targeted safety and security infrastructure upgrades across Dandenong and Noble Park activity centres, including lighting, streetscape improvements, CCTV and protective treatments, funded through the federal Strengthening Community Safety Grant.	**Lead | Partner**
2.6	Rollout of Council's CCTV Renewal Project to modernise surveillance infrastructure and improve safety perceptions in priority public spaces.	**Lead**
2.7	Use place activation, such as festivals, events and cultural programming as community safety tools that activate public spaces, strengthen social cohesion and improve perceptions of safety, including night-time safety.	**Facilitate | Partner**
2.8	Develop and implement a Road Safety Plan to guide Council's strategic approach to reducing road trauma and improving community safety outcomes through safer roads, paths and public transport.	**Lead**

Focus 3: Safety partnerships

A community where safety is everyone's responsibility — strengthened through collaboration and shared action. By working in partnership with community, agencies and key stakeholders, we can bring together the knowledge, resources and expertise needed to prevent harm and respond to local challenges.

Aspiration: A strong network of recognised partners working together to improve community safety.

How we will measure success:

- **Council and Victoria Police work together to improve community safety.**
  Measure: % of residents who report that the Council–Victoria Police partnership is effective
- **Strong partnerships help address community safety challenges.**
  Measure: Number of joint initiatives and coordinated efforts delivered through Council-partner agency relationships.

Priorities		Council's role
3.1	Lead and facilitate a Community Safety Partnership with Victoria Police and key agencies to coordinate place-based and intelligence-led responses to crime and antisocial behaviour.	**Lead | Partner | Facilitate**
3.2	Establish a Council Community Safety Steering Committee to coordinate activity across Council, align responsibilities, and support a consistent organisation-wide approach to safety.	**Lead**
3.3	Advocate for increased Victoria Police resourcing for neighbourhood policing, including enhanced foot patrols, evening and weekend presence, and responses in identified hotspots.	**Advocate**
3.4	Strengthen Council's coordinated response to rough sleeping and 'hidden homelessness' by leading and contributing to multi-agency and regional homelessness partnerships, including the Victorian Alliance to End Homelessness and the South East Homelessness and Housing Alliance.	**Lead | Partner | Facilitate**
3.5	Partner with Victoria Police to deliver an annual Neighbourhood Policing Forum to enable residents to help shape local safety priorities and receive direct updates from police and Council.	**Partner**
3.6	Deliver an annual Community Safety and Crime Prevention Forum.	**Lead | Partner | Facilitate**

(03) 8571 1000
council@cgd.vic.gov.au
greaterdandenong.vic.gov.au

Acknowledging
Bunurong Country

Follow us:

NATIONAL RELAY SERVICE
TTY: 133 677
Speak and listen: 1300 555 727
Online: relayservice.gov.au

TIS:13 14 50

Greater Dandenong

4.3 OTHER

4.3.1 Greater Dandenong Planning Scheme Review

Responsible Officer: Executive Director City Futures

Attachments:
1. Attachment 1 Greater Dandenong Planning Scheme Review 2026 [**4.3.1.1** - 48 pages]

Officer Recommendation

That Council:

1. **ADOPTS the Greater Dandenong Planning Scheme Review 2026 per Attachment 1, including the proposed further strategic work for the Greater Dandenong Planning Scheme;**
2. **SUPPORTS the submission of the Greater Dandenong Planning Scheme Review 2026 to the Minister for Planning prior to 30 October 2026; and**
3. **SUPPORTS officers commencing the further strategic work identified in the Greater Dandenong Planning Scheme Review 2026**

Executive Summary

1. Council as the planning authority for the Greater Dandenong Planning Scheme (planning scheme) is required to review its planning scheme under Section 12(B) of the *Planning and Environment Act 1987* (the Act).
2. The planning scheme review (the review) was undertaken by the strategic planning team in partnership with other Council departments and in consultation with internal and external stakeholders.
3. A key element of the review was a detailed assessment of the planning scheme provisions, including local planning policies, zones, overlays and schedules against state government requirements and relevant state and local policy.
4. The review identified future further strategic work for community consultation, including the list of further strategic work is provided as Attachment 1 to this report.

Background

5. The *Planning and Environment Act 1987* requires Council to review its planning scheme and provides guidance on how this should be undertaken.
6. Pursuant to Section 12B of the Act, the purpose of this project is to enhance the effectiveness and efficiency of the planning scheme in achieving:
   - the objectives of planning in Victoria; and
   - the objectives of the planning framework established by the Act.
7. The review must evaluate the planning scheme to ensure that it:
   - is consistent in form and content with the directions or guidelines issued by the Minister under Section7(5) of the Act;

- sets out effectively the policy objectives for use and development of land in the area to which the planning scheme applies; and
- makes effective use of state provisions and local provisions to give effect to state and local planning policy objectives.

8. Following the completion of the Planning Policy Framework (PPF) translation of all planning schemes across Victoria, the state government now requires all Council's to undertake a planning scheme review by October 2026 in accordance with the *Planning Scheme Review Advisory Note, March 2026 (*Advisory Note*)*. The Advisory Note outlines guidance and matters recommended by the Department of Transport and Planning (DTP) to be addressed in the planning scheme review. The Advisory Note states:
    - The review is an audit of the performance of the planning scheme at a point in time and will inform the continuous improvement of the planning scheme.
    - The review is likely to identify changes or additional strategic work that would improve the performance of the planning scheme. Any proposed improvements to the planning scheme that flow from the review should be carried out as planning scheme amendments separate to the review.
    - Upon completion of the review, the planning authority must without delay report the findings of the review to the Minister for Planning. The outcomes of each Council's planning scheme review are due to be reported to the Minister for Planning by the end of October 2026.
    - The priorities for each planning scheme will depend on local circumstances.
9. Council last undertook a comprehensive review of the planning scheme in 2016 with the report presented to Council and then forwarded to the Minister for Planning, as per the reporting requirements of the Act in 2017. Council has made significant progress on the recommendations arising from the 2017 planning scheme review. Further detail is provided in Attachment 1 to this report.

Review Process

10. A thorough process has been undertaken to ensure the requirements of the Act and Advisory Note have been met. The review undertook a complete audit of each local provision in the planning scheme against the Ministerial Direction on the Form and Content of Planning Schemes, *a Practitioners' Guide to Victorian Planning Schemes, Plan* for *Victoria* and relevant planning practice notes.
11. This required a detailed audit of the planning scheme provisions, including local planning policies, zones, overlays and schedules to ensure they met state government drafting and policy requirements.
12. Each provision was also assessed for its contribution to achieving the strategic objectives set out in the state, regional and local planning provisions.
13. The assessment included a review of state government and local policies, planning permit activity, state and local planning scheme amendments and Victorian Civil and Administrative Tribunal (VCAT) decisions.
14. Consultation was undertaken with statutory and strategic planning officers and other internal and external stakeholders that use the planning scheme on a regular basis. Community consultation was also undertaken and is discussed in that section of this report.
15. Engaging with representatives from a range of departments across the organisation has been an important component of the review. Valuable advice and input have informed the review, particularly regarding the operation of the planning scheme, local policy and the identification of key issues.
16. In addition, all relevant external referral and notice agencies were invited to provide their written comments and feedback on the performance of the planning scheme, in relation to their respective areas of responsibility.

17. All comments received from internal and external (referral authorities) stakeholders have been incorporated into the review and have been imperative in identifying the draft further strategic work.

Key Issues and Discussion

18. The review identified further strategic work is required to ensure the planning scheme meets state and local policy and is responsive to key planning and land use related issues.
19. This further strategic work will be made up of eleven (11) projects and requires policy to be amended in the planning scheme. This will require a strategic policy basis to be developed for each project to inform a planning scheme amendment. The eleven projects that make up the further strategic work have been organised by theme and are outlined below.

General Policy

Review and rewrite the Municipal Planning Strategy

20. The review undertaken established that the planning scheme including the Municipal Planning Strategy (MPS) is required to be reviewed and re-written to meet the requirements of drafting and consistency with state government policy.
21. In addition, the MPS requires updating with statistics, adopted local policies including *Council Plan 2025-29* and *Our Bright Green Future and Action Plan 2025-35* and other key issues identified in the review. This includes but is not limited to, policy relating to activity centres, housing, sustainability and infrastructure.

Prepare a policy neutral planning scheme amendment to update all clauses that are out of date, inconsistent or require updated formatting as identified by the planning scheme review.

22. The review highlighted that there are local provisions and schedules within the planning scheme that require updating to ensure up to date referencing and compliance with DTP form and content directions.

Activity Centres

Following Minister for Planning approval of the DTP Activity Centres Program, ensure the Greater Dandenong Planning Scheme has consistent and coordinated provisions for the Dandenong, Springvale, Noble Park and Yarraman activity centres.

23. The Activity Centre Program is a state government led program that aims to have homes developed in established centres which already have access to infrastructure, employment, services and can support higher density housing. The program is facilitated through introducing new planning provisions. The four activity centres in Greater Dandenong included in the Activity Centre Program are Dandenong, Springvale, Noble Park and Yarraman.
24. The state government gazetted Planning Scheme Amendment GC285 on the 22nd July 2026. This amendment introduced two new planning controls, the Housing Choice and Transport Zone (HCTZ) and the Built Form Overlay (BFO) into the four activity centres.
25. Further strategic work is now required to be undertaken to ensure consistency with the existing relevant planning provisions for the Dandenong, Springvale Noble Park and Yarraman Activity Centres.

Review Schedule to Clause 45.09 - Parking Overlay (Springvale Activity Centre - Core Retail West Precinct).

26. The review established that Clause 45.09 – 'Parking Overlay *(Springvale Activity Centre - Core Retail West Precinct)'* is in conflict with recent state government changes to Clause 52.06 - 'Car Parking' and will require further investigation and review.

Housing

Prepare a Greater Dandenong Housing Strategy (including a review of Clause 15 – 'Built Environment and Heritage' and Clause16 – 'Housing') and a planning scheme amendment to incorporate it into the Greater Dandenong Planning Scheme.

27. The *Greater Dandenong Housing Strategy 2014-24* was developed to provide Greater Dandenong with the policy framework and direction to plan for the sustainable supply of housing. Since the Housing Strategy was developed 12 years ago, housing affordability has further deteriorated and continues to be a barrier for many residents in securing affordable and appropriate housing.
28. An updated Housing Strategy will establish a contemporary, long-term framework to guide housing growth across the municipality. It will focus on improving access to affordable and secure housing, delivering a housing mix that reflects the municipality's diverse household profiles, enhancing design quality and sustainability outcomes, and advocating for policy and investment settings that support viable and appropriate housing delivery.
29. In addition, there have been a number of state government policy updates including *Plan for Victoria 2025* which identifies a housing target of 2.24 million homes to be constructed in Victoria over the next 30 years. To facilitate this target, municipal housing targets have been set for each local government area. Housing targets have been based on proximity to jobs, shops, public transport, community facilities and services, as well as planning considerations and constraints. Greater Dandenong's housing target is 52,500 new dwellings.
30. The state government have also introduced Planning Practice Note 90 *Planning for Housing* and Planning Practice Note 91 *Using the residential Zones.*
31. DTP have advised that the Clauses 15 and 16 relating to residential development, neighbourhood character and future change areas within the planning scheme require review having regard to *Plan for Victoria* and changes to the Victorian Planning Provisions.
32. Further strategic work is required to prepare an updated Housing Strategy in alignment with state government reforms and Council's broader strategic framework. It will respond to ongoing housing pressures while positioning Greater Dandenong to accommodate future growth in a manner that is resilient and sustainable. A planning scheme amendment will also be undertaken to incorporate the Housing Strategy and any consequential updates to the Greater Dandenong Planning Scheme.

Industry (Urban Design)

Review Clause 15.01-1L - Urban design in commercial and industrial areas.

33. Whilst Clause 15.01.1L – 'Urban design in commercial and industrial areas' continues to be a relevant policy for the assessment of planning applications in these areas, it is an older policy and somewhat out of date. Development application types and pressures have changed over time, and design requirements have evolved resulting in a need to review and update this policy.
34. On approval of Amendment C230gdan - Planning Policy Framework (PPF) - Greater Dandenong Planning Scheme Translation, an expiry clause was included on this policy. DTP advised that the expiry clause was applied as the built form controls could not be included in the PPF and were better placed in a Design and Development Overlay (DDO).
35. This requires Council to undertake further strategic work to review this policy, prepare an updated urban design policy, and planning scheme amendment to include this in the planning scheme.

Investigate opportunities for rejuvenation of industrial land use.

36. Greater Dandenong contains state significant industrial land in Dandenong South and is the premier industrial region in Victoria with exporting strengths in manufacturing, wholesale trade and transport and storage.

37. State government policy recognises the significance of the Southern State Significant Industrial Precinct (Southern SSIP) and the high demand for land and low vacancy within Dandenong South and the southern region.

38. Due to there being no future unzoned supply in the Southern SSIP to accommodate growth, it is critical that existing industrial land in this region is protected and preserved. Further strategic work is required to investigate industrial land and identify any opportunities for rejuvenation of industrial land across Greater Dandenong.

Environmentally Sustainable Development (ESD)

Continue working with the Council Alliance for a Sustainable Built Environment (CASBE) to advocate to the state government to translate the* Victorian government's *ESD Roadmap and AmendmentC238gdan into the new codified pathway.

39. Recent state government changes to state policy in all planning schemes across Victoria, including the new Blue Factor tool and deemed to comply provisions (codified assessments), have resulted in the ESD provisions in the planning scheme being significantly reduced. As such, the current provisions are not considered strong enough to support ESD and climate change adaptation and mitigation measures.

40. Council officers will continue to work with CASBE to advocate to the state government to translate the Victorian government's ESD Roadmap and proposed Amendment C238gdan - Elevated Environmentally Sustainable Development into the new codified pathway to ensure these factors are appropriately considered when determining planning applications.

41. This is an advocacy project as Council can only amend or request to amend the local provisions of a planning scheme. Changes to state policy such as this can only be made by the state government in accordance with the Act.

Potential environmental issues

Following the gazettal of Melbourne Water's Flood Management Strategy and subsequent update of the Land Subject to Inundation Overlay (LSIO), review relevant clauses to ensure consistency in the Greater Dandenong Planning Scheme.

42. Melbourne Water are currently undertaking a *Flood Management Strategy* to address future flooding risk across Melbourne. Following completion of the strategy, the LSIO in all relevant planning schemes will be updated via a planning scheme amendment. This will be undertaken by Melbourne Water.

43. Following the gazettal of this work, further strategic work will be required by Council to review all relevant clauses within the Greater Dandenong Planning Scheme to ensure consistency.

Investigate planning options for buffer areas for environmentally sensitive areas.

44. With recent state government changes and the introduction of deemed to comply provisions, the review identified that there are potentially a number of environmental risks that result from these changes, including flooding and land uses requiring buffers such as landfills. Work is required to identify the most appropriate planning scheme tools to ensure these risks can be considered as part of the planning application process.

45. Further strategic work is required to review the extent of the issues and consider options to resolve the situation that may include advocacy to the state government to rectify the exemptions at Clause 55, the potential introduction of overlays in the planning scheme, or both.

Gaming

Review Schedule Clause 52.28 Gaming of the Greater Dandenong Planning Scheme.

46. On approval of Amendment C230gdan - Planning Policy Framework (PPF), DTP advised that Council must review the Schedule to Clause 52.28 - 'Gaming' to ensure it is fit for purpose.

47. DTP require further work is undertaken to justify and support the inclusion of the gaming policy in the Planning Scheme.

48. Further strategic work is required to undertake this review and update the planning scheme if required.

Limitations of the planning scheme review

49. It is important to note that the planning scheme review cannot consider all issues that some stakeholders may wish to see included in the planning scheme.

50. The Act and associated DTP directions and guidance including the *Ministerial Direction on the Form and Content of Planning Schemes* and *A Practitioner's Guide to Victoria's Planning Schemes* articulate what can and can't be included in a planning scheme.

51. Content that is incompatible with or duplicates state policy, other local policy, zones, overlays, provision and schedules cannot be included. Further content that is outdated, ambiguous or matters that are not land use planning related can't be included. Provisions must be consistent with the Act and directions, have a strategic basis and relate to planning and/or land use.

52. For example, state policy provision Clause 52.37 - Canopy Trees requires a planning permit to remove, destroy or lop a canopy tree of a certain size (height, trunk circumference & canopy diameter) in residential areas. Council can't introduce policy into the planning scheme that amends any of these planning permit triggers (height, trunk circumference & canopy size).

53. Each project identified for further strategic work must meet these requirements. In addition, to be included as further strategic work within the planning scheme each project must be able to be undertaken and completed within a four (4) year timeframe.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

54. This item has impacted on human resources within the Strategic Planning team, and other teams across Council, however has been able to be managed within existing resources.

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

Operating Budget Implications

55. There are no direct financial implications associated with this report. However, the implementation of some of the further strategic work will require funding. It is anticipated that this funding can be accommodated within existing budgets.

Asset Implications

56. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Community Consultation

59. The planning scheme review is a statutory requirement of the Act and Advisory Note. There is no requirement by the state government for community consultation. However, Council officers recommended community consultation on the draft further strategic work.

60. Further strategic work is a key outcome of this review and will impact on the work program for Council and specifically the Strategic Planning team over the next four years.

61. Council undertook community consultation on the proposed future strategic work program. The consultation invited feedback on the eleven (11) proposed further strategic projects and sought community views on whether these projects reflected planning issues that matter most to the community. The consultation also sought comments on suggestions for any planning-related issues, gaps or opportunities that could be investigated in the future.
62. Community consultation was undertaken over a three week period from the 5 - 26 August 2026.
63. The consultation was primarily conducted through an online survey on 'Have Your Say' and was promoted through a range of sources including Council website, Council News, on hold messaging, media release and internal Source News article.
64. Community members were invited to:
    - Indicate the overall importance of the proposed work program.
    - Rate the importance of each proposed project.
    - Rank their top five priorities.
    - Provide open-text comments identifying additional planning matters for Council officers to consider.
65. In summary, Council received 185 page views on the 'Have Your Say' page over the period of the consultation. 112 unique community members visited the consultation page, and some of them followed the page to receive updates on the outcome of the consultation. Content was accessed in other languages other than English, including Punjabi, Dari, Sinhalese, Chinese (Simplified), Chinese (Traditional), and Khmer.
66. A total of seven (7) contributions were received online via the survey on 'Have your Say'. Key findings included:
    - Strong support for the proposed further strategic work program.
    - High levels of support for the Greater Dandenong Housing Strategy.
    - Community members highlighted housing affordability, environmental sustainability, urban design and infrastructure planning as key priorities.
67. All eleven (11) projects are considered very important or important to our community. With the top three (3) priority projects noted as:
    - Greater Dandenong Housing Strategy
    - Review of the Municipal Planning Strategy
    - Activity Centre planning consistency review
68. A summary of the open-text comments received, and a response is included as follows:
    - ***"Require more landscaping and better design outcomes."***

      This will be addressed as part of the review of the Municipal Planning Strategy and review of the urban design in commercial and industrial areas projects as set out in the further strategic work.

    - **"Perhaps the unique history and character of many parts**."

      This will be addressed as part of the review of the Municipal Planning Strategy and the Greater Dandenong Housing Strategy as set out in the further strategic work.

    - ***"Prioritising the human and social outcomes of these areas."***

      This will be addressed as part of the review of the Municipal Planning Strategy as set out in the further strategic work.

- ***"We desperately need more affordable housing for families in the area. There are not enough homes to rent, and most are no longer affordable anyway."***

This will be addressed as part of the review of the Municipal Planning Strategy and the Greater Dandenong Housing Strategy as set out in the further strategic work.

- ***"Better care of our footpaths and crossings at the ends of our streets to be more wheelchair friendly and paths wider due to overgrowth."***

This is not a matter that can be addressed via the planning scheme, however may be considered through asset management planning.

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

69. This report is consistent with the following principles in the Community Vision 2040:
    - Sustainable environment.
70. 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.

Legislative and Policy Obligations

71. 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.

Planning Scheme Review 2026

Greater Dandenong Planning Scheme June 2026

Greater Dandenong

Report completed 30 June 2026.

Contents

1. Executive Summary....3
2. Introduction....4
2.1 Purpose....4
2.2 Methodology....4
3. What's Driving Change....6
3.1 Population, growth and economy....6
3.2 Climate change and other environmental risks....6
3.3 Housing and residential development....7
4. Previous Planning Scheme Review....8
4.1 Previous planning scheme review and the planning policy framework....8
5. State Strategic Context....9
5.1 State policies and initiatives....9
5.2 Planning scheme amendments....12
6. Local Strategic Context....14
6.1 Strategies, policies and plans....14
6.2 Planning scheme amendments....15
7. Planning Scheme performance....18
7.1 Planning permit activity....18
7.2 Victorian Civil and Administrative Tribunal decisions....23
8. Stakeholder Engagement and Consultation....26
9. Planning Scheme Review, Advisory Note....29
10. Audit and Assessment of Planning Scheme....34
10.1 Methodology....34
10.2 Municipal Planning Strategy....34
10.3 Planning Policy Framework....35
10.4 Zones and Schedules....37
10.5 Overlays....39
10.6 Particular Provisions....41
10.7 General Provisions....42
10.8 Operational provisions....43
11. Conclusion and Further Strategic Work....44
12. Glossary....46
13. Attachment....46

1. Executive Summary

Greater Dandenong City Council (Council), as the planning authority responsible for the Greater Dandenong Planning Scheme (Planning Scheme), is required under Section 12B of the *Planning and Environment Act 1987* (the Act) to undertake a review of its Planning Scheme.

The State government requires all Councils to complete a planning scheme review by October 2026, in accordance with the *Planning Scheme Review Advisory Note* (March 2026). The Advisory Note provides guidance and identifies matters recommended by the Department of Transport and Planning (DTP) for consideration as part of the review process.

Council last completed a comprehensive review of the Greater Dandenong Planning Scheme in 2016, with the report presented to Council and forwarded to the Minister for Planning in 2017, in accordance with the requirements of the Act. Since that time, Council has made substantial progress in implementing the recommendations arising from the 2017 review.

In July 2018, the Planning Policy Framework (PPF) was introduced, which required all Victorian municipal planning schemes to be updated. Council has been working with the State Government to update the planning scheme into this new format with the introduction of a new Municipal Planning Strategy (MPS) and updated local planning policies, to replace the former Local Planning Policy Framework. This was implemented through Amendment C230gdan (gazetted December 2025) as a policy-neutral amendment undertaken by DTP.

There have also been significant changes to the Victorian planning system since the previous review, including the introduction of new state policies, initiatives and planning scheme amendments. In parallel, Council has prepared of a number of planning strategies, policies and plans.

This planning scheme review involved a comprehensive assessment of the Greater Dandenong Planning Scheme, including its local planning policies, zones, overlays and schedules, against current state government requirements and relevant state and local policy and strategic directions.

The planning scheme review was undertaken by the strategic planning team, in partnership with other Council departments and in consultation with internal and external stakeholders and the community.

The review confirmed that the Greater Dandenong Planning Scheme remains fundamentally sound, strategically justified, and effective in achieving its intended objectives. However, as there has been significant progress with policy and initiatives by the state government and Council the review identified further strategic work is necessary to ensure the planning scheme remains effective and efficient and is responsive to key planning and, land use related issues.

Upon completion, this review will be submitted to the Minister for Planning in accordance with the requirements of Section 12B of the *Planning and Environment Act 1987*.

2. Introduction

2.1 Purpose

Greater Dandenong City Council (Council) as the planning authority for the Greater Dandenong Planning Scheme (Planning Scheme), is required to review its planning scheme under Section 12(B) of the *Planning and Environment Act 1987* (the Act).

Pursuant to section 12B of the Act, the purpose of this review is to enhance the effectiveness and efficiency of the planning scheme in achieving:

- The objectives of planning in Victoria.
- The objectives of the planning framework established by the Act.

The review must evaluate the planning scheme to ensure that it:

- Is consistent in form and content with the directions or guidelines issued by the Minister under section7(5) of the Act.
- Sets out effectively the policy objectives for use and development of land in the area to which the planning scheme applies.
- Makes effective use of state provisions and local provisions to give effect to state and local planning policy objectives.

The *Planning Scheme Review Advisory Note, March 2026* provides further guidance and identifies matters recommended by the Department of Transport and Planning (DTP) to be addressed as part of the 2026 review, as follows:

- The review is an audit of the performance of the planning scheme at a point in time and will inform the continuous improvement of the planning scheme.
- The review is likely to identify changes or additional strategic work that would improve the performance of the planning scheme. Any proposed improvements to the planning scheme that flow from the review should be carried out as planning scheme amendments separate to the review.
- Upon completion of the review, the planning authority must without delay report the findings of the review to the Minister. The outcomes of each Council's planning scheme review are due to be reported to the Minister for Planning by the end of October 2026.
- The priorities for each planning scheme will depend on local circumstances.

Council last undertook a comprehensive review of the Greater Dandenong Planning Scheme (the Planning Scheme) in 2016 with the report presented to Council and then forwarded to the Minister for Planning as per the reporting requirements of the Act in 2017.

The Planning Policy Framework (PPF) Translation recently restructured the Planning Scheme to insert a new Municipal Planning Strategy (MPS) and local planning policies to replace the former Local Policy Planning Framework. This was completed via amendment C230gdan in 2025 and was a policy neutral amendment undertaken by DTP.

This review will be forwarded to the Minister for Planning as required under section 12(B) of the Act once complete.

2.2 Methodology

The planning scheme review was undertaken by the strategic planning team, in partnership with other Council departments and in consultation with internal and external stakeholders and the community.

Planning Scheme Review, Advisory Note, March 2026 details the matters recommended by DTP to be addressed in the review.

In addition to the *Planning Scheme Review, Advisory Note, March 2026* the planning scheme review has been prepared in line with the following DTP directions and guidance:

Ministerial directions:

- Ministerial Direction on the Form and Content of Planning Schemes.
- Ministerial Direction No. 11 Strategic Assessment of Amendments.

Planning practice notes and advice:

- A Practitioner's Guide to Victoria's Planning Schemes.
- PPN - 46 Strategic Assessment Guidelines.

The review process undertaken included a six-stage process. A key element of the review was a detailed assessment of the Greater Dandenong Planning Scheme provisions, including local planning policies, zones, overlays and schedules and their effectives in achieving the objectives and strategies of the planning scheme.

Stage	Tasks	Timing
Initiate	▪ Establish timelines. ▪ Develop project plan and template. ▪ Collate materials for review. ▪ Discuss with statutory planners (survey). ▪ Contact referral authorities. ▪ Inform DTP.	January 2026
Analyse	▪ Audit the planning scheme. ▪ Strategic documents & new policy. ▪ VCAT decisions. ▪ Planning panel recommendations. ▪ Previous planning review. ▪ Planning permit activity. ▪ Survey results.	Feb. - May 2026
Engage	▪ Strategic & statutory planners. ▪ Internal referrals. ▪ External referrals.	Feb. - May 2026
Draft report	▪ Prepare a draft planning scheme review report including further strategic work for consultation.	May - June 2026
Engage & consult	▪ Engage and consult internally. ▪ Engage and consult with community.	July - Aug. 2026
Final planning scheme review	▪ Following consultation finalise the planning scheme review. ▪ Present review to Council for consideration & approval. ▪ Present review to the Minister for Planning. ▪ Budget for further strategic work.	Sept. - Oct. 2026

3. What's Driving Change

3.1 Population, growth and economy

The City of Greater Dandenong covers an area of 129 square kilometres and is located within the Southern Region of Metropolitan Melbourne. The neighbouring municipal areas include the Cities of Casey, Frankston, Kingston, Monash and Knox.

Greater Dandenong is home to approximately 167,000 residents across 58,500 dwellings (as of July 2025). Victorian government forecasts indicate that the municipality will experience continued population and housing growth to 2036, with a further 22,500 residents and 8,500 extra dwellings over this period. This represents growth of approximately 12% over the next decade.

Further *Plan for Victoria, 2025* identifies a housing target of 2.24 million homes to be constructed in Victoria over the next 30 years. To facilitate this target, municipal housing targets have been set for each local government area. The housing target for Greater Dandenong is 52,500 new dwellings.

Household growth is expected across all household types, with particularly strong growth in couples with children.

In Greater Dandenong the activity centre hierarchy consists of the Central Dandenong Metropolitan Activity Centre included in the Activity Centres Program along with Springvale, Noble Park and Yarraman. Keysborough – Parkmore is also an activity centre along with a wide range of neighbourhood activity centres. This is where most housing growth will be directed.

Greater Dandenong contains state significant industrial land in Dandenong South and is the premier industrial region in Victoria with exporting strengths in manufacturing, wholesale trade and transport and storage.

The municipality supports 114,506 jobs and has an annual economic output of $66.4 billion. Manufacturing is the largest employment sector, supporting an estimated 25,000 jobs. This is followed by construction (13,000 jobs), health care and social assistance (12,000 jobs) and retail trade (10,000 jobs) (*Remplan, 2025*). Despite this, the unemployment rate in Greater Dandenong is higher (7.3%) than the Victorian rate (4.6%) and median weekly incomes are 26% below the metropolitan average.

The municipality also has significant green wedge land which operates as a natural Urban Growth Boundary, and functions as a buffer between residential uses and the state industrial area. The area contains significant cultural heritage and aboriginal values and supports a variety of land uses, including grazing, market gardening, poultry farms, and light agriculture.

3.2 Climate change and other environmental risks

Climate change
Greater Dandenong is seeing the impacts of climate change worsen every year through increasing demands on our natural resources, more frequent extreme weather events, and rising cost of living placing growing pressure on our community's ability to adapt.

Council adopted the *Our Bright Green Future Strategy and Action Plan 2026-2036* in 2026, aiming to make Greater Dandenong one of Australia's most sustainable cities by 2030. Key actions of the strategy include:

- Increasing canopy coverage across the municipality to 15% by 2028
- Reducing waste sent to landfill by 10% by 2030
- Net zero emissions for Council operations by 2035
- Gas usage phased out of all Council facilities by 2035

Urban heat
Greater Dandenong was ranked the 7th hottest municipality in metropolitan Melbourne in a 2024 study by the Centre for Urban Research at RMIT University. This is due to low canopy cover and more hard surfaces like concrete and asphalt being exposed to the sun and absorbing and radiating heat.

There is strong evidence demonstrating that this artificial heat build-up is impacting on human health. The combination of low canopy coverage and a higher proportion of vulnerable populations (the elderly, children, renters, low-income and homeless) means that the Greater Dandenong community is highly vulnerable to heat-related illnesses.

Flooding
Greater Dandenong experiences a range of flooding issues, particularly overland flow flooding where drainage systems are exceeded. Flooding also occurs in highly urbanised areas with increasing impervious surfaces and ageing, under-capacity infrastructure.

Large areas of the municipality's green wedge are also flood-prone and affected by prolonged inundation events, driven by its low-lying, swampy landscape.

Council's *Sustainable Stormwater Strategy 2017-37* aims to address these issues by providing a coordinated framework to understand and map flood risks, prioritise and deliver targeted drainage upgrades and mitigation works and strengthen planning controls for new development.

3.3 Housing and residential development

Housing supply and affordability
Greater Dandenong is experiencing rising housing stress and affordability pressures, driven by increasing living costs, stagnant incomes and limited housing supply. These conditions are contributing to higher levels of both rental and mortgage stress across the municipality.

Rapid population growth is placing further pressure on the housing system. Greater Dandenong is expected to accommodate over 30,000 additional residents in the next decade, requiring the delivery of more than 8,800 new dwellings to meet demand.

Demand for housing is also becoming more complex and diverse. While family households remain dominant, there is strong growth in smaller and non-traditional households, including couples without children, single-parent families and group households. This shift is driving the need for a broader mix of housing types and dwelling sizes.

There is an increasing mismatch between current housing supply and future demand. There is a shortage of larger 3+ bedroom homes suitable for families, as well as self-contained one-bedroom dwellings for singles and more vulnerable cohorts.

Most future housing is expected to be delivered through infill development in activity centres and areas well served by public transport. However, delivery in these locations is constrained by ongoing affordability pressures, flood risks, ageing housing stock and the need to align growth with infrastructure and service capacity.

State policy is also accelerating housing change. The Victorian government's *Plan for Victoria* and Activity Centres Program directs significant growth to Greater Dandenong, identifying Dandenong, Springvale, Noble Park and Yarraman as priority locations for higher-density development. In total, the municipality has been allocated a target of 52,500 additional dwellings by 2051.

Despite this, development activity has slowed. Apartment construction remains limited and mid- to high-rise development is often not financially viable under current market conditions, reducing the municipality's capacity to meet projected housing demand and government targets.

4. Previous Planning Scheme Review

4.1 Previous planning scheme review and the planning policy framework

The planning scheme was last reviewed in 2016, and the report was presented to Council and then forwarded to the Minister for Planning as per the reporting requirements of the Act, in 2017.

It is important to note that in 2018 Amendment VC148 introduced a new integrated PPF to the Victorian Planning Provisions and all planning schemes in Victoria.

The PPF Translation project was initiated and led by DTP. Council officers worked in partnership with DTP over many years to undertake this work.

In summary, the Municipal Strategic Statement (now Municipal Planning Strategy) and all the local policies of the Greater Dandenong Planning Scheme were reviewed, updated and translated into the new PPF in a policy neutral manner. Amendment C230gdan was gazetted on the 12 December 2025, and the Greater Dandenong Planning Scheme was translated into the new integrated PPF. This was a policy neutral translation determined by the Minister for Planning via Section 20 (4) of the *Planning and Environment Act, 1987*.

In addition to Amendment C230gdan there has been several state and local strategically significant and 'fix up' amendments to the planning scheme since 2017. Detail of these amendments are discussed in Chapters 5 and 6.

Further strategic work - progress since last review

The planning scheme review in 2017 identified 16 recommendations for further strategic work (FSW).

Further Strategic Work (FSW) identified in 2017

Further Strategic Work	No.	Percentage %
Completed	10	63 %
Ongoing	3	19 %
In Progress	2	12 %
Not commenced	1	6 %
Total	16	100 %

Ten (63 %) of the 16 recommendations have been completed. Projects completed included *Springvale Activity Centre Structure Plan 2017, Noble Park Activity Centre Structure Plan, 2021* and the *Greater Dandenong Open Space Strategy, 2020-2030*.

Three (19%) of the recommendations are ongoing. This work has commenced and is ongoing. For example, monitoring all relevant VCAT decisions. Two (12%) of the recommendations are in progress. This includes the review of the urban design in commercial and industrial areas policy, and the flood management strategy which is being led by Melbourne Water.

The one recommendation that has not commenced is the review of planning controls for the Dandenong Metropolitan Activity Centre. This project had been placed on hold until the DTP led Greater Dandenong Planning Policy Framework (PPF) Translation, and the Activity Centres Program were completed.

Attachment 1 provides a detailed list of all the recommendations with a comment on their status.

Summary of progress since last review:

Council has made significant progress on the recommendations arising from the 2017 planning scheme review.

Any work that was on hold as part of the PPF Translation project and Activity Centres Program will shortly progress.

5. State Strategic Context

5.1 State policies and initiatives

Since the 2017 review of the Greater Dandenong Planning Scheme there have been significant changes to policy at the state level including the introduction of key strategies, initiatives and planning scheme amendments.

A response to the *Planning Scheme Advisory Note, March 2026* has been provided in Chapter 9.

A summary of the relevant state policies and initiatives relevant to Greater Dandenong is outlined below.

Plan for Victoria, February 2025
Plan for Victoria (PfV) transforms planning policy in Victoria through the consolidation of both metropolitan (it supersedes *Plan Melbourne 2017-2050*) and regional growth plans, into one strategy for the state of Victoria.

The plan provides guidance for how Victorians will live and work over the next 30 years and is guided by five pillars:

1. *Housing for all Victorians*
2. *Accessible jobs and services*
3. *Great places, suburbs and towns*
4. *Sustainable Environments*
5. *Self-determination and caring for Country*

PfV identifies a housing target of 2.24 million homes to be constructed in Victoria over the next 30 years. To facilitate this target, municipal housing targets have been set for each local government area. Housing targets have been based on locations with good proximity to jobs, shops, public transport, community facilities and services, as well as planning considerations and constraints. Greater Dandenong has been assigned a target is 52,500 additional dwellings by 2051.

The Activity Centres Program, also identified in PfV, aims to increase housing supply and community infrastructure near major transport hubs. The program aims to accommodate over 300,000 new homes across 60 designated centres in Melbourne by 2051.

Four centres in Greater Dandenong are included in the Activity Centres Program (Dandenong, Springvale, Noble Park and Yarraman).

In addition, Central Dandenong has been identified as a health and education precinct and continues to be recognised as a Metropolitan Activity Centre.

There are several actions in PfV that have implications for the Greater Dandenong Planning Scheme. These include, but are not limited to:

- Action 1: Implement housing targets for every local government
- Action 2: Implement new planning controls to streamline planning in activity centres
- Action 4: Increase the number of social and affordable homes
- Action 5: Match car and bike parking requirements and bike facilities with demand
- Action 6: Update the Better Apartments Design Standards and the Apartment Design Guidelines for Victoria
- Action 8: Ensure new industrial and commercial land is ready for development
- Action 9: Streamline community infrastructure developer contributions
- Action 12: Protect and enhance our canopy trees
- Action 13: Introduce minimum standards and guidance for open space in established urban areas
- Action 14: Make the best use of land at train stations
- Action 15: Update design guidance to deliver better public places
- Action 17: Encourage walking and cycling
- Action 18: Improve the environmental sustainability of development
- Action 19: Better communicate and manage flood, bushfire and climate hazard risks
- Action 20: Reflect Country in planning schemes where supported by and following ongoing engagement with Traditional Owners

A 10-year Plan for Industrial land, November 2025

The 10-year plan sets out the Victorian Government's strategy to ensure sufficient, well-located industrial land is available to support long-term economic growth, jobs and freight logistics.

The plan recognises that while Melbourne has an overall long-term supply (of approximately 38 years), there are significant challenges in bringing land to market in a timely manner due to infrastructure constraints, planning barriers and market realities.

For Greater Dandenong, the plan reinforces its role as a critical component of Melbourne's southern industrial region and is a key economic hub. There is high land take up and low vacancy rates in the Greater Dandenong area which indicates strong ongoing demand for industrial land, particularly within established precincts such as Dandenong South.

The plan also highlights the strategic importance of the Southern State Significant Industrial Precinct (Southern SSIP), noting that there is no future unzoned supply in the precinct to accommodate growth. As a result, the plan notes the critical need to protect and preserve existing industrial land in Greater Dandenong and the broader region to ensure ongoing economic productivity and capacity.

The plan also emphasises the strategic importance of Greater Dandenong within Victoria's freight and logistics network. Infrastructure such as the future Dandenong South Intermodal Terminal and port rail shuttle connections position the municipality as a key hub for goods movement and advanced industry.

State Planning Reform

Relevant state led changes to the Victorian Planning Provisions (VPPs) have impacted all Victorian planning schemes. The significant changes are described below.

Codifying residential assessments

Townhouse and Low-Rise Code

Planning Scheme Amendment VC267 introduced the Townhouse and Low-Rise Code which overhauls Clause 55 of the Victoria Planning Provisions (VPPs) for townhouses and apartments up to three (3) stories. The amendment introduced "deemed-to-comply" standards, whereby proposals that meet the specified requirements must be approved by the Responsible Authority. In such cases, third-party appeal rights are removed, and applications are not subject to objector review at the Victorian Civil and Administrative Tribunal (VCAT).

Secondary Dwelling on a lot

Planning Scheme Amendment VC282 introduced changes to simplify planning provisions for residential developments by enabling fast-tracked 10-day VicSmart approvals for single dwellings on lots under 300 sqm and small second dwellings that meet updated standards and conditions. These new planning provisions also introduce "deemed-to-comply" standards to Clause 54 of the planning scheme.

Two Dwellings on a lot and subdivision

Planning Scheme Amendment VC288 extended the streamlined VicSmart assessment process to include planning permit applications for the construction of two dwellings on a lot and the subdivision of land into two lots.

Mid-Rise Code

Planning Scheme Amendment VC300 introduced the Mid-Rise Code for four (4) to six (6) storey apartment developments. This code also introduces a streamlined "deemed-to-comply" planning pathway for compliant developments. Through these changes, considerations such as overshadowing and setbacks are now standardised.

Liquor Licenses

Planning Scheme Amendment VC286 to the VPPs removed the requirement to obtain a planning permit for the use of land for the sale and consumption of liquor.

Signage

Planning Scheme Amendment VC294 amended Clause 52.05 (Signs) of the VPPs to exempt specified signs from planning permit requirements and remove default permit expiry dates for most signs. Some examples of signs that no longer require a permit include safety signs, building permit, construction and real estate signs.

Car parking rates and reform

Planning Scheme Amendment VC277 introduced car parking reform in the VPPs. The updated car parking rates are proportionate to public transport access, and where a site has high quality access to public transport, less car parking will be required than in other poorer serviced locations.

Increasing Housing Supply - Train and Tram Zone Activity Centres Program

The Train and Tram Zone Activity Centres Program identified four centres within Greater Dandenong (Dandenong, Springvale, Noble Park and Yarraman) and will introduce new planning controls into the Greater Dandenong Planning Scheme. These include the Built Form Overlay (BFO) and the Housing Choice and Transport Zone (HCTZ), as well as a new Infrastructure Contributions Plan (ICP).

The Activity Centres Program is being progressed by DTP, with Council input and community consultation undertaken earlier this year. At this stage, Council is awaiting further advice on the specific implementation of the program and its implications for the Greater Dandenong Planning Scheme.

Other State government projects and partnerships

Projects and partnerships of relevance to Greater Dandenong and to the planning scheme review include:

- Revitalising Central Dandenong (RCD) partnership
- Webster Street Level Road Crossing Removal
- Metro Tunnel
- Monash Employment and Innovation Area
- Dandenong Employment and Innovation Area

The review of the Municipal Planning Strategy and relevant local policy provisions within the Greater Dandenong Planning Scheme will have regard to all relevant State policies and initiatives.

This includes *Plan for Victoria*, particularly regarding the delivery of housing and industrial land, and the implementation of the Activity Centres Program within the four identified centres (Dandenong, Springvale, Noble Park and Yarraman).

A response to the *Planning Scheme Advisory Note, March 2026* has been provided in Chapter 9 of this review.

5.2 Planning scheme amendments

There have been approximately 160 amendments to the Greater Dandenong Planning Scheme since 1 January 2020.

Amendments include:

- 27 “C” (Council) amendments (changes to one planning scheme only i.e. Greater Dandenong’s)
- 9 “GC” (group of council) amendments (changes to more than one planning scheme)
- 124 “VC” VC (Victorian) amendments (changes to the VPPs and all planning schemes)

Significant VC (Victorian) and GC (group of council) amendments to the Greater Dandenong Planning Scheme include:

Amendment Number	Brief description	Approval Date
VC221	The amendment facilitates all-electric developments to support implementation of Victoria’s *Climate Change Strategy, 2021* and *Gas Substitution Roadmap, 2022*. The amendment changes the VPPs and all planning schemes by amending clauses that require developments to be connected to reticulated gas and amending the referral requirements.	04 August 2022
VC215	The amendment implements the Melbourne Industrial and Land Use Plan (MICLUP) (*Department of Environment, Land, Water and Planning, 2020*) in the VPPs and all planning schemes.	03 March 2023
VC243	Amendment VC243 makes changes the VPPs and all planning schemes to codify residential development standards, implement the Future Homes project across Victoria, remove permit requirements for single dwellings on lots of 300 square metres or more and introduce VicSmart permits for single	22 September 2023

Amendment Number	Brief description	Approval Date
	dwellings on lots less than 300 square metres. These changes support the delivery of housing in Victoria.	
VC257	Amendment VC257 makes changes to the VPPs and all planning schemes to introduce Clause 32.10 Housing Choice and Transport Zone (HCTZ) and Clause 43.06 Built Form Overlay (BFO) to support housing growth in and around activity centres and other well-serviced locations in line with *Victorias Housing Statement, The Decade Ahead 2024-2034*.	25 February 2025
VC267	Amendment VC267 implements new residential development planning assessment provisions to boost housing construction to meet the housing needs of Victorians.	31 March 2025
VC276	Amendment VC276 makes changes to the VPPs and all planning schemes to amend all residential zone schedules and Neighbourhood Character Overlay schedules to implement the new residential development planning assessment provisions and correct technical errors resulting from Amendment VC267.	02 April 2025
VC286	The amendment changes the VPPs and all planning schemes by removing the requirement for a planning permit for licensed premises.	01 July 2025
VC282	The amendment changes the VPPs and all planning schemes by introducing a new Clause 54 (One dwelling on a lot or a small second dwelling on a lot) making consequential changes to give effect to the new residential development planning assessment provision and correcting technical errors made by Amendment VC267.	08 September 2025
VC292	Amendment VC292 makes changes to the VPPs and all planning schemes to include reference to the Neighbourhood Character Overlay (NCO) in the 'Application' section of Clause 54 that was inadvertently omitted by Amendment VC282.	11 September 2025
VC289	Amendment VC289 makes changes to the VPPs and all planning schemes by introducing a planning permit requirement to remove destroy or lop a canopy tree in residential areas at Clause 52.37 (Canopy trees). Minimum canopy tree replacement requirements will apply to an application to remove a canopy tree.	15 September 2025
VC288	The amendment extends the streamlined VicSmart assessment process to include planning permit applications for the construction of two dwellings on a lot and the subdivision of land into two lots.	16 October 2025
VC294	Amendment VC294 reforms sign provisions to exempt specified signs from planning permit requirements and remove mandatory permit expiration dates for most signs.	27 October 2025
VC277	Amendment VC277 amends car parking requirements to the VPPs and all planning schemes to align car parking rates with demand and reduce the number of car parks required in locations well-serviced by public transport.	18 December 2025
VC300	Amendment VC300 changes the VPPs and all planning schemes by implementing the Mid-Rise Code to introduce new deemed to comply assessment provisions for four to six storey residential development in residential zones.	16 April 2026
VC308	Amendment VC308 changes the VPPs and all planning schemes to update all schedules to the Mixed Use Zone, Township Zone and Residential Growth Zone to align with the operation of the Mid-Rise Code introduced by Amendment VC300 and to correct technical errors associated with Amendment VC300.	17 April 2026

6. Local Strategic Context

6.1 Strategies, policies and plans

Council endorsed

The following local policies have been endorsed since the last review and are not currently referenced in the planning scheme.

Council Plan 2025-29 - June 2025

The *Council Plan 2025-29* (incorporating the *Municipal Public Health and Wellbeing Plan*) was adopted at the Council Meeting on 23 June 2025. The plan was developed extensively with community consultation and the following vision created through the Greater Dandenong People's Panel.

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.

The Council Plan has a focus for the next four years on achieving the following objectives:

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 *Health and Wellbeing Plan* has been integrated with the *Council Plan* to ensure that health and wellbeing is a key consideration in all decisions made by Council. The priorities include:

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

Our Bright Green Future and Action Plan 2025-35, March 2026

The *Our Bright Green Future Strategy and Action Plan 2026-2036* bring together and consolidates all previous sustainability related plans and strategies into one clear document, making Council's actions for the next 10 years clear, measurable and relevant. The strategy was adopted at the Council meeting on the 16 March 2026.

The plan is organised into ten themes:

1. Advocacy
2. Community mobilisation and resilience
3. Circular economy and waste
4. Transport and active travel

5. Biodiversity
6. Trees and greening
7. Water and waterways
8. Energy and transition to net zero
9. Sustainable design, assets and infrastructure
10. Sustainability across Greater Dandenong

Reconciliation Action Plan, May 2026

The *Reconciliation Action Plan (RAP*) was endorsed by Council in May 2026. The RAP gives Council a strategic and structured approach to progress on its reconciliation journey. This is done both internally and externally through building respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

Economy and Place Strategy (Draft)

This *Economy and Place strategy* will serve as a framework for Council for the next 5-10 years, working collaboratively with businesses, industry, residents and community partners to drive investment, create jobs and meaningful places for people.

The *Economy and Place Strategy* will aim to:

- Foster sustainable economic growth
- Enhance community connection and wellbeing
- Strengthen the vibrancy of Greater Dandenong
- Nurture the foundation of a future-ready economy and globally competitive economy.

Dandenong Market Precinct Plan (Draft)

The *Dandenong Market Precinct Plan* is a 20-year plan that provides a long term strategic direction and vision for the precinct that honours the market's heritage while positioning it to thrive for decades to come. It brings together key elements from the Revitalising Central Dandenong program and integrates them into a cohesive, forward-looking strategy.

The review of the Municipal Planning Strategy and relevant local policy provisions within the Greater Dandenong Planning Scheme will have regard to all relevant Council endorsed policies and initiatives including the *Council Plan 2025-2029, Our Bright Green Future Strategy 2026-2036, Reconciliation Action Plan (Draft), Economy and Place Strategy (Draft) and the Dandenong Market Precinct Plan (Draft).*

6.2 Planning scheme amendments

Significant C (Council) amendments to the Greater Dandenong Planning Scheme include:

Amendment Number	Description	Approval Date
C230gdan	Replaces the Local Planning Policy Framework of the Greater Dandenong Planning Scheme with a new Municipal Planning Strategy at Clause 02 local policies within the Planning Policy Framework at Clauses 11 to 19 and selected local schedules consistent with changes to the VPPs introduced by Amendment VC148 and The Ministerial Direction The Form and Content of Planning Schemes.	12 December 2025

Amendment Number	Description	Approval Date
C248gdan	The amendment introduces and applies Schedule 16 to Clause 43.04 (Development Plan Overlay) to guide redevelopment of Sites 11 to 15 of the Revitalising Central Dandenong Initiative and makes changes to Clause 72.01 to make the Minister for Planning the responsible authority for approving and amending any associated Development Plan. The amendment also deletes Schedule 5 to the Public Acquisition Overlay from the subject land to reflect the acquisition of land by Development Victoria.	07 August 2024
C240gdan	Rezone 30-40 Athol Road Noble Park from Public Use Zone Schedule 2 (Education) to the General Residential Zone Schedule 1 apply a new Development Plan Overlay Schedule 17 and the Environmental Audit Overlay and make the Minister for Planning the responsible authority for the Inclusionary Housing Pilot site.	11 January 2024
C224gdan	Implements the *Noble Park Major Activity Centre Structure Plan,2021* by rezoning some properties to the Commercial 1 Zone (C1Z) applying the Design and Development Overlay (DDO5) updating local planning policy and makes other consequential changes to the Greater Dandenong Planning Scheme.	21 December 2023
C233gdan	Combined planning scheme amendment and planning permit for surplus rail land at Noble Park Station as part of Level Crossing Removal Project (LXRP) Integrated Development Opportunities that rezones vacant land from Transport Zone 1 (TRZ1) to Commercial 1 Zone (C1Z) and approves a planning permit for a two-lot subdivision construction of a mixed use building reduction in car parking requirements and removal of native vegetation.	08 June 2023
C228gdan	The amendment changes the public open space contribution rate for new subdivisions of non-exempt land and buildings intended to be used for residential and commercial purposes to support the implementation of the *Greater Dandenong Open Space Strategy 2020-2030* and the *Greater Dandenong Open Space Contributions Assessment*.	24 March 2023
C211gdan	Rezones the former Maralinga Primary School at 9 Maralinga Avenue Keysborough from Public Use Zone 2 to Neighbourhood Residential Zone - Schedule 1.	24 February 2022
C235gdan	The amendment corrects Schedule 1 to the Green Wedge Zone (GWZ1) and Schedule 1 to the Green Wedge A Zone (GWZA1) maps which were not gazetted as part of Amendment C143.	10 February 2022
C203gdan	The amendment implements the findings of the *Springvale Activity Centre Structure Plan,2017* and the *Springvale Building Heights and Setbacks Study, Tract 2016* by amending Clause 22.10 Springvale Local Planning Policy amending Schedule 6 to Clause 43.02 Design and Development Overlay and making other associated changes to the Greater Dandenong Planning Scheme.	23 April 2021
C222gdan	The amendment applies Schedule 15 of Clause 43.04 Development Plan Overlay to 23-55 McCrae Street Dandenong to facilitate the redevelopment of the Dandenong Plaza and makes the Minister for Planning the responsible authority for approving and amending the associated Development Plan.	12 November 2020
C226gdan	Applies site-specific controls to land at 27 Wilma Avenue Dandenong by introducing the Specific Controls Overlay to facilitate the development of a three-storey residential building consisting 10 dwellings for low-income	17 September 2020

Amendment Number	Description	Approval Date
	Aboriginal people in Victoria and makes associated changes to the planning scheme.	
C225gdan	Removes the Public Acquisition Overlay Schedule 5 from seven sites within the Dandenong Metropolitan Activity Centre as they site have been acquired by Development Victoria and are now redundant.	09 July 2020
C213gdan	Introduces the General Residential Zone Schedule 3 and rezones residential land around the activity centres of Dandenong Springvale and Noble Park.	04 June 2020

Amendments in Progress

Currently there are two local amendments to the Greater Dandenong Planning Scheme that are in progress.

Amendment Number	Description
C229	The amendment proposes to rezone Sandown Racecourse (591-659 Princes Highway Springvale) from Special Use Zone Schedule 1 (SUZ1) to Comprehensive Development Zone Schedule 3 (CDZ3) for predominantly residential use including approximately 7500 homes supported by community facilities open space and commercial and retail uses. **Current Status: With the Minister for Planning for final decision**
C249	The Amendment proposes to make changes to the existing Schedule to Clause 43.01 Heritage Overlay and associated maps in the Greater Dandenong Planning Scheme to correct anomalies and mapping errors identified through a review of the schedule. The Amendment proposes changes to 18 existing Heritage Places listed on the Heritage Overlay (HO) Schedule. **Current Status: To be tabled at Council meeting to adopt Council position**

7. Planning Scheme performance

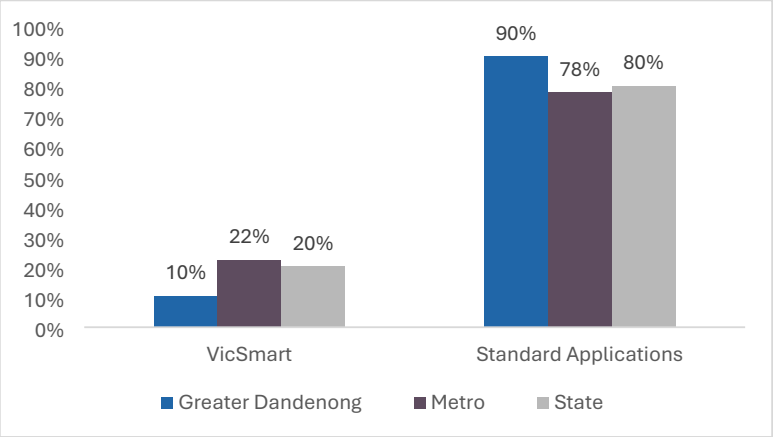
This chapter contains an analysis of planning permit activity and applications to the Victorian Civil and Administrative Tribunal (VCAT) from the last five financial years, being FY 2021 - FY 2026. It draws on both publicly available Planning Permit Activity and Reporting System (PPARs) data, *Know Your Council* data and data provided by Council.

7.1 Planning permit activity

Figure 1 shows a breakdown of planning applications received between FY2021 – FY2026. Council has received a total of 3,350 planning applications over the past five financial years.

Ninety (90%) of these applications were standard applications with the remaining 10% being VicSmart applications. It is noted that Council receives a lower percentage of VicSmart applications than both the state and metropolitan average. However, in standard applications this is the opposite, with Council receiving a higher percentage than both the state and metropolitan average. VicSmart applications are limited to works such as signage, buildings and works in a commercial or industrial zone, extensions of one dwelling on a lot, development of two dwellings on a lot in a residential zone or removal of canopy trees.

Figure 1 Breakdown of Planning Applications between FY2021 – FY2026

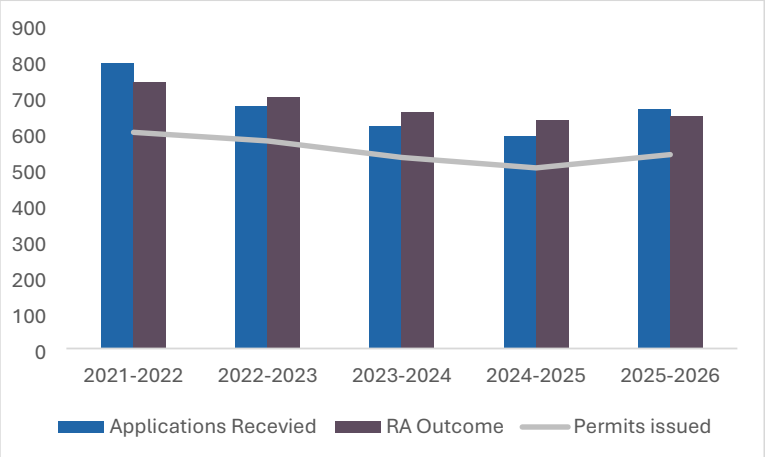


Source: Planning Permit Activity Reporting, Department of Transport and Planning

Figure 2 and 3 shows total planning applications between FY2021 – FY2026. Overtime, Council has received a general decline in the number of applications received. This may be due to a result of contributing factors, such as:

- The cost of construction (essentially all construction costs have risen post the COVID-19 Pandemic).
- Changes in planning schemes by the state government through planning scheme amendments (resulting in fewer permits needed) – see Chapter 5.
- Supply of vacant land – both employment and residential.
- Immature property market – resulting in fewer residential applications (infill development and higher density apartment applications).

Figure 2 Total Planning Applications between FY2021 – FY2026



Source: Planning Permit Activity Reporting, Department of Transport and Planning

Figure 3 Total Planning Applications between FY2021 – FY2026

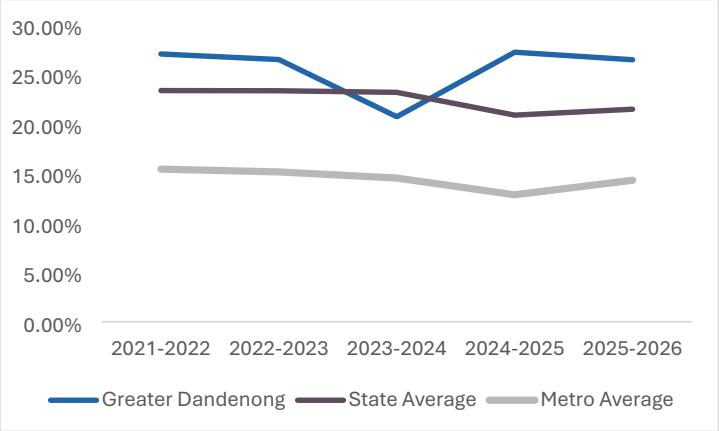
Permits (including refusals)	2021-22	2022-23	2023-24	2024-25	2025-26
Applications Received	794	675	621	592	668
RA Outcome	742	699	659	635	648
Permits issued	602	578	532	503	540

Source: Planning Permit Activity Reporting, Department of Transport and Planning

While permit numbers have been decreasing, there has been an increase in external referrals from DTP that add to the Statutory Planning team workload. Further, permit complexity has increased over time as well as officer hours spent per application, resulting in extended planning application timeframes. A part of this is attributed to the need for consideration and comment from external referral authorities.

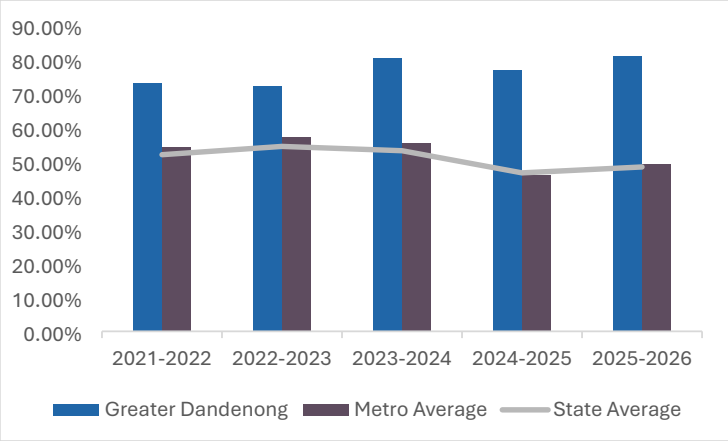
Greater Dandenong has consistently been above the state and metropolitan average for the number of external referrals for the past five financial years, with this figure being double the metropolitan average for this financial year. This reflects the diversity in the planning landscape within the municipality and the ongoing partnership between State and Local Government. Adding to this, on average at least 75% of statutory planning applications are required to provide further information. Again, this is significantly higher than both the state and metropolitan average.

Figure 4 Applications requiring external referral between FY2021 – FY2026



Source: Planning Permit Activity Reporting, Department of Transport and Planning

Figure 5 Further Information Requests between FY2021 – FY2026



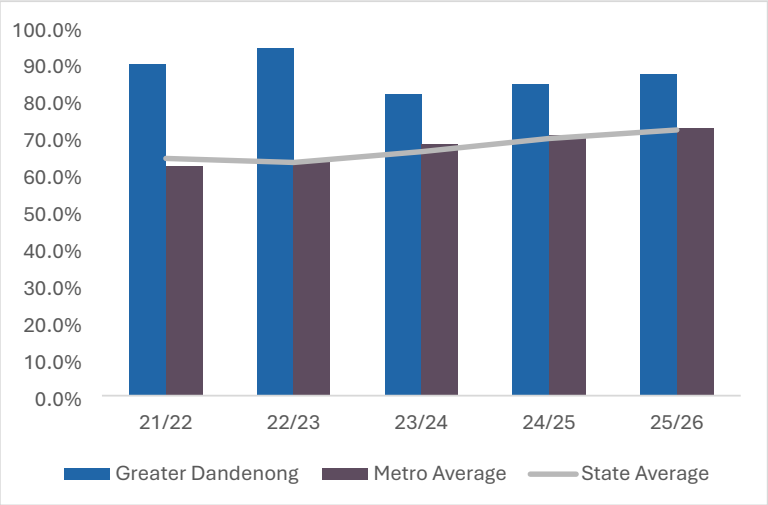
Source: Planning Permit Activity Reporting, Department of Transport and Planning

Acknowledging the above discussion, the average total time taken by Council to process a planning application over the past five financial years is approximately 118 days. Notably, there has been a consistent improvement in processing times, with a downward trend observed from FY2023–24, broadly aligning with statewide and metropolitan trends.

While the overall average processing time remains higher than the state and metropolitan averages, this figure includes the days associated with referral authorities and departments, as well as requests for further information and associated requests for extension of time to the further information request. Once all required information has been provided, Council officers consistently assess applications within statutory timeframes.

Council continues to achieve one of the highest clearance rates for planning decisions within statutory timeframes, including 10 days for VicSmart applications and 60 statutory days for standard planning applications. More than 80% of all applications are determined within the required timeframes, consistently exceeding both state and metropolitan averages.

Figure 6 Planning decisions decided within timeframe (VicSmart and Standard Applications) FY2021 – FY2026



Source: Planning Permit Activity Reporting, Department of Transport and Planning

Figure 7 Planning decisions decided within timeframe (VicSmart and Standard Applications) FY2021 – FY2026

Percentage of all applications decided within the required timeframes					
	2021-22	**2022-23**	**2023-24**	**2024-25**	**2025-26**
Greater Dandenong	89.9%	94.0%	81.6%	84.3%	87.0%
Metro Ave.	62.3%	63.6%	68.2%	70.6%	72.4%
State Ave.	64.2%	63.2%	66.1%	69.6%	72.0%

Source: Planning Permit Activity Reporting, Department of Transport and Planning

Figure 8 shows total planning applications by suburb between FY2021 – FY2026. The three dominant suburbs of permit activity were Dandenong, Dandenong South and Springvale.

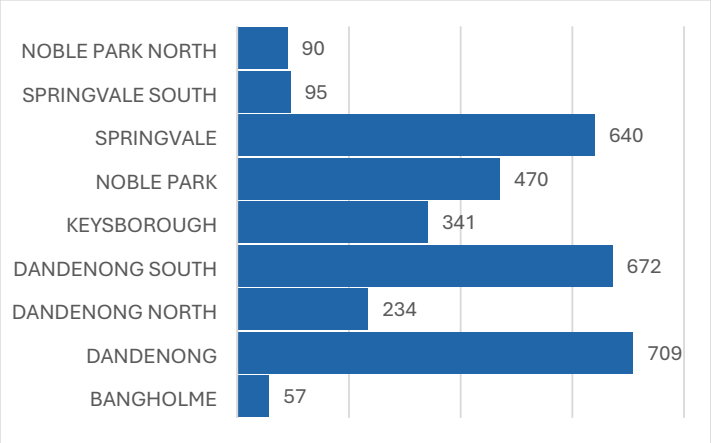
Dandenong is recognised as a Metropolitan Activity Centre in planning policy, has continued to develop overtime and has been the centre of planning permit activity. In addition, Dandenong, Springvale, Noble Park and Yarraman are included in the DTP Activity Centres Program.

Permit activity in Dandenong South highlights the ongoing interest from the private market and Council's ability to facilitate interest, investment and economic growth. Planning activity in Dandenong South Industrial area is expected to remain consistent in the short term with the remaining vacant land to be developed. In addition, work is continuing between developers, Council and the State government to construct Glasscocks Road and the Intermodal Terminal.

Bangholme has had the least permit activity, due to the Eastern Treatment Plant (ETP) and its necessary separation distance. Limited permit activity in Bangholme is considered a policy success as the separation

distances restrict increased development nearby the ETP for human, health and safety purposes. Noting also that the *Green Wedge Management Plan, 2017* is applicable to this area.

Figure 8 Total Planning Applications by Suburb between FY2021 – FY2026

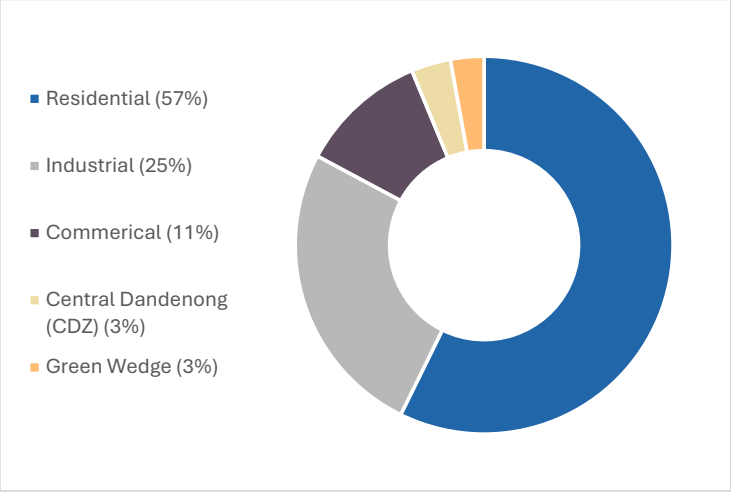


Source: Greater Dandenong Council Planning Permit Data

Figure 9 shows applications received between by land use zone.

Most permit applications were in residential zones, with 57% of total applications. This is followed 25% in industrial zones, 11% in commercial zones and 3% in the green wedge zone.

Figure 9 Applications received by land use zone FY2021 – FY2026



Source: Greater Dandenong Council Planning Permit Data

Note: Data limitations Classification of Metropolitan Councils
The metropolitan list of councils for PPARS includes the following Councils: Banyule, Bayside, Boroondara, Brimbank, Cardinia, Casey, Darebin, Frankston, Glen Eira, Greater Dandenong, Hobsons Bay, Hume, Kingston, Knox, Manningham, Maribyrnong, Maroondah, Melbourne, Melton, Merri-bek, Monash, Moonee Valley, Mornington Peninsula, Nillumbik, Port of Melbourne, Port Phillip, Stonnington, Whitehorse, Whittlesea, Wyndham, Yarra, Yarra Ranges.

Municipalities such as Hume, Wyndham, Whittlesea and Melton being outer ring Councils have seen high level of growth in the past ten years. With housing affordability and land value increasing within Greater Melbourne, growth within these municipalities has increased significantly over time, with residential estates being planned and developed. Including these suburbs in the metropolitan classification and average can inflate the PPARS metropolitan average. For Greater Dandenong, the metropolitan average should be interpreted with some caution, as it is influenced by these high-growth outer municipalities with vastly different levels of growth and service demands.

7.2 Victorian Civil and Administrative Tribunal decisions

A review of Victorian Civil and Administrative Tribunal (VCAT) records was conducted to identify emerging trends within current planning policy in the Greater Dandenong Planning Scheme. The review considers decisions of VCAT over the past five calendar years.

General comments
Compared with other municipalities in Victoria, Council has a relatively low number of matters reviewed at VCAT and is not ranked within the top 20 councils in the VCAT Annual Report for the volume of matters determined.

Since 2022, there has been a decline in total VCAT cases for Council. This can be attributed to a range of factors including relevant planning scheme (VC) amendments, changes in delegation, more consent orders, more applications going through VICSMART and an overall reduction in application numbers.

Figure 10 VCAT record summary 2021- 2026 (part)

Calendar Year	Planning Decisions Upheld	Planning Decisions Not Upheld	Total Cases
2021	2	8	10
2022	13	20	33
2023	10	20	30
2024	10	10	20
2025	9	11	20
2026 (part)	3	4	7
Awaiting Decision/Hearing			7

Source: Greater Dandenong Council VCAT Data (30/6/2026)

Residential

The majority of VCAT matters in residential zones relate to issues of overdevelopment and off-site amenity impacts. In many instances, policy included in Clauses 02.03, 15 and 16 (formally Clause 22.09 Residential Development and Neighbourhood Character Policy) were successful in upholding Council's position.

However, a range of factors can result in Council's decisions not being upheld. These include the pro-development nature of VCAT, as well as the subjective nature of decision-making, including interpretation of policy and outcomes achieved through compulsory conferences. Compulsory conferences being the opportunity for parties to resolve issues through discussion and negotiation, often resulting in consent orders.

In general, policy elements relating to double-storey development at the rear and reverse living are not upheld. It is recommended that policies relating to residential development and neighbourhood character be reviewed as part of further strategic work.

There have also been applications relating to amenity impacts from non-residential uses in residential zones. Policy relating to non- residential uses in residential zones (Clause 13.07-1L, formally Clause 21.04-1) has proven successful for Council.

As noted in Chapter 5, amendments VC267 and VC300 introduced "deemed-to-comply" provisions and reduced third party appeal rights. Residential appeals in VCAT accounted for 57% of Council's total VCAT appearances. With these changes, it is anticipated that this will reduce the quantity of future VCAT cases.

Commercial

There were limited applications to VCAT for proposals within a Commercial Zone. The applications that were considered were mainly for land uses such as residential, indoor recreation facilities, funeral parlour and educational uses. Council had one appeal in the Comprehensive Development Zone, this appeal was reduced in scope to the layout of the car parking, which Council agreed could be addressed via conditions and this was supported by VCAT in its determination.

Industrial

All cases recorded within an Industrial Zone were located within the Industrial 1 Zone (IN1Z). The INZ1 is the predominant industrial land use zoning within the municipality.

The matters that were considered were mainly for land uses such as place of assembly, indoor/restricted recreation and major promotion signage. The majority of disputes related to land use conflict, car parking, traffic and reverse amenity issues (non-industrial use encroachment into state significant industrial areas). Policy at Clause 17.03-1L and Clause 17.03-3L (formally Clause 21.04-3) were successful in supporting Council's position.

As mentioned above, VCAT processes and consideration of policy can be subjective. It has been noted that policy at Clause 15.01-1L (formally 22.03) is dated and requires review. This policy will be reviewed as part of further strategic work.

Green Wedge

Applications to VCAT for proposals within the Green Wedge Zone have included warehouses, dwellings, waste and transfer stations, vehicle store, contractor's depot and bulk earthworks. Most included land use compatibility disputes and tested the strength of Council's *Green Wedge Management Plan, 2017* and local policy relating to the green wedge. In most cases, Clause 02.03 and Clause 11.01-1L Greater Dandenong Green Wedge (formally 22.02) policy were successful in upholding Council's position.

There has only been one decision in the Green Wedge Zone within the past two years which overturned an officer decision/recommendation. This was for a contractor's depot and ultimately VCAT determined that any visual impacts could be mitigated via landscaping around the perimeter of the site.

Given the introduction of several significant planning scheme amendments, which are likely to influence both the volume and nature of planning permit applications progressing to VCAT, as well as the policy framework underpinning those matters, it is essential that Council continues to closely monitor their practical implications.

In particular, ongoing review is required to determine whether the amended planning scheme remains effective in articulating and supporting Council's strategic and statutory position in decision-making and at VCAT. This will ensure that any emerging issues, policy gaps, or unintended consequences can be identified early and addressed through further refinement of the planning scheme where necessary.

Policies relating to residential development, neighbourhood character and urban design in commercial and industrial areas require review and have been included as further strategic work.

8. Stakeholder Engagement and Consultation

This section provides an overview and analysis of stakeholder engagement undertaken to inform the planning scheme review. It draws on feedback from statutory planning and other internal officers, a Council planner survey, and input from external referral agencies and key stakeholders.

The purpose of this engagement was to capture insights from those who most frequently use the Greater Dandenong Planning Scheme. The findings have been used to refine the key issues for Council to address and to help prioritise the scope of further strategic work over the next four years.

Statutory Planning and internal officers

Engaging with Council officers across the organisation has been an important component of the review.

Council officers have worked closely with the statutory planning team. Valuable advice and input have informed this review, particularly regarding the operation of the planning scheme, the assessment of VCAT decisions and other key issues. In addition, the statutory planning team were invited to undertake a survey.

Consultation was also undertaken with representatives from a range of departments across the organisation that use and / or refer to the planning scheme. This includes Strategic and Environmental Planning (Sustainability); City Development (Statutory Planning, Building, Planning compliance); Infrastructure (Development Engineering, Transport & Parking); Business Development & Investment (Placemaking and Revitalisation, Growth and Investment); Parks and Open Space, and Community Strengthening (Community Safety and Community Wellbeing).

A summary of the issues raised include:

- Reduced Environmentally Sustainable Design (ESD) provisions due to recent changes introduced by the state government (new Blue Factor tool and codified assessments).
- Stronger and clearer direction is required to ensure ESD and climate resilience objectives are embedded in the assessment process for all permit applications.
- Consideration of ESD to improve the built outcomes specifically for stormwater quality.
- Update Planning Scheme to include *Our Bright Green Future Strategy and Action Plan 2026-36* (and remove outdated strategies and plans).
- Sustainability and climate change should be strengthened in the Municipal Planning Strategy.
- Include the Dandenong Market Precinct Plan in the planning scheme once completed.
- Review of policy including incorporated documents for the Dandenong Metropolitan Activity Centre following completion of the Activity Centres Program.
- Review of the Springvale Parking Overlay.
- Advocacy to state government to improve processes and provide more guidance since ‘fast track’ and ‘deemed-to-comply’ pathways have been introduced.
- Advocacy to state government to improve provisions in Clause 52.06 car parking (design, loading etc) and rates for industry uses.
- Review of policy for urban design in commercial and industrial areas.
- Understanding and managing all implications of deemed-to-comply (codify) applications including recent amendments to Clause 55.
- Ability to consider state and local policy with deemed-to-comply (codify) processes.
- Potential issues with the proposed Activity Centres Program and introduction of new zones and overlays.
- Flood management (note Melbourne Water is undertaking a Flood Management Strategy).
- Investigate buffer areas for environmentally sensitive areas including closed landfills, industrial, land contamination etc.

External referral authorities

All relevant referral and notice agencies were invited to provide their written comments and feedback on the performance of the Greater Dandenong Planning Scheme, in relation to their respective areas of responsibility.

Comments were received from:

- Environment Protection Authority (EPA)
- South East Water (SEW)
- APA Group (Australian energy business and Pipeline licensee for High Pressure Gas Transmission Pipelines) (HTGTP)
- Department of Transport and Planning (DTP)
- Department of Energy Environment Climate Action (DEECA)

Summary of issues included:

- Explore opportunities for Council and South East Water (SEW) to work together to enable more integrated planning outcomes. Including the sharing of spatial information, early referrals and direct engagement with applicants for key developments with high water demand.
- Investigate opportunities to include reference to the high pressure gas transmission pipeline in the Planning Scheme.
- Review and update Clause 66.04 - department name and determining referral authority.

Community engagement

Further strategic work is a key outcome of this review and will impact on the work program for Council and specifically the Strategic Planning Team for the next four years.

Council undertook community consultation on the proposed future work program. The consultation invited feedback on the 11 proposed strategic planning projects and sought community views on whether these projects reflected planning issues that matter most to the community.

The consultation also sought comments on suggestions for any planning-related issues, gaps or opportunities that could be investigated in the future.

Community consultation was undertaken over a three week period from the 5 - 26 August 2026.

The consultation was primarily conducted through an online survey on ‘Have Your Say’ and was promoted through a range of sources including Council website, Council News, on hold messaging, media release and internal Source News article.

Community members were invited to:

- Indicate the overall importance of the proposed work program.
- Rate the importance of each proposed project.
- Rank their top five priorities.
- Provide open-text comments identifying additional planning matters for Council officers to consider.

In summary Council received 185 page views on the ‘Have Your Say’ page over the period of the consultation. 112 unique community members visited the consultation page, and some of them followed the page to receive updates on the outcome of the consultation. Content accessed in other languages other than English, including Punjabi, Dari, Sinhalese, Chinese (Simplified), Chinese (Traditional), and Khmer.

A total of seven (7) contributions were received online via the survey on ‘Have your Say’. Key findings included:

- Strong support for the proposed further strategic work program.
- High levels of support for the Greater Dandenong Housing Strategy.
- Community members highlighted housing affordability, environmental sustainability, urban design and infrastructure planning as key priorities.

All 11 projects are considered very important or important to our community. With the top three (3) priority projects noted as:

- Greater Dandenong Housing Strategy
- Review of the Municipal Planning Strategy
- Activity Centre planning consistency review

A summary of the open-text comments received and a response is included as follows:

- ***"Require more landscaping and better design outcomes"***

This will be addressed as part of the review of the Municipal Planning Strategy and review of the urban design in commercial and industrial areas projects as set out in the further strategic work.

- ***"Perhaps the unique history and character of many parts."***

This will be addressed as part of the review of the Municipal Planning Strategy and the Greater Dandenong Housing Strategy as set out in the further strategic work.

- ***"Prioritising the human and social outcomes of these areas."***

This will be addressed as part of the review of the Municipal Planning Strategy as set out in the further strategic work.

- ***"We desperately need more affordable housing for families in the area. There are not enough homes to rent, and most are no longer affordable anyway."***

This will be addressed as part of the review of the Municipal Planning Strategy and the Greater Dandenong Housing Strategy as set out in the further strategic work.

- ***"Better care of our footpaths and crossings at the ends of our streets to be more wheelchair friendly and paths wider due to overgrowth."***

This is not a matter that can be addressed via the planning scheme and will be addressed through asset management by Infrastructure Strategy.

9. Planning Scheme Review, Advisory Note

The *Planning Scheme Review, Advisory Note, March 2026* sets out the matters recommended by the Department of Transport and Planning (DTP) to be addressed in a review undertaken in 2026.

Planning Scheme Review, Advisory Note, March 2026
Local policy and planning tools
1. Identify any inconsistencies between local policies and state and regional policies in the Planning Policy Framework (PPF) resulting from changes made by Amendment VC283 (Plan for Victoria) and other amendments to the PPF since the last planning scheme review.
Council officers have reviewed all state, regional and local policies in the Planning Policy Framework (PPF), as well as *Plan for Victoria* and have identified some inconsistencies between state and regional policy with local policy. Such inconsistencies include terms utilised and will be corrected through a policy neutral amendment. This is further detailed in Chapter 10 of this report. Council officers have also identified the need to review our local policy following the gazettal of the Activity Centres Program (tranche 2) which includes Dandenong, Springvale, Noble Park and Yarraman.
2. Identify any conflicts between local policies and schedules, and changed state standard provisions, including: **– Clause 52.06 (Car parking) – amended** **– Clause 52.27 (Licensed premises) – deleted** **– Clause 52.37 (Canopy trees) – new** **– Clause 54 (One dwelling on a lot or a small second dwelling on a lot) – amended** **– Clause 55 (Two or more dwellings on a lot and residential buildings) – amended** **– Clause 57 (Two or more dwellings on a lot and residential buildings of four storeys) – amended.**
Council officers have identified that there are some conflicts between local policy and state provisions recently introduced. Further strategic work is required to update these policies to ensure consistency. This is further detailed in Chapter 10 of this report.
Housing and residential development
3. Where DTP has advised that the planning scheme does not currently have capacity to meet its housing target, review residential zones and overlays in consultation with DTP to identify appropriate strategic responses to ensure the planning scheme has sufficient capacity as assessed by DTP's Housing Capacity Assessment Platform.
Not applicable to Greater Dandenong.
4. Where DTP has advised that the scheme is likely to have capacity to meet its housing target, review policy, zones and overlays to ensure increased housing is enabled in appropriate locations, particularly where access to opportunities and services is highest.

Planning Scheme Review, Advisory Note, March 2026

The *Greater Dandenong Housing Strategy 2014-24* was developed to provide Greater Dandenong with the policy framework and direction to plan for the sustainable supply of housing.

Since the Housing Strategy was developed 12 years ago, housing affordability has further deteriorated and continues to be a barrier for many residents in securing affordable and appropriate housing.

An updated Housing Strategy will establish a contemporary, long-term framework to guide housing growth across the municipality. It will focus on improving access to affordable and secure housing, delivering a housing mix that reflects the municipality's diverse household profiles, enhancing design quality and sustainability outcomes, and advocating for policy and investment settings that support viable and appropriate housing delivery.

The Strategy is being developed in alignment with state government reforms and Council's broader strategic framework. It responds to ongoing housing pressures while positioning Greater Dandenong to accommodate future growth in a manner that is resilient and sustainable.

Greater Dandenong has significant existing residential development capacity under current planning controls. Analysis undertaken through previous residential zone reviews, structure planning processes and urban renewal studies indicates that:

- Current zoning provides substantial infill capacity and more than sufficient theoretical yield to accommodate the municipality's long-term housing target of 52,500 additional dwellings.
- There are significant infill and redevelopment opportunities within key activity centres (including Springvale, Noble Park and Keysborough–Parkmore) and in surrounding residential areas with strong access to public transport, employment and services.
- Dandenong, as a Metropolitan Activity Centre, together with major redevelopment precincts such as Central Dandenong, has substantial unrealised residential development potential, with relatively limited uptake to date despite strong strategic policy support for increased densities.

On this basis, Council officers consider that the planning scheme has sufficient theoretical capacity to accommodate projected housing growth over the long term. However, the primary issue is not overall capacity, but ensuring that planning policy, zones and overlays effectively enable housing to be delivered in appropriate locations, particularly those with high levels of access to jobs, services and public transport, and in a form that aligns with identified housing needs.

The Victorian government's Housing Capacity and Affordability Program (HCAP) and Activity Centre Opportunity Score (ATOS) are intended to provide an updated, standardised evidence base to inform housing capacity and spatial distribution across metropolitan Melbourne.

At the time of writing, Council has not been provided with access to the detailed HCAP datasets or ATOS scorecard for Greater Dandenong. As such, Council officers have not been able to fully review these or rely on them to inform a comprehensive review of local policy, zones and overlays.

Council officers will undertake a detailed review of local planning policy, zones and overlays once the HCAP and ATOS are made available and can be properly assessed. This work will focus on ensuring that the planning framework actively supports increased housing in priority locations, removes unintended barriers to development and aligns built form outcomes with both State policy objectives and local conditions.

Planning Scheme Review, Advisory Note, March 2026
5. Consider the distribution of housing capacity to meet the greenfield and established area housing targets for growth municipalities and major regional cities (Ballarat, Greater Bendigo and Greater Geelong).
Not applicable to Greater Dandenong.
6. Review the application of residential zones considering Planning Practice Note 90 *Planning for Housing* and Planning Practice Note 91 *Using the residential zones*.
A review of the application of residential zones will be undertaken in accordance with Planning Practice Note 90 *Planning for Housing* and Planning Practice Note 91 *Using the Residential Zones*. This will assess whether current zoning supports projected housing growth, enables a diversity of housing types, and directs development to well-serviced locations with high access to jobs, transport and activity centres. This work is dependent on access to the Victorian Government's Housing Capacity and Affordability Program (HCAP) and Activity Centre Opportunity Score (ATOS) outputs, which have not yet been provided to Council. Once available, these datasets will inform a more robust, evidence-based assessment of housing capacity and spatial distribution and guide any necessary changes to zones and controls.
7. Review any neighbourhood character policy in the context of the reforms to the residential development provisions.
A review of neighbourhood character policy will be undertaken in the context of recent reforms to the residential development controls. This review will assess whether existing policy appropriately balances the protection of valued neighbourhood character with the need to accommodate increased housing growth and diversity in well-located areas. Consideration will be given to ensuring that neighbourhood character objectives do not unnecessarily constrain housing delivery in areas identified for change, and that policy settings align with updated State planning provisions and strategic housing directions.
Settlement boundaries
8. In rural and regional areas, identify settlement boundaries or identify issues to be resolved to establish a settlement boundary.
Not applicable to Greater Dandenong.
Green wedges
9. For councils required under Part 3AA of the Act to prepare, adopt and review green wedge management plans (that is, councils with green wedge land), consider the requirements of the Ministerial Direction on the

Planning Scheme Review, Advisory Note, March 2026
preparation and content of Green Wedge Management Plans to ensure plans are in place for all green wedges and existing plans are reviewed and up to date in planning schemes.
The Greater Dandenong Green Wedge Management Plan (GWMP) was adopted by Council in 2014 and is the key strategic document guiding land use, environmental management, transport and access, and built form and heritage considerations within the Greater Dandenong section of the South-East Green Wedge. The GWMP includes a five-yearly desktop review of the appropriateness of the objectives and actions of its Action Plan. This was undertaken in 2020 and 2025. The next review is scheduled for 2030. The 2025 review identified emerging issues such as increasing development proposals for 'contractor's depot' and vehicle storage, and a lack of clear policy direction on whether these uses are appropriate in the Green Wedge. It also highlighted opportunities to strengthen guidance around bulk earthworks and flood impacts, and to better align planning controls with updated flood modelling and evolving climate change risks (including rainfall intensity and sea level rise). The next review may consider clarifying acceptable versus discouraged land uses, including depot and storage uses, and addressing the growing interface between 'farm gate' activities and accommodation types that 'must be used in conjunction with agriculture' (as a Section 2 use condition). This will help ensure the planning framework remains clear, consistent and responsive to emerging pressures.
Form and content
10. Resolve any inconsistencies in terminology with Plan for Victoria activity centres hierarchy and regional settlement hierarchy. 11. Ensure all schedules align with their relevant schedule template. 12. Review special purpose zones to ensure land use terms are up to date.
Council officers have undertaken a thorough review of the Greater Dandenong Planning Scheme. The provisions were reviewed against *Plan for Victoria,* the Ministerial Direction on the Form and Content of Planning Schemes, *a Practitioners' Guide to Victorian Planning Schemes* (Version 8, August 2025) and relevant planning practice notes. Future further strategic work and planning scheme amendments have been identified where required. Chapter 10 provides specific detail on all clauses which require updating, to ensure compliance with the form and content directions.
Removing roadblocks to improvement
13. Assess whether new *Victoria Planning Provisions* tools would be more appropriate to implement planning objectives. For example, the Built Form Overlay in place of existing overlays or the Precinct Zone in place of the Activity Centre Zone or Special Use Zone.
Currently, Council officers do not believe it is necessary to implement any of the above overlays or zones. This is due to the extensive strategic work which has previously been undertaken to justify the current controls in the Greater Dandenong Planning Scheme.

Planning Scheme Review, Advisory Note, March 2026
The suitability of these planning controls will be considered as part of all relevant future strategic work.
Environmental risks
14. Identify where mapping of environmental risks should be updated.
Council officers have identified the following environmental risks, including flooding and locations requiring buffers such as landfills. These include: ▪ Capped landfill- gas migration from the former Clarke Road and Springvalley landfills. ▪ Major gas pipeline buffers. ▪ Buffer around Industrial zones - reverse amenity issues. ▪ Flooding. ▪ Potentially land contamination (e.g., from current or past use of land for a petrol station, dry cleaner, underground storage tanks, automotive repairs, etc.) ▪ Proximity to fire hydrants (if more than 120 metres, the application is generally referred to the Country Fire Authority (CFA) as a Section 52 notice referral). Council and referral authorities including Melbourne Water and APA etc have mapped environmental risks and in the past are able to consider them when assessing planning applications. However, with the introduction of 'deemed-to-comply' this has resulted is serious concerns and difficulty for Council officers to consider and advise applicant of these risks. A review of environmental risks and appropriate planning scheme tools has been identified and detailed in Chapter 10. However, to undertake the review and appropriate planning scheme amendments will take time and with no transitional provisions or alternatives there will be issues for all applications that meet 'deemed-to-comply' criteria.

10. Audit and Assessment of Planning Scheme

10.1 Methodology

The review undertook a complete audit of each local provision (policies and schedules) in the Greater Dandenong Planning Scheme comparing their drafting and application as required by the *Planning and Environment Act, 1987* and the *Planning Scheme Review Advisory Note, March 2026*.

The local provisions were reviewed against the Ministerial Direction on the Form and Content of Planning Schemes, *a Practitioners' Guide to Victorian Planning Schemes* (Version 8, August 2025), Plan for Victoria and relevant planning practice notes.

Each provision was also assessed for its contribution to achieving the strategic objectives set out in the state, regional and local planning provisions.

Further, as discussed in Chapter 8 consultation was undertaken with statutory planning officers and other internal and external stakeholders that use the planning scheme on a regular basis. All comments received from Council officers and external referral authorities has been incorporated. This includes the requirements provided to Council in the letter from DTP dated 08 December 2025 approving Amendment C230gdan – Planning Policy Framework (PPF) – Greater Dandenong Planning Scheme Translation.

It is also important to note that the Municipal Strategic Statement (now Municipal Planning Strategy) and all the local policies of the Greater Dandenong Planning Scheme were recently reviewed, updated and translated by DTP in partnership with Council officers into the new Planning Policy Framework. This work was completed and approved via Amendment C230gdan on 12 December 2025.

The following colour codes have been applied to the tables included in this Chapter.

Complies - Where the provision or schedule complies.

Further Strategic Work (Future amendment) - Where the provision or schedule requires further strategic work to inform a future full advertised amendment.

Further Strategic Work (Policy neutral amendment) - Where the provision or schedule does not comply and can be fixed up as part of a Ministerial amendment (Section 20(4)).

Advocacy - Where direct changes to a provision or schedule can only be made by the State government. Council officers will advocate for change.

10.2 Municipal Planning Strategy

Clause & Name	Comment	Findings & Action
02 Municipal Planning Strategy (MPS)	A review and re-write is required to update the MPS with state and local policy. This includes but is not limited to, policy relating to activity centres, housing, sustainability and infrastructure. The MPS word count needs to be reduced to the 5000 word limit.	Further Strategic Work (Future amendment)

10.3 Planning Policy Framework

Clause & Name	Comment	Findings & Action
11 Settlement		
11.01.1L Revitalising Central Dandenong	Review relevant planning provisions and policy relating to Central Dandenong following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
11.01.1L Activity Centres - Greater Dandenong	Review relevant planning provisions and policy relating to Central Dandenong following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
11.01L Greater Dandenong Green Wedge		Complies
11.03-1L Dandenong Metropolitan Activity Centre (Central Dandenong)	Review relevant planning provisions and policy relating to Central Dandenong following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
11.03-1L Springvale Major Activity Centre	Review relevant planning provisions and policy relating to Springvale following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
11.03-1L Noble Park Major Activity Centre	Review relevant planning provisions and policy relating to Noble Park following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
12 Environmental and Landscape Values		
12.01-1L Protection of biodiversity - Greater Dandenong Green Wedge		Complies
12.03-1L River and Riparian corridors, waterways, lakes, wetlands and billabongs - Greater Dandenong		Complies
13 Environmental Risks and Amenity		
13.03-1L Floodplains - Greater Dandenong		Complies
13.04-1L Contaminated and potentially contaminated land - Greater Dandenong	Update and improve the quality of mapping, and incorporate existing mapping from Clause 02.04.	Further Strategic Work (Policy neutral amendment)
13.07-1L Land use compatibility - Greater Dandenong	Update text to clarify intent.	Further Strategic Work (Policy neutral amendment)
14 Natural Resource Management		
14.01-1L Agriculture - Greater Dandenong green wedge		Complies
15 Built Environment and Heritage		
15.01-1L Urban Design - Greater Dandenong		Complies
15.01-1L Urban Design - Greater Dandenong gateway locations		Complies
15.01-1L Urban Design - Signs		Complies
15.01-1L Urban Design in Activity Centres	Review background document, Greater Dandenong Urban Design Strategy,1998 and update particularly with reference to housing.	Further Strategic Work (Future amendment)
15.01-1L Urban Design in commercial and industrial areas	Expiry clause included as part of C230gdan (PPF) approval. This policy has been very useful to date, review and update required.	Further Strategic Work (Future amendment)
15.01-2L Building Design - Greater Dandenong	Continue working with CASBE to translate the ESD Roadmap and AmendmentC238gdan into the new codified pathway to ensure these factors are still considered at this stage.	Advocacy

Clause & Name	Comment	Findings & Action
15.01-2L Residential development - Greater Dandenong	Review required by C230gdan approval and the PSR Advisory Note. This will be undertaken following the preparation and approval of the proposed Housing Strategy.	Further Strategic Work (Future amendment)
15.01-2L Environmentally sustainable development	Parts of this policy are now irrelevant in Clause 55 and 57 applications. Continue working with CASBE to translate the ESD Roadmap and AmendmentC238gdan into the new codified pathway to ensure these factors are still considered at this stage.	Advocacy
15.01-5L Neighbourhood Character - Greater Dandenong	Review required by C230gdan approval and the Advisory Note. This will be undertaken following the preparation and approval of the proposed Housing Strategy.	Further Strategic Work (Future amendment)
15.01-6L Design for green wedge - Greater Dandenong		Complies
15.03-1L Heritage Conservation - Greater Dandenong		Complies
16 Housing		
16.01-1L Future Change Areas - Greater Dandenong	Review required by C230gdan approval and the PSR Advisory Note. This will be undertaken following the preparation and approval of the proposed Housing Strategy.	Further Strategic Work (Future amendment)
16.01-1L Housing Supply - Greater Dandenong	Review required by C230gdan approval and the PSR Advisory Note. This will be undertaken following the preparation and approval of the proposed Housing Strategy.	Further Strategic Work (Future amendment)
17 Economic Development		
17.01-1L Diversified economy – Greater Dandenong		Complies
17.02-1L Business – Greater Dandenong		Complies
17.02-2L Out-of-centre development – Greater Dandenong		Complies
17.03-1L Industrial land supply – Greater Dandenong		Complies
17.03-3L Southern Industrial Precinct – Dandenong South		Complies
18 Transport		
18.01-1L Land use and transport integration – Greater Dandenong	Review relevant planning provisions and policy relating to Central Dandenong following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
18.01-1L EastLink environs		Complies
18.01-3L Sustainable and safe transport - Greater Dandenong		Complies
18.02-4L Roads and car parking – Greater Dandenong		Complies
18.02-5L Freight links – Greater Dandenong		Complies
19 Infrastructure		
19.01-3S Pipeline infrastructure	Submission received from APA to include policy reference to the High Pressure Gas Transmission Pipelines (HPGTP) in the MPS and Clause 19.	Further Strategic Work (Policy neutral amendment)
19.02-6L Open space – Greater Dandenong		Complies

Clause & Name	Comment	Findings & Action
19.02-6L Chain of Parks – Sandbelt		Complies
19.03-2L Infrastructure design and provision – Greater Dandenong		Complies

10.4 Zones and Schedules

Clause & Name	Comment	Findings & Action
32 Residential Zones		
32.04 Mixed Use Zone		
Schedule		Complies
32.07 Residential Growth Zone		
Schedule 1 - Dandenong Declared Area and Urban Renewal Area	Recent amendments to Clause 55 require a review of the schedules, including an assessment of the effectiveness and usefulness of their objectives. This will be undertaken following the preparation and approval of the proposed Housing Strategy.	Further Strategic Work (Future amendment)
Schedule 2 - Residential Inner Area	As above.	Further Strategic Work (Future amendment)
32.08 General Residential Zone		
Schedule 1 - General Residential Areas	As above.	Further Strategic Work (Future amendment)
Schedule 2 - Dandenong South and Keysborough South	As above.	Further Strategic Work (Future amendment)
Schedule 3 - Residential Transition Areas	As above.	Further Strategic Work (Future amendment)
32.09 Neighbourhood Residential Zone		
Schedule 1 - Neighbourhood Residential Areas	As above.	Further Strategic Work (Future amendment)
Schedule 2 - Neighbourhood Residential Areas - Garden Setting	As above.	Further Strategic Work (Future amendment)
33 Industrial Zones		
33.01 Industrial 1 Zone		
Schedule (empty)		Complies
33.02 Industrial 2 Zone		
Schedule (empty)		Complies
33.03 Industrial 3 Zone		
Schedule		Complies
34 Commercial Zones		
34.01 Commercial 1 Zone		
Schedule (empty)		Complies
34.02 Commercial 2 Zone		
35 Rural Zones		
35.04 Green Wedge Zone		
Schedule 1	Prepare mapping that identifies the different precincts.	Further Strategic Work (Policy neutral amendment)
35.05 Green Wedge A Zone		

Clause & Name	Comment	Findings & Action
Schedule 1	Prepare mapping that identifies the different precincts.	Further Strategic Work (Policy neutral amendment)
35.07 Farming Zone	There are four (4) sites included in the Farming Zone. Strategic Planning continues to advocate for their rezoning.	Advocacy
Schedule		Complies
36 Public Land Zones		
36.01 Public Use Zone		
Schedule	Naming / reference to land is out of date and needs to be updated.	Further Strategic Work (Policy neutral amendment)
36.02 Public Park and Recreation Zone		
Schedule	Naming / reference to land is out of date and needs to be updated.	Further Strategic Work (Policy neutral amendment)
36.03 Public Conservation and Resource Zone		
Schedule (empty)		
36.04 Transport Zone		
37 Special Purpose Zones		
37.01 Special Use Zone		
Schedule 1 - Sandown Park	Update land use terms.	Further Strategic Work (Policy neutral amendment)
Schedule 2 - Earth and Energy Resources Industry	Update land use terms.	Further Strategic Work (Policy neutral amendment)
Schedule 3 - 11-53 Part of 55-79 Waterview Close Dandenong South	Update land use terms.	Further Strategic Work (Policy neutral amendment)
Schedule 4 - Keysborough Turkish and Islamic Cultural Centre & Mt Hira College (KTICC & Mt Hira College), 396 Greens Road, Keysborough	Update land use terms.	Further Strategic Work (Policy neutral amendment)
Schedule 5 - Polish Catholic Centre, 337-343 Greens Road, Keysborough & Dhamma Sarana (Buddhist Sri Lankan Association of Victoria), 329-335 Greens Road, Keysborough	Update land use terms.	Further Strategic Work (Policy neutral amendment)
Schedule 6 - Cornish College, 65 Reverend Road, Bangholme	Update land use terms.	Further Strategic Work (Policy neutral amendment)
37.02 Comprehensive Development Zone		
Schedule 1 - Dandenong Railway Precinct	Update land use terms. Clause 6.0 Car Parking is out of date following VC amendments to Clause 52.06. Review to ensure consistency following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
Schedule 2 - Central Dandenong	Update land use terms. Clause 5.0 Car Parking is out of date following VC amendments to Clause 52.06. Review to ensure consistency following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
37.03 Urban Floodway Zone		

Clause & Name	Comment	Findings & Action
Schedule	Review as part of or following Melbourne Water's *Flood Management Strategy* is gazetted.	Further Strategic Work (Future amendment)

10.5 Overlays

Clause & Name	Comment	Findings & Action
42 Environmental and Landscape Overlays		
42.01 Environmental Significance Overlay		
Schedule 1 - Greens Road Plains Area	Review objectives to meet form and content requirements.	Further Strategic Work (Policy neutral amendment)
Schedule 2 - Abbotts Road Vegetation Protection Area	Review application requirements text in accordance with form and content requirements. DEECA has advised that they can be removed as a determining referral authority role for this provision.	Further Strategic Work (Policy neutral amendment)
Schedule 3 - Eastern Treatment Plant Buffer Area	Investigate if overlay should be converted to a Buffer Area Overlay (BAO).	Further Strategic Work (Future amendment)
42.02 Vegetation Protection Overlay		
Schedule 1 - Native Vegetation in the Main Portion of the Green Wedge	Review Clause 3.0 potentially exempt Sweet Pittosporum- Council's landscape guidelines note this as a prohibited species, but it is native to Victoria.	Further Strategic Work (Policy neutral amendment)
43 Heritage and Built Form Overlays		
43.01 Heritage Overlay		
Schedule	Amendment C249gdan Heritage Overlay Corrections is implementing the review.	In progress
43.02 Design and Development Overlay		
Schedule 2 - Central Dandenong Active Frontages and Major Pedestrian Areas	Review relevant planning provisions and policy relating to Central Dandenong following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
Schedule 3 - Dandenong Hospital Flight Path Protection (Outer)		Complies
Schedule 4 - Dandenong Hospital Flight Path Protection (Inner)		Complies
Schedule 5 - Noble Park Major Activity Centre	Review following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
Schedule 6 - Springvale Major Activity Centre	Review following gazettal of the Activity Centres Program.	Further Strategic Work (Future amendment)
43.04 Development Plan Overlay		
Schedule 1	No heading included. Updated to include a heading.	Further Strategic Work (Policy neutral amendment)
Schedule 2 - Keysborough South Local Planning Policy Area Development Plan - Stage 1		Complies

Clause & Name	Comment	Findings & Action
Schedule 3	No heading included. Updated to include a heading.	Further Strategic Work (Policy neutral amendment)
Schedule 4 - Minaret College, Lewis Street, Springvale		Complies
Schedule 5 - Keysborough South Development Plan - Stages 2 & 3	Review objectives to meet form and content requirements.	Further Strategic Work (Policy neutral amendment)
Schedule 6- Dandenong South Industrial Area Extension - Keysborough and Lyndhurst Sites		Complies
Schedule 7 - 50 Osborne Avenue, Springvale		Complies
Schedule 8 - Springvale Road / Cheltenham Road Commercial Gateway		Complies
Schedule 9 - 227 Princes Highway, Dandenong		Complies
Schedule 10 - Springvale Station Precinct	Review in accordance with form and content requirements.	Further Strategic Work (Policy neutral amendment)
Schedule 11 - 21-23 Loxwood Avenue, Keysborough	Review in accordance with form and content requirements.	Further Strategic Work (Policy neutral amendment)
Schedule 13 - 15-29 and 55-67 Coomoora Road, Springvale South	Review in accordance with form and content requirements.	Further Strategic Work (Policy neutral amendment)
Schedule 14 - 2-10 Springvale Road and 1690 Centre Road, Springvale		Complies
Schedule 15 - Dandenong Plaza Shopping Centre		Complies
Schedule 16 - Revitalising Central Dandenong (Sites 11-15, Foster Street) Development Plan	Update references to National Employment and Innovation Cluster (NEIC).	Further Strategic Work (Policy neutral amendment)
Schedule 17 - Inclusionary Housing Pilot - 30-40 Athol Road, Noble Park		Complies
44 Land Management Overlays		
44.04 Land Subject to Inundation Overlay		
Schedule	Melbourne Water are undertaking a Flood Management Strategy. The overlay and schedule may be reviewed and revised as part of this work.	In progress.
44.05 Special Building Overlay		
Schedule	Melbourne Water are undertaking a Flood Management Strategy. The overlay and schedule may be reviewed and revised as part of this work.	In progress.
44.08 Buffer Area Overlay (proposed)	APA submitted the possibility of introducing a Clause 44.08 Buffer Area Overlay (BAO). This would require review and further consideration.	Further Strategic Work (Future amendment)
45 Other Overlays		
45.01 Public Acquisition Overlay		

Clause & Name	Comment	Findings & Action
Schedule	Update name of authority.	Further Strategic Work (Policy neutral amendment)
45.03 Environmental Audit Overlay	Review the possibility of applying a buffer area around the Clarke Road landfill. This area is not affected by the Environmental Audit Overlay (EAO) and is within 500m of a closed landfill.	Further Strategic Work (Future amendment)
45.04 Road Closure Overlay		Complies
45.06 Development Contributions Plan		
Schedule 1 - Keysborough South Development Contributions Plan		Complies
Schedule 2 - Dandenong South Industrial Area Development Contributions Plan - Keysborough		Complies
Schedule 3 - Dandenong South Industrial Area Development Contributions Plan -Lyndhurst		Complies
45.09 Parking Overlay		
Schedule 1 - Springvale Activity Centre - Core Retail West Precinct	This overlay is essentially obsolete and conflicts with recent changes to Clause 52.06. Review the possibility for removal.	Further Strategic Work (Future amendment)
45.12 Specific Controls Overlay	Review for relevance.	Further Strategic Work (Policy neutral amendment)

10.6 Particular Provisions

Clause & Name	Comment	Findings & Action
51 Provisions that apply only to a specified area		
51.01 Specific Sites and Exclusions		
Schedule		Complies
51.02 Metropolitan Green Wedge Land: Core Planning Provisions		
Schedule		Complies
52 Provisions that require, enable or exempt a permit		
52.02 Easements, restrictions and reserves		
Schedule		Complies
52.05 Signs		
Schedule (empty)		Complies
52.06 Car Parking	Clause 52.06 and the Australian Standards AS2890.1 for car parking continue to diverge in terms of design requirements. The planning scheme has not been updated to reflect the needs of larger scale industry and warehousing development. The removal of loading requirements (at Clause 52.07), combined with a lack of a response to changing industry practices, has resulted in unintended and adverse outcomes.	Advocacy

Clause & Name	Comment	Findings & Action
52.16 Native Vegetation Precinct Plan		
Schedule	Note: DEECA can be removed as a determining referral authority under Clause 66.04 for applications to remove, destroy or lop native vegetation pursuant to Clause 1.0 of the Schedule to Clause 52.16.	Complies
52.17 Native Vegetation		
Schedule	Review Clause 2.0 table to include Sweet Pittosporum and if there are any other species that should be listed here.	Further Strategic Work (Policy neutral amendment)
52.28 Gaming		
Schedule	Review required as part of C230gdan (PPF) approval.	Further Strategic Work (Future amendment)
52.32 Wind Energy Facility		
Schedule (empty)		Complies
52.33 Post Boxes and Dry Stone Walls		
Schedule (empty)		Complies
53 General Requirements and Performance Standard		
53.01 Public Open Space Contribution and Subdivision		
Schedule		Complies
53.06 Live Music Entertainment Venues		
Schedule (empty)		Complies
Clause 55 Two or more dwellings on a lot and residential buildings of three storeys or less	Issues with interpretation within this clause.	Advocacy

10.7 General Provisions

Clause & Name	Comment	Findings & Action
66 Referral and Notice Provisions		
66.04 Referral of Permit Applications Under Local Provisions		
Schedule	References to the 'Secretary to Department of Environment, Land, Water and Planning' be updated to the 'Secretary to the Department of Energy, Environment and Climate Action.	Further Strategic Work (Policy neutral amendment)
Schedules 1 to Clause 42.01 Environmental Significance Overlay (ESO1)		
Schedules 2 to Clause 42.01 Environmental Significance Overlay (ESO2)	DEECA can be removed as a determining referral authority role for this provision.	Further Strategic Work (Policy neutral amendment)
Clause 1.0 of the Schedule to clause 52.16 Native Vegetation Precinct Plan	DEECA can be removed as a determining referral authority role for this provision.	Further Strategic Work (Policy neutral amendment)

Clause & Name	Comment	Findings & Action
66.06 Notice of Permit Applications Under Local Provisions		
Schedule (empty)		Complies

10.8 Operational provisions

Clause & Name	Comment	Findings & Action
72 Administration and Enforcement of this Scheme		
72.01 Responsible Authority for this Planning Scheme		
Schedule	Update references to Places Victoria and Clause 4.	Further Strategic Work (Policy neutral amendment)
72.02 What Area is Covered by This Planning Scheme		
Schedule		Complies
72.03 What does this Planning Scheme Consist Of		
Schedule		Complies
72.04 Incorporated Documents		
Schedule	Recently reviewed as part of the PPF project. Further review and updating following the gazettal of the Activity Centres Program	Further Strategic Work (Policy neutral amendment)
72.05 When did this planning scheme begin		
Schedule		Complies
72.06 Effect of this Planning Scheme		
72.07 Determination of Boundaries		
72.08 Background Documents		
Schedule	Recently reviewed and update as part of the PPF Project. Further review required: Update Background Documents and throughout the planning scheme to include *Our Bright Green Future Strategy and Action Plan 2026-36*. Delete out of date documents. Review following the gazettal of the Activity Centres Program	Further Strategic Work (Policy neutral amendment)
74 Strategic Implementation		
74.01 Application of Zones, Overlays and Provisions		
Schedule		Complies
74.02 Further Strategic Work		
Schedule (empty)	Review and include FSW identified by this Review. Note letter of approval for C230gdan and requirements for inclusion.	Further Strategic Work (Policy neutral amendment)

11. Conclusion and Further Strategic Work

The planning scheme review has been prepared to provide an overview of the performance of the Greater Dandenong Planning Scheme as required under Section 12B of the *Planning and Environment Act 1987* and the *Planning Scheme Review Advisory Note, March 2026*. A specific response is provided to all matters in the *Advisory Note* in Chapter 9.

The review provides a comprehensive analysis of the Greater Dandenong Planning Scheme and issues relevant to planning for the City of Greater Dandenong. The review included range of consultation with the most frequent users of the planning scheme and with the community to ensure all issues and views were included.

The review confirmed that the content of the Planning Scheme is fundamentally sound and strategically justified. However, strategic policy and initiatives by the State government and Council since the last review need to be incorporated into the Planning Scheme and going forward, further strategic work is required.

This is detailed in Chapter 10, with a list of further strategic work provided below.

Further Strategic Work	Priority
General Policy	
Review and rewrite the Municipal Planning Strategy.	
Prepare a policy neutral Planning Scheme Amendment to update all clauses that are out of date, inconsistent or require updated formatting as identified by the planning scheme review.	
Activity Centres	
Following the introduction of the Activity Centres Program, ensure the Greater Dandenong Planning Scheme has consistent and coordinated provisions for the Dandenong, Springvale, Noble Park and Yarraman activity centres.	
Review Schedule to Clause 45.09 Parking Overlay *Springvale Activity Centre - Core Retail West Precinct*.	
Housing	
Prepare a Greater Dandenong Housing Strategy (including a review of Clause 15 Built Environment and Heritage and Clause16 Housing) and Planning Scheme Amendment to incorporate into the Greater Dandenong Planning Scheme.	
Industry (Urban Design)	
Review Clause 15.01-1L Urban design in commercial and industrial areas.	
Investigate opportunities for rejuvenation of industrial land use.	
Environmentally Sustainable Development (ESD)	
Continue working with the Council Alliance for a Sustainable Built Environment (CASBE) to advocate to the state government to translate the ESD Roadmap and AmendmentC238gdan into the new codified pathway.	
Potential Environmental Issues	
Following the gazettal of Melbourne Water's *Flood Management Strategy* to update the Land Subject to Inundation Overlay (LSIO), review relevant clauses to ensure consistency in the Greater Dandenong Planning Scheme.	

Investigate planning options for buffer areas for environmentally sensitive and potentially contaminated areas.	
Gaming	
Review Schedule Clause 52.28 Gaming of the Greater Dandenong Planning Scheme.	

Timeframes	
Short (start within 1 year)	
Medium (start within 2-3 years)	
Long (start within 4 years)	

12. Glossary

Abbreviation	Meaning
ACP	Activity Centres Program
APA	APA Group (Australian energy business and Pipeline licensee for High Pressure Gas Transmission Pipelines)
CASBE	Council Alliance for a Sustainable Built Environment
BESS	Built Environment Sustainability Scorecard
DEECA	Department of Energy, Environment and Climate Action
DTP	Department of Transport and Planning
EPA	Environment Protection Authority
ESD	Environmentally Sustainable Design
FSW	Further Strategic Work
HTGTP	High Pressure Gas Transmission Pipelines
MPS	Municipal Planning Strategy
PfV	Plan for Victoria
PPF	Planning Policy Framework
Planning Scheme	Greater Dandenong Planning Scheme
SDAPP	Sustainable Design Assessment in the Planning Process.
VCAT	Victorian Civil and Administrative Tribunal
VPP	Victoria Planning Provisions
SEW	South East Water
The Act	Planning and Environment Act, 1987

13. Attachment

Attachment 1 - Planning Scheme Review 2017 – Further Strategic Work Update

GREATER DANDENONG PLANNING SCHEME REVIEW 2017 **Attachment 1**
FURTHER STRATEGIC WORK UPDATE

No	Further Strategic Work	Comment	Status
1	Update the Planning Scheme to implement the *Sustainability Strategy 2016-2030*, as required (including the preparation of a local ESD Policy and implementation of the SDAPP and BESS tools).	Amendment GC110 updated the Greater Dandenong Planning Scheme to include the ESD Policy & the *Sustainability Strategy 2016-2030* as a reference document. Gazetted 18/10/2018.	Complete.
2	Upon finalisation of the Draft *Sustainable Stormwater Strategy 2016*, update the Planning Scheme, where required.	The *Sustainable Stormwater Strategy, 2017*-37 was finalised and no immediate planning scheme changes were required.	Complete.
3	Following the release of *Plan Melbourne Refresh* and the Managing Residential Development Advisory Committee's release of the final *Residential Zones State of Play* Reports, review the need for a policy to manage non-residential uses in Residential Zones.	The review for a 'Non-Residential Uses in Residential Zones Policy' concluded there is not a need for a policy at this time.	Complete.
4	Review Clause 22.11, *Advertising Signs Policy*.	The Advertising Signs Policy was reviewed and updated during the policy neutral Planning Policy Framework (PPF) translation. In addition, specific provisions were reviewed as part of the Springvale Major Activity Centre, Noble Park Major Activity Centre and Eastlink policy reviews.	Complete.
5	Review planning policy and controls for the Dandenong Activity Centre precinct, where required.	It is recommended that the review of policy and controls for the Dandenong Activity Centre is revisited following the approval of the Activity Centres Program (ACP).	Recommended for FSW.
6	Finalise the review of the *Springvale Activity Centre Structure Plan 2010*.	The *Springvale Activity Centre Structure Plan 2010* was reviewed and replaced with the *Springvale Activity Centre Structure Plan, 2017*. Amendment C203gdan updated the Planning Scheme to include an updated local policy, DDO6 and reference document. Gazetted 23/04/2021.	Complete.
7	Undertake a review of *Noble Park Activity Centre Structure Plan 2009*.	The *Noble Park Major Activity Centre Structure Plan 2009* was reviewed and replaced with the *Noble Park Major Activity Centre Structure Plan, 2021*. Amendment C224gdan updated the Planning Scheme to include updated local policy, DDO5 and reference document. Gazetted 21/12/2023.	Complete.
8	Undertake a review the *Open Space Strategy 2009, Action Plan 2010* and open space contributions.	The *Open Space Strategy 2009, Action Plan 2010* and open space contributions were reviewed and replaced with updated Strategies. Amendment C228gdan updated the Planning Scheme to include the *Greater Dandenong Open Space Strategy 2020-2030* and the	Complete.

No	Further Strategic Work	Comment	Status
		Greater Dandenong Open Space Strategy Open Space Contributions Assessment 2020.Gazetted 24/03/2023.	
9	Upon finalisation of Melbourne Water's *Flood Management Strategy* update the Planning Scheme, where required.	Melbourne Water, DTP & DEECA are leading this work. Once the program is finalised, Melbourne Water will lead the planning scheme amendment.	In progress
10	Review and revise the *Heritage Study* focusing on Heritage Places and Buildings.	The Greater Dandenong Heritage Study Review, 2022 was completed. Amendment C249gdan Heritage Overlay Corrections is implementing the review.	Complete.
11	Upon finalisation of the *Integrated Transport Plan* update the Planning Scheme, where required.	The *Integrated Transport Plan, 2017* was finalised and no immediate planning scheme changes were required.	Complete.
12	Review car parking requirements in the Industrial Zones.	The Infrastructure Team have car parking requirements that are applied for large scale warehouse and industrial developments. Amending planning provisions for parking rates within the Planning Scheme was considered but not determined not to be necessary.	Complete.
13	Review all sites included in the redundant Farming Zone areas with consideration to rezoning to appropriate underlying zones.	There are four (4) remnant sites included in the Farming Zone. Strategic Planning has continued to advocate for their rezoning	Ongoing.
14	Review Clause 22.03, Urban Design in Commercial and Industrial Areas.	Now that PPF has been complete this work is able to progress.	In progress.
15	Following the implementation of Amendment C182, develop and incorporate a process to review VCAT decisions to monitor C182 and its effects on planning applications.	An internal process was established between Statutory & Strategic Planning to monitor all relevant VCAT decisions.	Ongoing.
16	Develop and incorporate a process to report and audit all VCAT cases to identify any issues and monitor the effectiveness of the Planning Scheme.	An internal process was established between Statutory & Strategic Planning to monitor all relevant VCAT decisions.	Ongoing.

ACP - Activity Centres Program
BESS – Built Environment Sustainability Scorecard
DEECA – Department of Energy, Environment and Climate Action
DTP – Department of Transport and Planning
ESD - Environmentally Sustainable Design
FSW – Further Strategic Work
GDPS - Greater Dandenong Planning Scheme
PPF - Planning Policy Framework
SDAPP – Sustainable Design Assessment in the Planning Process.

4.3.2 Councillor Observer Roles on Council Owned Entity Boards

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

Attachments:

1. Response to Notice of Motion 20 Dandenong FINAL [**4.3.2.1** - 11 pages]
Response to Notice of Motion 20 – Dandenong Market Pty Ltd – Governance Clarification Report

Officer Recommendation

That Council:

1. **NOTES governance considerations with Councillor observer appointments to the Boards of Council-controlled entities, Dandenong Market Pty Ltd (DMPL) and South East Leisure Pty Ltd (SEL);**
2. **NOTES the three governance models impacting Councillor observer representation outlined in this report;**
3. **APPROVES Option 3 - the removal of Councillor observer arrangements for Dandenong Market Pty Ltd and South East Leisure Pty Ltd and the implementation of enhanced shareholder reporting and engagement, as outlined in this report, ahead of the 2026 annual appointments; and**
4. **AUTHORISES the Chief Executive Officer to make or bring back to Council where Council approval is required any consequential amendments to governance instruments and administrative arrangements necessary to give effect to Council's decision.**

Executive Summary

1. As part of its core business, Council oversees the good management of its two Council-controlled entities, Dandenong Market Pty Ltd (DMPL) and South East Leisure Pty Ltd (SEL). Among its oversight practices, Council appoints Councillor observers to attend DMPL and SEL independent Board meetings.
2. While Councillor observers provide direct visibility of Board activities and support communication between Council and its controlled entities, the role raises governance considerations, relating to confidentiality, conflicts of interest and Board independence.
3. Council is presented with three oversight models ahead of its 2026 annual appointments: retain the existing arrangements; retain observer roles with strengthened governance controls; or remove the roles and strengthen formal shareholder reporting and engagement.
4. Having regard to Board independence, equitable access to information and Council's collective shareholder role, Option 3, an enhanced shareholder model, is recommended. This model would be supported by strengthened reporting and more regular engagement between Councillors and the entities.
5. The determination of Councillor observer arrangements is a shareholder governance matter for Council. Broader governance, service agreement, performance expectations and operating model matters relating to Council-controlled entities are separate considerations and may be the subject of future review and reporting to Council.

Background

Wholly owned yet independent entities

6. DMPL, a wholly owned entity of the City of Greater Dandenong, is governed by an independent, skills-based Board. Council exercises its role as sole shareholder through the Company's Constitution, Management Services Agreement and Memorandum of Understanding (MOU), together with strategic approvals and reporting arrangements.
7. Council appoints one Councillor and one Executive Leadership Team member as non-voting observers to the DMPL Board; under the MOU, observers are not Directors or decision-makers and must respect Board independence, manage conflicts of interest and maintain confidentiality.
8. Council also appoints a Councillor representative/observer to SEL. Despite its different governance arrangements, as a Council-controlled entity governed by an independent Board, it is appropriate to consider Council's presence on both DMPL and SEL Boards.

Established and maturing governance

9. Both DMPL and SEL have established governance arrangements that continue to mature. It is timely to review the role of Councillor observers and consider whether Council's approach to shareholder oversight and engagement with its entities remains appropriate.
10. This is further supported by a review of mechanisms comparable Councils use to oversee council-owned entities that preserve the independence of entity Boards. For example, Queen Victoria Market Pty Ltd and Prahran market Pty Ltd operate without Councillor attendance at Boards, with the relationship between entities and councils supported through formal shareholder oversight and reporting arrangements.
11. Council has previously reviewed DMPL's governance arrangements compared to Queen Victoria Market (see Notice of Motion No. 20 attached) and is now asked to make a determination on the use of Councillor observers ahead of 2026 annual appointments.

Key Issues and Discussion

Governance considerations for Councillor observer model

12. When determining the appropriate model for the Councillor observer mechanism, governance considerations for Council review include the distinction between Council's shareholder role and Board governance responsibilities, Board independence, equitable access to information across Council, confidentiality and conflict management, and the effectiveness of formal shareholder reporting and engagement.
13. The Council and the entities' independent Boards perform distinct roles. While Councillors act collectively through Council, the Boards governs their entities and make decisions within their authority. Observer arrangements must therefore preserve Board independence, clearly distinguish the observer from a director or decision-maker, and support Council's ability to exercise its shareholder responsibilities collectively.

14. While Councillor observers provide direct visibility of Board discussions and can strengthen communication and understanding between Council and the entity, they may also receive confidential or commercially sensitive information that cannot be shared with other Councillors. This can result in unequal access to information across Council, and even potential or perceived conflicts when related matters subsequently come before Council. There may also be competing expectations about whether the observer represents Council or reports back on Board matters.

A range of oversight mechanisms in place

15. Council's shareholder oversight does not depend on the observer role. For example, DMPL existing mechanisms include approval of the Strategic Plan, Annual Business Plan and Budget, financial and performance reporting, officer engagement and formal shareholder approvals. Councillor observer roles may complement but do not substitute more structured shareholder reporting.

16. The earlier Notice of Motion report identified alternative governance models, including Queen Victoria Market Pty Ltd, where shareholder oversight operates without Councillor attendance at Board meetings. These comparators demonstrate that different governance models can support Board independence and shareholder accountability; they do not establish that one model is universally preferable.

An analysis of proposed options

17. The three options available to Council are summarised below. Each retains Council's ownership and shareholder oversight but uses a different mechanism to balance direct visibility, Board independence and collective access to information.

	Option 1 **Status quo**	**Option 2** **Strengthened observer model**	**Option 3** **Enhanced shareholder model**
Approach	• Current Councillor observer arrangements	• Retain Councillor observers • Strengthen governance protocols	• Remove Councillor observers • strengthen formal shareholder reporting • strengthen shareholder engagement
Direct Board visibility	• Retain current	• Retain current	• Replace with structured reporting and engagement
Governance arrangements	• Retain current	• Formal role statement • Confidentiality requirements • Conflict and recusal protocols • Clear limits on participation and representation • Chair exclusion rights • Induction and periodic review	• Enhance financial, performance and strategic risk reporting • Annual Chair/CEO presentation • Strategic briefings • Councillor engagement, site visits and networking opportunities • Escalation of material matters • Executive-level shareholder interface • Uplift DMPL & SEL Audit & Risk Committee independence
Benefits	• Continuity • Direct visibility • Existing relationships	• Retain visibility • Clearer role boundaries • More consistent governance controls	• Clearer institutional separation • Equitable access to shareholder information across Council

	Option 1 Status quo	Option 2 Strengthened observer model	Option 3 Enhanced shareholder model
			• Broader opportunities for Councillor engagement and relationship building • Stronger governance
Considerations	• Existing issues remain (confidentiality, information asymmetry, conflict, role clarity)	• More controls to manage but not remove existing issues	• Less informal Boardroom visibility • Greater reliance on timely formal reporting and engagement
Implementation	• Minimal change	• Governance documentation • Induction • Any other consequential amendments	• Enhanced reporting framework • Any other consequential governance amendments

Option 1: Retain current arrangements

18. Under Option 1, Council would continue to appoint Councillor observers to the DMPL and SEL Boards under the existing arrangements. This would retain direct visibility of Board discussions and existing relationships between Council and the entities, with no substantive implementation changes required.

19. The existing governance arrangements would continue to apply, including current confidentiality, conflict management and role requirements. The governance considerations identified in this report, confidentiality constraints and the distinction between an individual observer's knowledge and Council's collective position, would also remain. Differences in the information available to individual Councillors would also remain.

Option 2: Retain Observer roles with strengthened governance controls

20. Under Option 2, the existing observer model would be retained but supported by a more formal and consistent governance framework. This would include a standard Observer Role Statement or Agreement, confidentiality requirements, conflict and recusal protocols, clear limits on participation and representation, arrangements for exclusion from particular Board discussions, induction and periodic review.

21. These controls would provide greater clarity around the purpose and boundaries of the observer role, while retaining direct Councillor visibility of Board activities. They would manage, but not remove, the unequal access to information between Councillors, and confidentiality constraints inherent in an individual Councillor having access to Board information that cannot be shared with the remainder of Council.

Option 3: Remove Observer roles and enhance shareholder reporting and engagement (Preferred)

22. Under Option 3, Observer roles would be removed and the existing shareholder oversight framework would be strengthened to ensure Council retains appropriate visibility of entity performance and material issues. This could include:
    - quarterly financial and performance reporting against the approved business plan and key performance indicators;
    - reporting on material strategic risks, emerging issues and matters requiring shareholder attention;
    - an annual presentation to Councillors by the Board Chair and Chief Executive Officer;
    - scheduled strategic briefings between the Board and Council;
    - regular opportunities for Councillors to engage directly with the entities outside formal Board meetings, including site visits, tours, community engagement activities and other appropriate networking and relationship-building opportunities;
    - prompt escalation through the Chief Executive Officer of material matters requiring shareholder awareness or action;
    - retention of an appropriate Executive-level shareholder interface; and
    - ongoing monitoring of relevant regulatory and policy developments, including the Fair Jobs Code and any associated impacts on Council-controlled entities, to ensure Council remains informed of emerging governance, procurement and operating model considerations that may require future strategic review or Council decision.
23. The removal of the observer role would not be intended to reduce the relationship or connection between Councillors and the entities. Rather, the enhanced shareholder model would provide more regular and broader opportunities for Councillors collectively to engage with the entities, understand their operations and activities, and build relationships outside the formal Board environment. This may include increased reporting and briefings, site visits and tours, community-facing engagement and other appropriate opportunities for interaction between Councillors, Board members and entity leadership.
24. This model would avoid the governance considerations arising specifically from individual Councillor attendance at Board meetings, while placing greater reliance on the quality and timeliness of formal shareholder reporting and more regular, structured engagement between Council and the entities.
25. Broader governance and operating model matters affecting Council-controlled entities remain under active consideration. This includes review of service agreements, performance expectations, key performance indicators and evolving external regulatory requirements. While these matters are separate to the question of Councillor observer roles, they may influence future governance arrangements and may be the subject of separate reports to Council where required.

Implementation Considerations

26. As noted, for consistency in governance, it is recommended that Council's chosen model is implemented at both DMPL and SEL Boards. Relevant governance instruments would be updated as required to give effect to the selected model.

27. The Audit and Risk Committee is not proposed to be included in this decision. Its statutory assurance role and committee structure are materially different from the operational Boards of Council-controlled entities and will continue to be governed by its Charter and applicable legislative requirements.
28. Under Options 2 or 3, officers would work with the relevant Boards to implement Council's decision and identify any consequential amendments to governance instruments or administrative arrangements. Any amendments requiring Council or formal shareholder approval would be brought back to Council where required.
29. The governance model presented in this report is a matter for Council to determine in its role as shareholder. Consistent with this position, no consultation with the DMPL or SEL Boards has been undertaken prior to Council consideration of this report.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

30. No material human resource implications are anticipated. Options 2 and 3 would require officer time to develop or administer the relevant governance arrangements.

Financial/Asset Resource Implications

31. No material financial/asset resource implication is anticipated. Options 2 and 3 may involve minor administrative costs associated with governance documentation, reporting and engagement arrangements, which are expected to be accommodated within existing resources.

Legal/Risk Implications

32. Each option has governance implications relating to role clarity, confidentiality, conflicts of interest, information asymmetry, Board independence and shareholder reporting. No legal conclusion is made that the current observer model is unlawful or that any particular model is legally required. Relevant governance instruments would be reviewed and amended as necessary to implement Council's decision, with legal advice obtained where required.

Environmental Implications

33. There are no environmental implications arising directly from this report.

Gender Impact Assessment

34. A gender impact assessment is not required for the decision presented in this report.

Community Consultation

35. There is no requirement for community consultation in relation to the governance options presented in this report.

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

36. This report follows Council's consideration of Notice of Motion No. 20 concerning the governance arrangements applying to DMPL and supports Council's broader obligations in relation to good governance and accountable stewardship of Council-controlled entities.

Legislative and Policy Obligations

37. This report has considered Council's applicable legislative and governance obligations, including the overarching governance principles of the *Local Government Act* 2020 and the governance arrangements applying to Council-controlled entities. *The Corporations Act* 2001 (Cth) applies to the governance of the relevant companies and their Boards.

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

Attachments: **{attachment-list-do-not-remove}**

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

{recommendation-start-do-not-remove}

That Council notes the response to Notice of Motion 20.

{recommendation-end-do-not-remove}

Executive Summary

1. This report responds to Notice of Motion 20 by outlining the current governance framework applying to Dandenong Market Pty Ltd (DMPL) and comparing those arrangements with the governance and shareholder oversight framework of Queen Victoria Market Pty Ltd (QVMPL).
2. Both entities operate as wholly owned subsidiary companies of their respective councils and are governed by independent Boards of Directors responsible for the strategic direction, financial sustainability and overall performance of the company. While both organisations share a number of common governance features, they differ in the mechanisms through which Council exercises shareholder oversight and the extent of Councillor involvement in Board activities.
3. The governance framework for Dandenong Market Pty Ltd is established through the Company's Constitution, Management Services Agreement and Memorandum of Understanding. Together, these documents define the relationship between Council, as sole shareholder, and the Board, including strategic planning requirements, reporting obligations and the role of Council-appointed representatives.
4. By comparison, Queen Victoria Market Pty Ltd operates under an arm's-length governance model supported by a Statement of Expectations and shareholder governance protocols. Under this model, Councillors do not attend Board meetings, with shareholder oversight exercised through formal governance instruments, structured reporting arrangements and ongoing engagement between Council officers and the company.
5. This report addresses each element of the Notice of Motion by outlining:
    - the current legal and governance structure of Dandenong Market Pty Ltd;
    - the role and responsibilities of Council-appointed representatives attending Board meetings;
    - the mechanisms through which Council exercises governance and risk oversight as sole shareholder; and
    - the governance instruments currently supporting shareholder oversight.

Key Issues and Discussion

Question 1 – the current legal and governance structure of the Dandenong Market Pty Ltd, including a brief comparison with the governance and shareholder oversight arrangements applying Queen Victoria Market Pty Ltd.

Legal Structure

6. Dandenong Market Pty Ltd is a proprietary limited company wholly owned by the City of Greater Dandenong.
7. The company is governed by an independent Board of Directors responsible for overseeing the strategic direction, financial sustainability and operational performance of the company. While Council is the sole shareholder, responsibility for managing the affairs of the company rests with the Board in accordance with the Company's Constitution and applicable legislative obligations.
8. Council exercises shareholder oversight through a range of governance mechanisms that provide strategic direction, accountability and performance monitoring while recognising the Board's responsibility for the day-to-day management of the company.

Governance Framework

9. The governance framework for Dandenong Market Pty Ltd is principally established through three governance documents:
    - Company Constitution
    - Management Services Agreement **(Attachment A)**
    - Memorandum of Understanding **(Attachment B)**
10. Together, these documents establish the governance relationship between Council and the Company, define the respective roles and responsibilities of the shareholder and Board, and outline strategic planning, reporting and accountability requirements.
11. The Management Services Agreement establishes the operational relationship between Council and Dandenong Market Pty Ltd and includes provisions relating to strategic planning, annual business planning, budget approval, financial reporting and service delivery expectations.
12. Importantly, the Agreement requires Council approval of both the Strategic Plan and Annual Business Plan and Budget, ensuring the strategic direction of the company aligns with Council's objectives as sole shareholder.
13. The Memorandum of Understanding complements the Management Services Agreement by describing the governance relationship between Council, the Board and Council Representatives. It establishes expectations regarding communication, information sharing, governance responsibilities and the observer role undertaken by Council Representatives.
14. The Dandenong Market Strategic Plan provides the overarching strategic direction for the company and, in accordance with the Management Services Agreement, requires Council approval.

Board responsibilities – Dandenong Market Pty Ltd

15. The Board of Directors is responsible for the stewardship, strategic direction and overall performance of Dandenong Market Pty Ltd.
16. Its responsibilities include overseeing the financial sustainability of the company, monitoring organisational performance, approving operational strategies within the parameters established by Council, overseeing risk management and ensuring compliance with legislative and regulatory obligations.
17. The Board is responsible for providing effective governance of the company while operating within the strategic direction established through Council-approved planning documents and the governance arrangements agreed between Council and the Company.
18. Council, as sole shareholder, exercises oversight through the governance framework established by the Management Services Agreement, Memorandum of Understanding and associated reporting requirements rather than through involvement in operational decision-making.

Governance Framework – Queen Victoria Market Pty Ltd

19. Like Dandenong Market Pty Ltd, Queen Victoria Market Pty Ltd is a proprietary limited company wholly owned by its respective Council and governed by an independent Board of Directors.
20. The principal governance instruments supporting the relationship between the City of Melbourne and Queen Victoria Market Pty Ltd include:
    - Company Constitution
    - Statement of Expectations
    - Protocols for Wholly-Owned Subsidiary Companies
    - associated shareholder reporting arrangements
21. Rather than providing for Councillor attendance at Board meetings, the City of Melbourne has adopted an arm's-length governance model. Under this model, shareholder expectations are articulated through formal governance instruments, with oversight exercised through structured reporting arrangements and engagement between Council officers and the company.
22. The Statement of Expectations provides strategic direction from Council to the Board regarding organisational priorities, governance expectations and performance outcomes while recognising the Board's responsibility for managing the affairs of the company.

Board responsibilities – Queen Victoria Market Pty Ltd

23. The Board of Directors has primary responsibility for the stewardship, strategic direction and overall performance of Queen Victoria Market Pty Ltd.
24. Its responsibilities include approving the Corporate Plan, Annual Business Plan and Budget, overseeing financial sustainability, monitoring operational performance and ensuring appropriate systems of enterprise risk management, internal control, audit and regulatory compliance are maintained.
25. The Board is also responsible for appointing, supporting and evaluating the performance of the Chief Executive Officer, overseeing organisational capability, leadership and culture, and providing governance oversight of significant commercial decisions and major capital projects.

26. While Queen Victoria Market Pty Ltd operates with an appropriate degree of commercial independence necessary to manage a significant retail, tourism and community asset, it remains accountable to the City of Melbourne as sole shareholder through formal governance mechanisms including the Statement of Expectations, structured performance reporting and regular engagement between the company and Council.
27. In March 2026, the City of Melbourne resolved to commission an independent review of the governance arrangements applying to Queen Victoria Market Pty Ltd. At the time of preparing this report, that review has not concluded and no findings or recommendations have been released.

Comparison of Governance Arrangements

28. Although both Dandenong Market Pty Ltd and Queen Victoria Market Pty Ltd operate as wholly owned subsidiary companies governed by independent Boards, the organisations adopt different approaches to shareholder oversight.
29. The City of Greater Dandenong governance framework includes Council-appointed representatives attending Board meetings in a non-voting observer capacity, supported by the Management Services Agreement and Memorandum of Understanding.
30. The City of Melbourne governance framework does not provide for Councillor attendance at Board meetings and instead relies on formal shareholder governance instruments, including a Statement of Expectations and governance protocols, to articulate shareholder expectations and monitor organisational performance.
31. Both governance models seek to balance the commercial independence required for effective company management with appropriate accountability to Council as sole shareholder. They achieve this objective through different governance mechanisms reflecting the governance preferences of their respective councils.

Comparison Summary		
	Dandenong Market Pty Ltd	**Queen Victoria Market Pty Ltd**
Sole Shareholder	City of Greater Dandenong	City of Melbourne
Legal Entity Structure	Proprietary limited company managed by an independent board.	Proprietary limited company managed by an independent board.
Board governance	Independent Board	Independent Board
Primary governance documents	Constitution, Management Services Agreement, Memorandum of Understanding	Constitution, Statement of Expectations, Governance Protocols

Councillor attendance at Board meetings	Councillor Observer (non-voting)	No Councillor attendance
Council Officer Representation	Yes	Yes (through shareholder oversight arrangements)
Strategic Plan approval	Council approval required	Shareholder oversight through Statement of Expectations
Annual Business Plan	Council approval required	Board approval with shareholder reporting
Quarterly reporting	Reported to Council	Financial and operational tracking to the Future Melbourne Committee
Audit and Risk oversight	Council Audit and Risk Committee	Board Audit and Risk arrangements
Primary Directive Tool	Management Service Agreement and Formal Memorandum of Understanding (MOU) between Council and the Board.	Formal Statement of Expectations (SOE) issued by the Council and Protocols for Wholly owned subsidiary companies

Question 2 - the current role, responsibilities and reporting arrangements of Council appointed representative attending DMPL Board meetings in an observer capacity

Council-appointed Representatives

32. Under the Management Services Agreement, Council appoints one Councillor and one member of Council's Executive Leadership Team to act as Council Representatives.
33. The purpose of these appointments is to support effective communication and engagement between Council, as sole shareholder, and the Board of Dandenong Market Pty Ltd. Council Representatives attend Board meetings in a non-voting observer capacity and do not form part of the Board's decision-making processes (non-voting participants).
34. The observer model is intended to facilitate information sharing, strengthen the relationship between Council and the Company, and assist Council in understanding matters relevant to its role as sole shareholder while preserving the Board's responsibility for the governance and management of the Company.
35. The Memorandum of Understanding attached to this report defines the relationship between the DMPL Board and Council representatives outlining the roles, obligations and expectations. Specifically, clauses 4.1 to 4.6 - Role of Council Representatives.

Role and Responsibilities

36. Council Representatives may:
    - attend Board meetings as invited observers
    - participate in discussions and ask questions to better understand matters before the Board
    - attend strategic planning sessions and other governance forums where appropriate
    - seek clarification or additional information from the Board or Chief Executive Officer.
37. assist in maintaining an effective working relationship between Council and the Company.
38. Council Representatives do not:
    - hold office as Directors of the Company
    - possess voting rights
    - participate in Board decision-making
    - direct the operations or management of the Company
    - assume any governance responsibilities that properly belong to the Board under the Company's Constitution or applicable legislation.
39. Their role is advisory and relationship focused. They must support a constructive and productive partnership, respect the Board's independence and decision-making authority, avoid influencing or directing Board operations, act in the best interests of both Council and the Company, declaring any conflicts of interest, and maintain open communication with the Board Chair where appropriate.
40. The observer role is therefore distinct from the role of a Director. Responsibility for governing the Company, exercising directors' duties and making decisions in the best interests of the Company remains solely with the Board.

Conduct and Governance Expectations

41. The Memorandum of Understanding establishes a number of governance expectations applying to Council Representatives.
42. Council Representatives are expected to:
    - support a constructive and collaborative relationship between Council and the Board
    - respect the independence of the Board in exercising its governance responsibilities
    - avoid influencing operational matters or Board decision-making
    - act consistently with Council's governance obligations
    - appropriately identify and manage any conflicts of interest
    - maintain confidentiality regarding information obtained through their participation.
43. These expectations are intended to support appropriate governance boundaries while facilitating effective communication between Council and the Company.

Confidentiality

44. Council Representatives are subject to strict confidentiality obligations in relation to information obtained through their attendance at Board meetings.

45. Consistent with the Memorandum of Understanding, confidential information obtained through the observer role must not be disclosed except where authorised or otherwise required by law.
46. The confidentiality provisions recognise that the Board may consider commercially sensitive information, legal advice, personnel matters and other confidential business information which requires protection in accordance with legislative and governance obligations.
47. To further strengthen governance arrangements and provide consistency across Councillor observer appointments, Council has developed a Deed of Confidentiality and Governance Acknowledgement **(Attachment C)** for Councillors participating as observers on Council-controlled entities, boards and committees, including Dandenong Market Pty Ltd, South East Leisure Pty Ltd and the Audit and Risk Committee.
48. The purpose of the Deed is to provide additional clarity regarding the role and expectations of Councillor observers, including the distinction between observer participation and formal decision-making responsibilities. The Deed reinforces that observer participation supports Council's governance oversight and informed engagement, while recognising the independence, authority and decision-making responsibilities of the relevant Board or Committee.
49. The Deed also supports the protection of confidential information obtained through observer participation, including commercially sensitive information, legal advice, personnel matters, audit and risk information and other restricted information. It complements existing legislative obligations, Council governance instruments, committee charters and board governance arrangements and provides a consistent approach to confidentiality obligations across all Councillor observer appointments.

Attendance at Board Meetings

50. Council Representatives are generally invited to attend meetings of the Board. Council Representatives may attend Board meetings, strategic planning sessions, and scheduled sub-committee meetings to support a positive and collaborative relationship. They do not have voting rights and may only join informal Director discussions if invited by the Chair.
51. The Memorandum of Understanding provides that attendance does not extend to discussions relating to:
    - the relationship between Council Representatives and the Board
    - the conduct or performance of Council Representatives
    - employment or performance matters relating to Dandenong Market Pty Ltd employees.
52. These exclusions recognise the need for the Board to consider certain matters independently of shareholder representatives.

Reporting Arrangements

53. The current governance framework does not prescribe a formal reporting mechanism requiring Council Representatives to report directly to Council following Board meetings.
54. Instead, information may be communicated through existing governance processes where appropriate, including Council briefings, officer reports, shareholder discussions between Council officers and the Company and other governance forums established under the Management Services Agreement.
55. Any reporting remains subject to the confidentiality obligations applying to information obtained through attendance at Board meetings.

56. The absence of a formal reporting mechanism reflects the nature of the observer role, which is intended to facilitate communication and relationship management rather than establish an additional governance reporting function.

Question 3 – the current mechanisms for governance and risk reporting between Dandenong Market Pty Ltd and Council as a sole shareholder

57. Council exercises its shareholder oversight responsibilities through a range of governance, planning and reporting mechanisms established under the governance framework for Dandenong Market Pty Ltd.
58. Collectively, these mechanisms provide Council with visibility of organisational performance, strategic direction, financial sustainability and risk while recognising the Board's responsibility for governing the Company.

Strategic Planning and Business Planning

59. The Management Services Agreement requires Dandenong Market Pty Ltd to prepare and submit both a Strategic Plan (clause 4.2.4) and an Annual Business Plan (clause 4.3.3) and Budget for Council approval.
60. These documents establish the Company's strategic priorities, operational objectives and financial direction, ensuring alignment with Council's expectations as sole shareholder.
61. Council approval of these documents provides an important mechanism through which Council exercises shareholder oversight without becoming involved in operational management.

Financial and Performance Reporting

62. Dandenong Market Pty Ltd provides regular financial and performance reporting to Council in accordance with the Management Services Agreement.
63. Quarterly reports provide Council with information regarding financial performance, operational performance, strategic initiatives, significant projects, and matters of shareholder interest.
64. These reports support Council in monitoring organisational performance and exercising its responsibilities as sole shareholder.

Audit and Risk Oversight

65. Council's Audit and Risk Committee provides an additional governance oversight mechanism.
66. Consistent with the Audit and Risk Committee Charter, the Committee's responsibilities extend to Council's controlled entities, including Dandenong Market Pty Ltd.
67. The Committee receives information quarterly relating to financial performance, governance, internal controls, risk management and compliance matters relevant to Council's interests as shareholder.
68. The Committee's role is one of oversight and assurance and does not replace the governance responsibilities of the Company's Board of Directors.

Governance Interface

69. The governance relationship between Council and Dandenong Market Pty Ltd is further supported through:
    - the Management Services Agreement
    - the Memorandum of Understanding
    - Council-appointed representatives attending Board meetings in an observer capacity
    - regular engagement between Council officers and the Company's executive leadership
    - formal shareholder approvals where required under the governance framework.
70. Together, these mechanisms provide multiple opportunities for governance oversight, strategic engagement and performance monitoring while maintaining appropriate separation between Council's role as shareholder and the Board's responsibility for managing the affairs of the Company.

Question 4 – whether Council currently maintains a Statement of Expectations, shareholder charter, governance protocol or similar documents relating to Dandenong Market Pty Ltd.

71. Council does not currently maintain a standalone Statement of Expectations, Shareholder Charter or Governance Protocol for Dandenong Market Pty Ltd.
72. Instead, Council's governance relationship with Dandenong Market Pty Ltd is established through a suite of governance documents comprising:
    - the Company Constitution
    - the Management Services Agreement
    - the Memorandum of Understanding.
73. Collectively, these documents establish the governance framework between Council, as sole shareholder, and Dandenong Market Pty Ltd. They define the respective roles and responsibilities of Council, the Board and Council Representatives, and establish the governance arrangements supporting strategic direction, accountability, reporting, communication and shareholder oversight.
74. The Management Services Agreement is the principal governance document governing the operational relationship between Council and the Company. It establishes requirements relating to strategic planning, annual business planning and budgeting, financial and performance reporting, service delivery arrangements and Council approvals required in its capacity as sole shareholder.
75. The Memorandum of Understanding complements these arrangements by setting out governance principles, defining the relationship between Council and the Board, and outlining the role, responsibilities and expectations of Council-appointed representatives attending Board meetings in an observer capacity.
76. These documents were comprehensively reviewed and adopted by Council on 23 August 2021 (Minute No. 249) following a review of the governance arrangements applying to Dandenong Market Pty Ltd. They remain the primary governance instruments supporting Council's shareholder oversight of the Company.
77. The current Management Services Agreement expires on 30 June 2026. In accordance with Clause 3.3 (Renewal of Term), the Agreement will automatically renew for a further 12-month period unless otherwise varied in accordance with its provisions.
78. Different councils adopt different governance instruments to articulate shareholder expectations and oversee council-controlled entities. While the City of Melbourne has adopted a Statement of Expectations and supporting governance protocols for Queen Victoria Market Pty Ltd, the City of Greater Dandenong has adopted an alternative governance framework through the Management Services Agreement and Memorandum of Understanding. Although the governance instruments differ in form, they perform broadly comparable functions in establishing governance expectations, accountability mechanisms and the relationship between Council and the Company.
79. Accordingly, while Council does not maintain a standalone Statement of Expectations or Shareholder Charter, it has established governance arrangements that provide a framework for shareholder oversight and support Council in exercising its responsibilities as sole shareholder of Dandenong Market Pty Ltd.

Future governance considerations

80. Governance frameworks for council-controlled entities should be periodically reviewed to ensure they remain contemporary, reflect legislative and governance best practice, and continue to support effective shareholder oversight. As governance practice continues to evolve across the local government sector, Council may, from time to time, consider whether the existing governance instruments continue to meet its expectations and support effective governance of Dandenong Market Pty Ltd.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

81. 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

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

Asset Implications

83. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

86. A gender impact assessment is not required.

Community Consultation

87. There was no requirement for community consultation.

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

88. This report relates to Notice Of Motion 20 - Dandenong Market Pty Ltd - governance clarification report

Legislative and Policy Obligations

89. 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.

4.3.3 Chief Executive Officer's Annual Review 2026

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments: CEO Annual Performance Review Report
CEO Performance Plan including KPIs
This report contains an attachment which is deemed confidential under s 3(1)(f) of the *Local Government Act* 2020. It contains personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

Officer Recommendation

That Council:

1. **NOTES that a comprehensive review of the performance of the Chief Executive Officer (CEO) has been undertaken by the CEO Employment and Remuneration Committee in line with Council's CEO Employment and Remuneration Policy;**
2. **NOTES the delay in the CEO reviews due to personnel changes and the appointment of a new Independent Advisor;**
3. **APPROVES an increase of 2.5% to the salary component of the CEO's Total Remuneration Package (TRP) in recognition of the CEO's performance for the 2025 calendar year effective from 19 December 2026;**
4. **APPROVES an increase of 2.5% to the salary component of the CEO's TRP in recognition of the CEO's performance for the current review year effective from 19 December 2026; and**
5. **ADOPTS the CEO Performance Plan, including KPIs, developed by the CEO Employment and Remuneration Committee.**

Executive Summary

1. Council is required to review the performance of the Chief Executive Officer (CEO) annually in accordance with its CEO Employment and Remuneration Policy.
2. The CEO Employment and Remuneration Committee completed the review on 24 September 2026, with all Councillors invited to participate and provide feedback to the CEO.
3. Due to personnel changes and the appointment of a new Independent Advisor, the review covered the 2025 calendar year through to 30 June 2026 rather than the usual 12-month cycle.
4. Following positive performance review outcomes for the 2025 calendar year to June 2026, the report recommends a 2.5% increase to the salary component of the CEO's TRP, to recognise that no increase was applied in 2025 due to the missed review. A further 2.5% increase is also recommended for the current review year. Both increases would take effect from 19 December 2026.
5. The report also asks Council to adopt a new CEO Performance Plan, including KPIs, developed by the Committee and CEO.

Background

6. Council is required to review the performance of the Chief Executive Officer (CEO) annually as outlined in its CEO Employment and Remuneration Policy.

7. The annual review of the Chief Executive Officer's (CEO) performance is managed by the CEO Employment and Remuneration Committee (CERC) which comprises of the following councillors: Mayor Sophie Tan (Chair), Councillor Sean O'Reilly, Councillor Rhonda Garad, Councillor Isabella Do, Councillor Lana Formoso, Councillor Melinda Yim and Councillor Jim Memeti.
8. The CERC is supported by an independent adviser, Christine Mileham, from Sal Corp.
9. Due to changes in personnel and the appointment of a new Independent Advisor, the CEO review cycle did not align with the usual 12-month period. The assessment therefore considered performance from the 2025 calendar year through to June 2026.
10. The CEO Employment and Remuneration Committee discussed the review over two meetings held on 27 August and 24 September 2026, with all Councillors invited to participate and provide feedback to the CEO.

Key Issues and Discussion

11. The performance review of the CEO is based on six key performance measures. These are: Financial Management, Customer Experience, People and Culture, Communication, Engagement and Advocacy, Strategic Development and General Leadership.
12. Based on positive performance review outcomes for the 2025 calendar year through to June 2026, the report recommends a 2.5% increase to the salary component of the CEO's TRP, in recognition of no increase being applied in 2025 due to the missed review. It also recommends a further 2.5% increase for the current review year. Both increases would take effect from 19 December 2026.
13. The Committee noted that the increase reflects the rate cap and Council's financial constraints.
14. In line with the requirements of the CEO Employment and Remuneration Policy, Council must adopt an annual Performance Plan including KPIs for the CEO. The Performance Plan must be developed collaboratively between the CEO and the Committee.
15. Through its meetings and offline conversations, the Committee in collaboration with the CEO have developed a robust Performance Plan with KPIs for Council adoption.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

16. 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

17. There are no financial implications associated with this report. The proposed increase is in line with the allocated budget for the current and next financial years.

Asset Implications

18. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

21. A gender impact assessment is not required.

Community Consultation

22. There was no requirement for community consultation. While the CERC is comprised of a limited number of councillors, all councillors were invited to participate in the CEO's performance review.

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

23. 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

24. 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.
    - Council's Chief Executive Officer Employment and Remuneration Policy.

4.3.4 Response to Notice of Motion No. 21 - Public Transparency of Major Project Costs

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

Officer Recommendation

That Council NOTES the information provided in this report in response to Notice of Motion NO. 21 – Public transparency of Major Project Costs.

Executive Summary

1. Notice of Motion NO. 21 – Public transparency of Major Project Costs was passed at the 15 June 2026 Council Meeting. This report outlines the review and actions undertaken to address this NOM

Background

2. 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.
3. Local residents and ratepayers have an interest in tracking the progress, timelines, and anticipated costs of these municipal infrastructure assets.
4. Under the Local Government Act 2020 (Vic), Council is committed to public transparency, financial accountability, and making municipal information easily accessible.
5. Notice of Motion NO. 21 – Public transparency of Major Project Costs was passed at the 15 June 2026 Council Meeting:
    - Clause 1 - NOTES that the Greater Dandenong City Council delivers an extensive annual capital works program to improve local public spaces and infrastructure;
    - Clause 2 - REAFFIRMS its commitment to transparency and the proactive, plain-language sharing of basic project details with ratepayers; and
    - Clause 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.
6. Clause 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.
7. Significant improvements have recently been made to the Council Website and reporting on Capital works. This has included creating and implementing:
    - a new template project page, (together with the new overall look and feel of the website);

8. an information architecture for Major Projects and Capital works web pages, so that they are logically organised and content is more findable;
9. a standard set of fields of data to appear at the top of each major project page, incorporating:
    - Project Title
    - Completion Date
    - Total Budget
    - Funding source:
    - Status (Planning, Designing, Tendering, Under Construction or Completed)
    - Location
    - Contact Details.
10. a section on the website for 'Major Projects', where the trigger is those projects costed at more than $1 million. This section has been populated with the projects already underway or planned to be undertaken in 2026/27 that meet this threshold. All Major Projects currently in this section have the standard data fields at the top of each page.

Key Issues and Discussion

Clause 3 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.

11. A standard set of data fields has been created and populated for Major Projects with a total estimated cost over $1 million. These pages will be updated a minimum of once per year, but generally more frequently.
12. Most of these projects can also be found through a new project information architecture setting out projects in various categories, such as "Sports and Recreation" and "Transport, Roads, Footpaths and Drains" and "Master Plans."
13. Other projects, which don't meet the $1m threshold as a 'major' project, but are of significant community interest, will also be published as project pages using the same standard data fields, and within this architecture, so they should be intuitively findable for users.
14. As part of this project, many historic project or consultation web pages have been identified across different parts of the website map, with inconsistent content. These are being gradually archived or updated and folded into the new information architecture.
15. This clean-up of historic project pages is important. Having too many web pages makes it difficult for a websites search engine, or third party search engines and AI tools to find current and relevant content for users. Having too many project 'pins' will also make the maps crowded and difficult to read. It is important to retire old content, to make way for new project information over time.
16. The general principle will be to retire projects that were completed more than one year ago, unless they are iconic projects (such as the Keysborough Community Hub) or part of a Master Plan; in which case they will be retained for longer.
17. By the end of October 2026, all remaining project pages will have standard content, will be on the new projects template and will have been folded into the new project's information architecture.
18. New projects planned for this program year will then be developed as required.

19. A consistent approach to clusters or programs of projects, such as Black Spot road projects or drainage projects is also being developed. In some of these cases, the 'one project, one page' approach would lead to web clutter, and it will be more appropriate to have one page setting out a program of projects.
20. Separate to periodic review of the website projects and content (minimum annually), the creation and consideration of the annual Capital Works Program provides a regular opportunity to identify, discuss and consider key projects that will be incorporated onto the website.

Clause 4 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.

21. Council intends to be as transparent to the community as possible on the capital works program throughout the year. In addition to the improvements already implemented, there are a number of initiatives being undertaken that will provide later opportunity for enhanced reporting/transparency.
22. Council's newly established Project Management Office and the organisations investment in improved finance and record management systems will provide significant opportunity around how Council presents project/program data both internally, for governance purposes, as well as externally to the community for transparency.
23. It is proposed that options for enhanced reporting capabilities will be shared with Council from Q1 of 2027/28.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

24. 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

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

Asset Implications

26. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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:
    - Safe and peaceful community.
    - Sustainable environment.
32. 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 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.
33. This report relates to NO. 21 – Public transparency of Major Project Costs

Legislative and Policy Obligations

34. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
    - Related Council Policies, Strategies or Frameworks.

4.3.5 Draft Minutes of Advisory Committee Meetings

Responsible Officer: Executive Director Community Strengthening

Attachments:

1. Draft Minutes of Disability Advisory Committee Meeting - 13 July 2026 [**4.3.5.1** - 2 pages]
2. Draft Minutes of Positive Ageing Advisory Committee Meeting - 13 August 2026 [**4.3.5.2** - 2 pages]
3. Draft Minutes of Arts Advisory Board Meeting - 19 August 2026 [**4.3.5.3** - 3 pages]
4. Draft Minutes of Cultural Heritage Advisory Committee Meeting 27 August 2026 [**4.3.5.4** - 3 pages]

Officer Recommendation

That Council:

1. **NOTES the Draft Minutes of the meeting for Disability Advisory Committee held on 13 July 2026 (per Attachment 1);**
2. **NOTES the Draft Minutes of the meeting for Positive Ageing Advisory Committee held on 13 August 2026 (per Attachment 2);**
3. **NOTES the Draft Minutes of the meeting for Arts Advisory Board held on 19 August 2026 (per Attachment 3); and**
4. **NOTES the Draft Minutes of the meeting for Cultural Heritage Advisory Committee held on 27 August 2026 (per Attachment 4).**

Executive Summary

1. At the Council meeting held 23 April 2018, Council resolved in part to *invite Advisory Committees and Reference Groups to submit meeting minutes for Council endorsement*. This resolution also allowed interested Councillors (and those that attend these Committees and Reference Groups) to speak to the meeting about items discussed at these meetings.
2. This report recommends that the Draft Minutes of the following Advisory Committee meetings be noted by Council:
    a. Draft Minutes of the meeting for Disability Advisory Committee held on 13 July 2026 (per Attachment 1);
    b. Draft Minutes of the meeting for Positive Ageing Advisory Committee held on 13 August 2026 (per Attachment 2);
    c. Draft Minutes of the meeting for Arts Advisory Board held on 19 August 2026 (per Attachment 3); and
    d. Draft Minutes of the meeting for Cultural Heritage Advisory Committee held on 27 August 2026 (per Attachment 4).

Background

3. Greater Dandenong Council is represented on a wide range of Committees, Reference Groups and Advisory Groups which frequently reflect the interests of individual Councillors in serving the broader community in their role. A full listing of these appointments is confirmed each November at Council's Meeting to elect the Mayor and Deputy Mayor and is available via Council's website.
4. The Council resolution of 23 April 2018 requires Minutes of Advisory Committee and Reference Group meetings to be submitted to Council for information and noting.
5. To ensure these Minutes are provided to Council in a timely manner, they are generally submitted in draft form, as they may not yet have been formally adopted by the relevant Advisory Committee or Reference Group.
6. If any significant changes are made when the Minutes are subsequently adopted, the revised Minutes will be resubmitted to Council for noting.
7. Draft Minutes are provided as attachments to this report.
8. There are no financial implications associated with the development and submission of this report.

Links to Community Vision and Council Plan

9. This report is consistent with the following principles in the Community Vision 2040:
    - Education, training, entrepreneurship and employment opportunities.
    - Embrace diversity and multiculturalism.
    - Mind, body and spirit.
    - Art and culture.
10. This report is consistent with the following strategic objectives from the Council Plan 2025-29:
    - A socially connected, safe and healthy city.
    - A city that respects and celebrates diversity, our history and the arts.
    - A city of accessible, vibrant centres and places.
    - A city that supports business, entrepreneurship, quality education and employment outcomes.

Legislative and Policy Obligations

11. 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.

Disability Advisory Committee Meeting Minutes

Date	Monday 13 July 2026
Time	4pm–5.30pm
Venue	Dandenong Civic Centre - 225 Lonsdale St, Dandenong Meeting Room 2NE/NW and Microsoft Teams
Chair	Frank Cutuli
Attendees	Catherine Rampant, Pradeep Hewavitharana, Chris Ferdinands, Michael Florenti, Jean Silk, Nicole Stribbles, Cr Melinda Yim (CGD), Coordinator Community Access (City of Greater Dandenong [CGD]), Disability Planning Officer (CGD), Community Engagement Lead (CGD), Community Advocacy Officer (CGD)
Apologies	Norma Seip, Imran Maniar, Manager Community Care (CGD)
Minutes	Business Support Officer (CGD)

	ITEM	ACTION	ACTION BY
1.	**Welcome - Acknowledgement of Country** *We acknowledge the Traditional Custodians of this land, the Bunurong People, and pay respects to their Elders past and present.* *We recognise and respect their continuing connections to climate, Culture, Country and waters and we also pay our respects and acknowledge all Aboriginal and Torres Strait Islander peoples and their Elders present here today, in acknowledging their journey.*		
2.	**Appointment of Chair** Frank submitted his nomination for the Chair position. The Committee unanimously supported his appointment, recognising the value of having someone with previous experience in the role. Frank will serve as Chair of the DAC for the next 12 months until August 2027.		
3.	**Disability Action Plan (DAP)** The Community Engagement Lead provided an update on the community consultation for the Draft Disability Action Plan (DAP). The consultation has focused on ensuring meaningful engagement and representation from diverse community groups. The consultation has been open for one month and is structured around four key themes. To date, 571 people have visited the *Have Your Say* engagement page, and 36 people have completed the online survey. Results indicate that 74% of respondents support the Draft DAP, while a further 6% support elements of the plan. It was noted the positive impact of the website's newly incorporated accessibility and translation features (the accessibility widget and translation function) which allows content and survey questions to be viewed in different languages. The consultation closes on Wednesday 15 July, after which feedback will be reviewed and considered in finalising the plan. A summary of community feedback will be included as part of the endorsement process. The Committee discussed the importance of reaching carers and culturally	Include Committee feedback on the draft Disability Action Plan into the review.	Coordinator Community Access

DRAFT

	diverse communities through trusted networks, community leaders and targeted engagement activities. Face-to-face consultations, including market pop-ups and community events, were identified as effective ways of encouraging participation and building community connections.		
4.	**2026 Census** The Community Advocacy Officer provided an overview of the 2026 Australian Census, which will take place on Tuesday 11 August. Census data is used by Federal, State and Local Governments to inform planning and service delivery, including employment, education, neighbourhoods, kindergartens and community services. Members were advised that a range of supports are available to assist people to complete the Census, including Plain English resources, Easy Read information, low vision and braille formats, Auslan resources, interpreter services and paper forms. The Committee noted that the Census includes disability-related questions relating to communication, mobility and self-care. Discussion highlighted that some people, particularly within culturally and linguistically diverse communities, may not identify as having a disability, which can impact the disability data collected. Members acknowledged the importance of promoting available supports and encouraging participation to ensure an accurate representation of the community.	Send information and links to Committee.	Business Support Officer.
5.	**Disability matters/issues identified by the community** Members raised concerns regarding accessible parking permits and recent infringement notices received by two Committee members. One member reported receiving a parking fine despite displaying a valid permit. He subsequently lodged an online enquiry and attended Council office seeking assistance. Members noted that some permit holders may be unaware that the QR code on the permit must remain visible for compliance purposes, particularly where permits are displayed behind tinted windows or the QR code is obscured. Members discussed the need for greater education and clearer information for permit holders, including guidance on displaying permits correctly. Members expressed concern that uncertainty regarding permit requirements may affect the confidence of people with disability when using accessible parking spaces. The Disability Planning Officer encouraged members interested in systemic advocacy to engage with Every Australian Counts, a national advocacy organisation focused on disability policy and legislative reform.	Follow up with the relevant Council team regarding concerns raised about accessible parking permit infringements and permit display requirements and provide an update to the Committee on any outcomes or advice received.	Disability Planning Officer
Meeting Closed at 5.28pm			

DRAFT

Greater Dandenong

Positive Ageing Advisory Committee Meeting Minutes	
Date	Thursday 13 August 2026
Time	1.30pm-3pm
Venue	Springvale Community Hub – Community Room 1 and Microsoft Teams
Chair	Jeanette Keane
Attendees	Lauris Attard, Christine Green, Julie Klok – Teams (part meeting), Erica Moulang, Mark Osborn, Carol Drummond, Vinh-Quang Luong, Manager Community Care (City of Greater Dandenong [CGD]), Coordinator Community Access (CGD), Positive Ageing Team Leader (CGD), Positive Ageing Engagement Officer (CGD), Leith Thomas (Future Tense)
Apologies	

	AGENDA ITEM	ACTION	ACTION BY
1.	**Welcome - Acknowledgement of Country** *We acknowledge the Traditional Custodians of this land, the Bunurong People, and pay respects to their Elders past and present.* *We recognise and respect their continuing connections to climate, Culture, Country and waters and we also pay our respects and acknowledge all Aboriginal and Torres Strait Islander peoples and their Elders present here today, in acknowledging their journey.*		
2.	**Business arising from previous minutes** June 2026 minutes were accepted. Moved: Christine Green Seconded: Carol Drummond		
3.	**Acknowledging Outgoing Committee** Committee members were thanked and given a letter of appreciation from the Mayor. The Positive Ageing Team Leader (PATL) highlighted some of the successes of the committee's term, including: • Appointment of PATL • Consultations for parks and facilities • 'Every age counts' campaign. Members highlighted • Being part of the PAAC during the Aged Care Royal Commission • The bus tours • Feeling valued by the staff • Centenarian event • Public Transport for moving people within the municipality is still a problem.		
4.	**Creative and Cultural Strategy** Leith described the combination of several strategies into the Council-wide Creative and Cultural Strategy. The strategy has a 10-year time horizon.		

DRAFT

	The committee discussed a range of ideas to inform the development of the strategy, with a strong focus on celebrating Greater Dandenong's multicultural identity, improving accessibility and inclusion, recognising local heritage, and increasing awareness of cultural opportunities. Members also highlighted the importance of reducing barriers to participation, supporting intergenerational connections, and ensuring people of all ages and abilities can engage in the municipality's cultural and creative life.		
5.	**Positive Ageing Strategy Update** Coordinator Community Access advised that draft Strategy is going to Council on Monday 18 August. If endorsed, we will undertake community consultation for four weeks. This will include drop-in sessions at locations around the municipality. Surveys will be online and printed. Online surveys are available in multiple languages.	Send link to survey to PAAC members.	Positive Ageing Engagement Officer
6.	**Seniors Festival Update** Positive Ageing Team Leader provided update including Seniors Festival Booklet collaboration with Library which will be available start of September in Libraries and regular newsletter distribution locations. Use of bookable for online booking system for dance has worked well, however pop-up sessions to assist patrons further have also been planned. Living Well Expo will be on Thursday 15 October. Centenarians will be celebrated Monday 5 October – call out for nominations. Other activities during the month include belly dancing and Council exchange tour.	Send booklet out to PAAC members.	Positive Ageing Engagement Officer
7.	**Other Business** It was noted that demand for residential aged care is high. This is thought to be due to increased cost of living (families cannot afford for people to stay home from work to look after the older family members) and changes to aged care services. Recruitment for the Positive Ageing Advisory Committee is underway with a strong level of interest of both new and existing members. The new members will bring fresh perspectives, skills and experiences, while the continued involvement of existing members will provide valuable knowledge, continuity and strong connections to the committee's ongoing work. Council is expected to endorse the membership in September with the first meeting of the new committee in October.		
2026 Meeting Dates: • Thursday 8 October • Thursday 10 December			
Meeting closed 3.08pm			

DRAFT

Arts Advisory Board Meeting Minutes	
Date	Wednesday 19 August, 2026
Time	6pm–8pm
Venue	Springvale Community Hub, Community Room 6
Chair	Leng Te
Attendees	Leng Te (LT), Emily Siddons (ES), Sam Kariotis (SK), Roh Singh (RS), Councillor Isabella Do (ID) City of Greater Dandenong (CGD), Manager Creative and Engaged City (CGD), Coordinator Experiences and Partnerships (CGD), Team Leader Cultural and Community Development (CGD), Leith Thomas and Fjorn Bastos (Future Tense)
Apologies	Mish Eisen (ME)
Minutes	Business Support Officer - Creative and Engaged City (CGD)

Item No	ITEM	ACTION	ACTION BY
1.	**Welcome - Acknowledgement of Country** *"We acknowledge the Traditional Custodians of this land, the Bunurong People, and pay respects to their Elders past and present.* *We recognise and respect their continuing connections to climate, Culture, Country and waters and we pay our respects and acknowledge all Aboriginal and Torres Strait Islander peoples, and their Elders present here today, in acknowledging their journey."*		
2.	**Conflicts of Interest** No conflicts of interest were declared.		
3.	**Apologies** Mish Eisen (ME) A quorum was maintained.		
4.	**Review of Minutes** Moved: SK Second: LT		
5.	**Update on the new Creative and Cultural Strategy** Leith Thomas and Fjorn Bastos from Future Tense presented on the development of the Creative and Cultural Strategy, a 10-year whole-of-council vision for arts, culture, libraries and heritage. The presentation summarised the completed research and creative ecology study. The Have Your Say public survey is now open until Monday 7 September. Link and further information are available at: Creative and Cultural Strategy | Have Your Say. **Discussion themes** • Support practitioners to navigate Council, access opportunities and reduce administrative barriers. • Increase accessible creative production, studio and informal gathering spaces. • Strengthen creative pathways for young people, new arrivals, queer communities and other local groups.	Distribute the Have Your Say survey through networks	All

DRAFT

	• Activate libraries, community centres and local social spaces as creative gathering points.		
6.	**Update on the Creative Studio Hub** Background - The Creative Studio Hub is a 2024 CIP project responding to local artists' need for community studio space following the closure of the Creative Industry Space at PEP and development of the DNA Lab. Fotheringham Reserve was considered, but feedback supported a more central location, leading to the selection of the Walker Street Gallery and Arts Centre Band Room. Consultation with Band Room users supported a flexible, multifunctional space for studio/workspace use and green room support, with feedback to inform final design, furniture and fit-out ahead of a launch aimed for this financial year. Access is expected to be managed through an EOI and Bookable, prioritising artists who do not have a suitable workspace and allowing flexible use for studio practice and performance programming. Documentation was also discussed to increase artist visibility.		
7.	**Membership and Working Group** **Current board membership** ES and LT's memberships are due to end on 22 November. The next meeting is schedule for 19 November. The positions will be advertised shortly. **Working Groups Chair Reports** • The Community Connections Working Group has been formed, with its first official welcome meeting scheduled for 27 August. • The Public Art Working Group is still being finalised, with the EOI extended, additional applications received and the review/selection process underway. • Creative Infrastructure Working Group remains inactive, and can be resumed based on the DNA timeline.		
8.	**Service Update and Discussion** **2027 Program Structure** The 2027 program structure will reflect the key learnings from the ecology research and the emerging Creative and Cultural Strategy, strengthening the creative pathways across presentation, participation, learning and enabling. Key priorities include development opportunities, community support, artist residencies, a Drum Encore pathway, and a new networking program, and evaluation that captures learning, connection and community impact. **Upcoming programs** • Keysborough Community Hub First Birthday: Scheduled for Monday 21 September, with a family-focused day program including Monash Health's Teddy Bear Hospital,		

DRAFT

	outdoor activities, early learning centre activities, a sausage sizzle, library story time and picnic spaces. • Drum Theatre 20th Anniversary: Scheduled for Saturday 7 November, with an immersive program exploring the theatre's past, present and future through performance, oral history, soundscape, heritage displays, live music and a foyer celebration. • Nadia Hernández kitchen project: A Keysborough Community Hub project exploring family history, memory and food through cooking, filming and shared meals. • Gallery exhibition and closing program: An upcoming Fibonacci spiral installation with projected dance work, with a closing public program being developed that may include dance activity by Ecstatic Dance Melbourne. **Upcoming Policy reviews** The Public Art Policy review is being recommenced after initial consultation in 2023, with existing community feedback informing the next stage. Council is working with the Engagement Team on consultation requirements and plans to hold a separate session with this group before November to gather input. The Civic Collection Policy review will also provide opportunities for the AAB to give feedback. Members discussed AI's growing presence in the arts, noting a preference for authentic, human-made work and suggesting that the value of creativity, imperfection and physical media may increase as AI-generated content becomes more widespread.		
9.	**Other Business** The Creative Australia Futures Fund for DNA is being explored, with feedback being sought on funding stream options.		
10.	**Next Meeting:** • Time: Thursday 19 November, 6pm-8pm • Location: TBC		

DRAFT

Cultural Heritage Advisory Committee Meeting Minutes	
Date	Thursday 27 August
Time	5.30pm–7pm
Venue	Jan Wilson Community Centre, Halton Road, Noble Park North
Chair	Grissel Walmaggia (GW)
Attendees	Robyn Robie (RR), Chris Keys (CK), Yin Cheng Jin (YCJ), Jayani De Silva (JDS) Manager Creative and Engaged City (CGD), Coordinator Experiences and Partnerships (CGD), Cultural Heritage Program Lead (CGD), Siobhan Meechan, Reconciliation Action Plan Advocate (CGD), Fjorn Batsos, Future Tense (FB)
Apologies	Cr Rhonda Garad [Greater Dandenong City Council (CGD)], Elise Jordan (EJ)
Minutes	Acting Business Support Officer (CGD)

Item No	Item	Action	Action By
1.	**Acknowledgement of Country** *"We acknowledge the Traditional Custodians of this land, the Bunurong People, and pay respects to their Elders past and present.* *We recognise and respect their continuing connections to climate, Culture, Country and waters and we pay our respects and acknowledge all Aboriginal and Torres Strait Islander peoples and their Elders present here today, in acknowledging their journey."*		
2.	**Conflicts of Interest** None to declare.		
3.	**Previous Meeting Minutes** Moved to informal meeting, no minutes to table.		
4.	**Aboriginal Cultural Heritage Engagement** Siobhan discussed Council's approach to advancing reconciliation through the newly endorsed Reconciliation Action Plan 2026–2028. Council continues to work closely with Bunurong Land Council, now the Registered Aboriginal Party for the land on which Greater Dandenong sits. Bimonthly consultations provide a forum to discuss cultural heritage, land, language, Country and community priorities, and Committee members were encouraged to attend. The Committee considered how CHAC can walk alongside Bunurong Land Council and support the implementation of the RAP, including exploring opportunities for representation, input into cultural heritage matters, and alignment with shared priorities. A response from Bunurong Land Council on next steps is expected before the next meeting.	Attend bimonthly Bunurong Land Council consultations.	Lynette/All

DRAFT

5.	**Strategic Advice on Implementation of Arts, Culture & Heritage Strategy** Fjorn Bastos from Future Tense presented on the development of the Creative and Cultural Strategy, a 10-year whole-of-council vision for arts, culture, libraries and heritage. Consultation is underway, including the Have Your Say survey - open until Monday 7 September. Discussion focused on opportunities for improving visibility, access, communication, audience development and connections between communities, creatives, venues and Council. Members highlighted the importance of supporting creative risk-taking, making better use of existing spaces, addressing accessibility and wayfinding issues, and promoting local cultural activity more effectively. In relation to heritage, the Committee discussed the need to elevate heritage by broadening its definition to include contemporary, multicultural and community stories, improving interpretation and promotion of heritage assets, and supporting future heritage practitioners through partnerships, training and sector collaboration. **Update on the Heritage Overlay Review adopted at the Council Meeting on 20 July** The Committee noted that the Heritage Overlay Review has been adopted by Council and is progressing to the next stage for ministerial endorsement.	Distribute the Have Your Say survey through networks	All
6.	**Heritage Promotion and Activation** **Upcoming exhibitions and programs at Heritage Hill** *The Secret Life of Gardens* Exhibition • 16 September 2026 - 4 February 2027 • Discover the hidden stories of Heritage Hill, exploring how gardens have shaped Australian life • Community Open Day/Exhibition Opening Celebration - Saturday 19 September, 10am-2pm **DDHS and SDHS update on activities and upcoming programs** The Historical Societies Report FY26 (see attached) was distributed, noting the groups are operating at a loss financially. Lynette will be reporting to Council on how the societies can be supported with much-needed software and computer upgrades. The societies are considering a merger to reduce costs and administration, with a resolution to be presented at the October AGMs. If supported, the merged organisation would operate as the “Greater Dandenong Historical Society” while continuing to maintain both local rooms. Current members have shown support for the change.		

DRAFT

7.	**Emerging Risks and Opportunities** **Notice of Motion No. 24 – Review of Funding Arrangements for Historical Societies** Council's response to the motion (see attached) will be presented to council before the end of the year, including several recommendations.		
8.	**Other Business** • Tabled – EJ's *City of Greater Dandenong Arts, Culture and Heritage Strategy Reimagined* (see attached) • Discussion was had around the deprioritising of history and heritage in primary and secondary schools		
9.	**Next Meeting** • Date: Thursday 27 November, 5.30pm-7pm • Venue: Heritage Hill Museum and Historic Gardens		

DRAFT

4.3.6 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 RECEIVES and NOTES:

1. **the information contained in this report; and**
2. **the information discussed at the below listed Councillor Briefing Sessions on 5 October 2026 that was declared confidential under section 3(1) of the Local Government Act 2020 in Item 3 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 21 September – 5 October 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 21 September 2026 – 5 October 2026.

Matters Presented for Discussion

Item		Councillor Briefing Session/Pre-Council Meeting
1	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. Australia Day Award Nominations; b. Council Building Plaques being stolen from Springvale Community Hub; and Agenda items for the Council Meeting 21 September 2026.	***Pre-Council Meeting (PCM) – 21 September 2026***
2	***GESM Update*** James Merlino, Greater South East Melbourne Board Member provided an overview of the advocacy work being undertaken by GSEM with both State and Federal Governments. The presentation highlighted GSEM's key advocacy priorities, which focus on improving regional connectivity and supporting growth through investment in transport infrastructure. Priority areas include enhanced bus services, road network improvements, better movement of people and goods, increased freight access, and targeted road upgrades across the region to address congestion and support economic development.	***Councillor Briefing Session (CBS) – 5 October 2026***
3	***Dandenong Wellbeing Centre Operational Review*** ***CONFIDENTIAL under s 3(1) of the Local Government Act 2020.***	***Councillor Briefing Session (CBS) – 5 October 2026***
4	***Councillor Observer Roles on Council Owned Entity Boards*** Councillors were briefed on governance arrangements for Councillor observers on the boards of Dandenong Market Pty Ltd and South East Leisure Pty Ltd, including governance risks, oversight models, options for future appointments, and potential changes to reporting, engagement, and governance processes.	***Councillor Briefing Session (CBS) – 5 October 2026***
5	***Councillor Candidature at the Upcoming State Election*** Councillors were briefed on their obligations under the Councillor Candidature in State or Federal Elections Policy, including requirements for Councillors seeking candidature in the upcoming State Election, maintaining a	***Councillor Briefing Session (CBS) – 5 October 2026***

	clear separation between Council duties and campaign activities and upholding Council's integrity and impartiality.	
6	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. Biannual Return Reminder; b. Community Safety Family Fun Day this weekend; c. Water Safety Month; d. Centenarian Celebration; and Agenda items for the Council Meeting 19 October 2026.	***Councillor Briefing Session (CBS) – 5 October 2026***

Apologies

5. Councillor Sophie Tan, Councillor Bob Milkovic and Councillor Loi Truong submitted apologies for the Councillor Briefing Session on 5 October 2026.

Legislative and Policy Obligations

6. 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.
7. 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.

4.3.7 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 [**4.3.7.1** - 2 pages]

Officer Recommendation

That the listed items for the period 31 August 2026 to 2 October 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 31 August 2026 to 2 October 2026.

Objective
CONNECTED. COLLABORATIVE. COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 31/08/2026 - 02/10/2026 - for officer action - total = 10

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
Seven separate emails to the Mayor from concerned local residents requesting Council action to ban camera-enabled smart glasses and strengthen privacy protections at Council facilities.	23-Sep-26	24-Sep-26	fA406232	Mayor & Councillors Office
An email from a local resident objecting to Council's 2027 Community Calendar collection policy and requesting reinstatement of the universal mailout.	25-Sep-26	28-Sep-26	fA406409	Mayor & Councillors Office
An email from a resident requesting a community article recognising their parents, long-term Dandenong residents, on the occasion of their 65th wedding anniversary.	15-Sep-26	28-Sep-26	fA406414	Mayor & Councillors Office
An email from a member of the Dandenong West Community Action Group requesting Council distribute and publish the final Dandenong West Rooming House Engagement Project report and recommendations.	28-Sep-26	29-Sep-26	fA406541	Mayor & Councillors Office
A letter from a resident regarding the non-collection of dangerous waste in Springvale and requesting Council action.	2-Sep-26	2-Sep-26	fA403481	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 31/08/2026 - 02/10/2026 for information only total = 2

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
A letter from the Chairperson of the Eastern Suburbs Regional Group, Order of Australia Association encouraging Council to establish an annual recognition event for local Order of Australia recipients.	31-Aug-26	4-Sep-26	A14097148	Mayor & Councillors Office
A letter from the President of the Australian Local Government Association (ALGA) advising Council of advocacy actions taken in response to 2026 National General Assembly Motion 171.	10-Sep-26	17-Sep-26	A14141440	Mayor & Councillors Office

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

5 NOTICES OF MOTION

5.1 NOTICE OF MOTION NO. 29 - SMART GLASSES AND PRIVACY IN COUNCIL FACILITIES

Responsible Officer: Chief Customer & Information Officer
Author: Cr Isabella Do

Preamble

1. The rapid emergence of cheaper and more accessible camera-enabled “smart glasses” presents a serious and growing challenge to privacy, safety and dignity in community spaces.
2. Smart glasses can look like ordinary glasses while allowing the wearer to photograph, record video and audio, access artificial intelligence and, in some cases, livestream what they see. Unlike a person holding up a mobile phone or camera, someone wearing camera-enabled glasses can potentially record people without those around them immediately knowing.
3. Recently, in August, Kmart's $89 camera glasses sold out just after being made available, demonstrating how quickly wearable recording technology is in demand. "What was a niche problem is now a very serious privacy issue in our community, putting personal data and community safety at risk.” (Mat Morgan, 2026).
4. This creates particular concerns in places where children, families and community members should be able to participate without fear of being covertly recorded, including swimming pools, leisure centres, childcare facilities, playgrounds and change rooms.
5. Australia's privacy laws have not kept pace with this technology. The Federal Government has acknowledged the emerging privacy risks associated with smart glasses but has not committed to a temporary ban on their importation while Australia's privacy framework is brought up to date.
6. Importantly, the Federal Government has acknowledged that councils can act.
7. On 31 August 2026, Attorney-General Michelle Rowland said: “I would like other councils to consider what kind of public areas they have in their sphere of influence where this could apply.” The Attorney-General also said that “councils and businesses, such as retail shops with change rooms, could restrict the use of smart glasses as they saw fit.”
8. There is therefore no need for Council to wait for new federal legislation before taking reasonable and proportionate action within Council-controlled spaces.
9. Other councils have already demonstrated that action is possible.
10. On 25 August 2026, Brisbane City Council changed the conditions of entry at its 21 public pools to prohibit non-consensual filming and photography using camera-enabled devices, including smart glasses, mobile phones and action cameras.
11. Council officers in the City of Melbourne are already organising signage and provided staff education, advising that smart glasses are prohibited, without needing a Notice of Motion.
12. Last month, the City of Yarra resolved to restrict smart glasses at Council leisure centres, childcare centres and playgrounds, with appropriate exemptions for people who rely on the technology because of disability. Yarra also resolved to advocate for stronger federal privacy laws and a temporary restriction on imports.

13. Multiple Sydney Councils have also moved to ban AI smart glasses in public spaces and facilities over privacy and covert recording concerns, such as Canterbury-Bankstown Council, one of Sydney's largest councils, which has voted in favour to ban smart glasses from its leisure centres and pools, and Inner West Council which has banned smart glasses and other wearable recording devices in its venues and facilities, including pools, change rooms, childcare centres and public toilets.
14. These examples demonstrate that councils can act now, using their existing control over facilities and conditions of entry, while advocating for the comprehensive national reforms ultimately required.
15. Any Council policy must recognise legitimate accessibility applications for smart glasses, including for people who are deaf or hard of hearing, have low vision, or have other disability-related needs. Such uses should be protected through appropriate exemptions and reasonable adjustments.
16. Council-controlled facilities should be places where residents can swim, exercise, access childcare and recreation, and allow their children to play without the reasonable concern that another person may be discreetly photographing, filming or recording them.
17. The Federal Government has said councils can act because it won't. Other councils are already acting. Greater Dandenong should do so now.

Motion

That Council:

1. **DIRECTS officers to prepare a report on Council's current conditions of entry and relevant facility policies with a view to establishing what further steps can be taken to prohibit the use of camera-enabled "smart glasses" and other covert camera-enabled wearable technology for photographing, filming, recording or livestreaming people without their consent at:**
    - **Council leisure centres, swimming pools and recreation facilities;**
    - **Council-operated and Council-managed childcare and early-years facilities;**
    - **Council playgrounds; and**
    - **other Council-operated or Council-controlled spaces identified by officers as appropriate.**
2. **The report should:**
    a. **IDENTIFY appropriate exemptions and reasonable adjustments for people who use smart glasses or other wearable technology as a disability or accessibility aid, including people who are deaf or hard of hearing, have low vision, or have other disability-related needs;**
    b. **DISTINGUISH between possession or wearing of the technology and its use for recording, so that people are not unnecessarily prevented from accessing Council facilities because they possess legitimate accessibility technology;**
    c. **RECOMMEND what further steps can be taken, including consideration of:**
        - **ensuring clear and prominent signage at affected facilities;**
        - **increasing guidance and training to Council staff, contractors, facility operators and authorised personnel;**

- **clearly outlining the process for responding to suspected non-consensual recording; and**
- **providing staff with appropriate authority to direct a person to cease recording and, where permitted, require a person who breaches the conditions of entry to leave the facility; and**

d. INCLUDE a communications plan outlining changes to Council users and relevant stakeholders, including residents, families, childcare users, sporting clubs, community organisations and facility users, through signage, Council's website, social media and other appropriate channels;

3. WRITES to the Prime Minister, Attorney-General and relevant Federal Ministers expressing Council's concern about the privacy and safety risks associated with covert camera-enabled wearable technology and calling for urgent national action;

4. ADVOCATES to the Federal Government for:

- **amendments to the Privacy Act and related legislation to ensure that non-consensual filming, photography, collection, storage, use or disclosure of footage obtained through covert wearable technology is appropriately regulated;**
- **stronger protections against covert surveillance in public and semi-public places;**
- **appropriate powers for the Office of the Australian Information Commissioner and eSafety Commissioner to investigate and respond to harmful uses of covert wearable technology;**
- **mandatory safeguards for camera-enabled wearable devices, including clear and prominent recording indicators and other measures to reduce covert recording and livestreaming; and**
- **a temporary restriction or ban on the importation of smart glasses and other covert camera-enabled wearable devices, with appropriate exemptions for genuine disability and accessibility aids, until Australian privacy and data-collection laws are strengthened to adequately address the risks posed by these technologies.**

5. SHARES Council's resolution with the Municipal Association of Victoria and other Victorian councils, encouraging local governments to consider similar protections within Council-controlled facilities; and

6. RECEIVES this report from officers within 4 months.

5.2 NOTICE OF MOTION NO. 30 - DATA CENTRES

Responsible Officer: Executive Director City Futures
Author: Cr Isabella Do

Preamble

1. The rapid growth of artificial intelligence (AI), cloud computing and digital technologies is driving unprecedented demand for data centre infrastructure across Australia. While there are currently no known data centre proposals before the City of Greater Dandenong, the rapid evolution of the sector warrants consideration of its potential implications for the municipality and the broader south-eastern metropolitan region.
2. Recent developments in neighbouring municipalities, including the City of Casey, have highlighted growing community concerns regarding the environmental, infrastructure and amenity impacts of major data centre developments. These concerns include energy consumption, water use, waste heat, noise, emergency management, environmental impacts, community consultation and the cumulative impacts of multiple facilities within a region.
3. The Victorian Government has recently announced reforms relating to data centre development. While these reforms are a positive step, local government continues to advocate for stronger planning controls, community protections, environmental safeguards and transparency measures. The Municipal Association of Victoria (MAV) has further called for improved strategic planning, community engagement, cumulative impact assessments, sustainability requirements and community benefit frameworks relating to data centre development (MAV Sector Submission: Senate Inquiry into Artificial Intelligence and Data Centres, September 2026).
4. As artificial intelligence accelerates demand for digital infrastructure, Greater Dandenong has an opportunity to advocate for a planning framework that protects residents, respects Traditional Owners, promotes environmental sustainability and ensures host communities receive appropriate and enduring benefits from major digital infrastructure developments.

Motion

That Council:

1. NOTES that:

a. Artificial intelligence and digital technologies are driving significant growth in demand for data centre infrastructure;

b. Data centres can create substantial demands on energy, water and other infrastructure and may impact local amenity and environmental outcomes;

c. Neighbouring municipalities, including the City of Casey, are already experiencing significant community interest and concern regarding data centre development proposals;

d. The Municipal Association of Victoria has advocated for stronger planning, environmental and community protection measures relating to data centre development; and

e. **Recent Victorian Government reforms, including measures relating to setbacks, renewable energy supply, water use and local community benefits, are a positive step. However, concerns remain regarding cumulative impacts, strategic siting, transparency, local government involvement in decision-making, community consultation requirements and the adequacy of protections for neighbouring communities.**

2. **RECOGNISES that:**

   a. **The importance of meaningful community participation in planning decisions that may affect local neighbourhoods;**

   b. **Planning decisions should promote equitable outcomes and ensure that no community bears a disproportionate share of environmental and infrastructure impacts;**

   c. **Traditional Owners should be appropriately engaged and included in planning, consultation and benefit-sharing arrangements relating to developments affecting Country, consistent with principles of self-determination and respect for cultural heritage.**

   d. **Communities hosting nationally significant digital infrastructure should receive meaningful and enduring social, economic and environmental benefits; and**

   e. **Strategic planning should ensure that major digital infrastructure developments are located in appropriate locations.**

3. **CALLS on the Victorian Government to:**

   a. **Require public notice and community consultation for significant data centre developments and major expansions;**

   b. **Review and strengthen planning controls to ensure minimum separation distances between data centres, residential communities and sensitive land uses are evidence-based, account for noise, visual, traffic, heat and emergency management impacts, and are sufficient to protect community amenity and wellbeing;**

   c. **Require transparent assessment, public reporting and independent review of energy demand, water consumption, greenhouse emissions, noise, heat, traffic, emergency management risks, environmental impacts and cumulative regional impacts;**

   d. **Ensure the Local Investment Guarantee and any associated Community Benefit Framework are mandatory, transparent, proportionate to development impacts and deliver enduring social, economic and environmental benefits for host communities;**

   e. **Require cumulative impact assessments where multiple data centres or associated infrastructure are proposed within a municipality or region;**

   f. **Ensure affected local governments have meaningful input into assessment processes and strategic planning decisions relating to major data centre developments; and**

   g. **Continue consultation with local government and Traditional Owners in the development of Victoria's data centre planning framework.**

4. **REQUESTS the Chief Executive Officer write to the relevant Victorian Ministers advising them of Council's position; and**

5. **ENDORSES Council officers advocating through relevant local government, sector and regional forums for stronger planning, environmental and community protection measures relating to data centre development and contributing to coordinated submissions on this matter, as appropriate.**

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